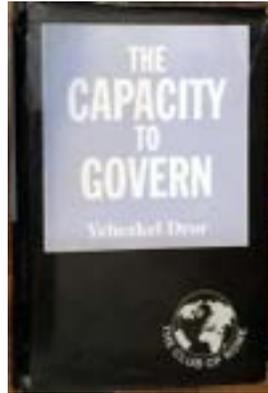# *5A. Capacity to Govern*

Abstractions from Yehezkel Dror, *Capacity to Govern: A Report to the Club of Rome* (Portland, OR: Frank Cass, 1994).

In his 1971 book, *Ventures in Policy Sciences*, Yehezkel Dror published his "Law #2", which reads:

> While human capacities to shape the environment, society, and human beings are rapidly increasing, policymaking capabilities to use those capacities remain the same.[1]

Over the next five decades, Dror has not found evidence requiring a change to that Law. Instead, he assesses that the capacity deficit has increased, up to endangering the future of humankind. As he put it in his 2014 book, *Avant-Garde Politician: Leaders for a New Epoch* "It is absurd to believe that everything is going to change, but politics will and can remain the same."[2]

His *Capacity to Govern* work was in development for years, and it was published in German, Spanish, Portuguese, Polish, Japanese, and English. It was endorsed and sponsored by the Club of Rome, which has become known as the conscience of humankind (Dror now tries to convince it to consider Singularity issues).

Dror's *Capacity to Govern* book draws on research covering centuries of data, asserts the problem as being unprepared societies and obsolete governance, and defines the mission as being the change from *raison d'état,* created by Italian Renaissance thinkers, to *raison d'humanité* – a term Dror created. The study provides the requirements for redesigning governance.

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[1] Yehezkel Dror, *Ventures in Policy Sciences* (New York: Elsevier, 1971), 2.
[2] Yehezkel Dror, *Avant-Garde Politician: Leaders for a New Epoch* (Washington, DC: Westphalia Press, 2014), 30.

The work describes the imperative to make a paradigmatic change, up to a quantum leap to improve and redesign the capacity to govern states, supra-state structures, and global governance radically. The overall goal is to increase the capacity to influence, or weave as Plato put it in *The Stateman*, the future for humanity's benefit.

A summary of the assumptions and conclusions found in *Capacity to Govern* includes:

1) We are living through an historically unprecedented age of radical global non-linear transformations in demography, science, technology, consciousness, culture, communications, and geo-economic and geo-strategic configurations in regimes and in values. Those transformations are sure to accelerate in the 21st century.
2) Without improved capacity to govern, those transformations have a real probability of catastrophic impacts. Governance must prevent "devilish uses of knowledge instruments supplied by science and technology since World War II for mass killing initiated by actors beyond the control of presently available policy structures and tools." Readers should note that *Capacity to Govern* was written and published well before September 11, 2001, which marked a dramatic advance in terrorism.
3) When countries disintegrate, evil rulers engage in large-scale crimes against humanity or prepare serious acts of aggression, or populations are subjected to genocide immediate interventions are required.
4) As long as the United Nations is unable to cope with major crises of global significance, the United States and the European Union, together with China and other willing states, should take appropriate action. But no single country can do so adequately on its own, and such action should be explained and justified before United Nations forums and limited to the minimum necessary to prevent human catastrophes.

Following is an extract of some more of Dror's prescriptions:

A) Countries in serious transformation crises should … be helped to avoid extreme breakdowns, with special attention to states having continental and global significance. But care must be taken not to give one-dimensional and dogmatic advice likely to cause serious social harm.
B) Regarding international interventions to prevent evil rulers from acquiring and using mass killing weapons …. my own tendency is to prefer the risks of global overintervention to those of underintervention; but global systems are not yet ripe for coping with the issue.
C) One cannot rely … on a spontaneous rapid improvement in the quality of candidates entering politics and reaching top positions. Intense efforts to enhance the quality of the politicians produced by existing selection and promotion processes are therefore urgently required.
D) Moral democratic rule is preferred. However, the maximum advisable scope for Western type democracy is quite limited in the foreseeable future.

E) The qualities demanded of senior politicians and governance elites should be radically revised, with emphasis on intellectual virtues and moral character. These requirements should become a basic canon of political theory and culture.

Dror's proposals, A through E above, are illustrative of a very large set he includes in *Capacity to Govern*. Readers need to absorb the entire set, which he describes as

> formulated in general terms, so that they fit a variety of settings … follow a middle path between the mundane and the utopian.… Some proposals are crash programs, while others are long range requiring considerable lead times and implementation cycles.… Most form clusters that are interdependent, supporting and reinforcing one another … they were selected according to their importance in terms of impact and feasibility, but inevitably [they] also reflect my own personal interests, biases, and limitations.

In "Part Three: The Resolution" and his "Finale: Governance Redesign Pending a Quantum Leap," Dror has 144 pages covering

- approaches to redesign;
- fostering *raison d'humanité*;
- virtues against vices;
- empowering the people with public affairs enlightenment;
- refashioning governance elites;
- rulership;
- deepening policy reflection;
- qualifying in "fuzzy gambling";
- improving the central minds of government;
- restructuring governance architecture;
- governing private power;
- making global governance more resolute;
- augmenting oversight;
- gearing governance for crises;
- strengthening the autonomy of high quality government;
- governance redesign pending a quantum leap.

Editors' Notes: Dror's conclusions and recommendations on *The Capacity to Govern,* are accurate, validated almost daily in 2018, but they are still not receiving the necessary attention of Earth's decision makers and scholars. Yehezkel Dror enjoys international respect for being one of the few founders of the Policy Sciences academic and praxix discipline and being the catalyst, since the 1960s, for the establishment of policy departments in universities and the creation of professional societies devoted to policy, such as the Policy Studies Organization (PSO), where he served as the only non-American president. As with nearly all his books, his references and further readings cover a wide range of related publications on the subject, in this case 27 pages of

professional references. When Kepler Space Institute's Academics are planned, Yehezkel Dror's works will be a primary source for research questions on Space Governance and Policymaking. ***Bob Krone and Gordon Arthur.***