



THE CLUB OF ROME: 1968 –2000

Beginnings

A novelist would probably reject the contacts and encounters that led up to the creation of the Club of Rome as too improbable for a good story. An Italian industrialist who has spent much of his working life in China and Latin America meets, via a Russian (although this is at the height of the Cold War), a top international scientific civil servant, Scots by birth. They find they share similar concerns, become friends, decide to draw others (American, Austrian, British, Danish, French) into their discussions. Unfortunately, the first proper meeting of this group, in Rome in spring 1968, is a total flop but a handful of die-hards carry on, and within a few years millions of people all round the world are talking about their ideas.

However unlikely, that is roughly the way the Club of Rome began. It could so easily never have happened — because the protagonists might never have met, or they might well have given up after the failure of that first meeting. That the Club was in fact founded and flourished undoubtedly owed much to the personalities and experience of the two main characters in the story. Aurelio Peccei, the Italian, and Alexander King, the Scot, both had excellent — though very different — vantage points in the mid-1960s to observe the problems emerging in the world; both were worried by what they saw but their capacity to act on their knowledge was limited by their positions. Naturally, they were on the lookout for like-minded people and for ways of taking their ideas further.

Aurelio Peccei had trained as an economist and was sent to China by Fiat in 1935. After the war, spent in the resistance and in prison, he returned to Fiat, first helping to get the group back on its feet and then, in 1949, as head of its Latin American operations. He quickly realised that it would make sense to start manufacturing locally and set up the Argentine subsidiary, Fiat-Concord. In 1957 he was delighted to be asked to create and run Italconsult (a para-public joint consultancy venture involving major Italian firms such as Fiat, Innocenti, Montecatini), seeing this as a way of helping tackle the problems of the Third World which he had come to know first-hand. But Peccei was not content merely with the substantial achievements of Italconsult, or his responsibilities as President of Olivetti, and threw his energies into other organisations as well, including ADELA, an international consortium of bankers aimed at supporting industrialisation in Latin America. He was asked to give the keynote speech in Spanish at the group's first meeting in 1965, which is where the series of coincidences leading to the creation of the Club of Rome began.

Peccei's speech caught the attention of Dean Rusk, then American Secretary of State, and he had it translated into English and distributed at various meetings in Washington. A Soviet representative at the annual meeting of ACAST (the U.N. Advisory Committee on Science and Technology), Jermen Gvishiani, read the speech and was so taken by it that he decided he should invite the author to come for private discussions, outside Moscow. Gvishiani therefore asked an American colleague on ACAST, Carroll Wilson, about Peccei. Wilson did not know Peccei, but he and Gvishiani both knew Alexander King, by then head of the Scientific Affairs directorate of the OECD in Paris, so Wilson appealed to him for information.

As it happened, King did not know Peccei, but he was equally impressed by the ADELA paper and tracked down its author via the Italian Embassy in Paris. King wrote to Peccei, passing on Gvishiani's address and wish to invite him to the Soviet Union, but also congratulating him on his paper and suggesting that they might meet some time as they obviously shared similar concerns.

While Aurelio Peccei had been working as an industrial manager in the Third World, Alexander King had been pursuing his career as a national and international civil servant in the very different setting of the industrialised countries. He had studied chemistry at the universities of London and Munich, then taught and carried out some important research at Imperial College, London. The war took him to the United States, where he was scientific attaché at the British Embassy in Washington until 1947, concerned with "everything from penicillin to the bomb". His experience there and in his next jobs — with the Department of Scientific and Industrial Research in London and then the European Productivity Agency in Paris — gave him the interest in the interactions between science, industry and society as well as the expertise in science policy matters that he was to need in his work at the OECD.

King has described the OECD in the 1960s as "a kind of temple of growth for industrialised countries — growth for growth's sake was what mattered". This veneration of growth, with little concern for the long-term consequences, worried King and Torkil Kristensen, the Secretary-General of the OECD. They both felt that there ought to be some sort of independent body, which could ask awkward questions and try to encourage governments to look further ahead than they normally did. As international civil servants, however, they felt limited in what they could do — at which point, Peccei telephoned King and they arranged to have lunch.

The two men got on extremely well from the very outset. They met several times in the latter part of 1967/early 1968, and then decided that they had to do something constructive to encourage longer-range thinking among Western European governments. Peccei accordingly persuaded the Agnelli Foundation to fund a two-day brainstorming meeting of about 30 European economists and scientists at the Accademia dei Lincei in Rome in April 1968.

To launch the discussion, King asked one of his colleagues from the OECD, Erich Jantsch, to present a paper. Unfortunately for the success of the meeting, Jantsch produced a brilliant but far too sophisticated paper on economic and technological forecasting which bewildered rather than stimulated the audience. In addition, the Vietnam War had made people very anti-American and therefore hostile to what were perceived as American techniques, such as systems analysis. The debate degenerated into arguments about semantics, many of the participants were either sceptical about the methodology or simply unwilling to become involved in a shaky joint enterprise, and the meeting ended in fiasco.

The Club takes shape

Half a dozen recalcitrants, however, refused to admit defeat. Peccei, King, Jantsch, Hugo Thiemann, Jean Saint-Geours and Max Kohnstamm had dinner together that night to discuss what had gone wrong and what to do next. King and Peccei agreed at once that they had been "too foolish, naive and impatient" and that they simply did not know enough about the subject they were tackling. The group therefore decided that they should spend the next year or so in mutual education, discussing world problems among themselves and occasionally inviting others to join in.

According to Alexander King, within an hour they had decided to call themselves "The Club of Rome" and had defined the three major concepts that have formed the Club's thinking ever since: a global perspective, the long term, and the cluster of intertwined problems they called "the problematique". Although the Rome meeting had been convened with just Western Europe in mind, the group realised that they were dealing with problems of much larger scale and complexity: in short, "the predicament of mankind". The notion of problematique excited some

because it seemed applicable at a universal level, but worried others, who felt that the approach was valid only for smaller entities such as a city or community. Saint-Geours and Kohnstamm therefore soon dropped out, leaving the others to pursue their informal programme of learning and debate.

The Club initially had no legal form or membership. The group met quite frequently over the following 18 months, often in Geneva, to discuss aspects of the human predicament. Peccei brought in an economist and futurologist named Hasan Ozbekhan, a Turk educated at the London School of Economics and currently running a California think-tank, who shared the group's concerns and thought he might be able to help them find some way of looking at the interaction of the various elements in the problematique.

Jantsch and Ozbekhan were invited to the European Summer University at Alpbach in Austria in September 1969 for a seminar on the human predicament, and Peccei and King went along to support them. The Alpbach meeting was significant for two reasons. First, that was where the German Eduard Pestel joined the group. Second, the Austrian Chancellor paid a visit to the ESU and encountered the Club members one evening at dinner, where they were talking about their ideas. He was struck by the fact that these were the sorts of issues his Ministers should be discussing together but were not, so he invited them to come to address the cabinet in Vienna in a month's time. The aim of "pricking" governments, which had rather fallen into abeyance, was thus revived at the request of a government!

In due course King, Peccei, Jantsch, Thiemann, Kristensen (now retired) and Gvishiani went to Vienna. They met with the Austrian cabinet and later with a group of industrialists and bankers, all of whom urged them to "go public" as they could be useful. This was just the first of many meetings with heads of state during the next couple of years.

Meanwhile, many more members were being recruited and it became clear that a slightly more formal organisation was needed. Alexander King, as the "keeper of the ideology" from the outset, was inspired by the model of the Lunar Society of Birmingham: a group of independent-minded people (such as Wedgwood the potter, James Watt, Priestley the discoverer of oxygen, Erasmus Darwin) who dined together once a month towards the end of the 18th century and discussed the promises and problems offered by contemporary developments in science and industry. The Lunatics, as William Blake called them disparagingly, had no political power or ambitions, but they could see the interconnections between all that was happening around them and the potential for changing the nature of society. No bureaucracy, just thinking and doing.

Eventually the Club did have to draw up some statutes and choose a President (Aurelio Peccei), but that was all. It was decided to limit the membership to 100 because it was feared that larger numbers would become unmanageable and would necessitate a paid secretariat, hence all the usual paraphernalia of finance committees, etc. that they hoped to avoid. So that the Club should be seen to be entirely independent, financial support would not be sought or accepted from governments or industry. For the same reason, there should be no political affiliations or appointments — members appointed to political positions were expected to become sleeping members while in office (this happened, for example, for Okita and Pestel). Otherwise the membership should range as widely as possible, in terms of expertise and geography. A concern with the problematique, and the need to delineate it and understand its nature, was the main requirement for membership, irrespective of political ideology.

The Club saw itself, as indeed it still does, as "a group of world citizens, sharing a common concern for the future of humanity and acting as a catalyst to stimulate public debate, to sponsor

investigations and analyses of the problematique and to bring these to the attention of decision makers".

The search for a methodology

By the time of the first major meeting of the Club in Berne in June 1970 (at the invitation of the Swiss government), there were about 40 members. Ozbekhan presented a paper proposing a methodology for coming to grips with the predicament of mankind: they should set up a fairly basic model of the global situation; establish empirically a list of "continuing critical problems"; then simulate the interactions within the system under different conditions. The results would provide a more concrete basis for evaluating possible policy options and offering advice to governments. The paper provoked a heated debate, with strongly held views on both sides. The majority ultimately decided that it would take too long and cost too much to develop the Ozbekhan model to the point where it would produce useful results.

Once again, the enterprise might have foundered; but once again, a *deus ex machina* appeared, this time in the shape of Professor Jay Forrester of MIT, who had been invited to the meeting. For thirty years he had been working on the problem of developing mathematical models that could be applied to complex, dynamic situations such as economic and urban growth. His offer to adapt his well-tried dynamic model to handle global issues was gratefully accepted, and the way ahead suddenly seemed less uncertain. A fortnight later, a group of Club members visited Forrester at MIT and were convinced that the model could be made to work for the kind of global problems which interested the Club. An agreement was signed with a research team at MIT in July 1970, the finance provided by a grant of \$200,000 that Pestel had obtained from the Volkswagen Foundation.

The team was made up of 17 researchers from a wide range of disciplines and countries, led by Dennis Meadows. From their base at the Systems Dynamics Group at MIT they assembled vast quantities of data from around the world to feed into the model, focusing on five main variables: investment, population, pollution, natural resources and food. The dynamic model would then examine the interactions among these variables and the trends in the system as a whole over the next 10, 20, 50 years or more if present growth rates were maintained. The global approach was quite deliberate; regional and area studies could come later.

In a remarkably short time, the team produced its report in 1972: *The Limits to Growth*, written very readably for a non-specialist audience by Donella Meadows. The response to the book — in all more than 12 million copies have been sold, translated into 27 languages — showed how many people in every continent were concerned about the predicament of mankind. "The Club of Rome" had begun to make its mark, as its founders had hoped, on the whole world.

***Limits to Growth* and other studies**

Before the final publication, Peccei circulated a draft to leading economists and politicians, hoping for some response, but received none. There was no shortage of reactions, however, once the book was out.

When the results were presented to the Club, some members had strong reservations, especially about the lack of an adequate social dimension or of any regional breakdown differentiating between the industrialised countries and developing world. Such disagreement was entirely

natural, given the diverse views within the Club. Indeed, this was why *Limits to Growth*, like the subsequent studies, was a Report *to* rather than *by* the Club of Rome, prepared by reputable academics for the very purpose of stimulating debate. It was not meant to be a statement of the Club's credo, but a first hesitant step towards a new understanding of the world.

Limits to Growth was discussed in hundreds of seminars, round-tables, newspaper articles, radio and television programmes. Quite wrongly, the Report tended to be perceived as presenting an inescapable scenario for the future, and the Club was assumed to be in favour of zero economic growth. In fact the projection of trends and the analysis of their cross impacts were intended to highlight the risks of a blind pursuit of growth in the industrialised countries, and to induce changes in prevailing attitudes and policies so that the projected consequences should not materialise.

In general, the main academic criticisms — to simplify complex arguments drastically — came from economists, who felt that the study failed to take sufficient account of the price mechanism, and from scientists, who thought it neglected the capacity of scientific and technological innovation to solve the world's problems. The recently founded Science Policy Research Unit at the University of Sussex undertook a particularly thorough critique.

Some critique repeated frequently even in recent years went totally astray. The Club of Rome has been accused a serious failure in predicting in the *Limits to Growth* depletion of oil resources by the turn of the century. Predictions were never made. (This is one of “the bullets of the information war” against the Club of Rome and it should be “disarmed” in this paper.)

The Report broke new ground in a number of ways. For one thing, it was the first time that a global model had been commissioned by an independent body rather than a government or United Nations agency, and its findings were intended to reach a wider public than the usual limited audience of academics. More importantly for the future, it was the first to make an explicit link between economic growth and the consequences for the environment. Whatever its shortcomings, *Limits to Growth* set the frame of reference for the debate on the pros and cons of growth, as well as for subsequent efforts in global modelling.

It also broke the barriers of dialogue between socialist countries and western countries. The discussion on limits and environment penetrated to the socialist countries too, even if it became considered officially as a capitalist doctrine not relevant to socialism. Socialism was declared to have free of this kind of the capitalist problematique. The thinkers of the socialist countries became anyhow alert and influenced.

The Club of Rome problematique was also awakening interest in China after the Cultural Revolution, and Chinese participants were attending by invitation of Aurelio Peccei the Club of Rome world conference in Helsinki in 1984.

Eduard Pestel was one of those deeply concerned about the undifferentiated global approach adopted in *Limits to Growth*. As a professional systems analyst — he had established his own Institute for Systems Analysis in Hanover in 1971 — he was the obvious person to produce a report with a more specified approach. Accordingly, even before the Meadows Report was published, he and Mihajlo Mesarovic of Case Western Reserve University had begun work on a far more elaborate model (it distinguished ten world regions and involved 200,000 equations compared with 1,000 in the Meadows model). The research had the full support of the Club and the final publication, *Mankind at the Turning Point*, was accepted as an official Report to the Club of Rome in 1974. In addition to providing a more refined regional breakdown, Pestel and

Mesarovic had succeeded in integrating social as well as technical data. The Report was less readable than *Limits to Growth* and did not make the same impact on the general public, but it was well received in Germany and France, in particular.

Several other studies were undertaken in the early 1970s to improve upon *Limits to Growth*, with varying degrees of support from the Club. Reflecting general criticism from the Third World, a Latin American model was developed by the Bariloche Institute in Argentina; the Club helped to find funding for the project but did not give its *imprimatur* to the final report (A.O. Herrera *et al.*, *Catastrophe or New Society?*, 1976). Another regional model, FUGI, was launched by Yoichi Kaya to examine Japan and the Pacific; it was sponsored by MITI and not by the Club.

With the idea of giving greater stress to the human dimension, Peccei approached the Dutch economist Jan Tinbergen and proposed a study of the likely impact of a doubling of the population on the global community. Tinbergen and his colleague Hans Linnemann came to the conclusion, however, that the topic was unmanageably large and decided to focus on the problems of "Food for a Doubling World Population". When this was put to the Club, Peccei and others disagreed strongly, feeling that other aspects such as strains on housing, urban infrastructure, employment, etc. should not be ignored. Ultimately Linnemann and his group pursued their research with funds they had already mobilised in the Netherlands and published their results independently (*MOIRA — Model of International Relations in Agriculture*, 1979), not as a Report to the Club of Rome.

The early 1970s: high visibility

The immediate consequences of the tremendous public interest in *Limits to Growth* were that the Club enjoyed excellent coverage in the media and it was much easier to gain access to influential people. Peccei was keen to build on this strong position and initiate further projects. It was a period of great expectations, apparently propitious for influencing both policymakers and public opinion.

The new phase of activities was discussed at the Tokyo Conference in October 1973 on "Toward a Global Vision of Human Problems". Preliminary presentations were made of the Latin American, FUGI, Mesarovic and Pestel, and MOIRA models, as well as reports by a CoR group working on energy, resources and technological change (later published as *Beyond the Age of Waste*), of a Dutch group on the implications of the findings of *Limits to Growth* for the Netherlands, and of a group from the Battelle Institute on efforts to apply the Delphi method to macroeconomic decision making. The Club had come a long way from the disastrous Rome meeting five years before. However, another event in the same month fundamentally altered everyone's awareness of problems of scarcity and of power relations: the OPEC meeting, which heralded the first oil shock. The framework of discussion changed radically, at least for a while, and the Club was to become involved in the UN debate on the New International Economic Order (NIEO).

Lest it appear that the Club was devoting all its energies to academic modelling projects, another series of meetings should be mentioned that reveals the other strand of its activities. Peccei persuaded the Austrian Chancellor, Bruno Kreisky, to host a meeting in February 1974 on North-South problems, which brought together six other heads of state or government (from Canada, Mexico, the Netherlands, Senegal, Sweden and Switzerland), senior representatives of three others (Algeria, the Republic of Ireland and Pakistan) and ten members of the CoR Executive Committee. Peccei deliberately did not invite any of the major European powers, the USA or the

USSR so as to prevent the debate turning into a forum for national or ideological position statements. To encourage the participants to speak freely, they were asked to come without accompanying civil servants and assured that nothing they said would be attributed to them. The two-day private brainstorming meeting ended with a press conference for 300 journalists and the CoR Executive Committee members issued their "Salzburg Statement", which emphasised that the oil crisis was simply part of the whole complex of global problems; the nine recommendations related to many of the issues covered in the NIEO.

As a logical extension of the Salzburg meeting, Peccei asked Jan Tinbergen to produce a follow-up report on global food and development policies, exploring these aspects much more thoroughly than the coverage in *Limits to Growth*. It seemed a propitious moment to promote thinking on the global problematique and international co-operation as the oil crisis made people recognise how interdependent the world had become. Scholars from the First, Second and Third Worlds were invited to participate in the RIO project (Reshaping the International Order), but only Poland and Bulgaria accepted from the Communist bloc. The basic thesis was that the gap between rich and poor countries (with the wealthiest roughly 13 times richer than the poorest) was intolerable and the situation was inherently unstable. What would be required to reduce the gap to 6:1 over 15 to 30 years? (Though still large, this ratio seemed the lowest that could be realistically proposed.) Unlike *Limits to Growth* the model allowed the developing countries 5% growth per annum, whereas the industrialised countries would have zero or negative growth; all, however, would benefit from more sensible use of energy and other resources and a more equitable distribution of global wealth. The main Report argued that people in the rich countries would have to change their patterns of consumption and accept lower profits, but a dissenting group saw consumption as a symptom rather than a cause of the problems, which stemmed rather from the fundamental power structure.

After numerous working sessions and presentations at CoR and other meetings over an 18-month period, the final results of RIO were presented at a meeting in Algiers in October 1976 and accepted as a Report to the Club of Rome. Despite being stronger on policy than *Limits to Growth*, it did not have the hoped-for impact, perhaps because the worst effects of the oil shock were over and the First World was much less receptive to appeals for self-denial and greater co-operation.

1976-1984: doldrums

The response to the RIO study was discouraging, and the other publications that appeared in the 1970s and early 1980s fared little better, achieving respectable but unremarkable sales and publicity. (The possible exception was *Microelectronics and Society*, which did well especially in Germany.) It became clear that, in the current climate, it would be difficult to attract sponsors for major meetings and research projects, and academics might be less interested in undertaking them for the Club. The whole business of modelling had become far more sophisticated, so that the Club was no longer well placed to make an innovative contribution; in any case, the public had become sceptical since nobody had forecast the oil shock. Consequently the Club's activities, largely at Peccei's instigation, entered a more disparate phase, with no overall guiding principle. This does not mean that nothing was happening, as is obvious from the list of Reports to the Club of Rome published during this period (see Annex), but which tended to examine specific aspects of the problematique rather than attempting a global approach. The Annual Conferences, held at venues in four continents every year from 1970 onwards, continued to provide an opportunity not only for all members of the Club to meet, but also to spread its ideas in the countries concerned.

From about 1979 onwards, Peccei devoted his energies increasingly to a new project: the Forum Humanum. He had come to feel that the best hope for the world lay in young people and his aim in Forum Humanum was to build a network of younger scientists in the First, Second and Third Worlds who would work together to tackle the pressing problems of humankind. His colleagues in the Club did not on the whole share his enthusiasm, and he was left to pursue his campaign alone. Peccei travelled and lobbied as tirelessly as ever, and groups of young scientists were established in Rome, Madrid, Geneva, Rio de Janeiro and Buenos Aires, but the movement did not take off as he had hoped.

Ever since the early days, Peccei and two secretaries operating from his office at Italconsult headquarters in Rome had essentially run the Club. (On paper, CoR also had offices in Geneva and Tokyo, at the Battelle Institute and c/o the Japan Techno Economics Society (JATES) respectively, but these were little more than useful addresses for correspondence or for organising meetings.) In July 1982, after changes in company leadership, he received a week's notice to give up this office; in the ensuing upheaval, he salvaged what seemed to him the most important documents, now stored by Umberto Colombo at ENEA in Rome, but much archival material was lost at that time.

Renewal

Peccei had been such a dominant force in the Club that when he died, in March 1984, the feasibility and desirability of its continuing existence was put in question. At a meeting in Helsinki in July 1984, however, the majority of members decided in favour of carrying on.

Certain changes were inevitable. Largely thanks to Peccei, the Club had managed to survive as a "non-organisation", without a formal structure, a proper secretariat and a budget, but this state of affairs could not continue and new arrangements were needed to make the Club more efficient. Alexander King was appointed President (President Emeritus since 1 January 1991, when he was succeeded by Ricardo Díez-Hochleitner). A more participative mode of operation was adopted, with a Council (12 members) and a small Executive Board (8 members). The Council defines the general framework for the Club's activities and deals with the issues of substance; the members are chosen so as to reflect a balance of regions and viewpoints. The Executive Board takes decisions relating to the day-by-day actions of the Club and implements them; for practical reasons, the members need to be easily available by telephone and for meetings. Membership of both bodies is for three years, renewable once, to ensure a rotation.

A major practical problem was to find someone prepared to take on Peccei's role in the day-to-day running of the Club on a similar voluntary basis. In 1984 Alexander King proposed to the Executive Board that there should be a new position of Secretary-General to assist the President, and Bertrand Schneider shouldered the task. The Club's headquarters then shifted to Paris.

Another new development was the decision to invite prominent world figures that share the Club's concerns to become Honorary Members. Although their positions may prevent them from taking a public stance, as in the case of the Queen of the Netherlands or the King and Queen of Spain, they can and do give valued moral support. Among the others are former President Gorbachev, former President Richard von Weizsäcker of Germany, former President Mauno Koivisto of Finland, the first President of newly democratic Czechoslovakia Vaclav Havel, President Arpad Göncz of Hungary, and the Nobel laureates Ilya Prigogine and Lawrence Klein.

The main strands of activity continued to be part public, part private — part collective (through the Annual Conferences, other meetings and seminars, and the National Associations), part personal initiatives, though these are not seen as separate: the action of the Club is made up of the actions of the individual members. Regular "Activities Reports" several times a year now keep the members informed of each other's, CoR and National Association projects.

As regards the public actions, there was a deliberate change in emphasis in tackling the "predicament of mankind". Although the distinctively global approach would be maintained, emphasising the complex interactions within the problematique, the Helsinki meeting felt it would be appropriate to focus on particular aspects, perhaps concentrating on a single major item for the next few years. Possible topics considered for this new phase are set out in Alexander King's "The Club of Rome — Reaffirmation of a Mission" (1986): governability, peace and disarmament, population growth, human resources and assessment of the consequences of advances in science and technology. The first of these — examining the need for innovation in the ways society and institutions are managed to cope with the demands of a rapidly changing world — was selected as the theme of the Annual Conference in Santander in 1985.

Similarly, the Club had a long-standing interest in development questions, but now examined them in greater depth. Bertrand Schneider's *The Barefoot Revolution*, accepted as a Report to the Club in 1985, marked a turning point. The study examined at first hand the working of 93 development projects, mainly in rural areas, in 19 countries in Asia, Africa and Latin America. The Report highlighted the contribution of the NGOs, but above all stressed the enormous potential of the villagers themselves, once given the chance to speak and act. After this broad overview, the Club focused in turn on different regions of the Third World, starting with a year of special concern with Africa. Under the sponsorship of the Finnish National Association, a study conducted by Pentti Malaska was undertaken with an international team of experts of food and famine in Africa, following on the famines in the Sahel and Ethiopia. In this connection, the first meeting was held in June 1986 in Lusaka under the patronage of President Kenneth Kaunda, and Aklilu Lemma and Pentti Malaska edited the subsequent Report to the Club of Rome *Africa beyond Famine* (1989). It had a considerable impact on discussion and became a textbook in African universities. A larger conference was then arranged in Yaoundé, in December 1986, bringing together about 80 Africans and 30 members of CoR from other regions, for a frank discussion of the continent's problems, along with proposals for radical solutions. This concern with development has continued in the 1990s.

In addition to the publications commissioned in relation to these activities, a new "Information Series" of Reports was launched, such as Bertrand Schneider's *Africa Facing its Priorities* (1988) and Eduard Pestel's *Beyond the Limits to Growth* (1989). As the series title indicates, the main aim was to provide information, with less emphasis on policy recommendations. In general, publications were subjected to more rigorous appraisal.

As to the more private face of the Club, the personal diplomacy always practised by members was given new impetus by the gradual thaw in East-West relations after 1985. Two examples are particularly striking. Before the Reykjavik Summit in October 1986, Eduard Pestel and Alexander King sent a memo to both President Ronald Reagan and Mikhail Gorbachev, suggesting that the United States and the USSR might be induced to work together on reducing arms sales to poorer countries — the superpowers would gain politically, if not economically, from such efforts, and they would benefit from the experience of actually working together. The response from the White House was perfunctory, but Gorbachev immediately reacted very positively, and this led to personal contacts between the Club and the Soviet leadership during the crucial period of *glasnost* and *perestroika*. Similar contacts made by Adam Schaff in Poland

led to the creation there of a National Association for the Club of Rome, providing a meeting ground for members of the Communist Party, the Roman Catholic church and Solidarity.

The evolution of the National Associations

The network of National Associations has grown largely spontaneously. The first one came into being in the Netherlands as a result of an overwhelming public response to early drafts of *Limits to Growth* leaked to the Dutch press and presented on television; the book ultimately sold 900,000 copies in a country with a population of 13 million. Frits Boettcher, the head of the Dutch delegation to the OECD Committee on Science and Technology, tried to persuade the Club to build on this response and set up "The Netherlands Association for the Club of Rome" in late 1971. The German Association was established in 1978 on the initiative of Eduard Pestel. The Finnish Association for the Club of Rome came into being during the Club's Annual Conference in Helsinki in 1984.

To strengthen the organisational and institutional basis for the National Associations, mostly advanced through individual initiatives, a common Charter was worked out largely based on the model of the Spanish Association. The Charter was adopted in Warsaw in 1987. Only Associations willing to abide by the provisions of the Charter are recognised as official "Associations for the Club of Rome". The National Associations have proven to be a successful instrument to further spread the message of the Club of Rome on a national level. Moreover, their stimulating ideas serve as an input for the debates and activities of the Club.

Following the collapse of communism, National Associations for the Club of Rome were established across Eastern Europe: in Bulgaria, Croatia, the Czech Republic, Georgia, Hungary, Rumania, Slovakia, Slovenia and Ukraine; National Associations already existed in Poland and Russia. Chapters were also created in Latin America (Argentina, Chile, Mexico, Puerto Rico and Venezuela). North America is represented by a Canadian and US-Association. Currently there are 30 National Associations spread across all five continents. In order to co-ordinate the activities of the numerous European Associations, a European Support Centre of the Club of Rome (ESC) was established in Vienna in 1999. Based on a long tradition of close co-operation with the Club of Rome, the Austrian authorities have been strongly supporting the ESC financially..

The Nineties

The topic of the Annual Conference in Hannover in 1989 was "Problems of World Industrialisation — Panacea or Nightmare?" highlighting the environmental constraints on industrial growth, the problems of industrialisation in the developing countries and the essential role of energy in future world development — a complex of interdependent issues that underscores the importance of the problematique concept. Participants were so impressed by the gravity of the situation that, at the suggestion of Ricardo Díez-Hochleitner, it was agreed the Club should spend 1990 re-examining the world situation and re-assess its own mission in the context of turbulent global change. The result was, for the first time, a Report *by* rather than *to* the Club of Rome: *The First Global Revolution*, published in 1991 and now translated into 11 languages. The views of members were sought via a questionnaire, and the Council then had intensive discussions, with two meetings held at the invitation of Jermen Gvishiani in Moscow and of Ricardo Díez-Hochleitner in Santander. These efforts culminated in the approval of the Report written by Alexander King and Bertrand Schneider. As the first part of the book makes

clear, the concerns that led to the founding of the Club are still highly relevant; the second half concentrates on practical suggestions for ways to tackle the problematique and coins a new term, the "resolutique". The Club then defined itself not only as a think tank but also as a centre of initiatives and innovation.

This was the occasion for redefining the priority concerns — development, the environment, governance and education — and setting out clearly the aims, strategies and initiatives for the future. The first of these was followed up through a research programme on "Evolving Concepts of International Co-operation for Development", with major meetings in New Delhi, Kuala Lumpur and the Japanese city of Fukuoka. The results were brought together in a Report to the Club of Rome, *The Scandal and the Shame* (1995), by Bertrand Schneider, which criticises the waste and failures of development policies in the Third World over the last forty years and makes concrete suggestions, including the transformation of the World Bank and the UN agencies involved. The concern with governance, which had been a commitment of the Club of Rome since its early days, gave rise to a Report by Yehezkel Dror on *The Capacity to Govern* (1994), and the Hanover Declaration after the 25th Anniversary meeting. As for the environment, two recent Reports to the Club of Rome looked at different aspects of "green accounting": *Factor 4: Target for Sustainable Development* (1997) by Ernst von Weizsäcker, and *Taking Nature into Account: Toward a Sustainable National Income* (1995), edited by Wouter van Dieren.

In a world characterised by an increasing numbers of conflicts social cohesion and the ability of mediating conflicts are vital for the stability and the survival of societies. Peter L. Berger and his international team in his Report to the Club of Rome *The Limits of Social Cohesion – Conflict & Mediation in Pluralist Societies* (1997) found very interesting conclusions investigating the socio-political infrastructure of 11 nation-states with different history and culture as well as economic standards and social conditions. Orio Giarini and Patrick M. Liedtke in their Report to the Club of Rome on *The Employment Dilemma and the Future of Work* (1998) are developing new perspectives with a variety of practical proposals on how to create employment and work for all. The "productivity" of the Club in the nineties was communicated vis-à-vis the public primarily through its Reports focussing on vital challenges to mankind. The Report to the Club of Rome by Elisabeth Mann Borgese, *The Oceanic Circle - Governing the Seas as a Global Resource* (1998), highlighted the importance of the commons for the survival of mankind.

In three successive meetings, the Executive Committee discussed ways and means to strengthen the administrative and financial structure of the Club of Rome. The Club has traditionally seen itself as a non-organisation, a position no longer to be perpetuated in view of increasing challenges to the Club asking for higher efficiency and transparency. Eberhard von Koerber was appointed Treasurer.

Structural and financial challenges resulted in a decision by the Executive Committee to relocate the office of the Secretary-General from Paris to Hamburg, Germany, with effect from March 1999. Uwe Möller, following a decision by the Executive Committee during the 1998 Annual Conference in Quito, Ecuador, succeeded Bertrand Schneider as the Secretary-General.

Beyond 2000

The year 2000 was marked by the involvement of the Club of Rome in the EXPO 2000 in Hanover. The Club, with special responsibility of its President Ricardo Díez-Hochleitner, was in charge of developing the guidelines along "A Path of Hope" for the "Global Dialogue 10".

Several renowned international organisations and institutions, including UNESCO and the World Bank explored sustainable approaches and identified scenarios of positive action in an expert dialogue involving the public in 10 symposia.

Several Reports to the Club of Rome have been published since 2000. Regional meetings in Bucharest and Moscow as well as Annual Conferences in Vienna, Valdivia, Ankara and Amman elaborated on regional aspects of the world problematique.

The Brussels EU-Chapter of the Club of Rome was established in 2000 under the active leadership of its President Raoul Weiler. The chapter has developed manifold activities. The monthly Aurelio Peccei Lectures feature distinguished speakers on aspects of the Club's concern.

After 10 years as the Club's President, Ricardo Díez-Hochleitner stepped down. At a meeting of the Executive Committee in Madrid in November 2001, HRH Prince El Hassan bin Talal of Jordan was appointed President his successor. Ricardo Díez-Hochleitner, on recognition of his special merits was appointed Honorary President of the Club.

think tank 30 (tt30)

It always has been the conviction of the Club of Rome to focus on the challenges of long-term developments while involving the young generation as a stimulating partner into its debates on the future of humankind.

With the strong support of its President, HRH Prince El Hassan bin Talal of Jordan, in 2001 the Club of Rome initiated a think tank of men and women around the age of 30: think tank (or tt) 30. tt30 was founded with two concrete goals: to develop from the perspective of the young generation an agenda of the central challenges we are facing in the coming years and to bring forward themes and concrete requests and proposals for solutions.

In all its activities and projects, tt30 is guided by the fundamental principles of the CoR: holistic thinking, taking a global approach and a long-term perspective.

Annual Conferences have so far taken place in Hamburg (inauguration meeting in 2001), Valencia (2002), Rome (2003), Amman (2004) and Rio de Janeiro (2005).

So far, two books have been published by tt30, *Exploring a Worthwhile Future for All* (2003) and *Letter to the Future* (2005).

Chronology of the Club of Rome

1967

Worried by the fact that governments were unable to solve their most serious problems or to engage in thinking about the long term, an Italian industrialist, **Aurelio Peccei**, and a Scottish scientist, **Alexander King**, decided with other likeminded people and citizens of the world to share their concerns, look together for solutions and pursue their ideas further.

Their aim was to tackle problems and future trends at both the local and global levels. They wanted to try to understand what was happening, and then to mobilise thinking people everywhere to take action to build a saner and more sustainable world. Bypassing ideological and political constraints, they appealed directly to the media and public awareness. Thus the overall strategy of the Club of Rome has been to construct its own philosophy gradually around certain strong beliefs.

1968

In April, a two-day brainstorming session involving 36 European economists and scientists was held in Rome and gave the name to the Club. From that moment, each annual gathering, in a different country every year, was to attract new people with complementary areas of competence, such as specialists in social, exact and applied sciences, as well as concerned international decision-makers.

1969

In October, the Austrian Chancellor **Josef Klaus** invited the members of the Club to address the government, industrialists and bankers in Vienna. This was to be the first of many meetings of the Club of Rome with heads of state, civil servants, entrepreneurs, businessmen, students, etc. **Aurelio Peccei** was appointed President of the Club.

1970

At the invitation of the Swiss government, the Club of Rome defined a methodology and asked Jay Forrester and Dennis Meadows of MIT to create a mathematical model which could be applied to complex situations such as the world economy, the environment and urban growth. The Club of Rome drew up a list of 1,000 variables to be included in the equations, focusing on five main topics: investment, population, pollution, natural resources and food.

1972

Under the supervision of **Dennis Meadows**, a group of 17 researchers in a variety of disciplines from several countries produced a "Report to the Club of Rome": *The Limits to Growth*, written by **Donella Meadows** for a non-specialist audience. In all, more than 12 million copies have since been sold in 27 languages. The Report broke new ground because it was the first time that a global model on the predicament of mankind had been commissioned by an independent body rather than a government or a United Nations agency. More important for the future, it was the first to make an explicit link between economic growth and the consequences for the environment.

Jermen Gvishiani, a member of the Club of Rome and of the USSR Academy of Science, with the assistance of other members of the Club, presided over the foundation of the International Institute for Applied Systems Analysis (IIASA) in Austria. The **IIASA**, established by the scientific authorities from 12 countries, including the USSR and the USA, was the first attempt since the start of the Cold War to undertake joint advanced research on complex problems of international importance.

1974

In February, at the initiative of the Club of Rome, Austrian Chancellor **Bruno Kreisky** hosted a meeting on "North-South Problems" with six other heads of state or government. The two-day private brainstorming session produced the "Salzburg Statement", which emphasised that the 1973/4 oil crisis was simply part of the whole complex of global problems and not just a political one, as many then believed.

With **Mihajlo Mesarovic** of Case Western University, **Eduard Pestel**, a German systems analyst, established a new global model that distinguished ten world regions and involved 200,000 equations integrating social as well as technical data. Their work, a major contribution to the Club's progress, was published as a Report to the Club of Rome: *Mankind at the Turning Point*.

1976

In October, the Club of Rome met in Algiers.

Reshaping the International Order by **Jan Tinbergen**, Nobel Prize-winner in Economics, was published as a Report to the Club of Rome. It suggested for the first time that the international order should be based on a better balance between rich and poor countries.

1977

Club of Rome member **Erwin Laszlo** published *Goals for Mankind* as a Report to the Club. It stressed the human dimension, especially the differing cultural attitudes and values held by individuals, groups and nations. As cultural issues had not previously been included in global analysis, new goals for the Club of Rome were then outlined.

1978

Mehdi Elmandjra, **Mircea Malitza** and **James Botkin** published *No Limits to Learning*. Their Report to the Club stressed that, although there are "limits" to a certain type of growth, there are no limits to learning and creativity.

Under **Dennis Gabor's** supervision, a group on energy sources and technical change produced a Report to the Club under the title *Beyond the Age of Waste*. It was the first warning at the global level of some of the consequences, which have only recently come to be acknowledged.

1982

Adam Schaff and **Gunter Friedrichs'** Report to the Club of Rome, *Microelectronics and Society, for Better and for Worse* was the very first assessment of modern working methods; it called into question computerisation and automation, and their psychological, social and cultural consequences.

The Club of Rome helped to set up the Hellenic Marine Environment Protection Association. The **HELMEPA** provides training about the environment for Greek sailors and promotes awareness among the international shipping community, especially those concerned with tankers, and children.

1984

March, death of **Aurelio Peccei**.

An annual meeting, which unexpectedly became crucial to the Club, was held in Helsinki according to the preparations made with Aurelio Peccei and organised by Pentti Malaska and the

Finnish Association for the Club of Rome (FICOR). At the Helsinki meeting, **Alexander King** was appointed President. The post of Secretary General to assist the President of the Club was created and **Bertrand Schneider** nominated to it. The headquarters were moved from Rome to Paris. The dossier of the Club of Rome was published for the Helsinki conference and the proceedings afterwards.

1985

Bertrand Schneider published the Club of Rome Report *The Barefoot Revolution*, which reconsiders the way aid and assistance from the North are given to the South. It emphasised the efficiency of non-governmental organizations (NGOs) in the Third World, where villagers — once given the chance to speak and act — can put their enormous potential to work, thus contributing to their local economic independence and, in addition, to their nation's development.

1986

The Club decided on a deliberate change of emphasis in tackling "the predicament of mankind". While maintaining the distinctively global approach, it chose to focus on particular aspects, sometimes even concentrating on a single major one.

Alexander King then defined possible topics in his statement *The Club of Rome — Reaffirmation of a Mission*. These topics are: governability, peace and disarmament, population growth, human resources, and assessment of the consequences of advances in science and technology.

Club of Rome member **Elisabeth Mann-Borgese** published *The Future of the Oceans* as a Report to the Club of Rome. Its statements were to lead to the "International Law of the Sea".

Before the Reykjavik Summit in October, **Eduard Pestel** and **Alexander King** sent a memo to both President **Ronald Reagan** and **Mikhail Gorbachev**, suggesting that the United States and the USSR might be induced to work together on reducing arms sales to poorer countries. Mr Gorbachev reacted very positively, and this led to crucial contacts during the period of *glasnost* and *perestroika*.

Similar contacts made by **Adam Schaff** in Poland led to the creation of a Polish Association for the Club of Rome, providing a meeting ground for members of the Communist Party, the Roman Catholic church and Solidarnosc.

1987

At the Club of Rome meeting in Warsaw, a charter was adopted to put the **National Associations of the Club of Rome** on an official footing.

1988

Beyond the Limits to Growth by **Eduard Pestel** published just in time before his death and *Africa Facing its Priorities* by **Bertrand Schneider** are published in the Club of Rome's "Information Series", which is intended to provide information rather than emphasising policy recommendations.

1989

The Annual Conference in Hanover on "Problems of World Industrialisation" highlighted the environmental constraints on industrial growth, the problem of industrialisation in the developing countries, and the essential role of energy in future world development.

Africa beyond Famine by Aklilu Lemma and Pentti Malaska was published as a Report to the Club as a consequence of the impact of the 1986 Club of Rome meeting in Yaoundé and Lusaka.

1990

At the suggestion of the new President, **Ricardo Díez-Hochleitner**, the Club spent the year re-examining the world situation and reassessing its own mission in the context of turbulent global changes.

Following the collapse of communism, National Associations for the Club of Rome were established across Eastern Europe, in Bulgaria, Croatia, Czech Republic, Georgia, Hungary, Rumania, Slovakia, Slovenia, Ukraine; National Associations already existed in Poland and Russia. In the course of the 1990s, Chapters were also created in Latin America (Argentina, Chile, Mexico, Puerto Rico and Venezuela).

1991

Meetings in Buenos Aires, Bogota and Punta del Este. After a one-year review, **Alexander King** and **Bertrand Schneider** published the first Report by the Club of Rome, *The First Global Revolution*, published in 19 countries. The views of members were sought via a questionnaire and were discussed intensively at meetings in Moscow and Santander. The Report redefined the Club's priority concerns: development, the environment, governance, education and ethical values. It set out clearly the aims, strategies and initiatives for the future of the Club of Rome. In particular, it marked a turning point by putting special emphasis on the "resolutique" — on possible ways of responding to aspects of the predicament of humankind — and hence on action and concrete results, as well as reflection.

The Romanian Association created "The Black Sea University" for the Club of Rome. The BSU welcomes all categories of students from former communist countries around the Black Sea to follow courses, share their knowledge, ideas and study projects with professors and experts from the West.

At the instigation of the Netherlands Association for the Club of Rome, a "**Declaration of Human Responsibilities and Duties**" was proposed to the UN Secretary-General as an addition to the "Universal Declaration of Human Rights". This insists on the responsibilities and duties toward the different cultures of mankind, children, the disabled, the natural environment, as well as with regard to knowledge and information.

1992

Meetings were held in the Japanese city of Fukuoka on "Global-Local Interaction"; in New Delhi on "The Fight against Underdevelopment and Poverty", chaired by Dr Manmohan Singh, Finance Minister of the Indian Government; and in Kuala Lumpur, with contributions from Dr. Anwar Ibrahim, Deputy Prime Minister of Malaysia.

The Club of Rome launched a research programme on "**Evolving Concepts of International Co-operation for Development**", followed up with working group studies around the world. Among topics for future investigation were "Education for the 21st Century" and "The Capacity to Govern".

1993

At the end of the 25th Anniversary meeting the Hanover Declaration on "The Capacity to Govern", arising out of the Report by **Yehezkel Dror**, returned to one of the early commitments of the Club of Rome: to ask awkward questions and try to encourage governments to look

further ahead than their day-to-day concerns. The difference with the initial approach is that the Report proposes a new political philosophy, which can serve as the basis for redesigning governance.

The President of Germany, **Richard von Weizsäcker**, declared to a German newspaper: "The Club of Rome is the conscience of the world".

1994

The Club of Rome conference in Buenos Aires discussed **Bertrand Schneider's** Report to the Club of Rome *The Scandal and the Shame*, which criticises the waste and failures of development policies in the Third World over the last forty years and makes concrete suggestions, including the transformation of the World Bank and the UN agencies involved.

1995

Two Reports to the Club of Rome on key global issues were published: *Taking Nature into Account: Toward a Sustainable National Income*, edited by Wouter van Dieren, with contributions by 24 experts on "green accounting", and *The Capacity to Govern*, by Yehezkel Dror (in German and Spanish).

The annual meeting adopted a different format, involving about 20 members of the Club of Rome and 25 students from a wide range of disciplines selected for the World Leadership Programme at Victoria College, University of Toronto. After preliminary study, essay writing and panel discussions earlier in the year, the students met with the Club of Rome members for three days at the end of November. Among other things, they all agreed that education must be more than just training, and must be interdisciplinary and humanistic even when it is for technological applications. In addition, work has more than an economic value — it also gives human beings dignity and value, so that we need to redefine society and the possible roles for people within society, rather than simply redefining work.

1996

The Annual Meeting was held in Puerto Rico on "The World at a Turning Point: Signs of Hope, Priority Issues".

As part of its communications strategy, the Club of Rome set up a **website** on the Internet, facilitating access to a much wider audience for the Club's views and activities than traditional meetings and publications. The site received 48,000 visitors in the first three months.

The German edition of a new Report to the Club of Rome, *Factor 4: Target for Sustainable Development* by **Ernst von Weizsäcker**, reached the German best-seller list. It has since been published in several other languages.

The Finnish, the German and the Polish Associations organised a series of three Baltic Conferences 1996, 1998 & 1999 for the Club of Rome.

1997

The Annual Conference was organized jointly with the Smithsonian Institution in Washington on the topic "Will the New Media Transform Society?". **Juan Luis Cebrian**, member of the Club of Rome, had been working on this topic for some time. This led to a Report to the Club of Rome with the title *The Net*, published 1998 in Spain and followed by a US and a German edition.

Peter L. Berger and his international team examined 11 national states ("north-south, east-west") trying to find out how societies under different conditions manage normative conflicts. The results of their investigations were published in a Report to the Club of Rome, *The Limits of Social Cohesion: Conflict and Meditation in Pluralist Societies* (Bertelsmann Foundation).

1998

The Annual Conference of the Club of Rome took place in Quito, the Capital of Ecuador, at the Universidad San Francisco de Quito focussing on "Global - Local Interaction Challenges of Globalisation to Latin America".

Orio Giarini and **Patrick M. Liedtke** presented their Report to the Club of Rome *The Employment Dilemma and the Future of Work*, published in a German edition and presented to the public in Hamburg by the German Association of the Club of Rome.

In three successive meetings, the **Executive Committee** discussed ways and means to strengthen the administrative and financial structure of the Club of Rome. The Club has traditionally seen itself as a non-organisation, a position no longer to be perpetuated in view of increasing challenges to the Club asking for higher efficiency and transparency. **Eberhard von Koerber** was appointed **Treasurer**. It was decided to close down the office of the Secretary-General in Paris due to financial reasons. **Uwe Möller** was appointed **Secretary-General** and the office of the Secretary-General was relocated to Hamburg.

1999

The Oceanic Circle - Governing the Seas as a Global Resource is the second Report to the Club of Rome presented by **Elisabeth Mann Borgese**.

The Annual Conference was held in Vienna in November on "Globalisation, Governance, Sustainable Development". As the Club of Rome wanted to strengthen its work on regional levels — as a first step — it welcomed the offer of the Austrian Government to support the establishment of a **European Support Centre of the Club of Rome (ESC)** in Vienna. One of the main tasks of the ESC is to stimulate and co-ordinate the activities of the **European National Associations for the Club of Rome**.

The Club of Rome was deeply involved in **EXPO 2000** in Hanover. The President of the Club of Rome, Ricardo Díez-Hochleitner, chaired EXPO's International Advisory Board and was also in charge of the **Global Dialogue**, the philosophy of which had been developed by the Club of Rome's "Beyond 2000 – Which Kind of Society Do We Want?"

2000

In May 2000, a conference in Moscow was organised on "A Sustainable Future for Russia" in co-operation with the Lomonosow Moscow State University.

In November 2000, on the occasion of a meeting in Madrid, also attended by Juan Carlos, King of Spain, and Queen Sophia (Honorary Members of The Club of Rome), HRH Prince El Hassan bin Talal of Jordan was appointed President of the Club and Ricardo Díez-Hochleitner Honorary President.

The Brussels EU-Chapter of the Club of Rome was established under the active leadership of its President Raoul Weiler. The chapter has developed manifold activities. The monthly Aurelio Peccei Lectures feature distinguished speakers on aspects of the Club's concern.

2001

Sergey Kapitza presented a Report to the Club of Rome, *Information Society and the Demographic Revolution*, which deals with the problem of population growth in the context of the "knowledge age".

The 2001 Annual Conference "Poverty, Solidarity and Sustainable Development" was held in Valdivia, Chile, organised in co-operation with the Universidad Austral de Chile.

2002

In September, The Club of Rome participated in the **World Summit on Sustainable Development (WSSD)** in Johannesburg, South Africa. There the Club presented a statement *No Limits to Knowledge, but Limits to Poverty: Towards a Sustainable Knowledge Society*, which was developed under the leadership of the Brussels-EU Chapter. This statement was also distributed to all Heads of State, governments and ambassadors accredited to the United Nations.

Frederic Vester presented his Report to the Club of Rome, *Die Kunst vernetzt zu denken. (The Art of Network-Thinking)*. The Club of Rome was co-founder of the **"Parliament of Cultures"**, which was established in Istanbul.

The 2002 Annual Conference "The Black Sea Region and the Caspian Sea Basin – The European Rim of Asia: Regional and Global Challenges" was held in Ankara, hosted by Bilkent University.

2003

In 2003, two reports to the Club of Rome were published: *The Future of the Disabled in the World* by **Rafael de Lorenzo & ONCE Foundation** and *The Double Helix of Learning and Work* by **Orio Giarini & Mircea Malitza**.

The Annual Conference "In Search of a Common Ground for Peace and Development" was held in Amman in co-operation with the Arab Thought Forum. It reviewed the situation in the conflict-ridden region of the Middle East.

The Club of Rome participated in the **World Summit on the Information Society (WSIS)** held in Geneva in December. There it presented a statement *Towards a New Age of Information and Knowledge for All*, prepared under the leadership of the Brussels-EU Chapter. At WSIS the Club organised two side events, one jointly with UNESCO, which marked a first step in reviving the co-operation with UNESCO.

2004

Ernst Ulrich von Weizsäcker published his second Report to the Club of Rome: *Limits to Privatisation:- How to Avoid too Much of a Good Thing*. The Report critically reviews the world-wide privatisation efforts examining more than 50 cases. It provides guidance on the balance power and responsibilities of the public and the private sector as well as the increasingly important role of civil society.

After 20 years, the Annual Conference was again convened in Helsinki by invitation of the Finnish Association and with support of the Finnish government. The conference theme focused on the role of the information society: "Limits to Ignorance — The Challenge of Informed Humanity". Speeches were given by Martti Ahtisaari, former President of the Republic of Finland and Ms. Tarja Halonen, current President of Finland.

Dennis Meadows published his book *Limits to Growth — The 30 Year Update* expressing his concern of a lack of action following warnings in *Limits to Growth* (1972): Humankind continues "overshooting" the carrying capacity of our planet. A soft landing cannot be expected any longer.

OUR MISSION

The world has undergone drastic changes since the Club of Rome was created in 1968. As a result, we need to rethink our role and reformulate our mission to take account of the new demands arising from the period in which we are living.

As the 21st century approaches, there is a growing sense of uncertainty and anxiety. Faced by increasing complexity, dizzying globalisation and a world subject to constant political, economic and social upheavals, human beings today are fearful. We appear to be in the early stages of the formation of a new type of world society.

The population explosion in the South and the ageing of the populations of the North, the risk of major disturbances in world climate, the precarious nature of supplies of food and water in many regions of the world, are all signs of the vast changes taking place.

The rapid growth of new technologies is another major element in the global problematique. At one level, these technologies are tools of progress in areas ranging from space and the environment to education and health care. At another, at least in the short term if not longer, they have an impact on such key sectors as employment and can have adverse effects on human beings, harming rather than helping them. In any case, they have a profound influence on societies, cultures and human psychology. These changes are so massive as to constitute a revolution of values and practices that affects the world as a whole, and will soon affect every individual.

Humanity is therefore confronted with a pressing need to create and develop a vision of the future, of a new civilisation, enriched by the diversity of cultures, wisdom and philosophies derived from the various regions of the world. Although until now these ideas have sometimes existed only in the imaginations of certain unusually inspired individuals, we need now to bring them together and make full use of them in our search for a better future for humanity.

So far, the efforts to promote the growing globalisation have almost always been perceived in a negative light, as an unfortunate consequence of a crisis of civilisation. From now on, the most urgent challenge facing humanity is, on the contrary, to know how to make the most of the positive aspects and the new opportunities offered by the situation now before us; how to take advantage of this crucial opportunity to be imaginative and innovative, to build anew, that this unique historic moment offers to us.

This global revolution has no ideological basis. An unprecedented mixture of geo-strategic shifts and of social, economic, technological, cultural and ethical factors, which combine to generate unpredictable situations, is shaping it. In this transitional period, humanity is therefore facing a double challenge: having to grope its way towards an understanding of the new world with so many as yet hidden facets, and also, in the mists of uncertainty, to learn how to manage the new world and not be dominated by it.

Nothing escapes this tidal wave that carries all before it. Yet the greatest impact is undoubtedly on human hearts and minds. This is why our aim must be essentially normative and action-oriented. We must develop common standards, based on a sense of our shared responsibility towards future generations. The basis of the new order should be an understanding that human initiatives and institutions exist only to serve human needs. Central to it should be values that cannot be imposed from outside but must grow as part of the renewal occurring within every human individual.

From this standpoint, we shall then be able to visualise the sort of world we would like to live in; in order for this vision to be attainable and viable, we must evaluate the resources - human and moral and material - to forge this new global society. We must also devise ways of maintaining a balance between strengthening cultural identities and the requirements of globalisation. Part of our efforts must be devoted to stimulating greater understanding of the nature of interdependence, both among human beings and between the human and natural worlds.

Given these conditions, what is the distinctive role of the Club of Rome?

After all, there is now a far greater awareness of the multifarious problems facing humanity. Governments, institutions, political bodies, business and labour organisations, environmentalists, academics, religious groups, victims and visionaries of the developing world and concerned groups of people everywhere are all trying to grapple with the same set of problems, which are so intertwined that those struggling with them have developed a sense of sharing in the difficulties, even if not of triumphing over them. Contributing to this level of awareness has been one of the greatest achievements of the Club of Rome.

Today more than ever we feel the need to address new global imbalances caused by differing speeds of population and economic growth as well as the disruptive effects of globalisation in terms of fiercer competition, resulting in unemployment in some countries and miserably low pay in others, and leading to poverty and exclusion. We strongly feel the need for a thorough overhaul of democracy, going far beyond its present organisation and functioning, and also to devise a new economic system that avoids the shortcomings of the market economy.

We are vividly aware of the lack of political leadership almost everywhere in the world and the absence of workable institutions for real international co-operation. Governance, destruction of the environment, energy, demography, underdevelopment and increasing poverty, international financial disorder, education, ethical values are some of the global issues that we are studying in order to arrive at a deeper understanding of the interactions within the tangle of contemporary problems, whatever they may be: political, social, economic, technological, environmental, cultural, and psychological.

The essential mission of the Club of Rome is to act as an international, non-official catalyst of change. This role is prompted by the slowness and inadequacy of governments and their institutions to respond to urgent problems, constrained as they are by structures and policies designed for earlier, simpler times and by relatively short electoral cycles. This, in view of the confrontational nature of much of public and international life, the stifling influence of expanding bureaucracies and the growing complexity of issues, suggests that the voice of independent and concerned people having access to the corridors of power around the world, should have a valuable contribution to make towards increasing understanding and, at times, jolting the system into action.

In this regard, we feel that the education of the young, as well as a process of lifelong learning, and the continued search for knowledge, are an essential ingredient in fostering a greater sense of responsibility among the citizens of both developing and industrialised countries.

The information society that is now rapidly developing is creating unique opportunities and methods for eliciting a sense of vigilance and responsibility among individuals and communities. In this area, too, we must stimulate people's minds and thinking about these new experiences, where speed is all-important: speed of information, speed of travel, speed of change affecting the

"global village", speed in acquiring knowledge and in eroding the social fabric. Let us not ignore any longer the risks of watching the tools of information accentuate the gulf between rich and poor people and countries.

The need for a centre of innovative thinking, especially about social issues, is becoming increasingly urgent - it should be able to identify new global issues before they appear on the international scene and then analyse them, to tackle their root causes, not merely (as so often) their consequences, and to encourage preventive measures rather than belated action. In the past, the Club has proved its competence in this role; it will do its best to continue to do so in future.

We live in a world overflowing with theoretical reports and policy analyses that are often filed without being read. One of our principal concerns must therefore be how we can obtain direct results from our work, which will affect and modify the global trends we discuss. The Club is in no position to offer panaceas; however, it has already taken a number of initiatives to provide pathways to solutions with an impact on policy.

Since the creation of the Club of Rome thirty years ago, many useful new bodies have followed in our footsteps and have concerned themselves with individual aspects of the global problematique. But there does not appear to be any other body at the international level concerned with the whole range of problems and so many countries, disciplines and experiences within its membership.

This is what makes the Club of Rome truly unique.

THE CONCEPTUAL BASIS

At the time of its foundation, in Rome in April 1968, the Club identified three major needs that justified its creation:

—To adopt a global perspective in examining issues and situations with the awareness that the increasing interdependence of nations, the emergence of world-wide problems and the future needs of all people posed predicaments beyond the capacity of individual countries to solve.

—To think holistically and to seek a deeper understanding of interactions within the tangle of contemporary problems -- political, social, economic, technological, environmental, psychological and cultural in every sense -- for which we coined the phrase "the world problematique".

—To take a longer term perspective in studies than is possible for governments preoccupied with day-to-day problems.

We believe that all three needs persist. The present trend is to propose highly differentiated solutions to individual problems with too little recognition of how much the problems interact. Our earlier attempts to identify and analyse the world problematique convince us that we must, on the contrary, work towards comprehensive solutions that involve public participation and negotiation to overcome apathy and confrontation; this is what we call the "resolutique".

METHODOLOGY

The Club of Rome is governed by an Executive Committee of up to twelve members who investigate global issues, then set the priorities and decide on the strategies of the Club.

The Reports to the Club of Rome

The first Report to the Club of Rome commissioned and published was "The Limits to Growth", a book which produced a worldwide impact (it sold 12 million copies in 37 languages). Its thesis was interpreted in many different ways. It stressed above all, for the first time, the importance of the environment, and the essential links with population and energy. This was a particularly striking illustration of what is meant by the global problematique.

This Report, a seminal one for the Club, has been followed by 21 others, on problems ranging from education, energy, the impact of micro-electronics on society, to governance, the role of NGOs in development and the environment. Others are now being prepared.

Only one book has been published as a Report by the Executive Committee rather than to the Club of Rome: it was entitled "The First Global Revolution" and was written by Alexander King and Bertrand Schneider. The Report tried to assess what had happened to the world problematique in the 21 years since "The Limits to Growth", stressing two critical elements — the human dimension and the need always when discussing world problems to consider concrete ways of dealing with them, i. e. the resolutique.

It is important to emphasise that, in addition to their role as information, the preparation and publication of these Reports must also meet two essential functions. First, they represent the starting point of a process and not its culmination. Their publication allows the Club, which has no claim to possessing the truth, to launch wide-ranging debates to discuss the conclusions and so share with a variety of audiences, from governments to universities and the media, its thinking and suggestions for the problems affecting the world. Second, they are the starting point for certain initiatives implemented at the highest levels of decision-making, both public and private, with a view to fostering changes to strategic factors.

Meetings

In principle, the Club of Rome holds a Conference every year, always in a different region of the world. Thus the most recent meetings have been held in Kuala Lumpur, Hanover, Buenos Aires, Puerto Rico, Washington and Quito. In addition to the working sessions reserved for members of the Club, these meetings bring together personalities from the region or the world who are invited to take part in discussions on a particular aspect of the global problematique. These meetings have established fruitful inter-personal relations with leaders and activists in the region, enabled a better understanding of the region's specific problems and its perception of global issues and the role it would like to play in them.

Members of the Club also take part in numerous working parties and symposia. The Club is also frequently invited to participate in meetings, national and international, official and private.

Consultation

Decision-makers in international institutions, governments, the business community and civil society, frequently consult the members of the Executive Committee; this has always been an important part of our work.

Communication

Aware of the importance of the information society, the Club has adopted a policy of worldwide communication, using all the means available, and most recently the Internet, on which a website has been established.

However, the Club itself tends normally to adopt a low profile, and the passionate debate sparked by "The Limits to Growth", updated by the authors under the title "Beyond the Limits", has been the only and unexpected exception to this desire to operate discreetly. We believe that we are sometimes more effective when we work behind the scenes.

THE FRAMEWORK OF THE ACTION PLAN

In its early years, The Club of Rome adopted as its central project "The Predicament of Mankind" as a comprehensive approach to the world problematique and as an expression of its humanistic objectives. This still remains our essential concern. However, changes in the world situation and the experience gained through our studies and debates suggest that a revision of our emphasis and refinement of our approach are necessary for the new phase of our work.

Accumulated experience suggests that we should be operating within a paradigm of organic growth and holistic development, this means:

- Systematic, interdependent development where no part grows at the expense of others;
- Multifaceted development that corresponds to needs and will necessarily differ in different parts of the world;
- Harmonious co-ordination of goals to ensure worldwide compatibility;
- The ability to absorb disruptive influences on the course of development;
- Emphasis on quality of development as a recognition that its processes are essentially directed towards the well-being of the human individual, who does not live "by bread alone";
- Constant renewals where new goals emerge as old goals are seen in a new light.

The Club of Rome considers it to be its duty to contribute by working out specific proposals that would move the world in the direction of harmonious organic development and by playing its part in mobilising the intellectual and moral resources to achieve this aim. Whatever our race, religion, philosophy, age and condition, the choice for each one of us is clear: the future can be bleak if we permit it to be bleak; it can be bright if we strive to make it bright. Humanity has enormous untapped resources of understanding and vision, of creative and moral energy, which are its most valuable assets.

We believe that, if utilised, these strengths will enable human beings to realise the future they desire.

The Executive Committee (as of December 2005):

HRH Prince El Hassan bin Talal (*President, Jordan*)

Ricardo Diez Hochleitner (*Honorary President, Spain*)

Ruth Bamela Engo-Tjega (Cameroon)

Heitor Gurgulino de Souza (Brazil)

Orhan Güvenen (Turkey)

Ashok Khosla (*Vice-President, India*)

Eberhard von Koerber (*Vice-President & Treasurer, Switzerland*)

Patrick Liedtke (Switzerland)

Uwe Möller (*Secretary-General, Germany*)

Roseann Runte (USA)

Raoul Weiler (Belgium)

Markku Wilenius (Finland)

ORGANISATION OF THE CLUB OF ROME

1. Status

The Club of Rome is a non-profit organisation registered in Luxemburg.

The office of the Secretary-General is presently located in Hamburg, at Steckelhoern 9, 20457 Hamburg, Germany.

2. Membership

There are four categories of members: active, honorary, associate and institutional.

Honorary Members are individuals whose high office, renowned, writings or activities are such as to contribute to the reputation of the Club of Rome and to farther its mission.

Honorary Members are chosen by the Executive Committee without any limit on numbers. They may make financial contributions to the Club if they so wish, but this is not obligatory.

Active Members are individuals chosen without regard to origin but limited to a maximum of one hundred. They are drawn from around fifty countries and five continents, and they represent a wide range of cultures and professional experience. This diversity is the Club's hallmark and its strength. The members are chosen because their concerns and their work are in line with the Club's mission and thinking.

The Active Members are co-opted by the Executive Committee of the Club of Rome within the limits stated above. Proposals for potential new members may be made by other Active Members, but the final decision rests with the Executive Committee alone.

Active Members agree to pay an annual contribution of €500 (status as of December 2005).

Active Membership may be terminated (without causing the Club to cease to exist) if

- A member submits a letter of resignation to the Executive Committee, or
- The Executive Committee asks someone to resign because, for personal or professional reasons, they are no longer making a real contribution to the activities of the Club.

If active members take on senior political positions, for example as government ministers, their membership is held in abeyance for the period of their term of office.

Except in cases of death, liquidation, or through the decision to leave, membership lasts 5 years.

Associate Members are individuals who are interested in the Club's work and wish to support it. They may apply for membership or be proposed by other members; their request is accepted or rejected by the Executive Committee.

Active Members may, for personal or professional reasons, ask to become Associate Members, or the Executive Committee may request that they do so, if this would be in the Club's interest.

Associate Members agree to pay an annual contribution of €200 (status as of December 2005).

Except in cases of death, liquidation, or through the decision to leave, membership lasts 5 years.

Institutional Members are bodies, organisations, foundations, institutions or firms that have goals similar to those of the Club of Rome and that wish to participate in and contribute to some of the Club's initiatives.

Institutional Members are accepted by the Executive Committee following discussion of proposals from one or several of its members.

They may make financial contributions to support the Club or its activities under ad-hoc agreements.

National Associations

In line with its motto "Think globally, act locally", the Club of Rome already has a network of National Associations or Chapters for the Club of Rome throughout the world. Their members are academics, economists, sociologists, business leaders, students, officials of youth movements or non-governmental organisations, etc. Only Associations or Chapters willing to abide by the provisions of the Charter drawn up in Warsaw in 1987 are recognised as official "Associations for the Club of Rome".

The mission of the National Associations has four main elements:

- To inform the Club of Rome about developments in their country and region; to relay the ideas, concerns and activities of the Club of Rome to their area;
- To take initiatives and launch projects aimed at solving local problems or to contribute to studies being undertaken by the Club of Rome.
- To support the initiatives of the Club of Rome, in particular its meetings, studies and other projects.

3. Governance

Executive Committee

The composition of the Executive Committee (up to twelve active members) is decided by the President according to certain criteria, in particular they must be willing and available to devote a considerable amount of time towards taking part in the meetings, visits and projects of the Club; between them they should represent the major regions of the world, a diverse range of ideological and professional backgrounds.

The Executive Committee is responsible for maintaining the Club's activities and takes all decisions affecting the overall execution of the Club's affairs in proper form.

The Committee meets at least twice a year; the meetings are called by the President.

The members of the Executive Committee are appointed for three years and are eligible for re-election. The President, Vice-President, the Treasurer and the Secretary General are ex-officio members of the Executive Committee.

4. Finance

The Club derives its resources from:

- Members' contributions, the amounts being fixed annually by the Executive Committee;
- Contributions from the National Associations for the Club of Rome;
- Grants made by individuals, organisations, foundations, firms and others, in particular the institutional members, wishing to support its activities;
- Royalties from the Club's publications;
- A Foundation for the Club of Rome, with headquarters in Luxembourg, is charged with raising and managing the funds required for the proper running of the Club.

The Club's major meetings and conferences are sponsored by public and private bodies in the country hosting the event.

The funding for the projects and publications undertaken under the Club's auspices is arranged one by one.

The annual budget and balance sheet are audited by an accountant and submitted for approval by the Executive Committee.

5. Activities

The-Executive Committee decides at the beginning of every year on the aims, priorities and strategies of the Club of Rome. It undertakes an evaluation of results and modifies the Action Programme in accordance with these findings or demands made and urgent needs arising from present circumstances.

Research and studies

The Club of Rome's prime concern is to contribute to thinking and research on major contemporary issues.

These activities give rise to internal documents or books published in several languages and distributed if possible throughout the world.

International initiatives

The Reports to the Club of Rome are never the final phase, but rather the beginning of a discussion process in schools and universities, among business leaders, politicians of all points of view, within international agencies and in the media.

The intention is to inform the public better about major world issues that concern humanity as a whole and help foster a greater sense of civic responsibility.

The Club of Rome organises frequent meetings attended by its own members and outsiders. Its members also contribute to meetings arranged by other bodies if they seem worthwhile. They also support projects launched by the National Associations and other organisations.

6. Publications

The most important documents of the Club of Rome are produced as books by publishing houses and carry the label "Report to the Club of Rome".

These studies may be commissioned by the Executive Committee, or suggested by a member or group of members of the Club of Rome, or occasionally by someone or some institution outside the Club.

During the preparation of these reports, the manuscripts are discussed at one or more working group meetings of members invited by the Executive Committee in order to debate the views expressed and to share with the author(s) the great wealth of experience represented within the Club.

The final text is submitted to the members of the Executive Committee, which has the final say as to whether or not it should be accepted as an official "Report to the Club of Rome", depending on the importance and relevance of the subject, the quality of the book and its potential to have a real impact.

Website: Short notes and news are published on the Club of Rome website <http://www.clubofrome.org>.

The "Organisation of the Club of Rome" is subject to changes by the Executive Committee.

Reports to the Club of Rome

Dennis L. Meadows et al.	THE LIMITS TO GROWTH Universe Books, New York, 1972
Mike Mesarovic & Eduard Pestel	MANKIND AT THE TURNING POINT Dutton, New York, 1974
Jan Timbergen (co-ordinator)	RIO: RESHAPING THE INTERNATIONAL ORDER Dutton; New York, 1976
Dennis Gabor et al.	BEYOND THE AGE OF WASTE Pergamon Press, Oxford, 1978
Ervin Laszlo et al.	GOALS FOR MANKIND Dutton, New York, 1977
Thierry de Montbrial	ENERGY: THE COUNTDOWN Pergamon Press, Oxford, 1978
J. Botkin, M. Elmandjra, M. Malitza	NO LIMITS TO LEARNING Pergamon Press, Oxford, 1978
Maurice Guernier	TIERS-MONDE, TROIS QUART DU MONDE Dunond, Paris, 1980
Orio Giarini	DIALOGUE ON WEALTH AND WELFARE AN ALTERNATIVE VIEW OF WORLD CAPITAL FORMATION Pergamon Press, Oxford, 1980
Bohdan Hawrylyshyn	ROAD MAPS TO THE FUTURE TOWARDS MORE EFFECTIVE SOCIETIES Pergamon Press, Oxford, 1980
Jean Saint-Geours	L'IMPERATIF DE COOPERATION NORD- SUD, LA SYNERGIE DES MONDES Dunond, Paris, 1981
A. Schaff & G. Friedrichs	MICROELECTRONICS AND SOCIETY: FOR BETTER OR FOR WORSE Pergamon Press, Oxford, 1982
Elizabeth Mann Borgese	THE FUTURE OF THE OCEANS Harvest House, Montreal, 1986
René Lenoir	LE TIERS MONDE PEUT SE NOURRIR Fayard, Paris, 1984
Bertrand Schneider	THE BAREFOOT REVOLUTION I.T. Publications, London, 1988
Eduard Pestel	BEYOND THE LIMITS TO GROWTH Universe Books, New York, 1989
Orio Giarini & Walter R. Stahel	THE LIMITS TO CERTAINTY Kluwer Academic Publishers, Dordrecht, 1989/93

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AFRICA BEYOND FAMINE
Tycooly, London, 1989
- Alexander King & Bertrand Schneider
THE FIRST GLOBAL REVOLUTION
Simon & Schuster, London, 1991
- Yehezkel Dror
THE CAPACITY TO GOVERN
Circulo de Lectores and Galaxia
Gutenberg, 1994, Bertelsmann 1994
- Bertrand Schneider
THE SCANDAL AND THE SHAME:
POVERTY AND UNDERDEVELOPMENT
Bertelsmann 1995, VIKAS 1995
- Wouter van Dieren (Edit.)
TAKING NATURE INTO ACCOUNT:
TOWARDS A SUSTAINABLE NATIONAL
INCOME
Springer, New York, 1995, Birkhäuser, Berlin
1995
- Ernst Ulrich von Weizsäcker et al.
FACTOR FOUR: DOUBLING WEALTH –
HALVING REOURCE USE
Earthscan, London, 1997
- Peter L. Berger
THE LIMITS OF SOCIAL COHESION:
CONFLICT AND UNDERSTANDING IN A
PLURALISTIC SOCIETY
Verlag Bertelsmann Stiftung, Gütersloh, 1997
- Orio Giarini & Patrick Liedtke
WIE WIR ARBEITEN WERDEN
Hoffmann und Campe, Hamburg, 1998
- Elizabeth Mann Borgese
THE OCEANIC CIRLE: GOVERNING THE
SEAS AS A GLOBAL REOURCE
United Nations University Press, Tokyo, 1998
- Juan Luis Cebrian
IM NETZ: DIE HYPNOTISIERTE
GESELLSCHAFT
Deutsche Verlags-Anstalt, Stuttgart, 1999
- Reinhard Mohn
MENSCHLICHKEIT GEWINNT
Verlag Bertelsmann Stiftung, Gütersloh, 2000
- Sergey P. Kapitza
INFORMATION SOCIETY AND THE
DEMOGRAPHIC REVOLUTION
Institute for Physical Problems, Russian
Academy of Sciences, Moscow, 2001
- Frederic Vester
DIE KUNST VERNETZT ZU DENKEN
Deutscher Taschenbuch Verlag, München,
2002
- Raphael de Lorenzo & ONCE Foundation
THE FUTURE OF THE DISABLED IN THE
WORLD
Madrid, 2003
- Orio Giarini & Mircea Malitza
THE DOUBLE HELIX OF LEARNING AND
WORK
UNESCO-CEPES, Bucharest, 2003

Ernst Ulrich von Weizsäcker, Oran R. Young
& Matthias Finger

LIMITS TO PRIVATIZATION: HOW TO
AVOID TOO MUCH OF A GOOD THING
Earthscan, London, 2005