

INTER-OFFICE CORRESPONDENCE

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FROM: AG

Tokyo, Japan
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COMMENTS:

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✓ SUBJECT: Conferences on India and Pakistan

GENERAL COMMENT

Selectivity

When the population of a country is large, sick, illiterate, multilingual, sharply stratified, and in the main extremely poor, then almost any program can be based on figures that stagger Americans. The task before us is to pick out of a large number and variety of policies and programs a few that are within our probable capacity to do, within the range of what the nationals of the country can learn to do and pay for doing, projects so full of value and implications that still other gains will come from them as a natural and effortless sequence. In large, poor countries, the good is an almost fatal enemy of the best: anyone with \$20,000 can stage a show in India that will be commendable in interest and exceptional as an example. But it will prove evanescent and all but meaningless if it is merely good. It must be of cardinal value. The needs of India and Pakistan are bewilderingly numerous. Our task is to choose the projects that will produce the largest and most significant train of natural consequences.

Men

It may seem trite, but it is not trite to say that India's greatest need is first-class men. Having been governed for two hundred years by foreigners, Indians are not accustomed to taking responsibility as first-class men take it in other countries. Furthermore, the jealousy other castes have for the Brahmans and interprovincial rivalries subject the selection, the emergence, and the effectiveness of men of real merit in India to special obstacles. As a general policy, applicable to any specific project, our major consideration should be the quality of the staff members we send to India, and even more the task of finding, training, and helping the first-class Indians in whatever fields we choose to work in.

Climate

We would do well to remember that from April to October most Indians endure temperatures and humidities for which in New York we close the office. What volume of work can we expect of a man whose day begins at 6 AM at a temperature of 103°? *No fans in the villages*

Time

I could not expect that any significant program in India could be brisk as well as lasting. If the RF is not rich in time, it is not rich enough to obtain results in India that could be compared with the quicker results it can get in many other countries. Where five to eight years might seem a fair estimate for a project in the United States, Western Europe, or South America, equal realism and candor will call for twenty to thirty years in India. Among the various foreign agencies working in India, the RF could, however, easily acquire distinction for its tenacity and patience - two assets not likely to characterize other foreign organizations. Surrounded by ruins, monuments, relics, and fragments of efforts dying or long since dead, the Indian is resigned to incompleteness and discontinuous effort, abandonment, and compromise. He needs tenacity more than he needs money. In short, the factor of time must be reckoned with more soberly for work in India than anywhere the RF could work.

Cooperation

Indian conditions challenge our usual assumption that an excellent demonstration will result in prompt acceptance and wide imitation. The isolations produced by race, language, caste, ignorance, illiteracy, and poverty reduce the significance of a demonstration. Without onlookers, what use is a demonstration? And for this very reason, securing cooperation from Indians becomes more than ever important. Indeed, it is essential.

Criteria of Success

Some Indians will accept anything - in the transitory and superficial sense of the word "accept." What are the criteria for successful work in India? The thorough mastery by the Indians of how to produce and maintain what they want of what we can show them. That seems to me the best criterion - and that takes time quite as much as money, and training quite as much as demonstration, study and knowledge of Indians quite as much as knowing the subject.

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Among items on the agenda for discussion I should like to see:

1. Medical Education

Because of IHD representation in the past and the interest of Dr. Watson and Dr. Anderson, the RF has an existing entree and some knowledge of the persons and institutions involved in Pakistan, India, and Ceylon. I should think that an expenditure of about \$100,000 a year for fifteen years, spent in the main on the training and support of teachers, administrators, and research men, would provide the most significant results. An additional \$20,000 a year in support of nursing education would double the value of the money and time spent on medical education.

2. Agriculture

Here I should like to see the main emphasis on application of what is already known and therefore in the field via county agents and their training. Soil conservation, plant genetics, animal husbandry, and especially the application of what we know of the nitrogen cycle, composting, crop rotation, and the use of manures.

3. Primary Schools

Linked most intimately with agriculture, I would put emphasis on primary education. Not until primary education can be shown to be the quickest way out of the present undernourishment and misery will the schools have better than neglect from the village populations. Nor can children half-starved and half-sick get much of use from ignorant teachers. Help for what the Indians call Basic Education should be at the bottom - not from the "top."

For agriculture and primary education combined, \$150,000 a year over twenty years will produce more results and more chance of being taken over by the Indians than \$3,000,000 spent hurriedly or in a few lump-sum grants. The Indian peasant lives by tradition to a degree that no American is prepared to imagine. Demonstrations are not enough.

4. Administration and Government

Possibly for numerous reasons in addition to those of a people long subject to government and administration by a foreign power, the Indian administrative practices seem to me to be extremely cumbersome and unintelligent and the concepts of both authority and cooperation equally primitive and ineffective. Whether or not it would be worth while to experiment with some fellowships at, for example, Syracuse or the Harvard Business School, with a view of training in modern administration, I do not feel sure. But in the field of hospital administration, or the field of tax collecting, or road building, we could try some fellowships in which emphasis could be placed on the principles of administration.

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As a matter of territory to be covered, I would think that an RF representative assigned to cover India, Pakistan, and Ceylon for any particular subject has too much to cover, and will be spread too thin. The populations involved are greater than all of the Americas and the cultures and languages more numerous and more variant. But more important, the conditions to be met are more remote literally and figuratively from New York, and harder for us all to comprehend.

AG:LKH