

Indian Story
village development

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L Rengfelt

Jacob Bomann-Larsen of Norway's 20,000-strong 'Future in Our Hands' movement—'We have experienced that people can be motivated to do a job, even if they only get the salary they really need.'

GETTING DOWN TO CENTIMES

NEW ECONOMIC ORDER DISCUSSED AT CAUX

WILL INDUSTRIALISTS ACCEPT radical changes in the economic system if the solution of the world's problems demands them? This was the challenge given to 230 employers, politicians and trade union men from 30 countries attending a session of the Moral Re-Armament World Assembly at Caux, Switzerland, on 'The Economy and Society of the Future'.

The challenge came from a Norwegian economist, Jacob Bomann-Larsen, information officer of the popular movement, 'The Future in Our Hands', which is pioneering a 'less materialistic and more humane' life-style in Norway. His was one of five papers given to the conference.

The new economic order must 'do justice both to the individual man and to humanity as a whole', stated one of the invitation committee, German industrialist Friedrich Schock, at the opening meeting. But, he was quick to admit, 'this definition is one of those beautiful generalisations. It's like a thousand franc note—you can't buy a stamp with it.'

More specifically, Schock believed four points were essential for industry—an awareness of the scarcity of raw materials and energy, the needs of the work force for healthy and satisfying work places, the development of shared responsibility and ownership between employers and em-

ployed, and freedom for the entrepreneur. The gigantic task ahead included the creation of one billion new jobs, he said.

There were different ideas on what changes were needed. Dr Frederik Philips, Chairman of the Board of Governors of the Philips Holding Company, Holland, asserted that the aim should be not to bridge the gap between rich and poor nations—which could take centuries—but to eliminate poverty. In this, multinationals could be, and were, playing a major role.

'Here at Caux one is challenged to do things a lot better than one did before,' Philips said. It was vital for people from the West to win the confidence of those with whom they worked in the Third World. The West could not assume that their values and customs were right in every situation, nor could they offer help in a patronising manner. This required a 'change of heart' which was what Caux produced.

Bomann-Larsen called for the rich world to review its philosophy of life and structures in the light of the needs of the poor. Could a society built on competition and a dogmatic belief in free trade answer the problem of mass starvation and unemployment? 'If a businessman changes his personal motives, is it possible in our competitive system for him to put people before money?' he asked.

A reply came from John Vickers, from Britain, who told how since his father's decision 45 years ago to put people first, his firm had repeatedly risked loss rather than make men redundant in times of recession. Such decisions taken in faith had always proved viable.

Delusion

'Moral Re-Armament would not be meaningful if it were only out for personal change and did not wrestle with change in structures,' asserted Socialist German MP Adolf Scheu, in response to Bomann-Larsen's questions. 'It is a delusion to think that if 300 people change that will automatically lead to the solution of problems.' Change in our personal attitudes was only the beginning of building something new in society.

A practical suggestion on how to deal with the trade imbalance of some developed nations on the one hand, and conditions in the developing world on the other, came from a speaker from Japan. Masaki Nakajima, President of the Mitsubishi Research Institute, called for the creation of a 'global infrastructure fund' through which the rich nations could contribute to essential public work in the poor world. This would absorb the excess capacity in construction and technology in industrialised nations,

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Masaki Nakajima, President, Mitsubishi Research Institute, Japan—'By a massive multinational attempt to build peace, we should seek recovery for world prosperity.'



L Rengfelt

Risks at 50

Willy Rentzman,
Personnel Director,
Christiani & Nielsen,
Copenhagen

I ENJOY MY WORK. Every day is an adventure and I'll tell you the reason. When I was offered this position some years ago, I said to the President of the firm: 'I would like you to think it over again before you offer me this job. I may be a difficult man on your staff because I base my life on absolute standards and I do not intend to lower them.'

I was at that time 50 years old, I was looking for a job and I knew I was sticking my neck out.

He looked at me for some time and said, 'If you are ever asked to do something dishonest, come to me.' That was the right way to start in this firm. It has been a joy because it has been construction and also the kind of construction I feel I should be doing, the building of a new world.

Why not make of our private life a pattern for the nation? The fruits of applying these standards are that you become a free man, fear disappears, you can look your fellow man straight in the eye—even the Minister

Can manager's change

Geoffrey Burns,
Britain



FROM UNIVERSITY I joined a can-making company. I went straight into a production area for my initial training. Can you imagine the noise if you bash 30 cans together? Multiply that by 100 and you have the noise in my working area.

I supervised 25 people on the production line. On one side I had the workers and on the other side the senior manager. Very rarely could I satisfy both.

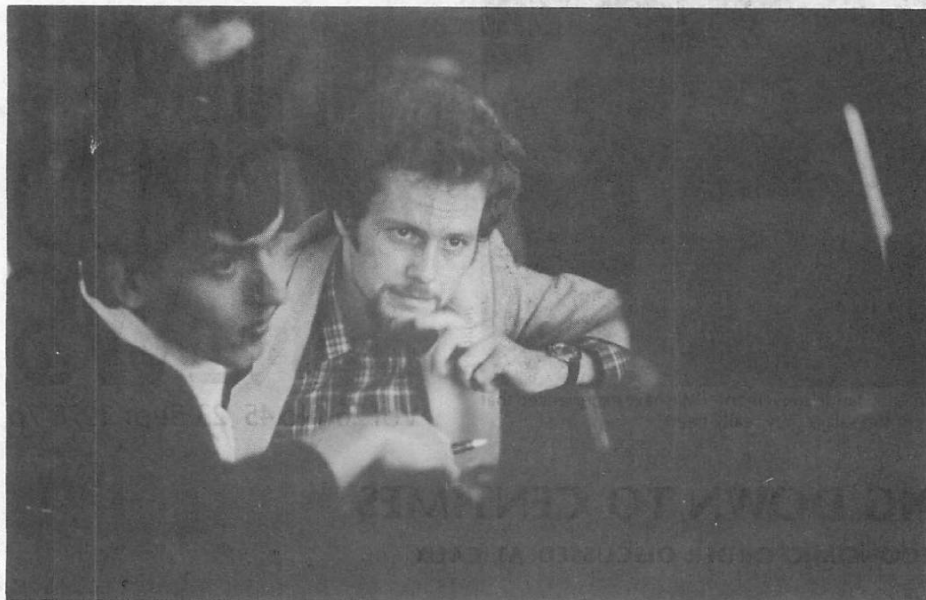
When I started on the shop floor, I thought I could tell people what to do. Within three weeks I was at my last tether. People sus-

Absorbing Philips

DR FREDERIK PHILIPS' AUTOBIOGRAPHY, *45 Years With Philips*, was launched in the United States last week.

Meanwhile, the book continues to receive wide recognition in the British Press. *The Director*, the organ of the Institute of Directors, says that Philips' account of the war years 'is utterly absorbing'.

'That Philips is today a pre-eminent multinational is in no small measure due to this visionary man of action and Moral Re-Armament who has inspired and led its



Heiner Studer, General Secretary of the Swiss Association of Protestant Workers—'It's important that we do not only look at the question of creating a just order for industry from a Swiss point of view. Here we have more jobs than employable citizens. We workers may need to consider whether in those branches of industry that are not doing so well here, we need to import goods from countries which have heavy unemployment.'

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which were in recess following the post-war boom.

Japan's relations with the West were tackled by Shoji Takase, Senior Managing Director of Toshiba Electric Company, Japan's only natural resource was the diligence of her people, he said. This had forced her to depend on processing other people's raw products into finished goods for export.

The oil crisis in 1973 had hit Japan hard. Her people had responded with close co-operation between management and labour based on a common desire to preserve the country's unique system of 'lifetime employment'. That was why some workers had been prepared to accept a cut in wages and why the electrical workers' union had sent representatives to the USA to argue the Americans out of imposing restrictions on colour TV sets.

Takase was leading a delegation of seven—management and labour—from Toshiba. The company had sent a similar delegation to last year's industrial conference at Caux. Takase and the Vice-President of the central committee of the Toshiba Workers' Union, Shiro Umehara, told of the profound effect this visit had had on relations within the company.

'Over the last year we have utilised Dr Frank Buchman's words, "not who is right, but what is right" as a keyword for the solution of problems,' Takase said. 'During this period, we faced several difficulties but this word has encouraged the right judgement of leaders in labour and management.'

For another of last year's delegation, Hiro-nori Yano, Manager of the Labour Relations Staff Group, Caux's impact was not confined to his work. 'My wife often says, "You have changed",' he said in an interview. 'I think I have become a better father now because I take more time for the family.'

The family's role as a workshop for democratic practice was explored in one plenary session. 'I would have travelled half way

round the world to be at this morning's meeting,' said a young Swiss manufacturer after hearing 17 speakers on this subject in less than an hour. He added that he was leaving Caux with definite ideas of how to apply what he had learned in his factory, in the army and at home.

Eight study groups provided an opportunity for delegates to examine topics in greater detail. A group of bankers from Britain and Switzerland met to discuss banking's part in a new society. A Swiss banker commented, 'We have been overly secretive and too neutral. That is why we are mistrusted around the world. We have to throw open our windows.'

Some delegates came from countries where men do not normally work in the kitchen. But when groups were asked to help prepare vegetables, serve meals and wash up, they responded with enthusiasm. The kitchen and dining room became testing grounds for ideas expressed in the meeting hall and discussion groups.

The last paper of the conference was given by Russian novelist and dissident Vladimir Maximov, editor of *Kontinent*. He urged the West to support democratic forces in Eastern Europe if they wanted to preserve world stability and peace. 'If you have detente with Brezhnev, why not with Sakharov as well?' he asked. By implication he criticised Western business for their mercenary attitude—'Do the handcuffs worn by Vladimir Bukovsky with their imprint "made in USA" promote the well-being of the ordinary man?' Bukovsky's mother was with Maximov at Caux.

'Our hearts and our consciences still remain the stronghold from which to tackle all human problems and our only judge,' Maximov concluded. 'They alone are the test of our values and only there lies our salvation.'

A full report of the conference will shortly be available, price 60p, plus p&p. Orders to AS Kiaer, 12 Palace St, London SW1E5JF.

dealing with taxation—people trust you, and you become a convincing personality.

One day, the phone rang. It was one of the country's big industrialists. He said, 'We have talked on the phone. I have never met you. But you have a certain way of doing things. I would like to know what is behind it. Why don't you come for lunch?'

We talked business to begin with, and then he said, 'What did you do before you came to Christiani & Nielsen?' I said, 'I worked for Moral Re-Armament.' He looked at me, got red in the face and angrily said, 'Don't you know I am a pagan? I don't believe in God.' I said, 'I have never met anybody who doesn't believe in something. At the opposite extreme you only believe in yourself.'

He was silent for some time, then said, 'You hit me square in the middle.' Then we had a long talk, about the standards I have decided to live by, and much else. A bond grew between us.

The next day he called me on the phone and said, 'At the beginning of our lunch I told you a lie. Now here is the truth. I cannot lie after that talk yesterday.'

You can deny the truth, but you can never defeat it. MRA needs to fire the hearts of people everywhere, and stir our wills to action.

pected me and treated me as if I was not there. Perhaps not surprising for a graduate in that situation. By the fourth week I just did not know what to do.

So I turned to the only thing I could think of—I went back to my faith. That was difficult because it meant I had to admit my failure before Christ, to ask forgiveness for going my own way.

The next day it was as though a burden had been lifted from me. I started to realise that what had driven me before was the fear of what my manager was going to think if things went wrong. I was more interested in my own image than in getting the job done, or in other people.

As a result, I was able to start to think freely. I could think for the people, I could think about the job. It did not matter if things went wrong—it was not just me, it was everybody together.

The workers responded to that. Before, they'd said, 'Well, he is on his own. If things go wrong, that is up to him.' Now for the first time they started to speak to me.

380,000 employees on the basis that Philips "must be part of the cure, and not of the disease, of the world", the review continues. 'This book is worth reading alone for its advice on labour relations and predictions about world markets.'

Meanwhile, the *Daily Mail* has called Philips the 'multinational with the human face' and *The Economist* adds, 'It would do some British businessmen much good to ponder this book's implications.'

Available from Sterling Publishing Inc, 2 Park Ave, New York, NY 10016, price \$14.95, or from Grosvenor Books, 54 Lyford Road, London SW18 3JJ, price £7.25, p&p 75p.

A thousand thousands

by James Hore-Ruthven

THIS WEEK I TALKED to four people who attended this year's world conference at Caux. I asked them, 'What has Caux meant for you and for the future of your country?'

A young Japanese, for whom it was the first visit and who will shortly enter the management of one of Japan's industrial giants, replied, 'The massive growth of Japan's industry has forced us into a position of world leadership. So many of my colleagues do not care for other people or nations. Our industrial training courses and conferences only deal with surface matters. At Caux we talk to the people of other lands on the basis of absolute honesty. We learn what they really feel and what it will take to give the right sort of leadership. This is vital for the future of Japan.'

Target

A Rhodesian chartered accountant replied, 'My country has made many mistakes (and we still have much to solve). The general attitude shown towards Rhodesia, however, is at worst unbending condemnation and at best passive recognition of the difficult problems facing us. At Caux, the deep and genuine care (including some straight challenges) has inspired me to live to become part of an answer in our situation. It has also given me and other Rhodesians a vision for what we can achieve by example for Africa and the world.'

An American who helped organise this year's special North American session told me, 'Caux has been, and continues to be, a rallying point for Americans. Over a hundred from 20 states met there this summer. In the unique atmosphere of Caux, where it is possible to understand the concerns, fears

and deepest longings of those from many countries, we can plan with others how to build a better future for America and the world.'

A British medical student commented, 'It has given me hope to experience a place with a true sense of community—an atmosphere where people can learn, teach and reflect, and where differences of opinion can be stated without bitterness or personal animosity. Caux is the only place I have visited where people live and behave as I believe they were intended to.'

There were countless others. Some from lands in bondage, like Ethiopia and Indo-China; some from minorities like the Maoris of New Zealand or the Indians of America. And from as far apart as the islands of the Pacific to Northern Europe. If their hopes for their countries are to be fulfilled, many more must come to Caux in the years ahead.

The beautiful buildings at Caux are already nearly 80 years old. To maintain them and also to help the growing number who find it hard to pay their full contribution towards the cost of their stay, the Swiss Foundation for Moral Re-Armament has launched the 'Frank Buchman Anniversary Fund'. Their target is a million Swiss francs this year. Half will help meet current expenses, the other half will be invested and the income used for maintenance and to help those who would otherwise be unable to come.

So far SwFr 206,300 have been contributed by 195 people. 175 of them are Swiss. Some have decided to raise SwFr 1,000 and are setting to work. The target would be reached if a thousand people did this. The Oxford Group in Britain has given £1,000 from the proceeds of the recent sale of 45 Berkeley Square.

Anyone wishing to donate can do so either direct to the Fondation pour le Re-armement moral, Postfach 218, 6002 Luzern, or through Moral Re-Armament Inc in New York or through the Oxford Group in London (please indicate that your gift should go towards the Caux 'Frank Buchman Anniversary Fund').



Scandinavian trade unionists—John Soederlund (left), Organiser, Transport Workers' Union, Norrkoeeping, Sweden, and Arnfinn Eikas, trade union Vice-President, Falconbridge Nickel Refinery, Kristiansand, Norway.

'Fight for the soul of the world'

A MEETING, 'What is Moral Re-Armament?', brought 550 people to the Westminster Theatre earlier this month. They heard West Indian builder John Richards, from South-East London, say he had initiated the meeting because MRA had given him a hope which he wanted everyone to know about.

He introduced 25 speakers, a cross-section of the races which make up Britain, and some from other countries too. Civil servants, housewives, teachers, a publisher, a journalist, followed each other onto the platform.

Several of the younger speakers had been at the 'think-in, work-in, live-in' at Tirley Garth, the MRA centre in Cheshire, in July. Jyoti Nagi, who came recently to Britain with her parents, had been there with her sister Deepa. She had decided in Tirley 'to do what is right, rather than just follow the crowd'. Deepa quoted a saying of Guru Nanak, the

founder of Sikhism, 'God dwells among the poor, and the service of the poor means the service of God.' 'I decided to help people in need,' she said. 'When I got back home I took a voluntary job at a geriatric hospital.'

'In Tirley I made a commitment to allow God to run my life,' said Jay Kistasamy, a student from Greenwich. 'Since then I have come to realise that if I know what I am doing is correct, God looks after me. Things work out that didn't before, and that makes you know He is there.'

Sharon Taylor from Wales said, 'Facing that decision to let God take control of my life was like standing on a high-diving board, hearing people below you saying, "Jump in." But you don't know if the splashing comes from a swimming bath or just a bucket of water. I decided to jump, and I can assure you the bath was full. Now I am going back to Tirley to work for a whole year.'

J Ifoghale Amata, a teachers' college lecturer in Nigeria, spoke with his wife, son and daughter. 'Last year I decided that I was going to take responsibility to answer the indiscipline in my nation,' he said, 'and to take on the task of putting right what is wrong in the world. In that task you need your wife and children.'

In the afternoon the Amata family and 13 others from Nigeria, presented a new play, *The Dearest Idol*, to a crowded theatre.

The next weekend, at the invitation of people of Kent, a hundred people met at Aylesford Priory, near Maidstone, for planning and decision on the theme, 'Why not Britain governed by men governed by God?' 'Human wisdom has left us on a knife-edge,' the invitation stated. 'We need men and women with a goal greater than personal or sectional interest, race or class antagonism. We need qualities only a higher Wisdom can inspire.'

At a session on 'Britain's role in the world', politicians, trade unionists, local government councillors and many others spoke on what needed to happen in the country, and what they were going to do about it. 'A fight is going on for the soul of the world,' said Bernard Weatherall, MP. 'I believe God has a plan, and will win. But we have got to be far more positive in our faith. Go to the political meetings and face the candidates with your ideas.'

That afternoon the new play, *Flashpoint*, by Betty Gray, which portrays a way forward in the potentially explosive racial situation in Britain, was presented to the conference.

Beating bureaucracy

by Amit Mukerjee

AFTER THE HISTORIC MARCH ELECTIONS in India last year, there was much emphasis on the need for rural development. Many schemes were drawn up in Delhi.

I had earlier had the thought that it was not enough to depend on the government alone for rural development. It is our individual responsibility to see what we can do to improve the conditions of the villagers around us.

Through MRA I had formed a friendship with CP Singh, a trade union leader who worked in my home town, Jamshedpur. Jamshedpur, India's steel city, is known as an ideal city. Our past President, Dr Zakir Hussain, once said, 'Jamshedpur is an example of a better India.'

But when I visited CP Singh in the village where he lived, less than a mile away, I found a different picture. There were no schools for the poor children, no electricity, no good roads which an ambulance could use in an emergency, no adequate drinking water or a health-care system. Some people drank from puddles of water which had collected in the monsoons. There was no light at night, and many spent the evening hours in the illicit liquor shops.

The problems seemed overwhelming. But CP Singh was determined to do something.

At a *Panchayat* meeting (village council), he proposed the formation of a committee to be responsible for the construction of an adequate bridge. The committee collected over Rs 8,000 through the voluntary contributions of the villagers, and the bridge was completed in two months.

Then we went to meet a man who worked in the steel industry in Jamshedpur, and told him what we were doing. At first he was suspicious of our motives. But we convinced him, and he provided books, slates, chalks and other equipment for 60 children. He arranged to pay the salaries of two teachers for the school. Now the villagers have built a thatched shed where the school is held.

Roads are being constructed and drinking-water wells will be dug after the monsoon. There is an atmosphere of optimism throughout the community.

Recently the *Panchayat* elections took place. Some of the candidates were partners in the liquor shops, backed by their wealth and by hooligans. CP Singh decided to stand against them for head of the village council.

He had little money. He was also threatened several times by the friends of the other candidates. But just as I was leaving for Europe I heard he had been elected.

In India we often feel that the bureaucracy is so vast that nothing that individuals can do has any effect. What happened in that village convinced me that anything is possible if we obey God. Now if you were to say to my friends in Jamshedpur, 'Let's move this mountain', they would say, 'Well, let's think about it and see what we can do.'

Rain makes the ground firm

FIFTY-ONE JAPANESE, mostly from Ibaraki Prefecture, who came to Papua New Guinea to visit their war graves and battlefields from the Second World War, were received in the home of Alice Wedega in Port Moresby. She was the first woman to sit in the Legislative Assembly and has been decorated by the Queen for her services to the country.

Papua New Guinea suffered greatly during the war. But the visitors were warmly welcomed by Stephen Togo, Minister for the Environment and Conservation, and other Papua New Guineans. Kumalau Tawali, one of the country's best-known poets, spoke of Frank Buchman's vision that Japan could be the 'lighthouse of Asia' and Papua New Guinea a 'cornerstone of faith for the Pacific'.

Four girls sang in Suau and Motu, two of Papua New Guinea's 700 languages, and in Maori and Japanese. One of the Japanese responded with a traditional Japanese song.

The party was forced indoors by heavy rain, although it was taking place during the dry season. 'Rain makes firm ground and also firm relationships, but the sun scatters,' commented the leader of the visiting group.

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