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**THE FUTURE OF AMERICAN ENTERPRISE ABROAD**

**Summary of Remarks to a Meeting of American businessmen in Venezuela  
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by

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I have been concerned in my studies, my magazine, consulting work, and teaching with finding out what a group of people want and how they can plan to get it, especially when it is connected with the government process. Sometimes the job of finding out what they want becomes a matter of telling them what they ought to want for their own good. This happens when problems are complex and conditions are uncertain. Therefore the thoughts that I am giving to you have to do with what I think people ought to want as well as how they can get what they want.

It seems that everywhere we face communism's organized conspiracy; we face economic and social chaos; we face collectivism - collectivism not only in the form of communism, but in the form of a kind of statism which assumes there is no room for the individual who has made the world work up to this time, no room for the groups, the private associations, all those things that constitute an individualistic society.

Mankind is not run by the multitude. Universal suffrage does not give control of societies to everyone who casts the vote. Even governments that are supposed to be run by aristocracies, end up being run by a very few active, energetic people.

When people talk about foreign aid, they usually speak of U.S. government aid, and we know that it is necessary, but we know also that these several billions of dollars that the U.S. government spends annually, even though they were doubled, would only be a small fraction of all U.S. aid abroad, because U.S. aid consists of all those ways in which Americans act constructively abroad. The State Department, the Commerce Department, the armed forces, and the U.S. Information Agency, are not alone abroad, but there are also non-governmental business owners and managers, university personnel, foundation personnel and a host of missionary and charitable people. In a typical country most of their activities take place individually and are not coordinated.

These individual efforts are not enough. Nor is the U.S. government effort alone enough. Nor does any single under-developed country have a government which is capable by itself of knowing what it wants over a period of time, asking for what it wants, and expeditiously pursuing its desires, even if given some means. The answer then to the question of underdevelopment everywhere is that there must be some large effort made in each place in the world to coordinate all forces, individual and group, private and governmental.

I believe that a hardy, flexible and disciplined union of forces on the ground should be achieved. It should combine Americans, other non-citizen residents of the country and nationals of the country. It should have the help of the American government, other governments, international agencies and the government of the country involved.

There is no reason to believe that only governments can plan a society. A kind of organization is needed that will incorporate every single interest. In the union would be foreign and local business men, aligned with churches, foundations, private universities, public university personnel and government officials.

What I am describing is practical, pragmatic operationalism in the American tradition. I think that an agenda and budget aimed at the industrial and agricultural development of a poor country could be prepared, that the resources for the execution of this plan could be found, and that in ten to twenty years responsible people and a class that would give stable leadership to a nation could be developed.

Let us suppose that a group, representing some 2,000 persons and every important domestic and foreign interest in a country including educators and technicians, should suddenly appear on the public scene. If this group through its secretariat and research and survey division, were to come up with a budget of proposals for industrial, distributing and agricultural developments -- concrete plans that is -- several agencies of the Federal Government, of the United Nations, of several Western European countries, and many private interests would be prepared to provide financing for these developments.

Besides the straight financing of business opportunities on a small and large scale, this same citizen and non-citizen group should seek support from foundations, other government agencies, both national and international, and from universities for an educational program to develop a new class of leaders, entrepreneurs and managers.

This class should be recruited from elements of the population who have never had a chance to contribute to the determination of the future of their country. By testing and examination, those people whom Thomas Jefferson once called the natural aristocracy of talents would be selected and trained.

The program I have described should and would cost a good deal. I am talking about a secretariat and research operation at the heart of the program. I am talking on top of that of an annual educational and social development budget. I am talking of trying to get under way new businesses and agricultural enterprises. The key to the whole operation and coordinating mechanism is the secretariat and individuals who are assisting the full-time staff. The participants should be highly qualified men. Expert advisers of the highest ability should be sought. The operation should be not only local but in Washington and New York and the continuity of the program over a ten-year period should be assured.

This agency should be doing the job of a government. But free men can plan as well as most governments. We should try to restore the power that complicated industrial and governmental societies have taken away on grounds that only vast organizations can plan men's fate. Now this has never been done before, but I am sure that it can work. It is big enough in conception so that the resources would be adequate. There is enough interest, enough money, and enough skills already here or to be recruited, to do the job.