

Deux livres et quelques souvenirs personnels

ALBERT O. HIRSCHMAN

Il y a dix ans, le quarantième anniversaire du Plan Marshall avait été salué par de nombreuses manifestations, et quand je demandais les raisons de cette vogue, on me faisait cette réponse à la fois simple et convaincante : quarante ans après l'événement, bon nombre des responsables « étaient encore là » et pouvaient avoir des choses intéressantes à raconter, puisqu'ils avaient à l'époque entre trente et quarante ans. Cette même raison fait qu'aujourd'hui, pour le cinquantième anniversaire, la plupart de ces personnalités ne sont plus, et force est de reconnaître que c'est là un handicap par rapport à nos prédécesseurs d'il y a dix ans. Néanmoins, il y a une compensation : bien que beaucoup des personnages concernés soient décédés, ils ont entre-temps laissé derrière eux des livres de souvenirs qui n'existaient pas il y a dix ans. Ainsi, deux des acteurs déterminants du Plan Marshall, Robert Marjolin, côté français et européen, et Richard Bissell, côté États-Unis, bien que décédés dans la dernière décennie, ont néanmoins laissé des Mémoires inachevés qui ont été publiés. Qu'on me permette de rappeler ici brièvement qui ils étaient.

Robert Marjolin, un économiste, était avant la guerre le rédacteur en chef d'une revue, *L'Activité économique*(¹). Après la débâcle de 1940, il avait rejoint la France Libre, et passé le plus gros de la guerre à Londres et Washington, à la tête de la mission française d'achats aux États-Unis. À la fin de la guerre, de Gaulle étant chef du gouvernement, il fut nommé adjoint de Jean Monnet au Commissariat général au Plan d'équipement et de modernisation. La France disposant ainsi de son propre programme de redressement, c'est tout naturellement ce modèle qui sera utilisé par l'ensemble de l'Europe de l'Ouest quand les promoteurs du Plan Marshall lui

demandèrent de présenter un programme unifié. En 1946, Marjolin fut nommé secrétaire général de l'OECE (Organisation européenne de coopération économique), dont il sera le guide spirituel jusqu'à 1955. De 1958 à 1967, il sera vice-président de la Commission de la Communauté économique européenne. Ses Mémoires posthumes ont été publiés en 1986 sous un titre qui leur va bien, *Le Travail d'une vie* (Robert Laffont).

Richard Bissell

Richard Bissell, lui, était avant la guerre professeur d'économie au MIT. À partir de 1941, il travailla pour l'administration de guerre de la marine marchande, et, à la fin des hostilités, pour l'Office of Mobilization and Reconversion chargé de piloter le retour à une économie de paix. En 1948, le directeur de la nouvelle Economic Cooperation Administration (ECA), créée pour administrer le Plan Marshall, Paul Hoffmann, un grand industriel de l'automobile, lui demande d'être son adjoint. Bissell devient alors le cerveau de cette administration, reconnu par tous, et son porte-parole lors des audiences du Congrès. Ses Mémoires, eux aussi publiés après sa mort, portent un titre frappant : *Reflections of a Cold Warrior*(²), dont je pense qu'il a été choisi par l'éditeur plutôt que par l'auteur, et qui reflète avant tout sa carrière postérieure : en 1954, il était entré à la CIA, et c'est lui qui organisera par la suite les vols d'U-2 sur l'Union soviétique et la désastreuse opération de la baie des Cochons, à Cuba, épisodes qui ont éclipsé, dans l'opinion américaine, le rôle remarquable que Bissell avait joué auparavant dans les affaires européennes. Mais ceux qui l'ont connu à l'époque seront plutôt d'accord avec ce qu'il écrivait lui-même en introduc-

(1) NELLE : publiée par l'Institut fondé par Charles Rist, 4 rue Michélin, dans le VI^e arrondissement de Paris.

(2) New Haven et Londres, Yale University Press, 1986.

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