

CONFIDENTIAL

PRIME MINISTER

YOUR PRESS CONFERENCE

This note sets out various considerations for your joint press conference with President Mitterrand. It is scheduled to last for thirty minutes from 1145 am immediately after the Plenary.

These occasions, as you know, are rather formal affairs by our standards. This will be filmed and recorded. Since there is no guarantee that you will give radio and TV interviews, British radio and TV reporters can be expected to try to ask questions.

It is a long time since there was so much entente cordiale around and the media will therefore be more than usually on the alert for differences whether of emphasis or tone.

There is, however, a lot to be said for France and Britain working well together and you should make the most of it at the Press Conference in Paris where your latest broadcast has gone down well and they are anxious to know what you want to make of Europe now that the Budget issue is, to all intents and purposes, settled.

You will, however, be developing your thoughts on the future of Europe in Avignon and this will be the story tonight and tomorrow. My advice at lunchtime is not to anticipate that speech but instead to trail it - eg 'I shall be developing my ideas on European co-operation in Avignon this evening but I can assure you now that I want more of it'.

For the Press Conference, I would suggest you try to make the most of your talks with Mitterrand <sup>and</sup> the extent of Anglo-French co-operation. This will make the lunchtime and afternoon bulletins.

I attach:

- a) An aide memoire for your opening statement at the Press Conference;
- b) a list of co-operative projects which are to be approved at the Plenary;

/ c)

CONFIDENTIAL

- c) Speaking note on the Channel Link; and
- d) the paragraph in Mr. Heath's speech with which you could have some fun.

Radio and Television Interviews

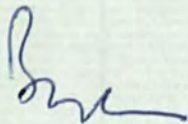
You could give BBC TV, ITN and BBC Radio interviews at the Residence immediately after your Press Conference, provided you start no later than 1230 pm. There will be no opportunity to give interviews to all of them later because the journalists have to get to Avignon.

On balance, I would recommend you to give lunchtime interviews.

I shall try to keep you up to date with events in the UK which might crop up at the Press Conference and subsequently over and above student grants, Mr. Heath's speech and the coal strike and the NUM/Labour Party rally tonight which we want to run and run on radio and television.

N.B.

We shall be issuing the text of your Avignon speech under embargo after your Press Conference. I have built up the speech in advance as a positive and interesting development of your thinking about the future of Europe.



Bernard Ingham  
30 November 1984

AIDE MEMOIRE ON OPENING STATEMENT FOR PRESS CONFERENCE

This has been my first meeting with a French President which has not been dominated by the European Community's Budget.

The reason we have substantially put that behind us is largely because President Mitterrand, as President of the European Community in the first half of this year, identified the crucial issues and set about resolving them with great determination.

I would like to record my appreciation for what he did and achieved at Fontainebleau and to say that his role in resolving the long-standing problem standing in the way of development of the European Community is appreciated in Britain. I said last night that the Fontainebleau settlement in the 80th year of the entente cordiale had made 1984 one of the most significant in the history of the European Community. It would be truly historic if at Dublin next week we could pave the way for the enlargement of the Community by the accession of Spain and Portugal.

President Mitterrand and I hope that we shall succeed. Certainly the Prime Minister of Ireland, Dr. FitzGerald, is doing all he can in Europe this weekend to resolve the outstanding issues.

With the Budget issues to all intents and purposes settled, President Mitterrand and I have naturally concentrated on the development of the European Community and I shall be dealing with that in more detail in my speech to the Franco-British Council in Avignon tonight.

While we have spent a lot of time on European issues - especially since there are so few bilateral problems between us - we have also ranged widely in our discussions over international matters. In East/West terms the atmosphere is more hopeful following President Reagan's election and /, <sup>Russian</sup> moves towards a resumption of arms control negotiations.

Other issues we have touched/<sup>on</sup>include transatlantic relations and the Middle East.

/ Finally,

Finally, I want to come back to Franco-British relations. It is clear from all we have heard from our Ministers at the Plenary Session which has just ended that there is a new spirit of co-operation developing between our two countries. This has been reflected in the talks which each of our respective Ministers has had in the bilaterals, both last night and this morning.

This gives me great satisfaction, and I am sure it does President Mitterrand. We have felt able to make a statement on the Channel Link and also to issue a list of projects on which we are collaborating.

I think you will agree that this list is impressive. It is our joint aim to make it an even more impressive account of our bilateral co-operation.

LIST OF COLLABORATIVE PROJECTS

Projects which are under way or under consideration

- Airbus A320 Decision to launch with Government support taken in early 1984
- Liquid Metal Fast Reactors Development and collaboration between national utility companies following the agreement reached in January 1984 between several European countries (United Kingdom, France, Italy, Germany, Belgium).
- Armaments Britain and France are engaged in a tripartite (United Kingdom, France and Germany) programme for a third generation anti-tank weapon and a quadripartite (United Kingdom, France, Germany, USA) Multiple Launch Rocket System programme
- Nuclear Power Station Construction (Guangdong) GEC and Framatome have, with full support from both governments, put forward a joint proposal for the construction of a nuclear power plant at Guangdong (China). The companies are engaged in detailed contract negotiations.
- European Fighter Aircraft Britain and France are playing a major role in this five nation project. The technical feasibility study is due to be submitted to governments in March 1985.
- European Research Installations Britain and France have convergent positions on the realisation of the Synchrotron radiation facility and the European transonic wind tunnel.
- Channel Fixed Link A joint working group is preparing the initiation, in spring 1985, of consultations with promoters. Discussions are continuing following the publication of the banks' report in May 1984.

●atellites

RTM 322 helicopter engine

British Aerospace and Matra are collaborating on communications satellite projects.

Technology, growth and employment group projects

Development by Rolls Royce and Turbomeca, following governmental agreement on financing.

Esprit programme

Britain and France are co-leaders for the biotechnology and food technology projects; this has favoured bilateral contact in these fields.

Space

The enterprises of the two countries are seeking to identify areas for cooperation, in particular on advance computers and artificial intelligence.

Scientific research

We are working together on the new programme of work for the European Space Agency, particularly Ariane V and the Columbus orbital space station project.

Telematics and telephone equipment

Possible creation of a Franco-British Association for Research and Development.

Multilateral arms collaboration

British and French industries are being encouraged to seek new fields for cooperation in this key sector and study of reciprocal opening of public purchasing.

Direct broadcasting by satellite

Studies are under way on a variety of subjects such as helicopters, communications satellites, electronic and tank components, weapon locating radar and a future transport aircraft.

Oceanography

Negotiations are continuing to agree on a standard acceptable to all the interested European countries.

Even closer collaboration is in prospect between NERC and the French oceanographic organisation IFREMER.

THE CHANNEL FIXED LINK: DECLARATION BY THE PRESIDENT OF  
THE FRENCH REPUBLIC AND THE BRITISH PRIME MINISTER

We recognise the potential importance of a Channel Fixed Link as an element in the European transport network. Accordingly we have welcomed and endorsed the terms of the communique issued in Paris and London on 15 November by the Ministers of Transport of our two countries. We have agreed that the Franco-British working group set up to advise on the requirements to be met by potential participants in such a venture and on the definition of the ~~extent of the~~ undertakings the two Governments would be prepared to give, should submit its report within three months.

ANNEX D

PARAGRAPH FROM MR. HEATH'S SPEECH

Nor do I accept compulsory early retirement as an acceptable solution. With the extended expectation of life, many of our fellow citizens want to have the satisfaction of working longer rather than retiring earlier. There may be no desire to continue working in<sup>a</sup> heavy occupation, but the wish may well be there to change to a lighter one.



## ALO-FRENCH SUMMIT

### EUROPEAN COMMUNITY

#### Future of the Community

- Invite him to say what he expects from European Council.
- Why are new Agreements needed when so much of the Treaty remains to be implemented?
- What would be the purpose and content of a new Treaty?
- Many of ideas in Dooge Committee report simply not thought through. Some of them would drastically upset balance between Parliament and Council.
- Maintenance of Luxembourg compromise vital, though no objection to stating reasons why one is invoking it. Is France really prepared to see it weakened or restricted?
- See little to be gained from more majority voting.
- Is there not an element in all this of bypassing difficult problems like the internal Market and taking an easy option.
- Need to take more time and weed out impractical and undesirable ideas. Look at what's left and see whether it really can't be dealt with under existing Treaties and procedures.

#### Own Resources

- Need to get Germans to move on date of introduction.

### Budget Discipline

- Must get text formally adopted. Otherwise no extra money for 1984.

### Enlargement

- Continue to support French on wine. Common interests on Fish.
- Expect French to support us on industrial tariffs - need faster reductions than Davignon trying to negotiate. Particular problem of cars.

### Vehicle Emissions

- Mandatory standards proposed by Germans unacceptably costly and will break up internal market. Unleaded petrol.

### European Standards Initiative

- Need for Declaration at European Council speeding up progress.

Multilateral road system  
U.S. Fr. FRG in City

Seaway - Br.

Should we do more to get  
and how

ANGLO-FRENCH SUMMIT

East/West - Arms Control

- Prospects for US 'umbrella' approach.
- BMD/SDI: avoid row with Americans.
- Importance of keeping up pressure on chemical weapons.

Terrorism

- European Council to endorse conclusions of Foreign Ministers.

Defence Cooperation

- Senior officials to explore ways to pull together threads of UK/French defence cooperation.
- Scope for cooperation on conventional defence planning, consultation on out-of-area activities and collaboration on equipment eg AEW. Ask for report to next Summit?

Bilateral Relations

- Endorse report. Agree to publish list of projects as amended?
- Summit seven Environment Ministers. Meeting will be informal. Share French concern about institutionalising Summit follow up. Hope will reconsider refusal to attend.
- Guangdong. Must resist excessive Chinese demands on credit.

1. Thanks for Falklands vote

2. Suggest Foreign Ministers join for part of tête-a-tête tomorrow.

- No-Passport Excursions. Welcome agreement to review experience early in the year.

- Channel Fixed Link. Welcome agreement reached on 14 November. Cannot accept any commitment to intervene in circumstances where firms unable to complete. Cannot agree to see Government support or financial guarantees creep back in through EC.

- NUM/CGT + links with Soviet Union and Libya.

- Mixed Credits. Need for Community position.

Decision  
Decision -  
A-320,  
Fut. Review

Co-operation  
Live-work  
agreement

JOINT DECLARATION OF THE DEFENCE MINISTERS

---

THE TWO MINISTERS NOTED WITH SATISFACTION THE EXISTING RELATIONS BETWEEN THEIR DEPARTMENTS AND AFFIRMED THEIR COMMON WILL TO ENHANCE THEIR EXCHANGES ACROSS THE RANGE OF THEIR RESPONSABILITIES.

THIS IS ESPECIALLY TRUE AS CONCERNS COOPERATION IN THE FIELD OF DEFENSE EQUIPMENT. IN THIS RESPECT, THEY REVIEWED THE CONCLUSIONS OF THE RECENT MEETING OF THE IEPG IN THE HAGUE TO REEMPHASIZE THIS STRENGTHENED EUROPEAN CONTRIBUTION TO THE ALLIANCE IN THE FIELD OF EQUIPEMENT.

THEY CONSIDERED SPECIFIC MEASURES THAT COULD BE TAKEN TO GIVE FULL EFFECT TO THE CONCLUSIONS OF THAT MEETING.

THE INTENTION IS TO IMPROVE THE COMMONALITY AND QUALITY OF EUROPEAN ARMS PRODUCTS AND AT THE SAME TIME, TO CONTRIBUTE TO A MORE BALANCED DEFENCE TRADE WITH THE US.

TO THIS END, MINISTERS AGREED TO INSTRUCT THEIR OFFICIALS AS A MATTER OF ROUTINE FULLY TO EXAMINE COOPERATIVE POSSIBILITIES RELATIVE TO THE TOMESCALES AND CHACARACTERISTICS BEFORE INDIVIDUAL WEAPON PROJECT PROPOSALS WERE CONSIDERED FOR APPROVAL.

THEY ALSO DECIDED TO INITIATE DISCUSSION WITH THE SENIOR REPRESENTATIVES OF THE DEFENCE INDUSTRIES IN ORDER TO STIMULATE OPPORTUNITIES FOR COOPERATION AT THE INDUSTRIAL LEVEL.

THE MINISTERS AGREED TO PURSUE THESE MEASURES IN FULL CONSULTATION WITH THEIR EUROPEAN COUNTERPARTS.

FINALLY, THEY DECIDED TO INVITE THEIR STAFF TO PURSUE EXCHANGES ON POLITICO-STRATEGIC ISSUES.

BIOTECHNOLOGY

1. Training network.
2. R & D collaboration.  
Downstream processing.

5 or 6 groups in UK have indicated willingness to participate in international collaborative programme covering:-

- a) Application of high speed centrifuges
- b) Electro enhanced filtration
- c) Extraction with super critical fluids

## Food Technology

### (1) Raw Materials

(Meat, wheat, milk)

- (a) To achieve a thorough understanding of physical and chemical properties of raw foodstuffs and their components.

It should be possible to refashion the components of raw materials into novel food products.

### (2) Process Control

- (a) Monitoring parameters essential to efficient control during food processing e.g. temperature, moisture, pH and weight.
- (b) Application of microprocessors.
- (c) Mathematical modelling of food manufacturing processes.

### (3) Transfer of Technology

To stimulate transfer of information between research and the food industry.

### (4) Food Quality

- (a) Effect of physical properties on food quality e.g. measure the functional properties of biopolymers;
- (b) physical and chemical assessment of plastic and other packaging material;
- (c) establishment of data bank to facilitate research on nutritional quality fo food.

(5) Safety Evaluation

Understanding mechanisms of toxicity.

(a) identify suitable test systems.

Influences of nutrients e.g. micronutrients  
and the gastrointestinal tract microbial flora.

(b) Pharmacology of Test Substances

e.g. absorption and excretion, tissue metabolism.



*Charles.*

As the list of projects is to be published you might like this document which we produced locally. Please note the caution in 13(b). Strasbourg nearly banned a recent visit there by the President because the Synchrotron decision went in favour of Grenoble. The PM

SPEAKING NOTES ON EACH OF THE ITEMS LISTED IN THE CO-ORDINATION REPORTS AS COLLABORATIVE PROJECTS should be carefully not to get drawn into this domestic squabble.

*Jeffrey.*

1. Esprit
2. Liquid Metal Fast Reactor (Fast Breeder Reactor)
3. Technology Growth and Employment (Economic Summit Initiative)
4. Guangdong Nuclear Power Station in China
5. Franco/British Research Association
6. Direct Broadcasting by Satellite (DBS) Transmission Standards
7. Airbus A320
8. European Fighter Aircraft
9. RTM 322 Helicopter Engine
10. Armaments - (a) Third Generation Anti-Tank Missiles  
(b) Multi-Launch Rocket System
11. Telecommunications
12. Space
13. European Large-Scale Scientific Equipment
14. Oceanography and Marine Science
15. Multilateral Armaments Collaboration - Long Term
16. Cross-Channel Electricity Link

- 1 -

1. ESPRIT

This imaginative European project is helping to develop a spirit of closer collaboration between European industries involved in information technology. A number of British and French companies are working together on joint projects within the Esprit programme on such things as the design of new integrated circuits and projects in the field of artificial intelligence. Other bilateral talks are also taking place at official, technical and industrial level to look for ways to expand the existing collaboration in areas such as software engineering.

2. LIQUID METAL FAST REACTORS (FAST BREEDER REACTORS)

Britain and France have both made important contributions to the advancement of fast reactor technology. The Agreement which was signed at the beginning of this year (January) will permit our industries, electricity companies and nuclear research establishments to work more closely together in a joint European development of fast reactor technology. The detailed discussions which have already taken place since the Agreement was signed have helped to forge closer links between those involved on both sides of the Channel thus improving the prospects for closer industrial co-operation in this field whilst minimising the duplication of effort.

[Since the Memorandum of Understanding signed by the

/Secretary

- 2 -

Secretary of State for Energy in January, there have been a number of separate Agreements involving the different participants, UKAEA, CEGB etc. An Industrial Agreement is currently under negotiation which, if all goes smoothly, could be agreed by the end of this year]

3. TECHNOLOGY GROWTH & EMPLOYMENT (ECONOMIC SUMMIT INITIATIVE)

The Economic Summit Meeting at Versailles, following an initiative by President Mitterrand, launched a study of Technology Growth and Employment which has given rise to a number of valuable projects. The UK and France are working closely together on many of these projects and in particular share the leadership of the projects concerned with Biotechnology and Food Technology.

4. GUANGDONG NUCLEAR POWER STATION IN CHINA

Both Governments have given their support to the British and French companies which have worked together on this major contract.

[If asked: French industry has also participated in the Sizewell Enquiry and no reason why there should not be a close working relationship between British and French companies in respect of any British PWR that might be built.]

/5. FRANCO/BRITISH RESEARCH ASSOCIATION

- 3 -

5. FRANCO/BRITISH RESEARCH ASSOCIATION

Science is increasingly international in its outlook. President Mitterrand's suggestion (in his speech before Parliament) for a Franco/British Research Foundation seeks to develop still further the close links which exist between France and the UK in scientific research. The people best qualified to judge how to bring about improvements are those directly involved in scientific research. A meeting of British and French heads of research will be held in the UK early next year at which this thoughtful and imaginative proposal can be examined further.

6. DBS TRANSMISSION STANDARDS

It would be sensible and practical if we could avoid having different standards in different parts of Europe (e.g. SECAM, PAL A, PAL B etc) for the new era of TV broadcasting by satellite which we are about to enter. We would like to see a common European standard for broadcasting satellite TV and our technicians and officials are working closely with their French colleagues and with others in Europe to find an acceptable standard which will meet all the existing technical and operational requirements in individual countries.

[The chief problem at present is not with the vision standard MAC, but with a sound standard which can be

/compatible

- 4 -

compatible with French cable TV specifications.]

[The French DBS project TDF has just been delayed by several months because of technical problems with the travelling wave tubes.]

7. AIRBUS A320

Airbus is a highly successful example of European industrial and technical collaboration involving Britain and France. Airbus has been sold worldwide in the face of fierce competition with US manufacturers, most recently the successful deal concluded with PANAM. The A320 is a further important step in this programme. It is not only of importance to the main industrial partners in Airbus Industries, but also to many companies throughout Europe which are working together in a variety of international industrial partnerships to develop and produce high technology equipment for this new generation aircraft.

8. EUROPEAN COMBAT AIRCRAFT

The feasibility studies now in hand are the result of intensive preparatory work which has gone on throughout the year involving British and French aircraft and engine manufacturers, Military Air Staffs, technical experts from Government and Ministers. British and French

/representatives

- 5 -

representatives have sought through their participation to ensure that all aspects of this important future project are fully examined before Ministers have to reach a final decision.

9. RTM 322 HELICOPTER ENGINE

The UK and France have worked together for many years on aeroengines. The Olympus engine in Concorde is one very good example, the ADOUR in the Jaguar fighter another. The RTM 322 is the latest in a long series of engines developed jointly by Rolls Royce and Turbomeca.

It is an advanced engine of simplified economical design which is designed to out-perform in its class any other engine currently available or forecast. Various versions will have a wide range of applications for both civil and military aircraft.

[It is being considered for the Anglo/Italian EH 101 helicopter and has been proposed by Sikorsky for use with their Black Hawk.]

[One-third of this programme is Government financed.]

10. ARMAMENTS

As a result of close and detailed exchanges which take place bilaterally and multilaterally between British and French officials and industrialists there is a constant exchange of views on collaboration in the field of

/Armaments.

- 6 -

Armaments. Two particularly important projects currently being pursued are:

(a) Third Generation Anti-Tank Missiles

Development work is now well advanced through the tripartite (France, UK, FRG) consortium, Euromissile Dynamics Groups, to produce for 1995 a high-performance anti-tank missile, in two versions for medium and long-range applications. Efficient industrial and governmental working arrangements offer the promise of an advanced weapon using technology of the 1990s at cost levels of the preceding generation.

(b) Multi-Launch Rocket System

This transatlantic co-operation provides the opportunity for European partners (France, UK, FRG) from the base of a US design, to develop and exploit through a major programme the vital technologies for the future. Industrial teaming and competitive selection provides a spur both to technical innovation and cost control.

11. TELECOMMUNICATIONS

This week marks the privatisation of British Telecoms. This is one way we see of creating the competitive climate needed to ensure a flourishing and vigorous telecommunications sector. International collaboration has an important

/part

- 7 -

part to play. British and French officials and industrialists recognise this and are looking together at ways to develop new products, techniques and to collaborate on standards such as those for cordless telephones.

[If required: I know there was disappointment when a French company (CIT-Alcatel) failed to reach the short list for supplying public telephone switches to BT. Their equipment along with that of other suppliers did not match BT's technical requirements in what was essentially a commercial transaction.]

## 12. SPACE

European countries will soon have to take important decisions about future space programmes. Since most British Government financial support for space activities goes to support European programmes we have been closely involved with our French partners in determining the direction of future space policy in Europe, particularly in relation to the American proposal for European participation in the space station project.

It would be premature to say what conclusion will be reached. Decisions will, however, be taken only after very close consultation with France and our other European partners in the European Space Agency.

In the industrial sector France and the UK can look with



- 8 -

some satisfaction on the successful collaboration which exists between Matra and British Aerospace and between Marconi and Aerospatiale. This is a matter for the companies but looks set to continue into the future.

13. EUROPEAN LARGE-SCALE SCIENTIFIC EQUIPMENT

It has long been recognised that some of the very large expensive facilities needed for scientific and technical work can only be accomplished on an international scale.

(a) Spallation Neutron Source

We are discussing French participation in the World's highest intensity source of pulsed neutrons - the Spallation Neutron Source - when it becomes operational at the Rutherford Appleton Laboratory next year.

(b) The European Synchrotron Radiation Facility (ESRF) is also being discussed.

[There is intense political interest in France over the Government's decision to choose Grenoble rather than Strasbourg as the likely site for the ESRF. The Prime Minister will wish to avoid being drawn on this issue in public. The choice as between French sites is for the French Government. The final decision on where the ESRF will be built is one for members of the European Science Foundation who are

/sponsoring

- 9 -

sponsoring the project. British scientists have expressed a preference for Grenoble because it makes scientific and managerial sense for the new facility to be located adjacent to the neutron source at the tripartite Institut Laue Langevin in Grenoble.

(c) European Transonic Wind Tunnel

[A final decision on the European Transonic Wind Tunnel depends on the lifting of a UK reserve. The subject is best avoided if possible.]

[If absolutely necessary: The European Transonic Wind Tunnel has been considered in great detail. A final decision is expected shortly.]

14. OCEANOGRAPHY AND MARINE SCIENCE

Two great seafaring nations. A common interest in one of the World's great waterways (La Manche). Both countries have long traditions in marine science and technology. Natural we should collaborate.

The professional scientists know what needs to be done. They are already working on a number of joint ventures including an important bilateral diving campaign due to take place next year.

A successful bilateral meeting in the summer (28 June)

/between

- 10 -

between Sir Herman Bondi (NERC) and his French counterpart helped to identify other areas where our scientists might work together in this field.

[A general agreement in the shape of an exchange of letters is being considered but should not be mentioned publicly.]

15. MULTILATERAL ARMAMENTS COLLABORATION

Preliminary studies are underway on a series of defence equipment projects in which we have common interests or requirements. We discuss these regularly with our European partners. In particular with France we are looking at:

- (a) A combat helicopter and the possibility of joining the PAH2 programme launched earlier this year in collaboration with Germany;
- (b) Artillery locating radar;
- (c) Future Military Transport Aircraft (replacement for Hercules and Transall in about the year 2000).

16. CROSS-CHANNEL ELECTRICITY LINK

The CEGB and Electricité de France (EdF) agreed in 1978 to build a 2 Gigawatt (2,000 Megawatt) cable link under the Channel. A previous 160 MW link was taken out of service in 1980. The first 1 GW stage of the link should be commissioned in 1985 and the second in 1986, at a total cost of some £550 million. Each stage consists of two pairs of cables, one laid by CEGB and one by EdF. The

- 11 -

basis of the link is to enable each grid to draw on the other at peak times (which differ in the two countries), thus avoiding having to maintain expensive generating capacity on standby. Beyond this, sales of electricity in both directions are envisaged and are to be negotiated between the two utilities.

TECHNOLOGY SECTION  
29 NOVEMBER 1984

Telefax à Mme Elisabeth GUIGOU  
Elysée

~~THE~~ JOINT STATEMENT: CHANNEL FIXED LINK

We recognise the potential importance of a Channel Fixed Link as an element in the European transport network and consider that such a link could be technically feasible and financially viable. The time has come to take the next step. Accordingly we welcome <sup>and endorse</sup> the terms of the Communiqué issued in Paris and London on 15 November 1984 by the Ministers of <sup>Transport of</sup> our two countries. We have agreed that the Franco-British Working Group set up to advise on the requirements to be met by possible participants in such a venture and on the definition of the undertakings the two Governments would be prepared to give, should pursue its work with real urgency and submit its report within three months.

A note of urgency  
A new paradigm.



Handwritten mark resembling a stylized 'D' or a bracket on the left side of the page.

Handwritten text at the bottom of the page, oriented upside down. The text is difficult to decipher but appears to include the words "Frank W. Johnson" and "Administration".