

FROM RELIEF TO DEVELOPMENT

A PROFILE OF CASA



MAR APREM

FROM RELIEF TO DEVELOPMENT

A Profile of CASA

Mar Aprem

Jaffe  Books

Kurichy, Kottayam
Kerala State, India

By the same Author :

1. Mar Thoma Darmo: A Biography
2. Mar Abimalek Timotheus: A Biography
3. The Nestorian Fathers
4. Nestorian Missions
5. An Introduction to the History of the Eastern Churches (in Malayalam)
6. The Chaldean Syrian Church in India
7. America Revisited
8. The Council of Ephesus of 431
9. Nestorian Theology
10. Sacraments of the Church of the East.

FROM RELIEF TO DEVELOPMENT
A Profile of CASA
by Mar Aprem

© CASA, New Delhi, 1979

First Published in 1979

Published by
Jaffe Books
Aymanathuparampil House
Kurichy P.O.,
Kottayam Dist., Kerala State
INDIA

Printed at
Dhawan Printing Works
A-26 Phase I, Maya Puri
New Delhi-110064 (India)

Foreword

It is a source of great pride for me to address all our friends and colleagues; our readers of this great piece of work, which throws light on the working, the objectives, the aims and the goals of the social organisation called the 'Church's Auxiliary for Social Action (CASA).

I will not go into any great detail about the organisation, since everything is incorporated in this volume, but I would like to mention here that CASA has, since its inception thirty-two years ago, travelled a long way from being a mere relief agency (which took birth during the Indo-Pakistan partition riots and continued to respond to almost all the major calamities which this nation faced) to becoming a development oriented agency.

Our ministry of social service, knows of no caste, creed, religion or community, it knows only of the rights bestowed upon all human beings on this earth—an opportunity to work, to love, to eat, drink and a place to rest when night falls. Through our endeavours our goal is to achieve this and much more for our needy and under-privileged brethren.

CASA, under the dynamic leadership of its present Director, Major J.K. Michael, will go far in achieving the heights set by our targets in eradicating suffering, poverty, and exploitation of the poor.

We hope and pray that through the Relief and Development programmes of CASA, a happier and contented existence comes into being for hundreds of thousands of our fellow-beings.

Eric A. Mitchell
Chairman

Church's Auxiliary
for Social Action,
New Delhi.
August 15, 1979.

Preface

DURING THE million dollar project of constructing 13,000 houses for the cyclone victims of Andhra Pradesh and Tamilnadu in South India newspapers began to report about CASA, one of the several voluntary relief agencies that played an active role in the gigantic task of providing help in the worst disaster of the country. Christians and non-Christians began to ask "what is CASA?" People in India and abroad wanted to learn what CASA was doing to help the cyclone victims.

This book will provide answers to the many questions that are asked about CASA and its activities. Although CASA has been sending out news bulletins in recent years, it has never been able to write a complete history of its activities from its inception to the present day. Since the staff of CASA is busy with its work, it has not been possible yet to produce a comprehensive history. Hence the present writer was asked to undertake the writing of this book.

The writer, being a student of Church history, is interested in all aspects of the history of the Christianity in India. Most of his books, so far, have dealt with the past. This book is a departure. It deals with the present; in addition to the past, it also offers comments about the possible future directions this organization may take. He has tried to be as objective as possible. On the other hand, he is not a total stranger or an outsider; he is well informed of the activities and the problems of CASA being a member of the National Executive of CASA. He has been a member of the CASA Executive for the past three

years and of the Christian Service Agency for the previous four years. Hence he has some knowledge of the working of CASA since 1971.

The purpose of this book is not to praise its personnel or its policies but to provide a record of its achievements as well as its failures so that the people responsible for its future may not repeat the mistakes it might have made.

The writer does not claim the following pages to be the fruit of any exhaustive research or high level consultations. He had, however, access to the documents available in the N.C.C.I. and CASA offices. He has used and quoted from resolutions and minutes of meetings and consultations. He has also visited the cyclone operations in Andhra Pradesh and interviewed the workers and beneficiaries. He has talked to the staff as well as the representatives of the overseas agencies who worked in partnership.

The work of relief in the wake of the cyclone in Andhra Pradesh in 1977 is a long history which warrants a separate book by itself. This is also true of the meritorious service CASA rendered in the Bangla Desh refugee relief operations. Many other minor disasters were always there during the thirty-two years of CASA's history. This book is not merely the history of CASA. It is the history of almost all the natural calamities India has experienced since Independence.

The help that flowed into India through CASA during the past thirty-two years is very large in volume. A rough calculation puts the help distributed in cash and kind in India under CASA's auspices at approximately one hundred crore rupees. This works out to an average of three crores of rupees per year. The present cyclone operations in Andhra and Tamilnadu involves about four crores. Much of it went for relief and housing as it was a necessity. CASA did not always have sufficient money. It often responded to emergencies and found helping hands among friends and voluntary agencies abroad. They were a great help in times of need. The history of CASA cannot be recorded without giving due credit to the assistance rendered by voluntary agencies.

There is nothing clandestine about the operations of CASA. It is always an open book. Local committees and government officers are always supplied with prior information when gift

supplies are transported from one place to another. The accounts are always open to audit by government auditors. CASA is a non-profit, tax-exempt service organization with clause 80-G exemption for donors in India for income-tax purposes.

Still there is lack of information about the activities of CASA. This is due to a communication gap. This lack of information is one of the causes of the lack of interest in CASA among the rich Christians in India. When CASA obtained Income-tax exemption for donors in India, naturally the authorities anticipated more support from Christian businessmen in India. This has not come forth. It is hoped that Churches in India will make this philanthropic Indians aware of the activities of CASA so that it continues to be a great source of solace to those who need help.

The author has utilised more pages of this book to deal with the recent history of CASA. Nevertheless the information contained in the early chapters will help the reader to understand the beginnings of this relief agency and the co-operation of some Indian Christian leaders it got before finally becoming an arm of the Indian Churches.

Towards the end of this book one can see how this initially relief oriented social agency has decided to be a development-oriented service agency committed to fight for justice to the poor. This book has no chapter entitled "conclusion." It is not a mere omission but a deliberate commission. CASA is an on-going organization with its commission not completely fulfilled.

As long as the poor are among us, CASA should be there. But CASA should eventually cease to exist and the poor must be able to stand on their own feet. And this has to come soon. CASA alone cannot contribute to the liberation of all oppressed people of this land of ours. The problems India faces cannot be analysed in detail in a book like this. Nevertheless, the socio-economic problems of the poor people of India keep lurking through the narrative history of CASA summarised in this book.

Footnotes have been avoided as this is not a research monograph but a book meant for ordinary readers. At the same time care has been taken to make the details contained in this

book accurate. In most cases the author has identified the sources in the text itself. A general bibliography of all the books and periodicals quoted here has been appended.

In some cases the annual reports have been quoted at length. But in others, only some highlights of the year's activities are mentioned. The Bangla Desh refugee operations in 1971 and Andhra and Tamilnadu cyclone operations of 1977 Nov.—1978, which were the two biggest projects undertaken by CASA, have been dealt with in detail.

In the preparation of this book, the present writer owes a debt to several people. For the history of its early years Dr. Donald E. Rugh, who was the director of CORAGS for several years, has been a great help. Through personal conversation and correspondence he provided sufficient information. Credit also goes to the present director of CASA, Major J.K. Michael, who despite his overwork, has been a constant inspiration to the author throughout the writing of this work.

MAR APREM

TRICHUR (Kerala)

August 15, 1979

Abbreviations

1. AFPRO : Action For Food Production
2. CARE : Co-operative for American Relief Everywhere
3. CASA : Christian Agency For Social Action, Relief and Development (from 1967-1971). Church's Auxiliary for Social Action (from 1971 onwards.)
4. CBCI : Catholic Bishops' Conference of India
5. CCPD : Commission on Church Participation in Development
6. CELC : Central Economic Life Committee
7. CICARWS : Commission on Inter Church Aid and Refugee World Service
8. CMAI : Christian Medical Association of India
9. CNI : Church of North India
10. CORSO : Council for Organisations for Relief Service Overseas
11. CORAGS : Committee on Relief And Gift Supplies
12. CRS : Catholic Relief Service
13. CSA : Christian Service Agency
14. CSI : Church of South India
15. CWS : Church World Service, New York
16. DICARWS : Division of Inter Church Aid Refugee and World Service, Geneva
17. EZE : Evangelische Zentralstelle for Entwicklungshilfe (Central Agency of the Protestant Churches), Germany

18. LWF : Lutheran World Federation
19. LWR : Lutheran World Relief
20. LWS : Lutheran World Service
21. MCC : Mennonite Central Committee
22. MCSA : Methodist Church in Southern Asia
23. NCCI : National Christian Council of India
24. SKIP : Skills for Progress
25. UMCOR : United Methodist Committee for Overseas Relief
26. USAID : The United States Aid for International Development
27. WCC : World Council of Churches, Geneva
28. WEM : Wittchaftestlle Evangelischer Missionsgesellschaften



Major J.K. Michael, Director of CASA, distributing clothes, utensils and blankets to one of the 2,500 beneficiaries of Ghaziabad district, (U.P.) affected by floods.

Extreme left is CASA's Programme Officer, Mr I.V. Cliford.



Responsibility falls on young shoulders. A nine year old girl feeding kid brothers with milk provided for them under CASA's Maternal and Child Health Programmes.

Contents

Foreword	5
Preface	7
Abbreviations	11
1. The First Decade	17
2. The Second Decade	29
3. The Third Decade	49
4. The New CASA	131
5. The Fourth Decade	177
6. The Problems and New Directions	237
Appendices	242
Bibliography	263

CHAPTER I

The First Decade

THE FOUNDATIONS of extensively organised social work by the Churches in India was laid during the disturbances which followed the partition of the country in 1947. There were stories of arson, loot and atrocities from various parts of the two countries and migration of a large number of refugees in both directions as a consequence.

Jawaharlal Nehru, the Prime Minister of India at the time of partition, asked the Christian community to assist in the work among the refugees. The community readily responded.

The work was done through the National Christian Council of India (NCCI), which was formed in 1914, through the joint endeavours of the local and overseas Christians. At the time of partition, Mr. B.L. Rallia Ram was the President of the NCCI and Dr. E. Charles Bhatta and the Rev. J.W. Sadiq, its Secretaries.

Dr. Bhatta had planned to go to Karachi in early September 1947 and see the Prime Minister of Pakistan, but he was advised by Dr. John Mathai to stay on in India and see Mr. Nehru on the latter's return from a tour of Punjab. The Government of India, in the meantime, called on the NCCI to assist in its work among the refugees in every possible way.

On September 10, a Relief Committee was set up by the Delhi Regional Conference, under whose supervision relief work was carried on in Delhi. Final action on undertaking this work was taken at a meeting of the NCCI Relief Committee

in New Delhi on September 29, and an Executive Committee was appointed consisting of Dr. Bhatti, Bishop J.W. Pickett and E.D. Lucas. Bishop Pickett was a great help in making certain contacts and in initiating work in Humayun's Tomb Camp. Lady Mountbatten organised the United Council for Welfare and the NCCI was represented on it, as well as on its Executive Committee. Although the Indian government was not making any direct appeal for help to foreign countries, it was not only willing, but eager to secure help from Church sources abroad through the NCC of India.

Bishop J.W. Pickett, of the Methodist Church in Southern Asia, was then in Delhi. Bishop Pickett, an American, who was himself one of the secretaries of the National Christian Council of India during 1930-32, appealed to Church World Service in New York for help. A call was sent out for volunteers and many doctors, nurses, pastors and missionaries left their regular duties to volunteer for weeks and months of service. Not only did they work in camps, but also assisted the refugees to migrate from one country to another. Volunteers usually went ahead of caravans to disinfect wells, arrange sanitation facilities, distribute rations and relief supplies. They also followed the refugee trains to pick up the aged and the wounded.

An office was set up in the Constitution House in New Delhi where E.C. Bhatti took charge of co-ordinating the work of the Church volunteers and of receiving and distributing supplies.

The first shipment of gift supplies was a planeload of medicines that was requested by Raj Kumari Amrit Kaur, Minister of Health, who was a Christian. Bishop Pickett sent the cable through the American Embassy to Church World Service. However, Dr. Bhatti was fully incharge.

A committee called the National Christian Council Relief Committee was formed to be recognized by the Government for the import of supplies. The members of this committee were appointed by the NCCI Executive.

The types of work done were:

1. Medical relief;
2. Recreational work;
3. Educational work; and
4. Occupational therapy.

For medical work Miss Clark and Dr. Wilder of Christian Medical Association of India (CMAI) gave invaluable help. In Delhi, work was carried on in five camps, two Muslim and three non-Muslim. NCCI was able to secure the help of over 200 young men and women from the churches, hospitals and schools of Delhi, as well as the Friends Service Unit, the YMCA and the YWCA.

An appeal was published in the NCCI Review of October, 1947, address to "All the Churches and the Christian people in India and Pakistan" seeking support for the relief work recently undertaken by the initiative of Dr. Bhatti and Bishop Pickett. This appeal was signed by NCCI. President B.L. Rallia Ram and Secretaries—M.T. Titus, E.C. Bhatti and J.W. Sadiq.

A report published in the same issue of the NCCI Review states that L.A. Blickenstaff did relief work with NCCI Relief programme from July 22, 1946 to August 31, 1947. The report says "The milk was widely distributed throughout India including Bengal, Bombay Presidency, Bihar, the Madras Presidency, Coorg and other needy areas".

Things distributed during the period were:

1. Skim milk 550 barrels of 200 lbs each	110 000 lbs
Skim milk 1,000 cases of 60 lbs each	60 000 lbs

Total	170 000 lbs
-------	-------------

2. Whole milk 2,000 cases
3. Ralston cereal 60,000 lbs
4. Provic 33 cases
5. Vitamin tablets 3/5 cases (one a day variety) 15,120,000
" " 648 Cartons (three a day variety)
6. Topicillin ointment 115 cases of 170,000 tubes.

On October 11, Dr. and Mrs. E. D. Lucas made Delhi their headquarters. Dr. Lucas was sent out by C.W.S. to work as Director of Relief for NCCI.

The Executive Committee of the NCC of India, Burma and Ceylon which met between 18—20 November 1947 at Nagpur heard the Report of the Relief work so far done and resolved: 47:06:

That we express our appreciation of the efficient manner in which E.C. Bhatta, Bishop J.W. Pickett and others sought to meet the refugee emergency which developed so suddenly in Delhi and in East and West Punjab early in September. We also express our gratitude for the response made by Church World Service in New York and the Churches of Britain to the appeals for help in funds supplies and personnel, and especially for the arrival of E.D. Lucas whom we had requested Church World Service to send to serve as Director of Relief.....

The same meeting also resolved,

“That a Central Relief Committee is hereby appointed to take charge of the general oversight and direction of this relief programme for refugees and food-scarcity areas in India and Pakistan.

2. This Committee shall have authority to:

- (a) appeal for, receive and assign funds, supplies and personnel from North America, Britain, India, Pakistan and other countries;
- (b) appoint Relief Officers for general administration and to assign their responsibilities;
- (c) determine the policies for the guidance of the executive officers;
- (d) arrange for the proper administration, accounting and audit of Relief funds ;
- (e) arrange for appropriate publicity; and
- (f) receive requests for help from all parts of India and Pakistan.

Committees

A Central Relief Committee for India and Pakistan:

Chairman: R.M. Chetsingh

Secretary: R.B. Manikam

Members: Horace Alexander,
E.C. Bhatti,
Bishop of Lahore,
Bishop J.W. Pickett,
E.D. Lucas,
Mrs. John Mathai,
Miss S. Mathew,
B.L. Rallia Ram,
M.T. Titus,
E.W. Wilder,
J.B. Weir.

Corresponding Members:
Dr. Miss Pollock,
G. Ross Thomas,
Bishop F. Whittaker.

The India Committee:
Chairman: E.C. Bhatti.
Secretary: G.B. Leader.

Ex-officio Members: E.D. Lucas & E.W. Wilder

Members:
Bishop J.W. Pickett,
J.S. Aiman,
Dr. Snow,
Dr. A.M.S. Pollock,
Mrs. John Mathai,
Miss Lewis,
R.M. Chetsingh,
A. Ralla Ram,
T.A.M. Faulkner.

Pakistan Relief Committee:
Chairman: J. Maury

Secretary and
Treasurer: W.A. Zoener

Ex-officio Members:

B.L. Rallia Ram,
E.D. Lucas,
E.W. Wilder.

Members:

Bishop of Lahore,
A.V. Thakurdas,
C.B. Stuntz,
W. Christie,
Miss Mangat Rai,
Commissioner Hodgson,
A. Isaac,
J.C.L. Nasir,
Miss Meredith.

In the report for the months of December 47 to February 48 Bhatta states "with the cessation of mass migration and the closing of camps for Muslims, the work was centered around (1) the care of the great number of Hindu and Sikh refugees still being treated in hospitals, (2) the distribution of supplies and (3) Welfare work in Kurukshetra, Kingsway and Purana Qila camps; 112, 660 lbs of powdered whole milk, 60,000 lbs of powdered skimmed milk, 5,000,000 Vitamin tablets, 3,400 blankets, 537 bales of used clothing, and 326 cases of bandages were distributed. R.M. Chetsingh reported that letters of appreciation were received from Jawaharlal Nehru, Prime Minister, Rajkumari Amrit Kaur and K.C. Neogy, Ministers. E.D. Lucas reported that C.W.S. budget for 1948 was 2.5 million dollars.

In November 1948, E.D. Lucas informed NCCI executive that he was leaving Relief work to join Baring Christian College, Batala. The Committee resolved to express appreciation of the work of Lucas and requested Bishop Pickett to work as liaison between India and Pakistan on the one hand and the C.W.S. on the other. It also decided Bhatta should continue to reside in Delhi, if necessary, but in no case beyond the end of June 1949.

The NCCI Executive on March 29—31, 1949 decided to dissolve the existing Central Relief Committee soon and to set

up two separate committees for India and Pakistan. It also decided to appoint D.F. Ebright as Director of Relief for India on a part-time basis. E.C. Bhatti was asked to be secretary. Since Dr. Ebright was in charge of the Audio-Visual work, it was decided that one half of clerical expenses and rent will be charged to Relief Work Budget and the remaining half to the Audio-Visual Committee of NCCI.

In the report of relief presented in Eleventh Meeting of the Christian Council of India and Pakistan held at Nagpur on October 20—25, 1950. Dr. Bhatti thanked the Indian government which "gave to us from time to time generous cash grants amounting to Rs. 54,910 in addition to the supply of free petrol and boarding and lodging involving an expenditure of Rs. 160 per day for a period of nearly 18 months". After hearing the report, the Council recorded its thanks to E.C. Bhatti for his leadership in the administration of relief to refugees and to sufferers from famine, flood and earthquake.

Even though in early 1950 the relief work was largely continued in the Punjab area, the National Christian Council continued its operation of relief in other areas.

While the need for a permanent set up was being recognized by the leaders of the NCCI a new development took place which exercised a major influence on the growth of CASA. After the last war when the U.S.A. faced the problem of great production and the need of the Government to take measures in order to maintain the price level of commodities, the U.S. Government purchased large supplies and dumped them into the sea. Thoughtful people all over the world at that time were concerned that while there was starvation in one part of the world, it was tragically uncivilised to dump food into the sea. In 1951 positive action was taken by the U.S. Government buying the surplus commodities from the farmers in order to maintain the price level at home and at the same time instead of dumping them into the sea, agreed to share them with the needy people in any part of the world. The procedure by which the sharing took place with India was incorporated in the Indo-American Agreement of 1951 under which the United States Government purchased the commodities and shipped them to India for 'free distribution' by approved relief organisations in the country. Large quantities of food and hospital supplies became available.

So the Relief Committee in collaboration with the Church World Service and Lutheran World Relief, U.S.A. began to handle this.

The CWS/LWR who underwrote all administrative charges including the expenses of the representatives undertook to implement the expanded programme. The Government of India under the agreement undertook to clear the goods at the ports free of duties and arrange for local transport to the centres of distribution at its own cost. Thus the cost of inland transport and storage of imports were borne by the Government of India. The programme represents a fine sense of co-operation between two governments and voluntary agencies. In a complex world the effort of voluntary agencies could be effective only to the extent to which it is backed up by the support of the government. The gift supplies which were not required for relief work arising as a consequence of natural disasters were used for nutritional feeding programmes through schools, hospitals and other institutions throughout the country.

In 1949 Donald Ebright was appointed by the NCCI as a secretary looking after Audio-Visual Aids and Relief. At that time Bhatti was again at the headquarters of NCC in Nagpur where his portfolios included Economic Life Committee, Regional Christian Council, and Government liaison. During Ebright's time from 1949 to end of 1951 there was still some supplies coming for distribution to the refugees, and a start was made in distributing to a famine area in Chittoor District under the existing South India Relief Committee.

In July 1951, the first Indo-American Agreement was signed; it provides free transportation and duty-free entry to gift supplies coming under seven recognized American agencies. Of these, Church World Service and Lutheran World Relief were two. They combined to share the cost of an office of a representative to receive the supplies on their behalf. However, they did not send anyone from America.

In January 1952, Donald Rugh, an American Methodist missionary who was already in India, was appointed by the NCC Executive. However, Donald Rugh had been in India as a Methodist missionary for years and had no direct contact with anyone in the C.W.S. office. It was several months after he took over the office from Ebright before C.W.S. recogniz-

ed him as their representative, and that of Lutheran World Relief. It was also several months before the first shipment came under the Indo-American Agreement.

The signing of the Indo-American Agreement in 1951, under which U.S. Government commodities could be brought into India "for free distribution by approved relief organizations in the country" opened the way to an expansion of the Relief Committee. Large quantities of food and hospital supplies became available. So the Relief Committee, in collaboration with the Church World Service and Lutheran World Relief, U.S.A. began to handle this. The Church World Service and the Lutheran World Relief, who underwrote all the administrative charges including the expenses of their representatives, undertook to implement the expanded programme. In 1952, port offices were staffed at Calcutta, Bombay and Madras with two field representatives to supervise the distribution of supplies. In the same year, refugees started entering India from East Pakistan and Sinkiang in China. Floods struck Bengal and famine threatened South India. Supported by material and resources from overseas, the West Bengal and the South India Relief Committee were set up.

In August 1952 when the first grain shipment came, there was a big ceremony in Bombay with Mrs. Vijay Lakshmi Pundit, the Mayor of Bombay, Mrs. Chester Bowles and others to receive the first shipment. Much publicity was given to this ceremony in India and in America.

Since then, shipments began to come frequently and a distribution system had to be set up. In Delhi, an Association of Voluntary Agencies with CARE, Catholic Relief Services, American Red Cross and Mennonite Central Committee was formed. They worked out forms and a system of reporting that is still in use. Also for the N.C.C. Relief Committee, representatives were appointed in Bombay, Madras and Calcutta to do the clearing and shipping. All India network of specially selected Contact Persons was established for handling distribution. There were 365 Contact Persons by the close of 1956. These were mostly Church leaders although it included Rotary Club presidents, and secretaries of some purely Indian organizations. They all worked without remuneration.

There was an All-India Committee appointed by the NCC at its triennial assembly to administer the programme. But as the Committee could meet only once a year, this committee itself appointed a Delhi-based working committee. E. C. Bhatti continued to serve as the liaison person with the NCCI on these committees.

Refugees came from China too since 1949. Donald Rugh, who was the Director of Relief since 1952 and who happened to be the Field Correspondent in India of W.C.C. for Refugee service, arranged for permits and visas for 367 Kazhakas to be transported to Turkey where they were settled.

One of the chiefs of these refugees expressed their gratitude in the following words: "We shall tell our grand children to tell their grand children of the ways you saved our lives and brought us new hope in a new land" (*NCC Review*, December 1953, p. 522). Apart from the CWS/LWR other international agencies such as the Department of Churches, Geneva, the Council for Organization of Relief Services Overseas (CORSO) of New Zealand, Bread for the World, West Germany Christian Aid, U.K. and others in addition to American Agencies participated in relief work in India. This became necessary, as it was thought that splintering and fragmentation could not lead to effective work and that the Christian witness in India would be most manifest when the organisational structure for service work is one and not several. In addition to the co-operation between the Governments, the CWS/LWR and NCCI the help of a number of volunteers was enlisted in the form of contact persons who as the consignees of the supplies from the Ports undertook responsibility for local distribution among the beneficiaries through institutions.

Each successive year brought fresh disasters of magnitude to India. At the same time, a nutritional feeding programme was developed through schools, hospitals and other institutions throughout the country with the milk and food supplies provided under the U.S. Government PL. 480 programme.

Working alongside the Relief Committee was the Central Economic Life Committee of the National Christian Council. This was established as far back as September 1944, also under Dr. Bhatti. This Committee's work was to strengthen the social and economic welfare of the Christian Church and

Community. However, over the years it was realised that its concern should be for the entire community of which the Christians form a part. Self-help, water development and agricultural projects figured largely in the Central Economic Life Committee's work. By 1954, it was apparent that there was some similarity in the work of the two bodies and when the new Committee on Relief and Gift Supplies (CORAGS) was formed in 1955, it was instructed to co-ordinate its work and projects with those of the Committee on Economic Life.

While CORAGS gained experience in the field of rehabilitation, it was also gaining in experience in the field of socio-economic development. In fact, the extent of its programmes enabled it to equip itself better in this field than the Central Economic Life Committee. Moreover, the machinery of CORAGS to handle this work developed alongside its self-experience, whereas the Central Economic Life Committee did not become so equipped.

In 1955, the volume of supplies received by CORAGS in India was the largest ever received up to that time and its value exceeded the total value of supplies up to 1954 by Rs. 33 lakhs.

Donald Rugh left India on furlough in November 1956. Ranjit Chetsingh was appointed as director. Unfortunately, the conditions of the Indo-American Agreement were that an American citizen must be the first consignee for a shipment. Thus Rev. Edward Benedict, who had been working with CORAGS was appointed in India as the official representative.

As Ranjit Chetsingh was also looking after government liaison work for the NCCI at the same time, he found the work too difficult. Mr. Chetsingh worked for CORAGS only for eleven months. When he moved to Delhi from Nagpur his idea was to spend 7/8 of his time for his government liaison and 1/8 for CORAGS. To his own disappointment he found out the case was just the opposite. So he decided to retire.

The Committee on August 2 and 3, 1957 recorded the appreciation of the services of R.M. Chetsingh in the following words: "He has been objective in his approach to the various difficult angles of this operation, sympathetic in his understanding of needs, wise in his handling of such re-

organisation in operation and staff as has been necessary. The Committee is grateful that while Mr. Chetsingh's skill as Director will no longer be available, his wisdom will be as he is to continue to be a member of this Committee". The same meeting decided to co-opt Mr. Chetsingh from the date of his retirement to the CORAGS Committee in place of Bishop Manickam who was going to be out of India till the summer of 1958.

CHAPTER II

The Second Decade

IN 1957, Church World Service sent out its first appointed representative, Rev. Edward Benedict. He became associate Director of CORAGS. From that time on there has been an Indian Director with an American counterpart or two. He worked as Acting Director when Mr. Chetsingh resigned in 1957.

In 1958, J.S.S. Malelu of Delhi who was the Treasurer of NCCI, was appointed Director. He continued the work among the Tibetan refugees. The work in the Anglo-Indian community in Calcutta also made good progress.

In March 1959, H. Dwight Swartzendruber arrived from Karachi as C.W.S. representative and took charge from the Rev. Benedict who had moved to Calcutta to take charge of the Bengal Refugee Welfare Work.

The Director's Report of 1960—June 1961 presented to CORAGS on 27 July 1961 by J.S.S. Malelu tells us that "The work of gift supplies distribution continues to occupy most of our time and attention". He writes: "A noteworthy feature this year has been the receipt of 110 tons of milk and 1 ton of cheese from Switzerland (through WCC & LWF) specially earmarked for Tibetan refugees, and 21 drums of cod liver oil from Iceland (Last year too we received, through C.W.S., Canadian pork worth \$21000 for Tibetan refugees)".

There were disastrous floods in vast areas in South India as also Poona after June (1961). The contact persons in affected areas actively participated in relief works.

The Tibetan refugee work continued as usual. The total outlay on Tibetan refugee operations from April 1959 to June 1961 was Rs. 306, 608.09. The Report states that an encouraging response had been received to the appeal to start a Rupee Fund "to do something ourselves in a small way." On 30th June 1961, the Rupee Fund stood at Rs. 3764.50.

Community well-sinking projects continued for the year of the report; a total of Rs. 12,050 was given as subsidies on 15 projects. Besides these two, other grants aggregating about Rs. 13,000 have been made from a special grant received from the Oxford Committee on Famine Relief. (OXFAM).

In 1963, the refugees from Tibet received much help from CORAGS. The W.C.C. sent an appeal for \$90,000 for the year 1963 alone for this purpose. CORAGS distributed milk to the 25 Tibetan Camps in India through the Central Relief Committee. Four creches in India (3 in Bylakuppe, Mysore and one in Darjeeling) were fully furnished and run. Besides this, Rs. 1,200 per month was spent on special feeding and supply of soup to the babies in Dharamasala and Mussoorie. Treatment was given for T.B. patients among the Tibetans. CORAGS also supplied 30 maunds of wool to the self help Centre, Darjeeling. Leather and general sewing-machines were supplied to the Amdo-Tibetan Co-operative Society. 50 pairs of bullocks for the Tibetan Camp at Bylakuppe, Mysore were supplied.

When the Chinese attacked India, about 6000 Tibetan refugees migrated from NEFA. About 200 reached Delhi in January 1963. CORAGS helped in the Emergency feeding.

Flood relief operations were held in U.P. (Gorakhpur, Lucknow and Ghaziabad) and Punjab (Amritsar, Jullundar, Chandigarh, Ferozpur, Patiala Khanna).

Blankets were distributed to the flood victims in Punjab, U.P., Rajasthan, Bihar and Assam at a total cost of Rs. 48,946. Besides these milk, wheat flour, corn meal, peas, beans and oil were distributed in these flood areas.

CORAGS extended help to victims of famine and cyclone; and well-sinking was also done. CORAGS on December 22, 1961 recorded "their appreciation of the dedicated work done by Mr. Malelu during 3½ years when he was the Director of CORAGS. Malelu brought to his work long experience

of financial, administrative activities and those related with the church. He gave his experience and his talent unstingingly to the work of CORAGS and his relationship with his colleagues on the committee and the office staff was always friendly and cordial". Actually, Mr. J.S.S. Malelu was to retire before the end of 1961. But since the World Council of Churches was having their assembly in New Delhi in November 1961 it was decided to request Malelu to continue until the end of the year. In the beginning of 1962 Captain Alexander Jethro was appointed director of CORAGS. Like his predecessor, Captain Jethro was also an Indian, a Protestant from north India. Although there were foreigners in CORAGS as the representatives of C.W.S. and L.W.R., there was a general consensus that the Director of CORAGS should be an Indian.

Captain Alexander Jethro, who succeeded Mr. Malelu as Director attempted to establish zonal committees throughout India under the Regional Christian Councils.

In 1963, the triennial assembly of the National Christian Council of India met in Madras. There was re-thinking about the role played by CORAGS. The question of the involvement of the Church in CORAGS' activities as well as the question of concern for development were evinced in the proceedings of the assembly.

The Committee proceeded to consider what is involved in the Diakonia of the Church in India today. What are some of the forms of service to which we are called in this day and how we can organise ourselves to carry them out.

The work of Christian service may be put under three headings with the following types of activities included under each :

I. Relief and Rehabilitation :

1. Aid in emergencies such as flood, fire, famine, and other disasters,
2. Short-range feeding programmes in scarcity areas,
3. Service to refugees.

II. Self-help and Economic Development :

This would include efforts to get at the causes of suffering

and want and to assist people reach to an adequate economic/social level.

1. Irrigation and water projects,
2. Technical training programmes,
3. Production projects e.g. leather-work,
4. Cooperative and loan funds,
5. Agricultural and other pilot projects,
6. Resettlement.

III. Health and Social Welfare :

1. School and institutional feeding programmes,
2. Child nutrition projects,
3. Day care centres,
4. Preventive medicine projects,
5. Health and Medical Camps,
6. Service to persons with special needs, e.g. blind and other handicapped people,
7. Hostels.

Some programmes of service to certain areas may actually include activities from all the three types of service. The approach to these matters should be in full keeping with the Joint Action for Mission concept and approach. In undertaking projects, the goals and plans of National, State and Block Development efforts should be considered.

Two major questions arose in the discussion of the committee. One was whether the services to be rendered, especially in category II, should be for all persons or primarily, if not exclusively, for Christians. While some felt that the work in Section II should be primarily for the Christian community, after discussion it was agreed that service in all three categories should be rendered without discrimination to any who are in need. It was emphasized, however, that the channels of service should be through the Christian community.

Another question was, how to get the Churches at the local and regional levels to participate more fully in the work of service. It was suggested that :

1. More people would be challenged to give if the local

Churches had a more dynamic programme of ministry to the world.

2. More adequate information about the work is needed at local levels to arouse concern and support.
3. Education in Christian service should begin with the Sunday School.
4. Youth service and world projects could play a very important part in leading people into the experience of serving others.
5. A much greater degree of personal involvement by Church people in the projects in their area would lead to a greater support for work.
6. Offerings might be taken at Christmas or other times for special projects or needs.

Organisational Structure

The Committee reviewed the organisational structure of the CORAGS and CELC with a view to evolving an effective organisational pattern.

The present arrangement regarding the agencies under review may be summarised as follows:

The Committee on Relief and Gift Supplies (CORAGS) has fifteen members appointed by the Assembly, seven of the members make up the Working Committee, which meets at frequent intervals to deal with administrative and programme matters. The Economic Life Committee consists of eighteen persons, five appointed directly by the National Christian Council and one representative from each of the thirteen Regional Council Economic Life Committees. The NCC Executive Committee has appointed Committee to make recommendations to it regarding WCC Inter-Church Aid Projects and regarding loans for Church buildings, etc. (ECLOF). The Scholarship Committee has appointed committees to make recommendations to it regarding persons to be nominated for WCC Scholarships. CORAGS and the Economic Life Committee are responsible to the National Christian Council; they report regularly to the NCC Executive Committee and the Assembly.

If all these service (Diakonia) aspects of the work of the NCC were to form one "Department," as the National coun-

terpart of the World Council's Division of Inter-Church Aid Refugee and World Service (DICARWS), a more radical re-organization would be required than appears to be immediately feasible; but this should be considered in the light of the results of the study of the Commission that is being recommended.

In the meantime, CORAGS and the Economic Life Committee should each continue with the understanding that there will be frequent consultation between them and maximum coordination of their work.

We have reached a stage when it is imperative that a thorough examination and assessment of the role and function of CORAGS and the CELC in fulfilling the Church's ministry of service should be undertaken for the following reasons.

Numerous complaints have been received of misuse of gift supplies which have brought discredit to the witness of the Church. It is felt by some that enormous quantities of money and material received from the West have to some extent weakened the initiative of local churches in the matter of responsible participation in relief and welfare work. It is realized that the relief work done by CORAGS should be supplemented by rehabilitation and removal of causes of economic distress and poverty.

It is recognized that CORAGS is seeking to involve the local churches more fully in a programme of service.

In 1963 CORAGS sent to Bylakuppe just over 50 miles from Mysore 3237 Tibetan refugees who were given temporary shelter there. CORAGS appointed a trained nurse, Mrs. Joseph, to be in charge of three creches for children. It was only a section of the 70,000 Tibetan refugees who were in India at that time looking forward to return to the land of their birth along with the Dalai Lama, in exile with them in India.

In 1966, Captain Jethro retired and Stephen Mathai was appointed Director. He was an efficient director and improved public relations. He gave good publicity to the activities of CORAGS.

In October 1966, a new publication, called *Christian Service in Action*, was launched by CORAGS. The editorial entitled "The New Clothes" in the very first issue (Vol. 1. No. 1,

Oct 1966) throws light on the aims and objectives of this publication :

CHRISTIAN SERVICE IN ACTION comes to you as an old friend in a new coat. With it, we hope, comes a new spirit which is more indicative of the wide role of the Relief Committee of the National Christian Council of India.

Nearly two years ago we 'borrowed' the 'Information Bulletin' from CORAGS to give you more news and live stories about its work in different parts of the country. Since that time many changes have taken place and CORAGS, as its title implies, is no longer solely concerned with relief work and the distribution of gift supplies mainly through its extensive nutritional feeding programmes, but has branched out into major programmes of rehabilitation. Let not anyone think these are only developments of our refugee relief programmes, though some of them are ; many more are imaginative schemes for the development of the country's resources for the benefit of the whole community and are being carried out in close co-operation with the Central and State Governments.

"As readers of the 'Information Bulletin' and others will know, CORAGS, in association with the Central Economic Life Committee of the N.C.C., OXFAM, and similar relief and welfare bodies of the Roman Catholic Church, set up AFPRO—Action for Food Production—this year, which has hastened CORAGS participation in these new development schemes, mainly in water resources, improved methods of agriculture and in the assistance to farmers ; and in conjunction with the Christian Medical Association of India (CMAI), sponsorship of family planning work.

From this it is clear that CORAGS was conscious of its old clothes and was always willing to change into a new clothes. The change from relief to development has always been the aim and objective of CORAGS. The Publication *Christian Service in Action* conveyed ideas of development as well as news about disasters and the activities of CORAGS to help the victims. It also had good cartoons. One such cartoon had a caption :

"Progress is fine, But I miss the good old days when you could relax while the other five pulled."

C.S.M.

In 1966 a new food known as CSM which derives its initials from its principal ingredients—corn, soy and milk—was introduced in India. This new food was prepared in accordance with the guidelines established by U.S.D.A's Agricultural Research Service. It was designed to meet nutritional requirements of infants and children in low protein status. It came to CORAGS under P.L. 480 food supplies.

Not only nutrition, but taste is also important in order to make a useful food item in India. In many centres it was to be distributed as cooked meal. So CORAGS staff made several experiments in their kitchens to make the new food as tasty as possible. The result of these experiments was reported by Helen Snustad in *Christian Service in Action*, Vol. I No. 2 dated November 1966. This is what she wrote :

"The food, known as CSM, which comes in a tin or multi-walled bags like dried milk, has an analysis of 20 per cent protein as compared to the 7 per cent protein in rice. The protein calorie food value is thus almost three times as high in CSM as in rice.

"CSM can be used, say the manufacturers as a drink or as a thick gruel. The lab experiment was to determine exactly how to make it tasty—not just nutritive. The flavour will be what makes it attractive when served at schools, hospitals and hostels throughout India.

Carefully Miss Di Giacomo prepared seven samples of the drink with varying proportions and temperatures of water. The conclusion was that a drink made of eight ounces of water to two teaspoonsful of CSM is best. It may be prepared either by using boiling water or by boiling for one minute—preferably the latter.

"The critical taste factor is whether enough salt is added. That depends upon a careful cook who tastes the mix and judiciously adds the salt, said Steve Mathai, Director of National Christian Council and one of the members of the board of six tasters. Some of the other tasters added sugar and cinnamon to their drinking glass for a variation in flavour.

"Meanwhile Elizabeth Reid of AFPRO experimented with a hot soup for school lunches. Using a base stock in which chicken and vegetables had been boiled she added two teaspoonsful of CSM for each eight ounces of stock, salted to taste. The hot soup was savory and adequate for a satisfying midday meal. In a second experiment, she added to the soup cut-up tomato and onion and found she had a new flavour and even more nutrients in a bowlful.

"Mrs. Mathai experimented with *chapattis* or *parathas* and found that CSM made them satisfactorily. If 2 cups of CSM are mixed with $1\frac{1}{4}$ cups of water, a dough results which can be rolled thin and cooked without oil for *chapattis* or with oil for *parathas*. Mrs. Mathai felt, however, that the best *chapatti* was made with one cup CSM, one cup flour, and $1\frac{1}{4}$ cups of water. This rolled more easily. The *chapattis* bubbled nicely when rolled very thin. Her verdict was that if flour is available it may be used with CSM to advantage."

In September 1966 Donald Rugh rejoined the staff of CORAGS as Assistant Director for Field Programmes with special responsibility for emergencies. He had spent a number of years as a missionary under the Methodist Board of Mission in India and from 1952-1956 served as the Director of CORAGS in earlier stages. After two years as Field Officer for Africa with International School Services and one year with the Economic Opportunity Program in Washington, D.C. he came once again to his earlier field of work.

Charles Grant was seconded to CORAGS through the Church World Service of America to take over as Finance Officer. He brought with him considerable experience in banking and accounting and therefore was a great asset to CORAGS in view of the increasing amounts of money CORAGS was called upon to handle and the resulting responsibilities for better accounting procedures, systems and the greater stewardship it called for.

In May 1967 M.G. Abraham joined as Project Engineer for the Mundgod Irrigation Dam Project in Mysore State. Mr. Abraham, a qualified Civil Engineer, brought with him considerable practical experience both in this country and in Britain. Formerly he was the Executive Engineer officiating as Chief Engineer for the Gandak Dam Project on the borders of

Bihar and Nepal under the National Projects Construction Corporation of the Government of India.

Concerning the activities of 1966, Stephen Mathai speaks of some of the activities in his Director's Report 1966-67. Since it gives us a glimpse into the self-help thrust as well as the food programmes carried on by CASA all these years the following excerpts are given below.

"The major aspects of the food distribution programme have now been developed. One is basically a nutrition programme aimed at improving the nutritional levels of children, nursing and expectant mothers, and people with health problems. It is carried on primarily through institutions and social welfare organisations. The objective of raising the nutritional levels is carried out not only through providing additional foods of higher nutritional value but also through the development of kitchen gardens in schools and through nutrition education programmes.

"The second aspect of the programme is aimed at encouraging self-help community development projects by providing food for the unemployed or the underemployed while they take up work activities of a constructive nature like digging wells, building tanks, bunding fields, or building roads, which improves the level of community life. Emphasis is placed on organising local groups to meet their own needs and working in close coordination with local authorities at the village and block levels on projects which are a part of the total community development programmes of the Government.

"During the year under review, we have served a total of 1,234,454 beneficiaries throughout the country distributing 91,521,000 pounds of food. The distribution was undertaken through 3,577 centres and with the assistance of 412 contact persons. For proper supervision and distribution, responsible committees have been set up in various areas. We have also taken further measures to ensure the integrity of the programmes, by appointing field inspectors whose sole responsibility is to check the correctness of the programmes and accounting at all levels in the field. We feel that such a step is necessary for better stewardship of the responsibilities entrusted to us.

"In the field of self-help activities nearly 3,000 projects were

carried out during the year under review which included construction and deepening of 1213 wells, building of 177 tanks, construction of 625 miles of road, 123 miles of bunds, etc. These projects broke new grounds in many ways. Having been developed in conjunction with the district block authorities and the village panchayats, these projects provided an answer to the felt needs of the country. One of the important effects of such projects was that they helped the churches to reach out beyond their church membership to the larger community and thus create a new image for the church and stimulated the local churches to give more, both of their service and money.

Food Emergency

The year under review saw the country in the grip of famine and near famine conditions in several states. The biggest single situation, however, has been the drought in Bihar which affected nearly 30 million people in varying degrees in the southern portion of the state. The worst affected districts were Palmau, Gaya, Santhal Parganas, Shahabad, Champaran and Darbhanga and the border areas of eastern Uttar Pradesh, Bankura and Purulia District of West Bengal and the District of Surguja in Madhya Pradesh. Extensive relief and rehabilitation operations were undertaken in close cooperation with the district and state authorities and other voluntary agencies. In our efforts we were fully supported by a number of overseas agencies in addition to our regular sponsors. A special quota of 25 million pounds of food was sanctioned and made available for Bihar and the neighbouring areas. We must specially mention the generous and continued assistance received from Bread for the World, Germany, through their *Feed the Children Aid Programme* set-up in India. A total number of 776,600 beneficiaries were served in affected areas through work projects, free kitchens and schools. A large fleet of about 49 motor equipment was pressed into service for the purpose of moving food supplies, etc.

Over 300 volunteers have been deployed in various capacities. In the total situation the voluntary effort has been co-ordinated by an office set up in Patna for this purpose. The Student Christian Movement of India has been playing a very vital role in providing volunteers.

Three mobile medical teams under the direction of Dr. P.N. Mathew of St. Barnabas Hospital, Ranchi, are in operation in areas where we have our feeding programmes. 35,266 people were inoculated against typhoid and cholera and a large number vaccinated against smallpox. Over 334,000 multi-vitamin tablets have been distributed. Nearly 35 voluntary medical personnel comprised of fully qualified doctors, medical students and nurses of differing religious persuasions have participated.

About the assistance rendered by CORAGS in Bihar at that time the following excerpts from an article written by Donald E. Rugh on 14 June 1967 under the caption "Famine and Social Responsibility" give us an eye witness account. After stating that the dominating factor that makes the difference between the Bengal famine of 1943 and the Bihar famine of 1967 is our sense of obligation to the weaker element of society, Dr. Rugh writes :

"In the past seven months I have made eight different trips to Bihar. The last one was of one-month duration and I covered more than 3,000 kilometres as I visited the relief work from the Nepal border down into Madhya Pradesh and Uttar Pradesh. Despite the fact that there are persons dying of the effects of malnutrition, those news correspondents who go to see the situation in Bihar come back disappointed. I have talked to several overseas visitors who want to know where the worst places are. I tell them that the worst places are in Pahl Sub-division of Sarguja district, Madhya Pradesh, and Dudhi Tehsil of Uttar Pradesh. However, none is prepared to take the two-day journey in and the two days out required to visit these remote places. Yet, even in these pockets on the borders of Bihar where they do not have the massive inputs from government and private sources, one does not see people dying on the roadside. However, the "living skeletons" described by Deputy Prime Minister Desai are in evidence in any place one looks for.

"The most remarkable part of the story is the "new sense of confidence" mentioned by Prasanta Sarkar. Prior to elections there were many talks of the callousness of government that not only was ineffective but also prevented voluntary agencies from assisting. This has now changed in all the three states concerned. If anything the government officials are

over-relating. As a voluntary agency we are sometimes caught off guard with direct proposals from a government official that we go "tomorrow" into a block and feed 40,000 through kitchens."

Concerning the work developed in Palamau district, covering Bhandaria Block and part of Ranka Block by the Rev. K.C. Burdett and Mr. George Sharpe of the British Churches of Christ in collaboration with CORAGS, Dr. Rugh contrasts it with the free kitchens for feeding twenty thousand people daily run by the wealthy merchants in Bihar who apparently were concerned with their own rewards either in heaven or in the Press. The work of these men were meant to prevent such famines in future. The article continues:

"On the basis of giving work to one out of every five persons, work projects have been set up in co-ordination with the block engineer. In the first place, there was the building of roads to contact all villages and to make it possible to take 5-ton trucks to the storage depots and 1-ton trucks to the distribution centres near the work sites. Secondly, projects which will prevent a famine occurring again have been taken up. These include six water reservoirs and 36 bunds, which are dams to hold back water at strategic points above the agricultural land. This is a hilly area with a scattered population. Also 3 water courses have been deepened in the dry river beds and one canal made. In this way at present 5,477 persons are employed. They draw a ration of wheat once a week for five persons at the rate of 18 pounds per person per month. Thus the total served is 27,235 which is more than the population figures for the block according to the last Census.

"In this particular area 29,58,700 pounds of wheat and 81,900 pounds of split beans were distributed with the help of C.W.S. & L.W.R. Eleven volunteers helped in the distribution."

Just across the border from Bhandaria Block is Sarguja in Madhya Pradesh Mr. Keith Skillcorn, an Australian Missionary of many talents, carried out fullscale health programme in addition to the engineering of 101 work schemes and the feeding of more than twenty thousand persons regularly. About his activity Dr. Rugh reports.

"There are a few samples of a programme that over the

past six months has developed the capacity for feeding 6,00,000 in Bihar and the border areas with the assistance of several local committees, 11 contract persons, 9 staff members, and more than 200 volunteers most of whom are from outside."

"To move the supplies and the people CORAGS now has in operation four 5-ton diesel trucks, eleven 1-ton jeep trucks, thirteen jeeps, and two medical vans, costing nearly Rs. 6 lakhs. Also, 54 bicycles and two motorcycles have been purchased, costing Rs. 10,000. On order are four tractors and trailers which will be used for carrying supplies during the rains in difficult places and to assist in the ploughing. A pump maintenance team has been organized to repair diesel irrigation pumps and has been outfitted with a truck, a motorcycle and appropriate tools. The cost of the total programme is being borne by gifts coming through the World Council of Churches, Geneva and includes gifts from Australia, New Zealand, Germany, Denmark, Holland and the U.K."

In conclusion Donald Rugh hopes that the famine in Bihar is a blessing in disguise because the people from around the world and in India are exerting their social responsibility in a co-operative way that has never before been exhibited.

About the follow-up work after the flood in Bihar, an article written by Dr. Rugh, on November 28, 1967 is informative on the development thrust which CORAGS had at that time.

"The Deputy Secretary to the Government of Bihar sent out a letter to the voluntary organizations that assisted in the relief operations during the past year. In part the letter stated, "... it will be a great pity if these agencies now engaged on relief activities were to disband their efforts. The Government are accordingly considering a proposal for continuance of their welfare activities in the field of development work, specially in minor irrigation and drinking water programme."

Before the letter was received, several agencies including CORAGS (The Committee of Relief and Gift Supplies of the National Christian Council) had started planning for a follow-through programme. The motivation for such action for Christian agencies was summarized by the Right Reverend

Pius Kerketta, Archbishop of Ranchi, Bihar in these words. "We feel goaded on by the charity of Christ to increase our efforts to serve the needy". It was with this statement that the Archbishop graciously responded to an unprecedented invitation to chair a meeting called by the Bihar Regional Christian Council of the CORAGS contact persons and field workers in southern Bihar. At this consultation there were thirty-six persons present including the officers of the Bihar Regional Christian Council and nine consultants.

The Right Reverend S.A.B.D. Hans, Bishop of the Church of India, Burma and Ceylon (Anglican) led the devotions and pointed out both our dependence upon God as our shepherd and also our responsibility to serve others as individuals rather than as masses of humanity. The purpose of the meeting was presented by Paul Lakhan Lall, Secretary, of the Bihar Regional Christian Council. He called attention to the expanded mandate of CORAGS given to the Committee at the recent triennial meeting of the National Christian Council in Shillong, and the steps taken in to broaden our vision from relief to development. He reported on the All-Chotanagpur Institute had in October in Mandar, near Ranchi, under the auspices of the Indian Social Institute and the Chotanagpur project headed by Father Francis Ivers, S.J. Father Ivern was present and gave some of the highlights of the conference which was a breakthrough in joint planning and action by Catholics, Protestants and Government officials in meeting the needs of a specific group of people in a specific area.

The writer reported on the Netarhat Famine Evaluation Seminar where 85 participants from 21 different agencies and Government departments working in Palamau district, Bihar met for four days in October for intensive study of the strengths and weaknesses of the work done and made recommendations for future development at both the state and district level.

Following the Netarhat Seminar, a two-day meeting was held in Patna on the 3rd and 4th of November under the chairmanship of Shri. Jayaprakash Narayan, who was also the chairman of the Bihar Relief Committee and the Association for Voluntary Agencies for Rural Development on the national level. At this meeting, the All-India directors of AFPRO

(Action for Food Production), CORAGS and OXFAM were present along with representatives of CARE, Catholic Relief Services, UNICEF, FAO and USAID. There were several Indian organizations represented and Rev. J. Benton Rhoades, Executive Secretary of Agricultural Missions, Inc., New York. The Commissioner of Agriculture and Chief Engineer of Minor Irrigation of the State of Bihar were present and presented the planning of the Government along the lines of developing water resources and increasing agricultural production.

Out of the meeting in Patna grew the proposal for establishing a Bihar Association of Voluntary Agencies (BAVN) or community development. This association was registered and worked as a liaison with government and international bodies to bring all of the resources to bear on the problems that keep the state on the verge of famine. Stephen Mathai, Director of CORAGS, proposed that the agencies concentrate their energies on the needs of one district where a significant impact might be made. Palamau district in South Bihar was chosen because it is considered to be in the area most hard hit by drought, and also because of the leadership already given in initiating a permanent body for co-ordination of development work. However, several agencies indicated that they would continue to carry on work in other districts around bases already established.

P.C. Joseph, Calcutta Area Representative of CORAGS, gave a frank evaluation at the Ranchi consultation on the CORAGS work during the past year in the Bihar emergency. It is to the credit of the contact persons and workers that more than 770,000 persons were sustained by the more than 28,000 tons of food distributed through this organization. Much useful work has been accomplished in building more than 136 miles of roads, 66 miles of bunds, deepening of 90 tanks, digging or deepening of 343 wells and opening or clearing of 18 channels for water. Still there are some painful tales of mal-practices and of some of the volunteers who took advantage of the privileges granted. There have been several vehicle accidents due to carelessness, and waste in transportation that could have been avoided if more stewardship had been exerted over the use of funds and equipment. It was

pointed out that the emergency being over, accounting must be strict and new projects would only be taken up when plans were presented in a proper order and the costs of personnel, transportation and equipment were budgeted for and approved.

The contact persons were each given an opportunity to present their thinking concerning plans for the future. Several took the period of the emergency, and called attention to the fact that in some places the situation was nearly as bad as last year due to the failure of the "hathia" (October rains). Most of the schemes emphasised the need for irrigation, but included the use of tractors to break up the hard soil and pumps to irrigate the land.

Dwarko Sundrani, leader of the Samanvaya Ashram presented the case for motivation through ownership of the land by telling of the *gramdan* movement, and the co-operative planning through the *gramsabha*. Also R. K. Palit, President of the Multi-Purpose Co-operative Societies, spoke of the strength of the co-operative movement and the possibility of assisting farmers who are literate with poster, pamphlets and the answering of questions through correspondence.

Archbishop Kerketta closed the Ranchi consultation with the comment that there is an awakening of working together that is releasing new human and spiritual resources.

On the following day at Daltenganj, representatives of seven agencies met for further implementation of planning. The morning session was with the Deputy Commissioner of Palamau district, K.S. Singh. The afternoon session was at the Catholic Ashram where details were considered for organising a district-wide survey and of involving different agencies at various stages, and in a co-ordinated manner. Father Michael A. Windy, S.J. representing Catholic Relief Organization has become the leading organizer along with Ganga Babu of the Bihar Relief Committee and Secretary of the District Development Board.

Father Windey commented : "It is amazing how rapidly each recommendation of the Netarhat Famine Evaluation Seminar is being carried forward". In the words of B. G. Verghese in *Beyond the Famine*, "The Famine has been a revelation, a trial, a shame ; but also an opportunity and an

awakening. It has transformed some of the inertia of the past into energy." There is now no talk of going 'back to normal' but much talk of co-ordinated planning for rural development that will strike at the roots of famine and poverty.

**Some Major Projects Undertaken by CORAGS
in 1966-67**

- * Construction of 500 irrigation wells to bring 2,500 acres of land under cultivation and planting of 5,000 fruit trees in Pilibhit, U.P.
- * Digging 151 wells, 3 springs and desilting a tank to irrigate about 1,300 acres benefiting 780 families in 117 villages in South India.
- * Sinking 100 wells and installing pumps in each well at Dohad, Gujarat.
- * Rehabilitation of East Pakistan refugee families in Uttar Pradesh, including construction of houses and provision of means of livelihood.
- * Rehabilitation of 4 villages destroyed in Koyna, Maharashtra, including construction of 142 quake-proof houses, schools and community halls, reconstruction of roads and farm lands.
- * Constructing a 60-feet high dam at Mundgod, Mysore to provide irrigation for 4,000 acres of farm land.
- * Installing 100 pump sets in Tamilnadu area to bring under irrigation 1,000 to 1,500 acres of land to serve 500 to 700 families.
- * Bulk purchase of fertilizer and seeds for distribution as loans to farmers.
- * Sinking 50 wells, building one storeroom, distributing seeds in 35 villages, spraying of pesticides on 4,000 acres and operating power winnowing in 8 villages at Vadala, Maharashtra.
- * Well drilling in 60 villages in Jalna area, Maharashtra.
- * Digging 42 wells to irrigate nearly 450 acres of land benefiting 210 families in Andhra and Tamilnadu States.
- * Establishing a workshop for repairing and making spare parts for well drilling equipment at Indore, Madhya Pradesh.

- * Assisting 80 villages comprising nearly 39,905 people to carry on development work, such as bunding, fencing, digging of pits, tanks, etc. by providing food-for-work at Battlagunda, Tamilnadu State.
- * Developing Keersath Spring in Vellore District to irrigate 200 acres of land.
- * Opening a seed farm of two acres and supplying seeds for 250 paddy growers, and establishing 3,000 kitchen gardens in Martandam, Tamilnadu State.
- * Providing well drilling equipment in the Halco Tiger Package for well drilling excavations in six separate areas of Western and Southern India.
- * Developing 43 acres of farmland by using tractors and installing irrigation pumps at Faizabad, Uttar Pradesh.
- * Establishing tractor hire centres at Zaheerabad and Vikarabad (Andhra Pradesh) and at Vadala (Maharashtra) for needy farmers.
- * Mobile medical relief programme in the colonies of Delhi.
- * Increasing food production by farm mechanization i.e. using tractors, diesel pumps, etc. in and around Vadala, Maharashtra.

The priorities of the activities of CORAGS as envisaged in 1966-67 are listed as follows in the Director's Report quoted above:

Emergency relief work in disasters such as fire, flood, famine, cyclone and earthquake.

Relief and rehabilitation of refugees and other persons displaced as a result of pressures or disturbances.

Nutritional programmes, primarily through schools and established institutions.

Distribution of gift supplies including food, medicines, clothing, hospital and mechanical equipment and other materials.

Assistance to agricultural development projects.

Community development programmes and food-for-work projects.

Mobilisation of volunteers, especially through the Student Christian Movement in India, for service projects.

Assistance in the development of church and mission-owned land, primarily for agricultural production.

Assistance to church-assisted industrial vocational training and production projects.

Assistance to the handicapped, primarily through existing institutions.

CHAPTER III

The Third Decade

THE TRIENNIAL assembly of the National Christian Council of India which met at Shillong in October 1967 again took up the question of CORAGS and its function. For its new image the assembly decided to re-christen CORAGS as CASA. Since the report of the Commission on Relief presented at the assembly is very important it is reproduced below.

Proceedings of the Shillong Triennial Assembly—October 1967 Report of the Commission on Relief.

The report and the recommendations of the Commission on Relief were presented by G. Ross Thomas:

The Commission had read the reports and heard the explanations of the staff of CORAGS about the amplification of the scope of the work and the alteration of the character from relief to greater emphasis on rehabilitation and development; it had learned that this change had the approval of the supporting bodies abroad, and that the Deputy Secretary of the Government of Bihar had appealed to CORAGS to continue the excellent work done during the famine of 1967. Having considered the proposal of the Working Committee of CORAGS that this Triennial Assembly should enlarge the scope of its mandate, the Commission recommends:

1. That CORAGS should continue to request gift supplies of food for its programme of relief and rehabilitation, nutrition and development.
2. That the growing co-operation with Governmental

agencies in programmes for increasing food production, for resettlement of refugees, health services, community development and in other socio-economic avenues, be approved.

3. That the activities of CORAGS henceforth include the following:
 - (a) Emergency relief work such as flood, famine etc.
 - (b) Work with references such as:
 1. East Pakistan Displaced Persons;
 2. Repatriates from Burma and Ceylon, etc.
 - (c) Nutrition programmes, primarily through schools and established institutions.
 - (d) Handling of Gift Supplies including food, medical supplies clothing, equipment and materials, etc.
 - (e) Assisting in the development of Church and Mission-owned land, primarily for agricultural production.
 - (f) Community development programmes and Food-for-Work projects.
 - (g) Assisting agricultural development projects, both directly and in collaboration with AFPRO.
 - (h) Assisting Church-related Industrial and Vocational Training and production projects, such as crafts, weaving centres, etc.
 - (i) Assisting the Handicapped, primarily through existing institutions.
4. That the recommendation of the Working Committee be accepted and the name of the Committee on Relief and Gift Supplies (CORAGS), be changed to "Christian Agency for Relief and Social Action" (CASA).
5. That the administrative members of CORAGS take note of the need for closer relationship and co-operation with local churches in carrying out their relief programmes.

In the discussion that ensued the attention of the Council was drawn to the need for and desirability of CORAGS co-operating more closely with the local churches and Regional Councils.

The Assembly also stressed the necessity for incorporating word 'Relief' in the proposed new title for the Committee, in

order to make clear that relief would remain one of its major concerns.

The recommendation that the mandate of CORAGS be expanded was also endorsed since it would then include not only development programmes, but also rehabilitation of the handicapped.

67 : 60 Resolved

- (1) that the mandate and scope of CORAGS be expanded as recommended by the Commission;
- (2) that the new name for the Committee on Relief and Gift Supplies shall include the word 'Relief' in addition to the name recommended by the Commission (Christian Agency for Relief and Social Action).
- (3) that the administration of the CASA take note of the need for closer relationship and co-operation with local churches in carrying out their relief programmes.

In 1967-68 CASA came to the aid of the victims of the Koyna earthquake and after the initial relief work, undertook to complete community development of four villages.

In the year 1968 CASA undertook relief work in the states of Assam, West Bengal, Bihar, Orissa, U.P., Delhi, Kerala, Gujarat and Rajasthan. This covers various parts of our vast country. In fact that year CASA was the largest recipient of Food Supplies. The food received by CASA in 1968 from the Lutheran World Federation was 20.7 million pounds and the total cost of food, medicine, etc., was 75.6 million pound. From C.W.S. also India was the largest recipient of food that year.

About the activities of CASA in 1968 we have the following information from *Christian Service in Action*, Vol 3, No. 5 dated March 1969.

Food and Financial Assistance provided by CASA resulted in the:

- * Running of a nation-wide nutritional feeding programme for 504,564 beneficiaries.
- * Reclamation, development and cultivation of 19,461 acres of land.
- * Installation of 159 pumpsets.

- * Development of 588 kitchen gardens.
- * Construction of 4,762 irrigation and drinking water wells, 1,785 community buildings, 953 miles of bunds, 885 miles of roads, 365 irrigation tanks, 195 miles of irrigation channels, 26 dams, etc.
- * Provision of 186 quintals of improved variety seeds of wheat and rice, 97 pairs of bullocks and educational grants for the refugees from East Pakistan.
- * Training of 384 refugee women in crafts such as embroidery, cutting, knitting and weaving.
- * Relief programmes for 567,431 victims of 41 diasters, including the earthquake in Koynanagar and floods in several states.

The National Committee of CASA which met on 8-9 December 1969 laid down the following six points as the objectives of CASA.

1. To sensitize, motivate and involve the Church in co-operation with other agencies to social action through an effective Christian contribution to the development of the people in India towards a society of justice, peace and dignity for all.
2. To mobilise resources of the churches, to co-ordinate their efforts and to co-operate in the development of the Indian nation through social action and social services. This would involve reflection education and action on matters affecting human welfare and development.
3. To promote the common good and the well-being of the whole man through the renewal of moral attitudes and through the renewal in social, political and economic structures.
4. To serve as an agency of the Churches in India for assisting Christian Churches abroad, who with us belong to the one body of Christ, in their efforts to respond to human need by helping to determine needs and priorities, and by promoting a co-operative partnership between Churches in India and abroad.
5. To assist in organizing the contributions of the Indian Churches for service, relief and development projects to needy countries.

6. To administer property, both movable and immovable, and funds in the discharge of its responsibility.

The same Committee meeting emphasised the need for an evaluation of CASA. The Committee spelt out the following five factors to be kept in mind in an evaluation of CASA.

1. In terms of its mandate, CASA has been involved in relief, development and welfare work.
2. It is assumed that CASA's undertakings are within the general frame-work of national planning and development programmes.
3. There are other voluntary agencies in the country which share some of CASA's concern and are involved in activities similar to those of CASA. Therefore it becomes necessary to examine relationships, modes of co-operation and comparative merit.
4. The fundamental objective of CASA is to motivate and involve the Churches and its allied agencies in social action through the process of development in order to work for social justice.
5. As a voluntary agency of the Church with limited resources, CASA's role in the process of development is an operating agency as well as of a catalyst which generates social consciousness about problems and need for action, encourages local initiative and draws in local resources of men and material, in the context of development.

CASA set up Youth service projects and appointed a Youth Service Officer.

The co-operation of the Student Christian Movement of India was readily available for the summer projects of CASA. A brochure of CASA calling youth for summer camps of 1969 has the following information.

"Volunteers for Youth Service Teams will be recruited this summer also to work on community development projects in rural areas.

During the last year alone, [some 400 youths like You from different parts of the country gave up their leisure and

helped in the construction of village roads, digging of wells, and also in building houses for the victims of earthquake in the Koynanagar area. They also helped in the CASA flood relief operations in Kerala, Assam, Orissa, Rajasthan and West Bengal.

"Who assisted CASA in its massive famine relief programme in Bihar two years ago? They were again young men from various walks of life who took care of over a million people each day for months together.

"If you think you have some part to play in meeting human needs this summer, then CASA needs you.

"It is not going to be all that easy! You will have to live with village people, and share their humble lives but the experience may be enriching.

"No doubt, your board and lodging will be taken care of as also your travel expenses. What is more, you will be covered under the Group Insurance Scheme of the Life Insurance Corporation.

"The period of your service should at least be one month, longer if possible."

Since resources alone are not sufficient by themselves to help those in need, but require human effort to use them to the best effect, CASA realises that perhaps the most valuable contribution that India can make in implementing these programme is by the way of providing manpower. This is particularly the case in emergencies when the demands of manpower exceed the resources which are available locally.

CASA therefore, not only encourages the recruitment of volunteers for suitable programmes, but through its own Youth Service and in close cooperation with the Student Christian Movement, Y M C A and such other organisations mobilizes parties of college students, teachers and others to participate in service projects all over the country, particularly during vacation periods.

These voluntary service programmes, although providing the volunteers with little material return, have been inwardly rewarding to the individuals and have aroused a greater social consciousness among the people of India to meet the challenge to the poor, the hungry and the needy.

India participated in this programme with 5,000 registered

volunteers which include contact persons and distributors of CASA.

The same brochure listed the following seven points as the chief activities of CASA, provided without discrimination as to caste, colour or creed.

- * Assistance to agricultural development projects.
- * Community development programmes and food-for-work projects.
- * Nutritional programmes, primarily through schools and established institutions.
- * Distribution of gift supplies including food, medicines, clothing, hospital and mechanical equipment and other materials.
- * Emergency relief work in disasters such as fire, flood, famine, Cyclone and earthquake.
- * Youth Service.
- * Relief and rehabilitation of refugees and other persons displaced as a result of pressures or disturbances.

The following five points are listed as the additional advantages to the participants of this programme in one of the brochures published by M.P. Abraham, Youth Service Officer of CASA, in Madras.

- * It shows them the socio-economic and agricultural needs of the country and gives them opportunities to meet these.
- * It enables them to reach over social and cultural barriers and thus promote emotional and national integration.
- * It strengthens the spirit of co-operation and voluntary discipline.
- * It provides training in leadership and responsibility which is extended to the community in which the participants work.
- * The community development programmes undertaken result in an improved standard of living for the nation.

The projects were chosen to make the maximum use of the volunteers. The criteria for selection were the following.

- * Whether there is sufficient manpower available locally for the community to participate and for the volunteer to organize and exercise powers of leadership;
- * That the volunteer can be responsible to a small committee if needed for the general direction of his work;
- * That locally a responsible person is present to guide and plan the overall execution of the project;
- * That the project is designed to achieve specific goals in social, agricultural and economic fields of community development.

Moreover special care was taken to choose suitable volunteers on the following basis:

- * A student should have college education;
- * have a knowledge of English or the local language of the area;
- * be physically fit;
- * be vaccinated or inoculated for his protection;
- * be willing to work for at least one month;
- * be willing to mix with people of all classes;
- * be prepared to live a village life;
- * be of good character.

In 1969 CASA distributed 150 million lbs of the foodstuff to 1.5 million people through food-for-work programme. 818 irrigation dam/reservoirs, 7832 wells, 605 miles of roads. 3146 low cost houses were constructed and 3,388 acres of land were reclaimed.

A total of 52 financial projects were undertaken including 25 on-going projects carried over from 1968 at a total cost of Rs. 67,57,220.00. The project funding was generally treated on a 25% and 75% grant and loan basis respectively according to the best judgement of the working committee. Some of the significant achievements under this programme are the constructions of 2809 irrigation wells bringing under cultivation 26328 acres of land and installation of 278 machanical/electrical

water pumping sets for more effective irrigation and the treating of 9000 acres of land with fertilizers and pesticides.

The Director also reported that the East Pakistan Displaced Persons programme undertaken in 1965 is gradually being brought to a close. These programmes have helped 11566 persons being rehabilitated on agriculture and in the process has reclaimed and brought under cultivation 6166 acres of new land. Additionally, 654 persons have been provided training in various skills and crafts thus enabling them to be more self-reliant. About 1500 students have been provided scholarships and book grants to pursue their studies.

Another major project for settlement of refugees in the construction of Mandgod Irrigation Dam in Mysore State, where 4500 Tibetan refugees were planned to be settled.

A total of 26 emergency disasters were attended to in different parts of the country during 1968. A total number of 167,981 persons were served with a total of 800 tons of food-grain and oil, 200 bales of clothing and 25 cases of utensils, dishes etc. An amount of about 8 lakhs of rupees had been paid or committed for the rehabilitation. Through the Volunteer Youth Service about 400 university students were involved in our projects.

When the above report was presented by Stephen Mathai in the executive committee of NCCI at Nagpur during March 17-19, 1970 the following three comments were made by the members. Since it is useful to know what the NCCI executive felt at that time as self-criticism, those comments are reproduced below:

1. It is being felt that donor agencies overseas are increasingly interested in special projects and decreasingly concerned in administrative costs.
2. CASA does not seem to be making an effort to achieve self-reliance. A five or ten years plan should be undertaken in this direction.
3. CASA should orient itself quickly to planned approach in development projects including projection of resources sufficiently in advance.

In February 1970, an All-India Christian Consultation on

Development was held at New Delhi by CASA as well as the Justice and Peace Committee of CBCI. The Director of CASA Stephen Mathai worked as the Convener of this consultation and the Roman Catholic Archbishop of Delhi the Most. Rev. Angelo Fernandes, was the Chairman of the Steering Committee. The President of India, V.V. Giri, in his inaugural address of the Consultation refers to some important issues on development.

I find this Consultation to be of great significance for I am told that through this Consultation you propose to make a full study of the meaning of development. If in the past you have given great attention to education and charitable work, today, there is the danger of construing development merely as a synonym for economic progress. While it is for experts to define the precise connotation of the term development, I have no doubt in my mind that development is much more than simply economic progress. It is the full flowering of the human personality which will enable man to realise his true potential as a human being. Many industrialised countries have, by and large, acquired a level of affluence but it has not brought them happiness or peace. The discontent expressed by young people in some of these developed countries gives ample testimony to their yearning for inner peace and tranquillity. In our anxiety to give a better economic deal to our people, we stand in the danger of losing sight of this larger perspective—the perspective of man.

He further emphasised the need for education on development as follows:

I note from your programme that you have a workshop on Education for development. I am happy about this because the foundation for full human development must be laid in minds of the people. Our schools and colleges provide the best opportunity for doing this. The educational system must be re-oriented to stress the social dimension of education. Our children must learn to think not of themselves first but of the society of which they are a part. There is a great need to develop social consciousness among our

children while they are at school. We must inculcate in the rising generation a strong sense of social responsibility and a deep commitment to national development. Since the Christian Churches run a large number of educational institutions in the country. I do hope that you will give a lead in the matter of projecting the social dimension in education, so well enunciated by the last Education Commission.

In the keynote address on the concept and content of Development C.T. Kurien, Professor of Economics at Madras Christian College, explained:

In the first place before we dismiss development as a simple economic phenomenon let me underline the tremendous importance of the economic aspect of the problem of development. I do this not because I am zealous about my profession and its point of view, but because if development is concerned with people, its economic aspect is the most pertinent issue for the vast majority of people all over the world. In a world where millions of men, women and children worry about their next meal, where human life is reduced to less than the level of animal existence for want of the material things of life, we can never underestimate the economic dimension of development. This is particularly true in our country where even after two decades of planning for development life is a bitter struggle day after day for the many millions whom we see and pass-by every day. To them development is not the new name for peace or justice, but the old name for food.

The Roman Catholic Archbishop Angelo Fernandes spoke at length about "Christian Involvement in Development. Ideology and Achievement—An Appraisal." He spoke about the role of the Churches in development and said;

"Having surveyed briefly the work of the Churches over the years and especially the shift in emphasis to socio-economic projects, a thinking Christian is liable to ask rightly: What is the place of the Churches in this process of fundamental change that is sweeping the country? Must our educational and social

work be modified to be of better and more significant service? To what extent must priests, ministers, religious brothers and sisters, take part in the technical, agricultural and social work in the country? How can the laity be better integrated in all these undertakings? Can Christian denominations do more together in this field? How can we help other religious persuasions to bring to bear their motivation on the challenging problem of development? Is there any conflict between the task of evangelisation and the work of development? If the announcement of the gospel is to be within the framework of an incarnational Church, isn't involvement with the demands of an integral development of man and mankind a striking witness to the lordship of Christ over the world? Should not development receive from the ministry of the Word and Sacraments its ultimate meaning and that dynamism which is more than human?

"Can the Churches be just passive spectators of the human evolution taking place and which matters so much for the spiritual and moral maturity of humanity? Are they to be just witnesses to the birth of the new humanism in which man is defined above all by his responsibilities towards his brothers and history.

"The hopes and aspirations of men today for human well-being, justice and peace are justified and are God's hopes. With all men we are moved by our developing sense of human solidarity and we see the work of God in history both in and through Jesus Christ and His Church and in the world."

He further appealed to the Words of Christ and emphasised the challenge we Christians face to help the poor and the down-trodden.

Therefore, the existential challenges of hunger and disease, poverty, illiteracy and backwardness cannot but draw the Church into the fray. Christ not only taught us to tend carelessly to the Father in Heaven, to grow constantly in our union with God. He also had compassion for the multitude and he asked us to do in a like manner. In fact, in no uncertain terms He has indicated that we shall be judged on the last day according to our practice or neglect of the works of mercy and charity. "As long as you did it to one of these my least brethren, you did it unto me." These words, according to the more

common interpretation concern not just "disciples" but all men and especially the poorest, most oppressed most despised.

After assigning top priority to education and raising a host of questions, he concluded with an earnest plea not to leave the issues such as development to government as their exclusive concern. He concluded with the following words:

Man is made for God. He is on a journey. He does not reach his full stature until he offers to God, through Christ, not only himself but a whole universe which his creative work has made more human. It is by this road, at once personal and universal, that the Church calls him to find his way to eternity.

The executive committee of NCCI which met in March 1970 approved the bye-laws of CASA. It is the time the name CORAGS was officially changed into CASA. It is not merely Christian Agency for Social Action as it was first suggested. Both crucial words Relief and Development were added to the title. Hence, it is *Christian Agency for Social Action, Relief and Development*. Although CASARD is used as the telegraphic address, the title is used as CASA for short.

The functions of CASA as spelt out in the Bye-laws approved in the executive committee are the following ten points.

1. Co-operative with churches and other agencies including Central and State Governments in projects contributing to the social, cultural and economic and agricultural development of the people especially in the rural areas.
2. Initiating and assisting community development programmes and food-for-work projects.
3. Emergency relief work for victims of floods, fires, famines, earthquakes, wars, disasters, etc.
4. Assisting in the resettlement and rehabilitation of displaced persons and repatriates from the other lands.
5. Receiving, storing and distributing gift supplies for the needy, including food, medical supplies, clothing, equipment and materials.
6. Initiating and administering programmes for providing

better nutrition to children and adults, primarily through schools and other established institutions.

7. Recruitment and training of voluntary workers for service projects.
8. Assisting the handicapped, primarily through existing institutions.
9. Initiating study projects in co-operation with such bodies as may be determined by the CASA for ascertaining priorities and for evaluating the effectiveness of on-going programmes.
10. Training workers for initiating social action and directed social action and directed social change at all levels, especially for rural community development.

East Bengal Refugees

The major projects carried on by CASA was the emergency relief operation among the East Bengal Refugees. The printed report submitted in August 1971 by P.C. Joseph, who was in charge of this operation, gives us some idea of the enormity of this calamity and the attempts made by CASA to alleviate the sufferings of these refugees.

Nearly 7.5 million refugees had by then crossed the borders from East Bengal into West Bengal, Tripura, Assam and Meghalaya. In West Bengal alone, the border stretches from the Himalayas in the north to the Bay of Bengal in the south, a distance of about 500 miles. In some of the districts in West Bengal the influx doubled the population. Tripura state had a population of only 1.2 million people. The refugees out-number the original population of this tiny state, and completely upset its economy. The refugee population was more or less equal to the population of Greater Calcutta, or the total population of Scotland.

It is with tales of brutal killing, looting and arson of their belongings, abduction of women and other unspeakable atrocities that they crossed the border. Many of them had to trek long distances. Sleepless nights and long walks for days together extending to a fortnight without food and water in sun and rain—have been the lot of many. Even after crossing the border sometimes they had to wait for days together to register their names and obtain a border-slip from the government

authorities, and then proceed to a particular camp. It is in this tragic situation that the respective state governments or the central government or voluntary agencies had to start their work to give them a new life.

Voluntary Agencies' Role

Although it is the responsibility of the government, particularly the central government, to look after these refugees with the assistance of the respective state governments, the voluntary agencies played an important role in the life of these evacuees. The Rama Krishna Mission, Bharat Sevashram Sangh, the Marwari Relief Society, Kashi Vishwanath, Gujarat Relief Society, Ananda Marg and several local youth organizations assisted the state government in the distribution of food supplies viz., rice, *dal*, potato, onion and salt to the evacuees.

The Indian Red Cross, Sisters of Charity, the Catholic Relief Services, CARITAS—India, OXFAM, CARE, Save the Children Fund, War on Want, the United Relief Service, UNICEF, the Cooch Behar Refugee Service, the Salvation Army, the Mennonite Central Committee and CASA were some of the voluntary agencies who were directly or indirectly engaged in supplementary feeding programmes, medical care and distribution of relief articles, including clothing and shelter. Because of the recent government directive restricting foreigners working in the refugee camps, a few foreign voluntary agencies had to make arrangements with indigenous workers for running their programmes.

CASA's Work

Shelter : Because of the continuous flow of refugees the government authorities found it extremely difficult to provide shelter for all the evacuees. Voluntary agencies from abroad and foreign governments came to the rescue of the Government of India by air-lifting large quantities of roofing material.

The Branch Secretariat of the Labour, Employment, Rehabilitation Ministry of the Government of India, Calcutta, requested CASA to provide roofing materials for 285,000 refugees. Two of our donor agencies, viz; Christian Aid of Britain, and Bread for the World of West Germany, whose representative visited India to study the needs of the refugees, volunteered

to meet the cost of the above roofing materials, and therefore, we supplied locally manufactured "tarfelt" to provide shelter for 75,000 refugees in Gambarbani central transit camp in Bankura District, for 200,000 evacuees at Salboni in Midnapore District, and for 10,000 evacuees at Iradatganj in Allahabad district.

With the assistance of the Mennonite Central Committee, OXFAM and CORSO, we were to help a large number of refugees with tarpaulins. In Basirhat sub-division of 24 Parganas and in Lal Bagh sub-division of Murshidabad district, with the tarpaulins supplied to us, CASA was able to put up two separate camps to house 20,000 evacuees.

Feeding : CASA commenced its emergency relief operations, at the request of the Government, on 20th April with a milk feeding programme for five thousand beneficiaries in Bongaon of 24 Parganas district. By August 17, they were working in seven sub-divisions of five districts in West Bengal and two districts in Meghalaya with a supplementary milk feeding programme for nearly 100,000 beneficiaries which included children, nursing and expectant mothers.

Clothing : They purchased 25,000 *dhotis*, an equal number of *sarees* and 50,000 children's garments which were distributed in different camps. The Mennonite Central Committee also purchased *lungis*, *sarees* and children's garments and made it available to CASA for distribution.

Medical : On the 5th of May, CASA started its first medical team with two doctors and two compounders in Bongaon near the border. 24 doctors and an equal number of para-medical workers and helpers were working in West Bengal and Meghalaya for giving medical aid to almost 4,000 patients a day. Two field hospitals, one of 75 beds in co-operation with the Salvation Army in Barsat near Dum Dum Airport and another with 26 beds, at Bongaon for bullet injured people functioned for a period of three months.

Cholera took thousands of lives in May. At the request of local government authorities, our jet inoculation team (from Ludhiana) inoculated/vaccinated 326,000 people against cholera and small-pox between June 18 and August 15. This stopped the scourge of cholera in the southern districts of West Bengal.

The Christian Medical Association of India, the Christian

Medical Colleges of Vellore and Ludhiana, the Fellowship Christian Hospital at Oddanchatram, the St. Barnabas Hospital, Ranchi, and the National Medical College and Hospital Calcutta, gave to CASA a continuous flow of doctors and paramedical workers. CASA also recruited a few doctors, medical students and helpers from among the Bangla Desh refugees themselves. These medical personnel served the field hospitals and 17 mobile teams treated nearly 4,000 patients daily.

Schools : A few schools were stowed with the assistance of the Bangla Desh refugee teachers, working on a voluntary basis in some of the camps. Nearly 3,300 students, mainly children under ten, were attending these schools. Text books, slates, pencils and other stationery items were provided. A very small honorarium of Rs. 25 was paid to these voluntary teachers. The local Churches and Christian schools were helped in this effort by providing school stationery and other supplies.

Volunteers : Eighty volunteers recruited from churches, Christian institutions, Bangla Desh refugees and local non-Christian groups worked in the camps. Staff and vehicles used and other detailed statistics of the work along with the total expenditure as on 31st July 1971 are appended separately.

Ecumenical Impact : The World Council of Churches has been generous in challenging aid from churches around the world. Church World Service, Lutheran World Relief, Mennonite Central Committee, UMCOR, and other Protestant agencies from abroad have supplied funds and materials for this emergency.

Almost all the local Protestant church groups, the Church of North India, the Methodist Church in Southern Asia, the Mar Thoma Church, the Salvation Army, and organizations like the YMCA and YWCA, Christian schools and colleges were very actively participating in our efforts by contributions in cash, kind and personnel.

Needs and Plans

The Government of India is not thinking of permanent rehabilitation of these 7.5 million refugees on Indian soil. Thus, this will continue as an emergency relief operation and planning

cannot envisage any permanent type of structures or longterm development.

The following needs and plans are given in what we consider to be the order of priority:

1. *Shelter* : It is officially reported that at least two million refugees are either without shelter or inadequate shelter. It is an appalling sight to see families lying on muddy ground without even a mat for a bed. It is a wonder that more are not dying of pneumonia.

With help from Bread for the World, Christian Aid and World Council of Churches, CASA is providing roofing for nearly 300,000 refugees at Salboni in Midnapore district, in Gambarbani, Bankura district, West Bengal, and in Iradatganj, Allahabad district, Uttar Pradesh. There are other offers from Christian Aid, Britain, Church World Service and Lutheran World Relief, U.S.A.

With more funds and staff, the purchase of roofing materials could be greatly extended to meet this most critical need.

2. *Supplementary feeding* : Malnutrition, especially among the children, is obvious to casual observer. The Government of India is providing every adult (over 8 years) with 400 grams of rice, 100 grams of *dal* and 300 grams of vegetables per day. The nutritionists, both Indian and foreign, have advised the enriching of the diet with not only milk but sugar, oil and other items like baby food to increase the calorie and protein content.

With additional staff, CASA could increase its feeding centres to cover an additional 50,000 children in the areas where the government has already approached us for help.

The enrichment of the milk with sugar will depend on the availability of money for local purchase of sugar. It is estimated that it will cost approximately Rs. 61,000 per month to supply the 97,000 children that are now on our rolls.

In addition, we may be dependent on our donor agencies overseas for more baby food as it is in short supply in the local markets.

CASA plans to coordinate with the YMCA and YWCA in developing planned recreational activities, schools and, possibly, orphanages.

3. *Occupational Activities:* Although no one knows the time that the refugees will be with us, it will be demoralizing if they are not given some useful activities.

CASA along with other agencies has helped to engage some in mat weaving. This and other cottage industries which may relate to the refugees, own needs will be taken up.

CASA is in a strategic position to channellise funds and supplies and personnel from the churches in India and abroad. We welcome the decision of the consultation held in Madras by the NCCI and the Orthodox Church on August 17th to appoint a Secretary for promotional activities. He will help relate this refugee work to churches in India, more incentively and will help make local resources available to CASA.

To keep up the work and to expand, we need a steady supply of volunteers, especially medical personnel, and Bengali-speaking persons who can help in administrative work in the centres at the camp level.

The presence of so many refugees in India creates a very grave situation but it is also a great challenge not only to the Government but to all those who confess to their Lord Jesus Christ, who said "Inasmuch as ye have done it unto one of the least of these my brethren, ye have done it unto me." We feel fortunate to be able to continue to serve in His name in this humanitarian work.

4. *Clothing and Blankets:* Ninety per cent of the refugees living in camps are wearing only the one or two pieces of clothing that they came dressed in when they left their homes. Winter season is coming and these thin cotton garments which will be worn by that time will be wholly inadequate.

In the north-eastern region of Assam and Meghalaya there are severe winters. Warm clothing must be provided if the people are to survive.

CASA has been converting wool garments into blankets. This will continue. However, more blankets, especially cash for local purchases is required.

Dhotis, sarees and children's garments in millions need to be purchased.

5. *Medical Work:* The health of the refugees is a constant concern. Now that cholera is under control, the most common complaint is gastro-enteritis or diarrhoea. But there are all

types of problems from the dramatic bullet wounds to the common cold.

CASA set up two additional field hospitals in Kalyani and Gokulpur in this month. These are two areas of large concentration of refugees and will tie in with the work of the medical teams which have been working with dispensaries in these camps.

A fifth field hospital may be set up at Salboni at the reception centre.

In addition, there is a call for help from Jalpaiguri where there is a reported cholera epidemic.

6. *Schools and Orphanages:* There seems to be a very large proportion of children in the camps. They are now without any planned activities. There are also school teachers who have come over as evacuees.

There are many orphans who have no one to look after them. Voluntary agencies have been requested to step in and provide centres where they can be sheltered and looked after.

The High Power Committee

With the growth of CASA and its activities various complaints were received by the Chairman of the National Committee the Most Rev. Lakdasa DeMel as well as the NCCI President and the NCCI secretariat. On the recommendation of the Treasurer of NCCI, CASA was requested to have its own Treasurer. Accordingly Col. (later Brigadier) Alfred who had considerable experience in the Supply department of the Indian army, was made the Treasurer. Looking into the finances of CASA he suddenly submitted his resignation. There was also difference of opinion concerning the power of the Chairman of the CASA working Committee and the Director. Under the circumstances, the officers of National Christian Council appointed a High Power Committee. The Executive Committee on 6 May 1971 passed the following resolution:

"The Executive Committee of the NCCI approves the appointment of a High Power Committee made by the Officers, consisting of E.D. Devadason (Chairman), P.R. Guruswamy and A.C. Dharmaraj to investigate the work of CASA.

Terms of reference for this Investigating Committee are to:

- (i) make a critical evaluation of the present structure and personnel of CASA in order to find out if they are commensurate with the whole task of the work and witness of the Church in India today;
- (ii) suggest limits to the work of CASA and clearly indicate the areas in which it should work; and
- (iii) look into the finances and financial administration and all financial transactions of CASA going as far as possible into the past years.

The Committee is authorised to engage the services of a qualified person, if they need it, to work full-time for a period.

In view of the difficulties that have arisen due to too much centralisation, the Committee may suggest ways—(a) of decentralisation, (b) of using the existing church-related institution as the arms of CASA, and (c) of so reorganising the structure that one of CASA's primary aims would be to encourage voluntary work and train young people for involvement in voluntary services.

In view of these proposals for reorganisation of CASA the constitution of the Dickson-Ravi Mathai evaluation Committee suggested by CASA's National Committee in its Resolution No. 70,107 need not be proceeded with.

"This Committee should submit its report to the Managing Committee of the Christian Service Agency by the end of July 1971."

The three-member committee did a thorough job of the responsibility entrusted to them. They examined files and talked to people concerned. They had a series of meetings making the evaluation of the existing CASA and suggesting guidelines for future CASA. E D. Devadason is a barrister at law and was most competent to apply a judicious approach to the whole issue. P.R. Guruswamy, an M.B.A. (Master of Business Administration) was the Treasurer of NCCI. A.C. Dharmaraj was the Secretary in charge of Finance of the National Christian Council of India. All these three Christian laymen were competent to perform the difficult task entrusted to them.

Despite the judicious and impartial approach adopted by the High Power Committee, it is very difficult to evaluate an organisation like CASA. They decided not to make arbitrary decisions. They were conscious of the fact that their remarks would damage not only the organization but perhaps some innocent personnel of the staff. The Committee in their detailed report (192 pages and appendices of 63 pages) explained the difficulty in arriving at a suitable yardstick with which to measure CASA.

What standard or yardstick should be applied in measuring the performance of CASA and its officials? The standard of administration at the church level is indeed appallingly low and therefore we could not apply that standard to measure the performance of CASA. CASA has engaged most of the people from the secular world and many of them have come from the business world. We therefore, expected of them an average commercial standard, prudence and judgment. We did not try to apply even the high standard prevailing in certain private sectors. The executives there are well selected and large amounts have been invested in training them. Therefore, it would not be proper to apply that standard to an organisation which has to work within the framework of Committees and other organisational limitations. We therefore, have tried to compare it with public sector organisations that make profit (rare though) which in one sense re-presents an average between the highly successful private enterprise and poorly managed local body or a church organisation. For, after all, when a person is recruited from the commercial world and paid a scale of salary comparable to what is prevailing in commercial houses, an organisation has the right to expect at least that average standard of performance referred to earlier.

The Committee also sought the help of the Organisation—and—(O & M) Unit of the State Bank to examine the procedure and structure of the area offices. The recommendations of USAID that CASA's programme for the period from July 1971 was to be reduced by 45% and also the CWS and LWR grant for running the programme was to be reduced to 65% of the previous year's budget predetermined the changes that the High Power Committee were to recommend. The Committee also felt that the social service organisation should

exercise austerity because we were working in the context of dire poverty. After stating the need for self-reliance and self-growth the High Power Committee summed up their aims and objectives as follows :

- (i) to promote self-reliance in undertaking relief and other social action by invoking the aid of the local churches and committees and otherwise ;
- (ii) to ensure self-growth development activities ;
- (iii) to recommend measures which will result in the greatest measure of economy and at the same time help to reach a high standard of efficiency in the operation of the programmes ;
- (iv) to suggest ways by which the organisation would remain flexible and elastic enough under various contingencies ; and
- (v) to give the new structures the framework of secular business enterprises with the difference that it is Christo-centric in its basis and goal.

In the meeting of the Managing Committee of Christian Service Agency (CSA) held in August 1971, the Secretary Rev. M.A.Z. Rolston said that the Executive Committee of the NCCI in its meeting during March 9-10, 1971 had appointed a High Power Committee consisting of E. D. Devadason, A. C. Dharmaraj and P. R. Guruswamy to make a critical evaluation of CASA structure, programme, personnel and finance in order to find out whether they are in conformity with the whole task of the work and witness, and whether they are commensurate with the resource of the Church in India. It was decided that this Committee should complete its work and report to the Managing Committee of CSA. The action of the Executive Committee (71 : 09) was endorsed both by the General Body (CS 71 : 10) and the Managing Committee (CS 71 : 16). The primary purpose of this meeting being the hearing and considering of the findings and recommendations of the High Power Committee, the Secretary suggested that Devadason, the Chairman of the High Power Committee, be asked to present the report.

Devadason with the assistance of Dharmaraj and Guruswamy

presented the report in detail, and, at the end placed a summary of the Committee's recommendations as follows :

Preamble

The programmes of relief, rehabilitation and development of the churches in India require radical changes not merely in form but in content, spirit, attitude approach and values, with special emphasis on self-reliance.

For the Indian Church to be a Church it has to assume full responsibility for making adequate efforts to serve the people in need in India and the world at large. It should not be a channel for distribution of foreign benevolences alone (overseas churches have been certainly generous and spontaneous in making their contribution) but the primary task of the churches in India should be to respond to the needs of the poor and the suffering and to stimulate and activate the Good Samaritan impulse of Christians in India in general and the public at large to provide relief to the needy and challenge them with the existing opportunities to promote development in terms of self-realization and self-growth.

The voluntary agencies have to be necessarily under the guidance and direction of competent and dedicated men constituted as Committee of Management. This should be purely on a voluntary basis. If so, the voluntary agency should accept the innate limitation implied in its very structure and keep it under manageable sizes. An organization, when it becomes too large for efficient management, ceases to have the benefit of being a voluntary agency and yet has all the disadvantages of being voluntary. The restructuring of service programmes of the churches in India warranted by the above premises has become a matter of urgency and importance also the inevitable consequences of :

- (i) The reduction in the gift supply available through CWS/LWR with effect from 1-7-1971 to the extent of 45% of the supply the previous year.
- (ii) The reduction of 65% of the budget provided for by the CWS/LWR for the handling of gift supplies.
- (iii) The WCC's recent decision to discontinue with immedi-

ate effect payment of 7% of the cost of the projects as service charges on the projects recommended by the Churches in India.

Thus the extent and the timing of the changes have been largely pre-determined by the above factors.

Recommendations

1. For these and other reasons set out in the body of the Report in greater detail, this Committee has no other choice but to recommend the closure of the Department of CASA. In view of the above, it would follow (i) that the entire staff of CASA be given appropriate notice, (ii) in the case of the Director, he will be relieved forthwith, but shall be paid salary and emoluments up to March 31, 1972.

2. However, in view of the commitment of the Church in India, to play the role of servanthood, and for its fulfilment irrespective and independent of the assistance it may receive from churches overseas; and in order to keep the programme within manageable size and to ensure better results and to be in conformity with the financial resources of the Indian Church and to be able to generate resources within India,

(i) Emergency Relief and Rehabilitation Unit to be called the *Department of Emergency, Relief and Rehabilitation* briefly referred to as DERR under the management of a Working Committee at Delhi which shall function as a sub-committee of the Committee of Management of CSA. This Committee shall hereafter be referred to as the "DERR Committee."*

(ii) Clearing and Forwarding Unit to be called 'Inter-continental Clearing, Forwarding and Transport Agencies' briefly referred to as ICFOTA, or any other name. Until it is registered under the Companies Act as an autonomous body, it shall operate as a Department of CSA under the Management of a Working Committee of Bombay which shall be sub-committee of the Committee of Management of CSA. This Committee shall hereafter be referred to as 'Port Committee.'

*This unit was never organized or all gift received under the Indo US agreement were to be assigned to a recognized charitable agency and not to a commercial firm.

(iii) Financial and other Development Projects to be called the Development Corporation of India to function on a commercial basis. Until it is registered under the Companies Act as an autonomous body, it shall operate as a department of CSA under the Management of a Working Committee at Nagpur which shall be a sub-committee of the Committee of Management of CSA. This committee shall hereinafter be referred to as the 'Development Committee.'

3. All the employees of CASA if willing, may apply to the Christian Service Agency for any suitable post. The DERR Committee may consider the possibility of implementing the recommendation of this Committee in regard to the rehabilitation programme for those who may not be absorbed by CSA in any of its structures, if they choose to be self-employed.

4. In order to facilitate the DERR Committee to formulate policies and programmes in consultation with churches in India and in response to the needs in various parts of the country and different sections of the people, the Assembly of the National Christian Council of India may appoint National Corresponding Members to be referred to as NCMs. The NCMs shall be entitled to receive the minutes of the DERR Committee and the views expressed by the NCMs shall be taken into account before the decisions of the Committee of DERR are confirmed at its next meeting.

5. (i) The new Units shall be under the executive responsibility of the Executive Secretaries appointed by the Managing Committee of the CSA and they shall be paid salary and allowances out of the resources of CSA/NCCI on the same scale as applicable to the heads of any other departments of CSA without prejudice to payment of additional allowances for being stationed at Delhi and Bombay.

(ii) The executive secretaries shall be under the superintendence, control and management of the working committees of the respective units.

(iii) The area offices of DERR at Madras, Bombay and Calcutta shall be headed by Area Secretaries seconded by the various churches for periods of 3 years in rotation.

(iv) The Finance Officer be appointed on the NCCI's Secretary grade to coordinate and control the finances of DERR and to be the Internal-Auditor of the other two Units.

(v) The other employees of the unit shall be classified in accordance with the rules followed in the NCCI and paid the same salary and allowances as the NCCI staff.

(vi) It shall, however, be left to the Working Committee concerned, to place them suitably at the various stages in the scales of pay and pay with the approval of the Managing Committee of CSA additional allowances in Delhi, Calcutta and Bombay.

6. (i) We recommend the appointment of Working Committees forthwith for the above Units by management of the CSA.

(ii) The Working Committee be requested to frame the necessary rules and bye-laws applicable to the respective units made on the model of bye-laws of the CSA.

(iii) The Working Committee shall consist of the Chairman, Vice-Chairman and Treasurer appointed by the Committee of Management of CSA and other members not exceeding seven (7) in number also to be appointed by the same body. The Chairman shall have the casting vote.

(iv) The Secretary and the Treasurer of CSA shall be ex-officio members of the Working Committee in addition to the other members.

(v) The decision of the DERR Committee shall be tentative until it is confirmed at the next meeting.

(vi) The said Committee shall normally meet on the second Saturday of each month or on any other day as may be decided upon by the Committee from time to time.

(vii) No member shall be eligible to continue as a member for more than five years. For purposes of calculating this period the number of years a person has served in the CASA Committee shall also be taken into account. As soon as the period reaches five (5) completed years of service, the member shall vacate his office.

7. National Corresponding Members (NCM)

The Assembly shall appoint NCMs not exceeding twenty-five (25). The Executive Secretary shall send the minutes of the DERR to the NCMs.

The NCMs shall react to the tentative decisions of the DERR Committee and the DERR Committee shall take into

account the views expressed by the NCMs before confirming them at its next meeting.

The NCMs shall be entitled to attend and participate in the meeting of the DERR Committee on the second Saturdays or any other day fixed for the meeting but shall not be entitled to vote thereat.

Except when a NCM has been specifically invited to attend a meeting no travel cost will be paid the NCMs.

8. Area Committees

1. The DERR Committee shall appoint a sub-Committee for each of the 3 areas, one at Bombay, one at Calcutta and another at Madras.
2. Area Committees shall guide the Area Secretaries in the programmes in their respective areas.
3. The Contact Persons shall be screened and recommended by the Area Committee concerned.
4. The Area Committee shall also appoint the necessary authorized visitors for the purpose of surveillance of the programme in that area.
5. The Food for work (F.O.W.) Project should have a prior approval of the Area Committee concerned.
6. The Area Committee shall consist of the Area Secretary to raise money within their area for relief work.
7. The Area Committee shall appoint a Purchase Committee to help the Officers for making purchases valued at more than Rs. 1,000.
8. The Area Committee shall meet with the Officers working in the area for appraisal of the work and the programmes.
9. The Area Committee shall deal with any representation from contact persons and distributors and give the necessary advice to the DERR Committee at Delhi on such representation.
10. The DERR Committee shall appoint a Chairman, Vice Chairman and Treasurer for each of the area committees and 3 other members.
11. The membership shall be open to non-Christians as well.

12. The Area Secretary shall be the ex-officio Secretary of the Area Committee.
13. The Area Secretary shall send the minutes of the area Committee to the Secretaries of the Regional Christian Councils.
14. The Secretaries of the RCCs shall send their views on the decision of the Area Committee, to DERR Committee of Delhi which shall take them into account and change the decisions of the Area Committee, if so warranted in the light of the comments of the RCCs.
15. The Regional Christian Council Secretaries shall be entitled to attend and participate in the meetings of the Area Committees but not to vote thereat, and to facilitate such possibilities the meetings be held on a firm date, say on the last Monday of the month or any other date as determined by the Committee.
16. No RCC Secretaries shall be entitled to travel cost unless one has been specifically invited to attend the meetings.

9. Area Offices

The programmes in the different parts of the country be consolidated into three areas, one under the Bombay Office, and the other under the Madras Office and the third under the Calcutta office.

The area presently under the new area office be divided between Bombay and Calcutta officers on that the Delhi office, shall have only overall responsibility for the programme implementation and commodity accountability.

If possible to continue the supplies also to the states which were dropped by CASA, but this may be done only in consultation with U.S.AID.

No state or district or distinct geographical area, be left out of the programme without a definite decision by DERR committee.

10. Priority of Programmes in Regard to Gift Supplies

Subject to the prior need in an emergency including the relief work connected with Bangla Desh the following order of

priority be observed in regard to the distribution of gift supplies:

- (i) Feeding of pre-school children and mothers who are nursing or receiving pre-natal care.
- ii Food for work in famine or drought area.
- iii School programmes and school hostels, catering to the children (under 16) from poorer sections.
- iv T.B. patients and Leprosy patients.
- v Food-for-work development programmes.

11. Finance Department

- (i) Finance department to be set up under Finance Officer appointed by the CSA for DERR,
- (ii) The Finance Officer shall be an independent authority and shall be stationed either in New Delhi or Nagpur as may be determined by the Managing Committee of the CSA,
- (iii) The finance Officer shall exercise both expenditure control and budgetary control,
- (iv) In case of differences between the executive secretary and finance officer, it shall be taken up with the Treasurer or the DERR Committee whose decision will be final.
- (v) The accounts shall be kept as recommended and set out under the section dealing with the finance department.

12. CWS/LWR Representatives

The CWS/LWR representatives who are required to represent the CWS/LWR programme in India as specified under the INDO-U.S. Agreement shall represent the programmes with US Aid in India.

They shall hold no administrative responsibility in regard to the DERR or any other unit.

One representative be stationed at Delhi and another in Bombay. The one representative stationed in New Delhi shall also be the chief of the self audit department.

It shall be the responsibility of the representative stationed at New Delhi to bring about a better understanding in regard

to the DERR's problems in the operation of the programme and vice versa.

The US Aid Food Department be especially advised of the difficulties arising on account of the paper work the U.S.Aid is imposing on the contact persons and other voluntary workers.

The other representative stationed in Bombay shall assist the operation of the new unit to be started for the clearing and forwarding work of the gift supplies to be carried along with similar work for other clientele, and shall carry on his special responsibility in regard to the handling of the gift supplies at the Ports.

13. Self-Audit Department

The Self-Audit Department be headed by the CWS/LWR representative stationed in New Delhi.

One suitable person be appointed for each of the 3 areas.

The Self-Audit Staff will help contact persons in regard to the compliance of the various requirements in regard to filling up of the return. The Self-Audit people will exercise more imagination in the appreciation of the difficulties of the people in the field.

Only experienced people should be appointed in the department.

Such of those who had experience of self-audit should be considered for appointment in other departments.

14. Contact Persons

The Area Committee will screen the existing contact persons and weed out the undesirable ones and appoint new persons in their places. Contact persons will be afforded an opportunity to represent in person the difficulties before the Area Committees before any adverse decision is taken.

15. Public Relations Office

The Public Relations Department be closed and a person be appointed on part-time basis for publishing the monthly at an honorarium of Rupees Two Hundred and fifty a month (Rs. 250) or such other amount as may be decided by DERR Committee.

If it is not found feasible, it may be published bi-monthly.

FROM RELIEF TO DEVELOPMENT

It may be developed into reporting the socio-economic programmes of the various Churches and Dioceses and if possible make it paying.

News of the other departments of the CSA also be published in the 'Social Action.'

16. The Material Aid Department

DERR not to have a separate Material Aid Department but staff work be taken over by the Programme Department.

17. The Programme Department

A programme section be established with as many staff of the old as possible.

A few of the staff previously working in the Material Aid Department be taken over by the Programme Department.

Programme Department shall co-ordinate the programmes throughout India and make all the necessary allotment to the various areas. The Programme Department shall not have any responsibility for the operation of any programme in any area, but shall exercise only supervision and co-ordination on a national basis.

The lengthy report deals with several issues under the following headings. Most of the details are omitted due to want of space.

18. Emergency, Eastern Pakistan Displaced Persons—Bangladesh Refugee and Projects, Calcutta

A new Section be established under DERR for directing the above programme.

Subject to the control and direction of the Executive Secretary, it shall be under the immediate administrative guidance of P.C. Joseph or such other person as decided by the DERR Committee who shall head the new section.....

19. The Nutrition Department

20. The Youth Section

The new youth department of the DERR shall not have a full time officer.....

21. The Field Representatives

The work of surveillance now carried out by the FRS for CASA shall be done for DERR by Authorised Visitors to be appointed by the Area Committees. The authorised visitors shall be selected from those serving in the colleges, schools, lawyers, accountants, Church leaders and other social workers who have fulltime work otherwise

22. Administrative Department

The DERR Office in Delhi shall not have a distinct administrative department.

The administrative responsibilities now held by the administrative department shall be transferred to the Finance Department

23. Drivers, Daftaries and Sweepers, Chowkidars and Gardeners**24. Volunteers**

In addition to the core staff, the Delhi Office as well as the area offices shall engage fresh graduates from schools and colleges as volunteers. They shall be appointed by the Area Committee in the Area office and the DERR Committee at Delhi

25. Telex

The Telex system presently under the use of CASA be surrendered to the Tele-communication Department of the Government of India. In matters of urgency, telegrams, phonograms, and trunk calls to be used instead.

26. Vehicles**27. Insurance**

DERR shall not have comprehensive insurance Scheme to cover the entire staff.

Such of those who travel by Air shall take on the spot Insurance Policy at the cost of DERR.

The Executive Secretaries of the new units and the Area Secretaries of DERR shall be required to give Fidelity Bonds

for Rs. 1 lakh each and insurance premia be paid by the units concerned.

28. The Staff Working Conditions

The working hours shall be fixed as 9 a.m. to 5 p.m. or 8.30 a.m. to 4.30 p.m. with strictly half an hour interval.

They should work either half a day on all Saturdays or be allowed to avail second Saturday as a hoilday and all other Saturdays shall by treated as full working days as may be determined by the committees concerned

29. Office Buildings

30. Residences

31. Foreign Remittances

32. The Project Department

33. The Port Offices

34. Successor-in-Interest

The New Unit responsible for projects viz., the Development Committee shall be the Successor-in-interest of the Project Section of CASA. All the vehicles except those required by DERR and the Port Committee be transferred to the Development Committee.

The Port Committee shall be the successor-in-interest of the Port Section of CASA. DERR shall be the successor-in-interest of CASA in all other matters.

The report was accepted by the Managing Committee of the Christian Service Agency, New Delhi after careful deliberations on August 7-8, 1971. As per their decisions the detailed Report was published as a separate book. It was decided to dispense with the services of Stephen Mathai, Director of CASA with immediate effect asking him to hand over charge to Idarak Bhatti, who was appointed as honorary Director until a suitable Director was appointed.

After the reorganisation of 1972 CASA began to experience the shortage of staff. The Bangla-Desh operations were continuing. But it was necessary to have more staff in order to carry

out various projects of development which CASA was proposing to implement. This handicap was highlighted in the report submitted by the Executive Secretary (the designation of director was changed to executive secretary as per the suggestion of the High Power Committee) to the first annual General Body meeting of Christian Service Agency held at Hyderabad on Sunday May 14, 1972. The printed minutes of the meeting has recorded the following:

His report mainly touched the organizational problems of CASA owing to certain vacancies in the administrative structure that have not been filled. As regards programmes, it was reported that the CASA Committee was taking direct interest in the drawing up of food for work programmes, especially with a view to increasing efficiency, supervision and accountability. It appeared that quite a bit of re-organization is needed so far as the contact persons are concerned. On the distribution of food, surveillance needs further streamlining. The report also reflected the thinking of some friends of CASA that it has the potential for development and its programmes should be extended in that direction. The Executive Secretary also emphasised it.

Some members said that they had been very concerned and perturbed about the severe lack of accountability in CASA. The Secretary of CASA was deeply concerned that while the churches accepted CASA they have not yet shown their readiness to make it their own expression of concern for the needy, without which there would always be lack of willingness to accept increasingly the responsibility of supporting CASA.

The General Body was of the opinion that as quickly as possible there should be a meeting between the CASA Committee and some representatives of the Managing Committee in order to make an assessment of the thinking of the former about the direction in which CASA may go. The Managing Committee should indicate in concrete terms that needs to be done about CASA.

This general body also ratified the action taken by the Managing Committee by appointing suitable persons as the chairman of CASA Committee in Delhi and Projects and

Development Committee based on Bombay. J. Durai Raj, a competent engineer, was made the chairman of CASA Committee based in Delhi. As for the Projects and Development Committee James Raj had accepted the appointment. But by his appointment as the Chairman of the Unit Trust of India, could not be the Chairman of any other private agency. He, however, consented to continue as the advisor. K.M. Philip, a prominent businessman from Kerala based in Bombay, who became internationally known as the President of World Alliance of YMCAs, was appointed as the Chairman. Under the guidance of these experts, there was a better hope for CASA and its activities of development in India.

After terminating the service of Stephen Mathai in August 1971 Idrak Bhatti was appointed as a temporary head. The Managing Committee of the Christian Service Agency which met at New Delhi on October 17, 1971 resolved to appoint H.S. Kadambavanam as Director, CASA with effect from October 19, 1971. The same committee resolved that a 3-month notice be served on all the members of their services soon after the reorganization plans are ready. It was also agreed that the final date of the reorganization be January 31, 1972 and that within a maximum period of 3 weeks after the notices were served, the selected persons could be re-employed in the new set-up, and the rest permitted to leave."

On 24 November 1971, the Managing Committee of CASA which met in Madras discussed the question of re-organization of CASA. It resolved to appoint H.S. Kadambavanam as Executive Secretary of CASA with effect from February 1, 1972 and S. Ponraj as Finance Officer. All these appointments were for an initial period of three years. The salary scales were not very attractive. The Executive Secretary's salary scale was fixed as Rs. 600-30-900 at Rs. 900 per month plus 25% D.A. plus actual house rent up to Rs. 500 per month and City Compensatory Allowance of Rs. 150 per month. This was very low compared to the secular agencies in New Delhi. But reduced salary scale was fixed in response to the constant complaints from Indian Christians that CASA staff were

enjoying higher salaries imitating American style of operation. Although the appointment of Kadambavanam was for 3 years from February 1972 he did not stay long. He resigned in the same year.

S. Ponraj who was working as Finance officer under H.S. Kadambavanam succeeded him as the Executive Secretary of CASA. S. Ponraj worked with the co-operation of the two young representatives of the major donor agencies in the U.S.A. namely Thomas H. Hemphill representing the Church World Service and Keith E. Gingrich representing Lutheran World Relief. In a brochure of CASA which the present writer dates around 1972 or 1973, we can read the philosophy and the thinking of the CASA.

CASA is mainly a service agency and as a principle does not normally involve itself directly in a project although there are exceptions. CASA therefore, works through or in support of existing bodies. These are Church-related groups and institutions such as Church Councils and missionary societies. The work is also being done through social organizations, such as Lions, Rotary Clubs, Red Cross and State and local governments.

With the separation of the Financial Projects and Development Departments, CASA generally undertakes only community projects, involving the use of food commodities as a source of compensation for work accomplished. Financial projects in which CASA is the project holder, with a few exceptions, are screened by the Project Department, Nagpur.

Community development projects may also be called Food-for-Work projects or "Food-for-Development activities." It is understood that for such projects gift food is a major input and community development the goal. The basic assumption in this programme is that food is being used for two-fold purposes. It is, first of all, meeting an immediate need of people who suffer from lack of food because of unemployment, crop failure or any other reason. But beyond that, this is an effort to assist needy people by providing long-range solutions to the problems which have forced them to be in the present position of need. When efforts are being made to attain these two goals, the most significant by-product emerges. It is the uplift to human dignity by showing a man that he can, by working in projects in his

community, contribute to the betterment of himself and his fellows. It eliminates the concept of dole-feeding, a demeaning method of assistance that is cruel to the recipients and destroys relationship between the giver and the receiver.

Under this programme, constructive and self-generating projects would be initiated by local leadership, on the basis of priority needs. Food-for-Work projects ought to be community projects—not assistance to individual persons or single family units. Part of the concept of Food-for-Work is the need for local contribution or input to the project. Similarly projects so undertaken must avoid involvement in any local, State or national political activities. No project shall be considered which relates directly or indirectly to a commercial establishment, or which will result in profits to an establishment or business concern. Projects to be undertaken under this category should normally be of a kind that does not require sophisticated, technical know-how or expensive, complicated machinery or equipment.

The types of work visualized under Food-for-Work projects are:

- (a) construction of wells, dykes, dams, ponds and drainage ditches;
- (b) soil conservation;
- (c) construction of or repair and maintenance of rural roads, small bridges, fences;
- (d) construction of community buildings, such as small schools, social centres, health centres;
- (e) clearing debris and cleaning up of disaster and slum areas;
- (f) construction of houses for low-income families.

Similarly works of great imagination and usefulness had been taken up by Churches in several other parts, particularly in the Madras Diocesan Area of CSI in Andhra Pradesh and several other regions. It would be true to say that the Churches are responding meaningfully to the need for development in their areas through Food-for-Work programmes.

“When a road comes to link a village with a world, life

changes. People begin to travel to work in nearly towns. They see new things; they buy new things; officials and entrepreneurs come into the village more often; a doctor may come where he previously refused; newspapers can be delivered; man-manufactured products are brought in and put up for sale; displacing village handicrafts; soon a bus line will be formed; the drivers and bus owners may become a new part of life. Nothing could be more revolutionary than a road. Telephones, radios, and movies also come into traditional villages and produce similar social changes. Putting in a road facilities personal contact." This is what CASA in its humble way does through a Food-for-Work programme. "Rural reconstruction is the means", "human reconstruction is the end."

Handling of Gift Supplies

Food, clothing, hospital and agricultural equipment, medical and hospital supplies donated by overseas agencies for meeting the needs of the poor and suffering without discrimination to race, caste, creed or community are imported into India under the various Government-to-Government Agreements. Such Agreements are:

1. Indo-U.S.
2. Indo-U.K.
3. Indo-Swedish,
4. Indo-German,
5. Indo-Swiss,

The Government of India provides for import of gift supplies under:

1. Customs Notification No. 84 of the Ministry of Finance,
2. Customs Notification No. 67 of the Ministry of Finance,

Materials imported are:

1. PL-480 Title II food commodities (milk, oil, bulgur,

- wheat corn soy mix, wheat soy blend, soy fortified bulgur, rolled oats),
2. Used clothing and blankets,
 3. Hospital supplies (medicines, bandages, soap, etc.),
 4. Hospital equipment (X-Ray apparatus, dental equipment ambulances, operation room equipment, etc.),
 5. Agricultural equipment (well drilling rigs, tractors, etc.),
 6. Blind and Deaf School supplies.

Amongst the major recipients of these gift supplies is CASA (receiving PL-480 foods under Food for Peace Programme of the US) and numerous hospitals who are members of the Christian Medical Association of India (receiving medicines and medical equipment from worldwide donors). As per the terms and conditions of all the Bilateral Agreements of the Government of India, [the Indian Government absorbs the cost on inland railway transport and clearance and handling at the ports. Ocean freight on these shipments is to be paid in advance, by the various country governments or donor agencies.

Port Officers are stationed in Bombay, Calcutta and Madras to handle the unloading and inland dispatch of these goods.

Nutritional Programme

There is a whole area of ignorance in regard to nutrition and balanced diet. The question of malnutrition, as we all know, is a serious threat to the national health, affecting millions of people. Through our feeding programmes, CASA is in a pre-eminent position to impart nutrition education to a very large number of beneficiaries at a nominal cost and without any resistance.

CASA runs a regular nation-wide nutritional programme through schools, hospitals and hostels under the Maternal Child Health Programme. Two well-qualified and experienced nutritionists are on our staff-one in Madras to cover the southern region and the other in Delhi for the northern region. The nutritionists have assisted teachers, kitchen workers and other various institutions for the best use of PL-480 food commodities with lectures and demonstrations. Through their

contacts and programmes, they are succeeding in popularizing the use of leafy vegetables and fresh fruit and have encouraged institutions to develop their own kitchen gardens while emphasizing the need for greater utilization of locally available food. They have achieved excellent results and stimulated considerable interest by holding conferences and seminars with parents, church women, government workers and other social bodies. Today, many groups throughout the country are turning to CASA for assistance in nutrition education. Priority is given to children under six and pregnant and nursing mothers; but the aged, sick and refugees are also included.

Emergency Relief Work and Refugee Programmes.

CASA is undertaking to provide help during emergencies and natural disasters. Working through existing institutions throughout the country, it has sent in food, medical aid, clothing, blankets, shelter and other immediate requirements to those in need. Over the years, teams have dealt with floods, fires, cyclones, droughts, earthquakes and situations resulting from political and military clashes.

In order to make CASA a real arm of the Churches in India various conferences were held. A report of such a conference held in Bombay on 18 September 1973 was published in the National Christian Council Review of November 1973 which has the following encounter for the Indian Christians.

Along with CASA staff, 35 [Church leaders and pastors attended a Bombay Pastors' Meeting held by the *Church's Auxiliary for Social Action* (CASA) on September 18, 1973 at Bombay. It was pointed out at the meeting that although CASA has been in existence during the last 25 years even leading Christians were not familiar with it. It was precisely because of this that CASA's name was changed from Christian Agency for Social Action so as to identify Indian churches with CASA's work. Church representatives will now serve on Area CASA's Committees as it is high time Indian churches were involved in CASA's work. 80 per cent of CASA's work consists of distributing food to workers engaged in Food-for-Work projects where workers are paid in kind. Food is also distributed to M.C.H. (Maternity and Child Health) Programme. 75 per cent of this food is brought to India under bilateral

agreement between the U.S. and Indian Government through Church World Service. The remaining quantity of 5 per cent comes directly from W.C.C., American churches and other countries. 20 per cent of CASA's other work consists of distributing cloth and clearing medical supplies worth 5 lakhs. Drought and flood relief are also within its orbit and CASA aids development by assisting the marginal farmers providing them with tractors, seeds and farm machinery. The meeting concluded with an appeal to pastors to convey all this to their congregations so that they may be motivated for supporting CASA. CASA is working and serving on behalf of the churches and although dependent on foreign countries so far, it is now time that the Indian Churches offer financial assistance so as to enable CASA to carry on its good work.

An all India consultation between CASA and Heads of Churches was held in Delhi in September 1973. Bishop Leslie Newbigin, bishop of C.S.I. in Madras at that time, makes very constructive comments concerning what the Churches in India ought to expect from CASA. Bishop Newbigin stated that the fundamental aim of CASA should be to make the Church a *Caring Church*.

In the fulfilment of this aim foreign gifts can and will continue to play a part. When people here are starving and people overseas are willing to be generous, we have absolutely no moral right to say to them: Keep your gifts to yourselves; we want to strengthen our moral fibre by doing without them. This is especially intolerable because people who say it are usually people with very well filled stomachs. We cannot and should not reject foreign help; but the basic aim should be to use our own Churches to a deeper kind of caring.

He dealt with the Church involvement, administrative procedures and programme priorities. The Bishop writes:

1. Church Involvement

The Church can become a caring Church only by being involved in caring. CASA can help it to be so involved. This will mean, for example:

- (a) Well developed plans for training congregational members in active caring. From my own experience I

can give two examples of what can be done, and many others could be given.

- (i) Training ordinary Church members in a very simple way as health visitors.
- (ii) Training ordinary Church members for action in emergencies.
- (b) Well-developed plans for fund-raising.

I would stress the following points:

- (i) We have to be prepared to spend money and to use first-class technical means for raising money.
- (ii) We can raise money from the whole community, not only from Christians, when we have convinced the whole community that we are not a selfish group but really care for others.
- (iii) Even the very poor will give gladly when they are asked. Some years ago we raised Rs. 30,000 in Madras for a programme of digging wells in Bihar. At that time our own villages were just recovering from a devastating cyclone which had destroyed 200 of our Church and school buildings. But even village congregations whose churches were still in ruins gladly brought special gifts for Bihar.
- (iv) The Uppsala Assembly asked all churches to set aside 2 per cent of their budgets for development. The Indian churches have not, as far as I know, acted on this. Could we not ask all churches to do this, and place the gifts at the disposal of the CASA Area Committee? These would provide an immediately available fund for emergencies.
- (c) Real participation of the local churches in determining programmes. The situation in this respect has been very unsatisfactory. The impression has been created that all decisions are made in Delhi, and that local opinion is only advisory at the most. I am glad that this is being corrected with the new powers given to Area Committees. The Madras Area Committee serves an area with a population comparable to those of the USA or the USSR. It is ridiculous to treat it as if it was a small local affair. First-class people will not give their

time to serving on such bodies unless they know that real decisions are being taken.

2. Administrative Procedures

CASA has unfortunately developed a reputation for slow-moving bureaucracy. I know that big efforts are being made to correct this. I would stress the simple point that everything depends on finding first-class men and then giving them maximum discretion. No man of real ability is going to accept a post if he finds that he is merely a subordinate to carry out other people's decisions—decisions made at a point remote from the real issue.

I would also say that it seems to me very important to have effective liaison between CASA and the CSA Development Department. The two cannot be kept completely isolated from each other, as seems to be the case at present.

3. Programme Priorities

CASA is responsible for two types of operation:

1. Emergency Relief.
2. Rehabilitation and promotion of better community life.

The first will always have a kind of nature priority. There is much emphasis today on the need to tackle the fundamental causes of human suffering rather than merely providing 'ambulance service.' It is not enough to deploy Good Samaritans around the place; we must also police the road. This is fair enough, but what has to be said is that this is not a case of 'either—or', but of 'both—and.' You cannot leave the man dying by the roadside while you go and organise a police service. This is a point at which the fundamental Christian concern for the human person as a person comes into play. If we allow ourselves to be persuaded that 'ambulance work' is something to be treated with contempt, we have surrendered the basic Christian position and left the field to those who destroy the human person for the sake of social planning. We must do both: we must care for the victim of disaster or injustice, and we must also undertake those measures of social engineering or revolution which are needed to prevent disaster and injustice from happening. But I submit that we have the

whole Gospel with us which we say that the first priority goes to the direct response to human need.

Summing up the recommendations of the said consultation at New Delhi, Mr. Malcolm Buck who was working as projects officer in the Development department of N.C.C.I. in Bombay wrote an editorial in *N.C.C. Review* of December 1973. Mr. Buck wrote:

"What do the churches expect from CASA? The aide memoire of the meeting briefly stated that (a) there should be more effective communication between CASA and the churches, (b) the churches expected too much from CASA, (c) CASA's bureaucratic set up was basically the reason for delayed action, (d) CASA Committee should include representatives appointed by the member churches of N.C.C.I., (e) there should be a national committee for making policy, (f) local church bodies and units should function as local units of CASA, (g) CASA should request the churches to commit a certain portion of their budget for CASA programme support, (h) caring for community as a whole should be the basic aim of CASA. CASA's philosophy of operation should be based upon rousing the Indian churches to a deeper kind of caring.

Buck also evaluates some of these recommendations. He makes it clear that it is not the restructuring that is important. What is the basic philosophy which CASA has to follow to help the down-trodden and the oppressed. He clarifies:

"The issue is not who supports CASA—the churches in America, Germany, U.K. or churches in India—but how can CASA continue to work for the oppressed millions? Can the Indian churches support such programmes and provide the leadership? How can the Indian churches raise the money? Can they involve the local congregation to create an awareness to support CASA?"

Referring to comments made at the consortium held in Delhi in the following month, Buck observes that CASA has not so far proved to be an adequate instrument to help the poor millions of India and suggesting that separating CASA from N.C.C.I. does not solve the problem. Mr. Buck suggests the following solution.

CASA and those Churches who really have genuine concern must realise that they must go down to the grass-roots level. It

is by the involvement of people at that level that a clarity in perspective can come. Is it not the function of CASA to sensitise the conscience of the Church? Let us go to the people and work with them in a joint search for a better humanity. Then CASA will learn the action it has to take, the philosophy it has to evolve and the acceptance it has to look for. Let the staff be exposed to our real problems and let them justify, together with the people, their relevance to the situation. No national board or professional expertise would have the ready made answers to our problems. It was rightly pointed out that present style of involvement is not Indian and we have to think radically at all levels. CASA should become a catalyst or conscientiser to meet the vast need. CASA seems to be a result of thinking of N.C.C.I. level, but today CASA desperately needs a philosophy or perspective of its own, based on experience and relevant to Indian problems and situation.

In the third week of October 1973 a consortium was held in Delhi with the help and guidance of W.C.C. Representatives of several resource agencies, representatives of CSA, members of CASA committee, some members of CASA staff and representatives of Indian Churches attended the same. The recommendations of September consultation and October consortium were placed at the Managing Committee meeting of the Christian Service Agency in Madras on 7 November 1973. CS: 74: 65 RESOLVED. To accept in principle the following from the various recommendations, and ask the CSA Secretary to share these with the members of the N.C.C.I. Executive Committee and the CASA Committee, and along with their reactions and recommendations to place them before the Managing Committee in its next meeting in March, 1974 for action.:

1. (a) The Churches in India recognize the continuing and pressing claim of the under-privileged people in India without any discrimination of their time and resources. They also recognize that all over the nation and in many communities, initiatives of great significance are being taken by individuals and groups whom they should regard as valuable allies. In order to express this concern in ecumenical partnership with their friends overseas, they require in addition to all kinds of local initiatives a national instrument to set priorities and undertake what needs

to be done at the national level to give assistance to regional activities and to keep before the Churches in India and outside the varied dimensions and nature of the need. With these objectives in view the N.C.C.I. has formed CASA to work in cooperation with other departments of the N.C.C.I./C.S.A.

Caring for the community as a whole is an integral element in Church membership. If CASA is to be the Auxiliary of the Indian Churches then the basic aim of CASA should be that of a Caring Church. CASA's philosophy of operations has to be based upon rousing the Indian Churches to a deeper kind of Caring.

(b) For the present the following will constitute the areas of activity of CASA:

1. Relief and rehabilitation in relation to emergencies.
2. Food programmes including those which would stimulate production of food and its proper use.
3. Handling of designated shipments.
4. Initiation and implementation of projects especially be used for meeting the needs in India and outside.

With regard to structure it made detailed suggestions under twenty paragraphs, the first of which was

That CASA be governed by a National Board of National Committee of fifteen to twenty-five members consisting of Church representatives, experts and others, taking into account the plurality of the nation, to be appointed by N.C.C.I.

Another recommendation was to the N.C.C.I. assembly to appoint a CASA Board and establish it as a legal entity. It also requested to make the necessary constitutional charges for making possible an independent CASA. The last recommendation was circulated to all members of the Executive committee for their decision in the coming executive of N.C.C.I.

In the third annual general body of the Christian Service Agency held in Madras on 25 April 1974 the Rev. M.A.Z. Rolston, general secretary of N.C.C.I. submitted a statement as follows:

"CASA has been accepted by the Churches to some extent, but it does not yet belong to them as an auxiliary of the churches should. It is neither the fault of the churches, nor of the N.C.C.I. which had formed a relief wing in response to a particular grave need at a time, with no serious intention to continue it. Recurring and continuing needs compelled that wing to trudge and the Council to extend its life. In due course it became CASA as it is today. Unfortunately, it has continued to toil on the [means provided by foster parents residing in foreign lands. CASA cannot go on any more in this manner since its present precarious existence is itself an embarrassment to the Churches.

For the first time a chance appears to have been given to the Churches to look at CASA and to decide whether they would adopt it, call it their own, and nourish it to become 'their own auxiliary' for service to the millions in need. Let this attempt be carefully tended forward to its logical conclusion. If the Churches feel that their Council or its agency, the CSA, has been presumptuous in any way regarding CASA, let the Council and its agency be forgiven for being assuming and unwise. The Council and the CSA should now so assist the churches that this matter does not drift further. Let therefore the Churches now decide :

- (i) What kind of programme they want CASA to run?
- (ii) What kind and size of structure they wish CASA to have for running that programme?
- (iii) What kind and quality of leadership and personnel they want for CASA to implement a programme of their choice?
- (iv) What kind of ownership they would want to exercise over CASA?
- (v) Whether they want partners in their responsibility of running and managing CASA?
- (vi) What assignment would they want their Council and or CSA to have in this venture?

The right to administer CASA should have been surrendered long ago to the Churches. If this is evaded still, a vital service

by the churches to the nation will be most likely soon paralyzed. This should not be allowed to happen.

The issues raised in this report are vital for the CSA to determine the future course. The Managing Committee raises these issues before the General Body because it consists of representatives of the Churches. The Committee requests for a full debate on these issues so that the issues do not remain unresolved.

After a free and deep discussion—on the issues raised in the report, the general body decided to give further study before finalising the suggestion for restructure.

While giving approval to the setting up of the Committee for CASA's Reformulation, consisting of Dr. M. Abel (Convenor/Chairman), Bishop Anandarao Samuel, Bishop Elia Peter and A.C. Dharmaraj, the General Body recommended that Rev. Rolston, P.R. Guruswamy, and the Rev. Alexander D. John be co-opted to the Committee.

It was urged that the Committee should meet on the 18th of June and submit its report sufficiently early so that the Executive Committee of the N.C.C.I. could meet in Madras on August 2—4, 1974 to discuss the report and take appropriate decisions. It was decided that the representatives of Churches preferably heads of Churches, should be invited to attend and participate in the meeting of the Executive Committee to be held on August 2—4, 1974.

In spite of the reorganisation in 1971 after the N.C.C.I. assembly at Kottayam, it was obvious that CASA did not become what it was meant to be. The change of directors from Stephen Mathai, Idarak Bhatti (temporary and honorary), H.S. Kadambavanam, S. Ponraj, T.S. Francis, to P.C. Joseph, the seniormost member of staff who had experience of more than two decades in this organization had not brought about the development-oriented CASA owned by the Indian Churches.

The National Christian Council took the initiative to call Church leaders and discuss at various levels in order to reorganize CASA to what it should be. Meetings were held. Drafts were prepared. Circulars were sent. Various denominations were asked to study the draft proposals and make comments on them. The circular sent by the Rev. M.A.Z.

Rolston, general secretary of N.C.C.I. dated May 26, 1975 tells us the detailed process of this study and comments of the Indian Churches.

National Christian Council of India

"Aikya"

N-21, Greater

Kailash—1

New Delhi—110048

To

All Member Churches of the N.C.C.I.
Regional Christian Councils

May 26, 1975

Dear friends:

As a part of the plan to re-organize and re-model the Church's Auxiliary for Social Action (CASA) into an:

(i) autonomous, registered organization;
(ii) body directly controlled by the Member Churches; and
(iii) auxiliary with a development-oriented programme;
the N.C.C.I. had requested Member Churches to send representatives to a joint meeting of the N.C.C.I. Executive Committee and the Churches' representatives in August last year. This meeting which was held on August 2—3, 1974 at Madras:

- (i) adopted a Development-oriented programme (Circulated among Churches under Circular CS/C5/CASFP/Cir/M-1 of March 1, 1974);
- (ii) endorsed tentatively, the basic structure for CASA;
- (iii) expressed views on the kind of constitution CASA should have as a registered society; and
- (iv) asked the N.C.C.I. Executive Committee to:
 - (a) draw up a constitution,
 - (b) spell out the financial implications of the new CASA Plan.

This meeting also asked the N.C.C.I. Executive Committee to send the Constitution and CASA's financial implications with the programme, to the Churches and Regional Christian Councils for:

- (1) approval of the development-oriented programme;
- (2) approval in principle of the financial requirements for the new CASA;
- (3) indication of support to CASA, including indication of financial support; and
- (4) comments on and approval in principle of the draft constitution of CASA.

Therefore, ten (10) copies each of :

- *1. Programme for the new CASA approved by the Churches' representatives in August 1974;
- *2. Churches' involvement in the new programme of CASA —A Statement;
- *3. Details of staff pattern and CASA's financial implications;
- *4. CASA Constitution;

are being sent to you with the request to study them, comment on them, and approve them in principle.

Please also note that documents Nos. 1, 2, and 4 have been approved by the N.C.C.I. Executive Committee during April 19—21, 1975.

The N.C.C.I. Executive Committee requests you please to let us have your comments and approval in principle by July 15th, 1975 positively.

In addition please let us know if you desire to continue the use of the PL—480 Food Supplies while they are available to us.

Your comments and suggestions if any, will be placed before an ad hoc Committee to be incorporated, by July 31st, 1975. This Committee will prepare a modified draft of the Constitution, staff pattern, salary structure, etc., in view of the comments and suggestions from the Member Churches and the Regional Christian Councils.

Next, the Executive Committee of the N.C.C.I. will comment on the modified draft by August 31st, 1975. The N.C.C.I. Working Committee will finalize the draft by the end of September, 1975.

The Programme and the final drafts of the Constitution, the staff pattern and the financial implications will be placed before the N.C.C.I. Assembly in October/November 1975, for

final approval, before the new CASA plan can be implemented by January 1st, 1976.

The N.C.C.I. Executive Committee solicits your co-operation in the renewal of CASA.

With kind regards.

Yours sincerely,

Sd/-

M.A.Z. Rolston,

General Secretary

The recommendations from the combined meeting of the representatives of the member Churches as well as the members of the Executive Committee of the National Christian Council which met on 2—3 August 1974 at Madras will throw light on the line of thinking of the Church leaders in order to make CASA an autonomous development-oriented social service agency. The ad hoc committee with Dr. M. Abel as the Convener had been appointed by the N.C.C.I. executive in April 1974. The ad hoc committee met on July 4, 1974 at Madras. These recommendations were presented to the combined meeting in August, 1974. Some important recommendations of the combined meeting are given below.

A New Stance in CASA's Programme

CASA's programme should have a new stance. It should be dynamic, and should respond primarily to the developmental and reconstructional needs of the present and the future.

The new programme should provide a major emphasis on ecumenical participation at the local, regional and national levels—a programme that will be free to grow and develop out of, and in proportion to, the concern expressed by the Churches in India for meeting endemic needs and for participating in nation building. CASA's primary aim now should be to focus the attention of the Churches and the communities primarily on the developmental problems of society and to respond to them.

The Nature of the New CASA's Involvement

A small organization like CASA cannot respond effectively to the problems of Indian Society, for they are far too many. How can CASA then be an effective instrument of the Churches?

The answer is to be found in the fact that the Churches in India provide to the country the largest voluntary machinery with a network that spreads out to the very grass-roots. And even if all the Churches may not have a uniform awareness of their social responsibility, the potential there is tremendous and should be exploited.

Secondly, if we agree that the response by the community itself to its needs, whether they be emergencies, or endemic socio economic problems, of the development of full human potential for nation building, has greater and wider possibilities; then, the interaction of the local and/or regional church bodies within the community is of great importance. Therefore, the most appropriate role for CASA appears to be:

- (i) to motivate the Church and the community at large to respond to socio-economic needs;
- (ii) to mobilise, equip and strengthen them for their response;
- (iii) to provide them with participatory resources in proportion to their own efforts; and
- (iv) to co-ordinate the efforts of the Churches at the international, national, regional or local level into the total efforts of the community at large.

Guidelines

The following guidelines must help in determining the activities:

General Guidelines

- (i) CASA's programme should have a broader perspective relating itself to the socio-economic problems of the country with a view to contribute to community development and nation-building.
- (ii) CASA must have a greater interaction and deeper relations with the Churches in India; and should explore the possibility of co-ordinating its efforts with efforts to the Roman Catholic Church, the E.F.I., and others.
- (iii) CASA must make a serious effort to generate resources in the country and thus provide self-reliance.

- (iv) CASA should perceive its role mainly as an activating, mobilizing and co-ordinating agent of the Churches, institutions and the community at large, who will be mainly responsible for the planning and execution of projects.
- (v) CASA should be an expression of the social consciousness and the concern of the Churches in India. At the same time, it should be an instrument of the fellowship of Churches abroad to serve the people of India.

Specific Areas of Concern and Emphasis

CASA's primary bias and emphasis needs to be rural for two main reasons:

- (i) The Indian masses of people are in the vast rural India, and for large rural masses, progress has no reality.
- (ii) Most of the Churches, economic and social reconstruction programmes in the last twenty years has been on an urban basis.

But CASA should, and will, have some programmes of urban orientation too, through urban emphasis will come only next to rural emphasis.

Emergencies

Floods, famines, other disasters, diseases, have become a regular feature of our economy. CASA must continue to respond to them since they obstruct and impede development but with a changed strategy.

First it has to explore how and how far it can anticipate these natural calamities and emergencies. Secondly it has to be an Enabling Agent for the Churches, the community and the ecumenical resource agencies to meet their challenge by:

- (a) mobilising immediate relief;
- (b) organizing the rehabilitation of the victims of emergencies; and
- (c) exploring how the community can be mobilised to be a vehicle of governmental relief and rehabilitation operation.

Procedures for CASA's Programme

1. Model projects to be prepared by CASA to provide guidelines for the formulation of schemes and projects for implementation.
2. CASA will raise financial and other material resources on the basis of requests, projects and schemes if accepts and approves for implementation.
3. Eighty per cent of the projects and programmes of CASA will be governed by its priorities. It can however, entertain 20 per cent of requests for other needs. Secondary needs will not be permitted to erode on the priorities. The needs of different regions and smaller Churches shall be taken into consideration while deploying resources for development.
4. CASA shall also constitute an Emergency Fund of approximately Rs. 10 lakhs.
5. The screening, evaluation and monitoring of schemes and projects will be done by the CASA Secretariat which, along with consultants if necessary, will function as a college for these purposes. It will also be responsible for internal, external and performance audits of the programme. The Executive Committee will approve the projects.
6. Projects and schemes will be formulated by the local people (using consultants) who will have the responsibility for executing and implementing them.
7. Projects and schemes will normally be routed through the Regional Christian Councils.
8. Promotion of self-reliance will be one of the basic objectives of CASA.

CASA and the Projects and Development Department

With a completely new stance given to CASA's programme which will now aim at development—and which will undertake emergencies essentially as something that hinders development—the separation between CASA and the Projects and Development Department would not appear logical. Hence it is recommended that the Projects and Development Department and the new CASA be merged together to form one complete development agency.

The Substance of CASA's Reformulation

It should be realised and remembered that schemes and plans for a vigilant, sensitive and efficient CASA will depend on its becoming involved with the Churches and Community at large, specially at the local level in understanding together with them their woes and aspirations, in its eagerness to extend its sympathy and understanding to them in their predicaments, and its resourcefulness in helping them to discover their own potential and capability. This demands that the new CASA should have a new way of looking at society, its agonies and opportunities. With this it must succeed in helping the people it serves in changing their way of looking at life and developing the right style for meeting its challenges.

Mr. Ponraj's performance in the capacity of Executive Secretary of CASA was not upto the expectation of the members of the executive of the N.C.C.I. As some members of the executive felt his services could be better utilised as the promotional secretary of N.C.C.I. the executive committee which met on August 3rd and 4th, 1974 at Madras resolved:

That S. Ponraj be appointed as Promotional Secretary of the N.C.C.I. for a period of three years in the same salary scale in which he is placed presently, with effect from the date he undertakes his new assignment.

On August 26, 1974 the Managing Committee of C.S.A. met at Madras and appointed the successor of S. Ponraj as the Chief Executive of CASA. The Managing Committee heard the recommendation of the ad-hoc committee under the convenership of Dr. M. Abel. The ad-hoc Committee strongly felt that T.S. Francis who had held highly responsible positions in the Government of Tamilnadu and also in the Government of India for about 30 years, and after graduating from Madras had training in Cornell University in New York, be appointed. The Managing Committee resolved:

- (1) Mr. T.S. Francis be appointed as Special Officer in CASA with effect from September 15, 1974 for a period upto December 31, 1975 and that he be located in Delhi ;

- (2) He be given a salary of 1,500.00 a month, plus Rs. 500 as house rent, with perks permissible to the CASA Executive Secretary.
- (3) As Special Officer, Mr. Francis be the Chief Administrator in CASA and have all the privileges and powers of CASA's Executive Secretary.
- (4) Mr. Francis's primary responsibilities be administration and emergency relief and that he also be in charge of the programme as Special Officer.
- (5) S. Ponraj help Mr. Francis in getting acquainted with CASA between September 15, and September 30, 1974.

Concerning the appointment of Mr. T.S. Francis and the appointment of Mr. Thomas H. Hemphil as the Associate Programme Officer and some other matters such as the CASA financial projects, the CASA Committee under Durai Raj, Bishop Eric Mitchell and A.P. Barnabas felt that they have been ignored by C.S.A. Hence the entire CASA Committee resigned. A special meeting of the Managing Committee of C.S.A. met in Madras on September 30, 1974 to discuss the resignation. After long discussion the Committee concluded that in their opinion:

- (1) The appointment of T.S. Francis as Special Officer is within the provisions of the Constitution.
- (2) The suspension of PL-480 supplies came from USAID which is common knowledge. At the same time owing to the emergency, member Churches of the NCCI are pressing for the restoration of the PL-480 supplies.
- (3) If CASA Committee had objection to CSA recommendation in regard to the appointment of the Associate Program Officer, it could be raised with the CSA without any problem.
- (4) Since the financial projects from CASA, screened by the committee specially appointed for the purpose, have all been approved, there should be no complaint in regard to their processing.

However, the Committee felt that there needs to be a frank

discussion between the CSA and CASA Committee members; hence it was.

CS: 74 : 50 Resolved

That the Chairman, Bishop Bhandare, the Treasurer, Mr. Malcolm Buck and the Secretary meet the members of the CASA Committee to have a frank discussion with them, and this meeting be called in Delhi on October 26, 1974 for the convenience of the CASA Committee members.

The Managing Committee in the same meeting resolved to take the Management of CASA until the final decision on the resignation of CASA Committee was made.

A few months later Mr. T.S. Francis the Special Officer tendered his resignation on personal grounds. The Managing Committee of CSA which met in Delhi on January 20, 1975 accepted the resignation of T.S. Francis with effect from January 26, 1975 and appointed P.C. Joseph, Area Secretary in Calcutta as the Special Officer with effect from February 1.

The same meeting discussed the developments on the resignation of CASA Committee especially the consensus of a combined meeting between CSA members and CASA Committee held in Delhi on January 20, 1975. The Secretary reported the following consensus:

1. It was reiterated that the CASA Committee is free to administer CASA within the framework of the general policies laid down and according to the rules of the NCCI, the CSA and CASA.
2. The CASA Committee members disputed the view expressed by the CSA as reported in the Summary of Discussion-Page 7, under Para No. 22 (2) : "Under the conditions under which he was operating in August '74 the Secretary of the CSA has done everything he could to consult the Chairman, the Vice-Chairman and the Personnel Committee Chairman of the CASA Committee". ;
emphasizing that the CSA Committee did not hear

the CASA Committee before arriving at that view.

3. The Chairman commented that the CASA Chairman should have been consulted by the CSA in the appointment of the Special Officer. However, CSA had no intention to by-pass the CASA Chairman.

The Chairman of the meeting stressed that if the CSA would accept the above statement, the CASA Committee would consider withdrawing their resignations.

CS: 75 : 09 Resolved

That the CSA accepts the above statements and requests the members of CASA Committee to withdraw their resignations and to continue as before.

In the General Body meeting of CSA which met in Bombay on 21 April 1975 Rev. M.A.Z. Rolston, Secretary of NCCI/CSA presented a detailed report of the activities of the year 1974. Since it deals with some pertinent points such as food PL-480 Supplies, etc. it is quoted below.

At the very beginning of the year, the Christian Service Agency faced a very difficult problem. When food was actually needed for relief and rehabilitation work, CASA was informed via CWS/LWR by US/AID/Delhi that as of June 30, 1974, PL-480 Supplies to it would be suspended. US/AID attributed this decision to the failure of CASA to introduce managerial improvements. This decision upset the Churches, specially those in whose regions there was acute food shortage and famine. A more severe blow was that we were asked by the US-AID to turn-over the food in our stocks to other voluntary agencies handling PL-480 supplies.

Since the Churches desperately wanted food, and in the meeting of the Executive Committee of the National Christian Council of India held in August, they had made a categorical demand on the Christian Service Agency to endeavour for the restoration of food supplies, several managerial changes were introduced in the ensuing months. At the same time, the food in the godowns was transferred to other voluntary agencies and the necessary reports submitted to the US-AID as desired by the latter.

We are glad to report now that our Commodity Status Report submitted to the US-AID/Delhi has been accepted as a creditworthy report. Simultaneously, US-AID/Delhi has informed US-AID/Washington that the annual, estimated request for food for 1976 from CWS/LWR (CASA) will be submitted soon to Washington, with Delhi's approval. Evidently, US-AID/Delhi now has the appropriate frame of mind to honour our request for food.

It must be mentioned here, and with gratitude, that our partners overseas came to our rescue and assistance in the critical situation resulting from the US-AID decision. Bread for the World made available about 8,000 metric tonnes of wheat, and CWS/LWR donated about 3,000 metric tonnes and have also promised an additional 2,000 tonnes of wheat. In addition to this, both Bread for the World and the CWS/LWR have committed themselves for financial aid to us for emergency and development work.

Some of the wheat has already arrived in the country, which is being used in a number of programmes in some areas of acute need. Had it not been for this generous help, we would be in a difficult position. Therefore, it will be an appropriate gesture on our part to record a vote of thanks to our partners overseas for their generous help.

From its very inception, the year 1974 has been a year of some major changes contemplated to be introduced in the Christian Service Agency. Some of the recommendations of the Consortium held in October 1973 were undertaken for implementation in future by CASA. Development has the main emphasis in this programme. However, CASA will continue to attend to emergencies in the new programme, especially as these emergencies impede development. The new programme and the suggested new structure for the implementation of the programme were placed before the joint meeting in August 1974 of the NCCI's Executive Committee and the Representatives of the Churches specially invited to consider the new programme and the structure. This joint meeting :

- (a) Accepted the programme;
- (b) Recommended that the NCCI take steps to merge the

Projects and Development Department of the CSA with CASA ;

- (c) Modified the suggestions regarding CASA's new structure ;
- (d) Recommended to the NCCI that the new programme with its financial implications ;
 - (i) be sent out to the member churches for study and necessary action ;
 - (ii) this plan be placed before the next Assembly of NCCI for approval after it has been given a final shape.
- (e) Also recommended that CASA be registered under the Societies Registration Act XXI of 1860.

Hence the draft constitution envisages CASA as a Registered Society under the umbrella of the National Christian Council of India. Its administration, however, will be directly in the hands of the representatives of the member Churches of the National Christian Council of India who will be appointed by the Churches themselves. With these changes introduced, depending upon the approval of the Churches and also the NCCI Assembly, let us hope that the Churches will now support CASA in an ever increasing measure.

The new CASA will be different in character from the old one. While the old one should be said to have been grafted to the Churches, the new CASA will be Churches' own offspring since unlike in the past, the endeavour now is to get CASA's programme and constitution approved by the Churches and its administration given directly to the representatives of the Churches. This must give the Churches a stronger feeling of ownership of their Auxiliary for Social Action.

In spelling out the financial implications of the new programme it has been presumed that the Churches would continue to press for PL-480 supplies. Hence the present staff is being dovetailed to the top executive staff which, we expect, will be recruited after the NCCI Assembly has approved the plan. It must therefore, be pointed out that there may be a need for a further overhaul of the existing staff. The overhaul would be necessary because some of the CASA staff who have heavier responsibilities than others do not inspire the confidence

of the Churches since they appear to lack initiative, efficiency and good judgment.

It is not our intention to find fault with those under reference here. They are perhaps the product of circumstances. Somehow we never offered security to CASA staff. CASA has been living from one year to another and have never been able to plan for a period of some years. Such has been its dependence on overseas resources. One can conclude therefore, that those who work continuously under the strain of insecurity are liable to become despondent and therefore ill-equipped to offer their best.

Therefore, tomorrow, it will be imperative for the Churches to create conditions that would offer security to the CASA staff without which they will never develop the sense of belonging to CASA and the commitment which contribute in a big measure to dependability and promptitude.

In view of the changes which are being contemplated, the General Body is now requested to resolve to delete CASA from the list of its departments as soon as the new CASA comes into shape, in or that the CSA Secretary may take the necessary steps for the change in CASA's status from a department in the Christian Service Agency to an autonomous body.

The same report refers to the question of the merger of Projects and Development Department.

Since the decision has been made to merge the Projects and Development of Christian Service Agency with CASA, there has been apprehension in some quarters that the emphasis may be lost in the new CASA that has been made by the Projects and Development Department 'through the education for development' programmes and through the formulation and screening of the Inter-Church Aid Projects. The NCCI and the CSA should assure them that the guidelines given by the Justice and the Peace Commission of the National Christian Council of India would continue to provide the framework within which CASA would be expected to work. CASA's new programme is itself an evidence of this.

P.C. Joseph presented CASA Action Report, 1974. Some relevant paragraphs are given below.

Church's Auxiliary for Social Action, a department of the NCCI/CSA, as in previous years had to respond to several

urgent demands from its various constituencies such as the Central and State Governments, the Churches in India, indigenous and international voluntary agencies and above all the suffering masses of our country. The demands were of diverse nature and character.

Requests were pouring into our Madras office and Delhi headquarters to combat the drought conditions in the South, for new irrigation wells, deepening of wells and tanks and other irrigational and agricultural projects for the assistance of marginal farmers. When the earthquake victims in Himachal Pradesh needed blankets, food and tents, a few trunk calls were received to provide doctors to assist the health department of the Government of Bihar, where the Government doctors went on an indefinite strike in the State. The slum dwellers in the metropolitan cities demanded nutrition programmes for their undernourished children, medical assistance, vocational guidance and children's education.

CASA, irrespective of the fact that it is a Church's Auxiliary, is pressed with demands of all types of human needs. Whether it has a mandate or not, it has to fulfil these demands or request efficiently with all needed expertise at the right time. Failure to respond to any of the above means that CASA has failed in its responsibilities. It was with this awareness, commitment and alertness that it faced 1974 and accomplished the following on an all-India basis in spite of frequent and sudden staff changes.

Suspension of PL-480 Supplies

Due to the suspension of PL-480 food to CASA as on 30th June, 1974, there was considerable reduction in our regular programme activities, such as nutrition and food-for-work programmes. This enabled CASA to look at the possibilities of other resources, both indigenous and outside. It is gratifying to note that, at the request of the Churches and the NCCI, efforts are now being completed to restore CASA's PL-480 programme. CASA is now engaged in redesigning our food programme and plans to submit requirements for 75-76 to the USAID.

Food Emergencies

In spite of shortage of supplies, all the area offices were able to run flood relief operations in their respective areas.

Drought

Again in 1974 there was a serious drought; complete or partial failure of the monsoons. The worst hit areas were check the entry something mining and are Madhya Pradesh, Uttar Pradesh, Maharashtra, Gujarat, Rajasthan, West Bengal, Bihar, Andhra Pradesh and Tamilnadu. This has resulted in a serious food shortage in the country. Added to this, the steep rise in prices aggravated the situation.

Drought relief operations by way of food-for-work and nutrition programme for under-nourished children, nursing and expectant mothers were run according to the availability of supplies:

.....

.....

Short/long Term Development Projects

In all the drought affected areas where CASA is already working or are planning to work, we are working in close cooperation with the State or district level officials, the Churches, the Church organisations and other voluntary agencies so as to utilise long term development projects in agriculture or irrigation oriented activities especially in the field of food production.

Drought and famine conditions in the country are sometimes a blessing in disguise for united and concentrated efforts by all concerned.

Slum Development Projects

Besides the Nutrition programmes organised in the cities of Calcutta, Bombay and Madras, efforts are now being made for deeper involvement of CASA in slum development activities. In Bombay, with the assistance of BUILD, a nutrition programme in eight slum areas in the city is taken up. In Calcutta, the mobile Milk Canteen is serving over 3000 slum children in 19 slum centres.

Mr. Thomas H. Hemphill made very constructive comments

about CASA. There was a lot of discussion on his comments. It was also decided to put his speech as an appendix to the minutes. This is what he said;

Major Changes in CASA

In the past 3½ years, CASA has had six different directors. There have been three different executives during the past year alone obviously, this chrome discontinuity of leadership makes it very difficult to establish a vision and thrust for the organization, or sense of security and commitment on the part of the staff.

Similarly, during the past year the CASA Committee was initially operative. Later they resigned and were replaced by a CSA Committee assisted by CASA staff recommendations. This arrangement was replaced by the reinstatement of the CASA Committee following a two-month hiatus during which time no committee functioned. With such frequent changes in the programme-directing body, it is not surprising that CASA's programme has repeatedly bogged down, and has come under considerable fire from various Church leaders and NCCI staff.

There have also been repeated changes in the utilization of key staff. Only one of the three Area Secretaries is in the same position now which he occupied two years ago. All three Programme Officers have been changed at least once in the past two years. Senior staff at Delhi Headquarters have changed with similar regularity. In all of CASA, only one person has consistently been in a position of national leadership for the past two years. Within the past year, more than a dozen staff members have been dismissed or have resigned. Several new appointments have also been made.

Such frequent and disruptive changes at all levels and all locations of the organization make administration and coordination of activities nearly impossible. The heavy criticism which CASA has received from Church leaders and others commonly fails to take this inherent instability into consideration.

CASA and the Executive Committee

CASA is in—what appears to be—a period of never-ending transition. At every Executive Committee meeting I have attended, the restructuring of CASA has been a major topic of discussion. Sometimes I wonder whether what is needed is

not more restructuring but rather a firm commitment to some existing structure. The constant change and planning for change of structures increase the insecurity and anxiety of the staff, and decreases the trust and confidence which Church leaders, resource agencies and sister organizations have in CASA.

The ongoing process of restructuring CASA some time reminds me of the process of reconstitution of the food supplies. When the containers for food in inventory are found to be inadequate, damaged and leaking, food is reconstituted into new (hopefully stronger) containers, in order to prevent loss due to spoilage or rough handling in transit. Likewise the structure in which CASA is encased has been poured into a new structure, in order to avoid further deterioration. However, in every reconstitution there is some loss, due to spillage, pilferage and handling difficulties. Likewise, with every reorganization of CASA, there has been some loss in terms of damaged reputation, lack of confidence, discontinuity, uncertainty, loss of leadership, interruption of programme, change of urgencies; etc.

I believe CASA has suffered a great deal as a result of the staff and leadership fluctuations, and as a result of the continuing debate and uncertainty regarding the adequacy and appropriateness of the present system. Today CASA is only a thin shell of the organization it ought to be and can be. A large part of the responsibility for this situation rests with those of us who sit on the Executive Committee.

Suspension of CASA's Programme

In addition to the above drawbacks, CASA's Title II food programme, which had been running non-stop for some twenty years, was suspended in mid-1974. This suspension undermined the faith which CASA's supporters had in the organization, and deflated what little confidence the staff has in themselves. In spite of the resulting demoralization, a laudable closure was made of the former programmes, and plans were made for beginning a new one.

In the preparation for new programme, the entire CASA system of planning the programme, accounting for gift commodities, and utilizing field personnel was critically examined and subsequently completely overhauled. CASA senior staff,

field personnel, and project holders all participated in the redesigning and preparation of the new accounting system. The successful implementation of the new system will avoid CASA's again being placed in the excruciating position of having a programme suspended by a resource channelling agency, due to poor administration.

.....

.....

CASA : 75% Economic Development : 25% Emergency Reaction

About 75% of CASA's proposed food programme for the coming year is input into long-term development projects. The balance 25% is programmed for use in short time emergency reaction projects. Even in these short-term projects, there is a consistent development thrust, as the projects usually concentrate upon nutrition feeding and the creation of long-term assets, such as wells, tanks, reservoirs, bundhs, and other agricultural and hydrological developments. As small portion of CASA's efforts is going into "relief" work, it is misleading to describe CASA as a "relief and rehabilitation" organization. CASA is, in fact now working primarily in the field of development, as it is mandated to do in the future.

Nevertheless, the above description of CASA's development activities must be taken within a context. It is not correct to describe CASA's activities as "relief"; however, the concept of development which CASA is practising is sadly out of date. CASA's developmental thrust is geared almost entirely to economic development, with very little emphasis on educational, political and social concerns.

Economic development, by itself, is insufficient to cover adequately the concerns of a developing community, family, or individual. It is at best, an adjunct to other types of development; taken alone, it can even become counter-productive. CASA is a development agency. However, as a development agency it is inadequate to the needs of the day. Considerable study has been done regarding CASA's future structure and administration. More study is needed regarding its ideology and priorities.

CASA's Priorities

CASA's first priority is food production. Community health services, urban slum renewal, and emergency reaction are secondary priorities. In any given programme, the above priorities may be overlapping in terms of programme activities. These priorities have been approved by the CASA Committee and CSA and have been communicated to the World Council of Churches, as background for the 1975 CASA budget. In the light of food shortages in various parts of the country and the world, this priority may be quite unsuitable, however, for 1976 or the next quadrennial.

The priorities established for CASA, particularly if it is to be merged with Projects and Development Department, need to reflect the priorities of the Indian Church, as well as lead the Church into greater understanding and self-giving. Goals need to be set which relate to the priorities established. Action by the new CASA should follow a prescribed plan, accomplishing specific objectives and meeting identified goals.

Much of the current unrest regarding CASA relates to its apparent failure; to understand its role clearly, to plan accordingly for the long-term future, and to keep day-to-day activities in line with goals and objectives. Hopefully, this disillusionment will be avoided in the future CASA.

What is CASA

For the past 2½ years in which I have been associated with CASA, I have been surprised at the lack of clarity among Church leaders, including members of the NCCI Executive Committee, regarding CASA's role and function. To determine what CASA ought to be, we must first be clear regarding what CASA now is. CASA, as a development agency, and, in the interest of increasing the development of certain segments of the population, receives and disburses various gifts of cash, commodities and other material aids. The gifts do not originate with CASA; it is not a donor. Nor do the gifts remain with CASA; it is not a recipient. It is rather, a step in a process from donor to recipient. It is part of a channel.

CASA will never be anything other than a channel. However, there is nothing wrong or inherently inadequate about being a

channel. It is up to the CASA policy-makers (including the NCCI Executive Committee) to determine what kind of channel CASA will be, what services it will provide, what kinds of gifts it will channel, from whom and to whom it will channel, and for what purpose and to what end.

CASA is not an agent of social change, although some of the projects to which CASA channels supplies are change agents. It could be argued that CASA is not a development agency in one sense of the word, as it is not closely involved with the development process at the local level. It does, however channel resources to development agencies which are deeply involved at the local level. If CASA is truly to be a development agency, and something more than a pipeline, it must get involved with project initiation, preparation, evaluation, and implementation in a style and manner not presently incorporated by any agency or department of the NCCI.

What will CASA Become ?

I have some concern for the proposed plan for CASA—not for what it includes (as it is, I believe it is very good, and endorse it whole-heartedly), but rather for what it omits. The proposed structure for CASA allows for people to administer and supervise a large material resources programme. It does not allow for the kind of intensive, extensive local-level work which will be required if CASA is truly to change its role and function, into something more useful and more relevant.

This will require field staff, highly trained and highly motivated, of a cadre much higher than has heretofore been the case. They must be backed by a group of specialists and technicians, who can assist individual projects with specific problems, particularly in area of project planning and preparation. This is now being done in other organizations with good results. Without this kind of thrust, the new CASA will be an agency of no modest proportions, comparatively modest results.

Personnel for the new CASA

Much of the success of the new CASA will depend on one person—the new director. Many people have felt that the atmosphere of CASA in recent years has not been conducive to

significant improvement. It has been suggested that, even if a highly talented and dynamic leader could be found, the structures which bind CASA, and the negative attitude held towards CASA by many people, would not permit him to work the wonders needed for the organization. The plan for the new CASA largely removes these barriers to improvement. However, the plan will not succeed in turning CASA around without a uniquely qualified person at the helm of affairs.

As we look around us and around the world, in all countries and in all spheres—church, government, education, commerce—there appears to be a great dearth of leadership at a time when it is most needed. At a point in history when we need giants, we are faced with the prospect of high positions being filled by ordinary people, because no giants can be found.

Perhaps we should plan for the future of CASA with this in mind: we are agreed that we need a giant, but we may have to settle for something much less than that. The smaller the man who heads CASA, the more difficult his job will be, and the fewer his chances of success.

.....
Before concluding his thought-provoking speech Mr. Hemphill emphasised the need for constant study and assessment on the latest thinking on development.

Development study—a diligent effort to analyze the thinking of various world leaders in the field of development in order to adapt new and worthy ideas to the Indian context, and to help the CASA administration and the Churches to understand and to apply inspiration to the programme administration. (This will be especially crucial if the Development Dept. of CSA joins CASA). Without this regular, essential process of review, evaluation, planning, improvement of calibre of staff and service rendered, I fear that CASA will not be significantly better in the next quadrennial than it has been in the current quadrennial. Improved administration, as is envisaged in the proposed plan, is certainly the most acute need of CASA today. However, sound administration is not an end in itself; it is a means to an end. Let us pursue it as such.

The Rev. M.A.Z. Rolston, general secretary of N.C.C.I.

discusses the role of CASA in the Souvenir entitled *CASA Looks Ahead* dated October—November, 1975.

In "A Word About CASA," he observes:

It would not be an exaggeration to say that in its 28 years of experience, CASA has been many things to many people and institutions. During this period it has often faltered and stumbled. But it has always risen to strive and to serve.

In all its endeavours it has had one aspiration—to meet people at the point of their needs and to help them in regaining their moorings. It has served, but not sought recognition for its services. Its operations have covered the entire length and breadth of the country. For CASA it is sufficient compensation to know that there are men and women everywhere who bear eloquent witness to CASA's deeds of service rendered in love.

The National Christian Council of India is thankful to God for the privilege it has had of nurturing this auxiliary of the Churches to its maturity. From the beginning, CASA has faced formidable challenges, and the NCCI has full faith that it will continue even more vigorously in the service of nation, attempting greater things in the days to come. The Council is thankful to God for His guiding hand in CASA in the past, and it commits this auxiliary into His mighty direction so that it may be ever ready to render its accounts of faithful obedience and stewardship.

Thomas H. Hemphill, CWS representative who worked with CASA in New Delhi from 1972 to 1977 February, now in their New York office examines the role and future directions of CASA in the Souvenir entitled *CASA Looks Ahead* dated October—November 1975. He writes:

The Ideological Dilemma

A serious concern expressed by many who are committed to social justice is that CASA, after the Nagpur Assembly, will continue to function as CASA has in the past, with primary emphasis given to emergency reaction and economic development. Clearly, such an approach would fail to take

into consideration the problems of injustice, and oppression under which so many of the people of India suffer.

No doubt this tendency will be increased in light of the fact that it is extremely difficult for a national agency, working through voluntary project holders, to design and implement a concise programme of liberation-oriented projects, particularly in light of the vast diversity of opinions regarding the definition and desirability of liberation and social justice. It will not be easy for CASA—or for any other national Resource Channelling Agency—to keep itself on a clear path towards social justice for the multitudes.

CASA: A Mirror of the Church

However, it must be kept in mind that CASA in the late 1960's carried out the mandate and priorities established for it by the Shillong Assembly. Moreover, CASA in the early 1970's—with all its administrative, structural, and communications problems—has to the best of its ability, carried out the mandate established for it by the Kottayam Assembly. Therefore, it is clear that CASA—for eight years the auxiliary of the Churches for social action—actually reflects the true commitment and concerns of the Indian Protestant Church—just as clearly as a mission reflects a pleasing or unpleasant image. CASA will not be more or less than what the Church itself can envisage and agree upon. As in the past, the issue of ideological stance and development mandate is not in the hands of CASA, but rather in the hands of those few hundred Christians, representing six million Protestants who will make these decisions for CASA at the Nagpur Assembly, in October, 1975.

.....

.....

The Challenge

Hopefully, the Churches will realize—as do most experienced and committed Christian development workers—that it is not enough to serve one set of needs or concerns in a community, whether they be relief, development or social justice. Eventually, all of us must recognize the fact that all of these activities

are intertwined, and can be healthily and mutually constructive.

The central issue is the ideology of the organization—the basic commitment of the organization to work through people's organizations, in order to change unjust economic, social and political systems in India. Only in this way will those of our Indian brothers and sisters who have been most exploited for the past several generations now have the possibility to become full citizens of this country, full partners with us in the task of nation-building, and full brothers and sisters with us under the Fatherhood of God.

The activities of CASA in the year 1975 are mentioned in detail in the annual Report presented by P.C. Joseph, the special officer. Since the Report is very long only relevant paragraphs are reproduced here. As it is evident that the idea of development thrust as CASA's priority is brought out in the Report.

Prologue

The great challenge for the Church in the decade of the '70s is maintenance of its posture as a pioneer in the field of social action and thus fulfil its mission of service to the broken hearted, distressed and oppressed. The total man was the concern of Jesus Christ, and, therefore, must be our concern as well. The Christian Gospel as its best, deals with the whole man—not only his soul, but also his body; not only his spiritual, but also his physical well-being.

Man is often a victim of social injustice and oppression. Man is frequently deprived of the basic necessities of life. Modern man is dehumanized. It should be the role of the Church to liberate man from the slavery of poverty, injustice, oppression, and exploitation, apart from redeeming him from his sinful nature. Stress must be laid on the eradication of the cause for inhuman levels of poverty. For the Christian Church, social action should emerge out of Christian love and concern for the neighbour. Seen in this context, the social Gospel of Jesus Christ is more relevant today in India than at any other time. Therefore, the Church, is called to commandeer her total strength and resources for helping the poor, needy and oppressed.

In the field of "development," the role of the Church must

be one of motivation and interpretation. The Church must proclaim to her members why development is necessary to satisfy the needs of all brothers and sisters who are crying for bread, for shelter and for justice.

The Churches have a special responsibility to educate that poverty, sickness or misery are not virtues. It is the will of God that these social ills be eradicated; that must be the motivational task of the Church.

Introduction

The year 1975 started with the forecast about a global food shortage leading to world hunger especially in the poorer countries. Although severe food scarcity was averted 1975 was a year of change as well as achievements for CASA and India.

CASA with its limited resources and personnel, played a dual role in 1975, mainly to help small and marginal farmers to produce more food in areas threatened with severe drought and to assist the weaker sections of society in socio-economic or self-help projects, in addition to its on-going regular programmes and projects.

A Development Philosophy of Approach

CASA, as the Church's Auxiliary in India, has been involved in the process of rethinking the traditional role of the Church's social services and is helping to create a new sense for involvement in development, which means concern for man and society and the task of liberation from the demonic forces that enslave people and communities. CASA and the Churches have to fully participate in this struggle of the oppressed for liberation and development as an evangelistic task.

From 1972 CASA as the Relief and Development wing of the National Christian Council of India (NCCI) has been in the process of shifting its philosophy of approach to human needs from a role of mere "relief" to "development."

In this endeavour, development education of the masses, creating a deeper sense of self-reliance and enabling people at the grassroots level to participate in the development of their own community, are of vital significance and importance.

While economic development is part and parcel of this development thrust it is abundantly clear that unless leadership

training and socio-cultural aspects of development are taken into account to real impact can be made upon society.

This slant on programme objective, without sacrificing the cause of the needy in times of emergencies, in addition to a more streamlined administrative structure to be headed by a National Board (comprised of representatives of the various Churches in India), will make CASA not only a real auxiliary of the Church but a more dynamic and effective force for assisting the depressed millions.

For the past five years or more a majority of the material aid and fiscal resources handled by CASA has been channelled into self-help or economic development projects, as opposed to relief or communities. The Project and Development Department of the Christian Service Agency (CSA), which is now merging with CASA, has already experimented with the Churches in India in this new thrust, and made contacts with development-oriented groups with fruitful results. This emphasis on developing mass awareness and potential for development must be forcefully accelerated to achieve liberation and growth of the weaker sections of society.

Programmes—(Fiscal Resources)

1. Socio-Economic Development Projects

(The year 1975 was a step forward in the sphere of long-term and socio-economic development projects for the benefit of the sections.

Following is a highlight of five such programmes:

(a) Paharia—The Hill People's Project

Started early in May, 1975 yields rich dividends to the tribal community, economically and socially. The Paharias live on hilltops in the Santhal Parganas District of Bihar. They are a primitive, backward race who have been exploited by non-tribal money lending "Mahajans" for decades. They are on the verge of extinction.

.....

.....

This year the Paharias have had a bumper crop which means substantial monetary gains for them. To prevent their exploitation by the money lenders at the time of marketing of their produce, CASA organised wholesale purchase of barbatti at a reasonable price.

(b) The bare-foot Doctor

A CASA doctor of the Health Promotion Unit of the Feed the Children Aid Programme who commuted from Russell Street to Karatberia and other interior villages in Howrah district of West Bengal by the mobile medical van has now converted himself into a bare-foot doctor. He and his team are now stationed in the rural areas in Howrah as a part of a School Health Programme to do intensive health care for 33,000 primary school children who are benefitted by the mid-day lunch programme of the FCAP, a joint operation of CASA and the Education Department of the Government of West Bengal.

Two hundred and eight primary school teachers and 24 young girls of the locality were given training in school health care as per the syllabus designed by the Christian Medical Association of India. The CASA doctor, trained Samaj Sevikas and other workers have been camping in the rural area for months to attend to the basic health requirements. Sanitation, drinking water, health knowledge, medical care, immunization, family planning are the main concerns of this camping medical unit. The team also attempts with the assistance of the school teachers and students to propagate the use of latrines, compost pits, good vegetable gardens, clean houses and school premises.

This is a new venture and this is the first time that CASA has taken up an experiment of this kind.

(c) The Miracle of Baramati

The production of perennial underground streams to water from percolation tanks and digging irrigation wells in this desert region, is still in progress. Seven more percolation tanks and 28 check dams were completed this year with the financial

assistance rendered by the Japanese Christian Council and food-grain provided by LWR and CWS (through CROP).

At the end of 1975, the total number of percolation tanks in 42 village areas reached 107. A ninety-five acre demonstration farm is also blooming forth for the benefit of small farmers to educate them in the latest techniques of agricultural production.

(d) Harijan Resettlement in Cuddapah

This is the latest addition to the long-term socio-economic development projects. In Rajampet Taluk of Cuddapah district of Andhra Pradesh, the district officials have offered to CASA more than 500 acres of land and a few abandoned housing units for the resettlement of 100 Harijan landless labourers of the area. The Government under the Harijan Development Trust originally started the project and a few families who were brought to the site left the area for want of work and a living. Area Office in Madras is taking it up as a resettlement project, the preliminaries are over and a proper project proposal is being drawn up by agricultural experts.

(e) Calcutta Garbage Dump Turned into a Home

In Calcutta, the slum improvement work at Dhapa started in 1969 is now coming to an end with the completion of one hundred housing units. Fifty houses have already been distributed to slum dwellers, through the Municipal Corporation of Calcutta. The rest are almost ready to be handed over. Simultaneously, latrine blocks, bathing platforms, roads, tube wells and the school building are also ready for being handed over to the community and the Corporation.

Seminars and Camps

Self education and education opportunities for workers, leaders, youths and project holders, is the kingpin for better results, understanding of programmes and projects and occasional change of organisational policies. This also provides

opportunity for determining our joint responsibilities in development activities as well as to learn from the grassroots, the local changing conditions, the requirements of the rural masses and their suggestions for a working relationship. That will enable us to work at development in a spirit of partnership. This concern has been neglected in the past. However, in 1975, at least one Area Office, Bombay was in a position to hold a one day seminar in Broach, Gujarat.

The one-day seminar for Church leaders and project holders was attended by 44 participants. Discussions were centred around the theme "Church Engaged in The Ministry And Business Development".

A two-day seminar at Baramati in Maharashtra, for Church leaders, project holders and Bombay Area staff was attended by 75 participants. The main theme of the seminar was "Church Engaged in The Ministry of Social Concerns".

A one-week Youth Work Camp held at Godhra, Gujarat, laid special emphasis on challenge to Christian youth for participation in the social ministry of the Church and to commit themselves to a life of service to their fellowmen and the Church.

Material Aid Resources

(a) *Food-for-work Programme*

In the midst of perennial drought conditions and the food shortage in the country, thousands of small and marginal farmers and landless labourers are constantly hit with little work and no food. Immediate relief of food and work and a remedy for their long-felt need for irrigation and agricultural facilities (other than rain water irrigation) is top priority in the above circumstances. It is in this vain that CASA's Food-for-Work programmes, tried and tested for years, continue to be an excellent means of rural development, accomplishing a variety of useful programmes.

Over the past year CASA undertook 108 Food-for-Work programmes involving some 4,000 different project sites which

helped the small and marginal farmers to have better irrigation facilities for the future. It also assisted approximately, 72,000 beneficiaries mainly landless labourers with food supplies at the time of near starvation.

(c) Maternal and Child Health Care Programme

There is a growing awareness and urgency for the need of basic community health care programmes. CASA assisted such programmes with nutrition inputs for children six years and under, nursing/expectant mothers. To wipe out malnutrition from the children's world, and bring basic health care to the family, what is required is an integrated health care programme which would include such activities as basic health education, nutrition feeding, health care and family planning. This means more dedicated, qualified and technical staff at the field level for implementation. CASA has a growing concern for supportive assistance to comprehensive health care programmes.

(c) Non-Food Material Aids

During 1975 CASA received about Rs. 64,00,000.00 of non-food material aids (clothing, blankets, soap, etc.) for use in emergency programmes and general distributions to institutions such as hospitals, orphanages, school hostels, etc. Total distribution of 40,00,000 worth of these material aids was made. Approximately 400 institutions or 9,00,000 beneficiaries received Rs. 36,30,000 worth of these material aids during the year. Approximately another Rs. 3,70,000 of these clothings/blankets etc. were used in emergency programmes.

Emergency Reaction

(a) Drought Relief

For India 1974-75 has been a year of drought and floods. Both Tamil Nadu and Gujarat States experienced the worst droughts of this century in which some 40 million people were affected. CASA was involved in each State through drought

relief programmes. It is worthwhile to mention the accomplishments in Tamil Nadu State during the drought relief operations for which the Area Office, Madras was responsible during 1975:

<i>Accomplishments</i>	<i>No. of projects</i>
Drinking water wells deepened	347
New drinking water wells	54
Irrigation wells deepened	2,184
New irrigation wells	85
Tanks desilted	22
Tube wells sunk by drilling machines	40
Total	2,732

(b) Flood Relief

With the advent of the best monsoon in many years, during the months of August and September, major and minor floods affected some 23 million people in 15 States throughout the country. CASA was deeply involved in flood relief operations in Orissa, Bihar, Gujarat and Maharashtra. The worst and unprecedented flood took place in Patna, Bihar where approximately 3.5 million people were affected.

CASA with the assistance of three medical teams—MacRobert Hospital, Dhariwal; Creighton-Freeman Christian Hospital, Vrindaban and a CASA medical team from Calcutta and a general relief team was able to immunize over 54,000 people against cholera, approximately feed 10,000 beneficiaries with nutritious food and distributed 113,632 pieces of cloth, purchased by CASA and contributed by Salvation Army and Calcutta Urban Service in about three weeks time. The selected areas of operations were Khagaul, Bhita and Vikram Blocks in Patna district and Arrah Municipal area in Bhojpur district.

As a follow-up measure of this devastating flood in Patna, CASA, and the Bihar Housing Board, is taking up a low-cost housing scheme for 50 homeless families.

Refugee Rehabilitation

In Calcutta Area in collaboration with the Cathedral Relief Services an integrated projects has been initiated at the Panchannagram Village for the 111 families of former East Pakistan refugees.

Material Aid Section

In 1975, we have had no food supplies from our regular source viz., the PL-480. Due to certain technical reasons, the programme was suspended for 1½ years. At the request of the Churches, the NCCI and CSA Executive Committees asked CASA to do everything possible for the restoration of the PL-480 programme, without compromising the Church's integrity. All-out efforts have been made in this context and USAID/Delhi/Washington have approved a 1976 Programme Plan for 98,000 beneficiaries in 7 states. This programme is beginning January, 76.

The massive drought and flood emergencies, and the long-term development projects which required food assistance during 1974-75 were carried on with the continued flow of food viz. wheat from the U.S.A. and West Germany. The CROP, CWS and LWR, USA and Bread for the World, West Germany, assisted with 20,500 metric tonnes of wheat which was used in FFW programmes in some 10 states.

P.C. Joseph goes on to report on the committee meetings, staff, finance, Church involvement, future of CASA, Resource Channelling Agencies, etc. etc. He concludes his report with the following epilogue reiterating its stand on development.

Epilogue

This review of the activities of CASA in 1975 identifies development as the goal of the organisation. To a large extent, CASA owes its achievements to the Indian Churches, to whom it is increasingly relating and responsible, as well as to the various Resource Channelling Agencies with whom it has liaison. It also gratefully acknowledges the unstinted support it has

received from Christian leaders who have given so generously of their time and talent to serve on the various Committees of CASA; Government Officials, consignees, project holders and numerous other friends engaged in social welfare programmes with us.

It is due to these committed people and organisations that CASA is able to do its mite in bringing help to our brothers and sisters who have been most exploited for the past several generations. Let us continue in this task so that all people realise their potential for becoming full citizens of this country, full partners with us in the task of nation-building, and full brothers and sisters with us under the Fatherhood of God.

The cyclostyled Report has several appendices with details and descriptions of various projects as well as financial statement of receipts and disbursements.

CHAPTER IV

The New CASA

THE PRESENT CASA was born on March, 31 1976, as per the decision taken in the N.C.C.I. assembly in Nagpur in October/November 1975. Since it is helpful to know the procedure how the present autonomous CASA took its existence, the first portion from the minutes of that meeting is reproduced below. It is called the first National Board meeting of Church's Auxiliary for Social Action. After a brief devotion led by Bishop Philipose Mar Chrysostom, former Chairman of the N.C.C.I., the first National Board Meeting commenced at Y.M.C.A. Tourist Hostel in New Delhi.

Members Present

The Most Rev. N.D. Ananda Rao Samuel

His Grace the Mar Aprem

The Rt. Rev. Eric A. Mitchell

The Rt. Rev. P. Mar Chrysostom

The Rt. Rev. L. Easter Raj

The Rt. Rev. R.D. Joshi

The Canon S.K. Biswas

Rev. Dr. G. Thomas Edward

Rev. Dorairaj Peter for Mr. Azariah R. Isaacs

Mr. P. Sadhu Samuel

Rev. B. Thoma

Mrs. D.L. Gopal Ratnam

Mrs. P. Ananda Velu

Dr. M. Abel

Dr. P. Prabhudas
Mr. J.M. Das
Mr. G.R. Devasahayam
Mr. Paul Lakhan Lall
Mr. J.M. Bhelwa
Mr. L. Bizo
Mr. K.T. Chandy
Mr. C.A. Cornelius
Mr. P. Robert Guruswamy
Mr. V. Henry Devadas
Mr. Mathai Zachariah

Visitors:

Mr. Soon Young Han, WCC, Geneva was warmly welcomed by the Chairman.

Apologies:

Rev. Alexandar D. John
Rev. S.K. Bepari
Mr. John Prakash
Mr. John F. Masih

Meeting Called to Order

Mr. Mathai Zachariah, General Secretary (Ag.) of the National Christian Council of India called the meeting to order.

Election of Interim Chairman

CNB: 76: 1 That the Rev. Canon S.K. Biswas act as Interim Chairman.

Appointment of Recording Secretary

CNB: 76:2 That Mr. J.M. Bhelwa serve as Recording Secretary for this meeting.

Quorum

CNB : 76: 3 It was reported that for the proceedings of the meeting there was quorum.

Statement by NCCI General Secretary

CNB: 76: 4 The statement of the NCCI General Secretary (Ag.) Mr. Mathai Zachariah, regarding the new structure and philosophy of CASA was accepted.

Appointment of Nomination Committee

CNB: 76: 5 The following were appointed to serve on the Nomination Committee:

1. The Most Rev. N.D. Ananda Rao Samuel, Convener
2. The Rt. Rev. R.D. Joshi
3. Mr. P. Sadhu Samuel
4. Mr. J.M. Das

CNB: 76: 6 That the Nomination Committee be required to bring recommendations on items 7,8,9,10 and 11 laid down in the Agenda.

Dr. M. Abel re-introduced the mandate given to the new CASA by its Constitution for review of the members of the National Board of CASA.

CNB: 76: 7 That the clarifications of the Constitution of new CASA expressed as through discussions of the members of the National Board of CASA be accepted for future reference.

Election of Office Bearers

CNB: 76: 8 The following appointments were accepted based on the recommendations of the Nomination Committee:

- | | |
|------------------|--------------------------------------|
| A. Chairman | The Most Rev. N.D. Ananda Rao Samuel |
| B. Vice-Chairman | —Mr. L. Bizo |
| C. Treasurer | —The Rt. Rev. Eric A. Mitchell |

CNB: 76: 9 That the following from the members of the *Executive Committee of CASA*

1. Officers:

- (i) The Most Rev. N.D. Ananda Rao Samuel, Chairman
- (ii) Mr. L. Bizo, Vice-Chairman
- (iii) The Rt. Rev. Eric A. Mitchell, Treasurer

2. Representatives of Member Churches

- (i) Rev. Dr. G. Thomes Edward
- (ii) His Grace the Mar Aprem
- (iii) Mr. P. Sadhu Samuel

3. The General Secretary, NCCI

Mr. Mathai Zachariah

4. Nominee of NCCI

Dr. M. Abel

5. The Director of the Society

Mr. P.C. Joseph, (Ag. Director)

6. Representative of International Ecumenical Agencies

Mr. Thomas H. Hemphill

7. From Experts

Dr. (Mrs.) Helen Gideon

CNB: 76: 10 That the following be accepted as members of the National Board of CASA as experts:

- 1. Dr. (Mrs.) Helen Gideon
- 2. Rev. Dr. George Ninan
- 3. Dr. J.B. Chitamber
- 4. Mr. M. Vasanta Rao

Appointment of Director

CNB: 76: 11 That Mr. P.C. Joseph serve as Acting Director of CASA until the Executive Committee screens applicants and selects a New Director, by the end of May, 1976.

Screening of Applicants for the post of Director

CNB: 76: 12 The National Board authorised the Executive Committee of CASA to screen applicants for Director, and select the Director of CASA, by the end of May, 1976.

Zones

CNB: 76: 13 That we recognize the following four zones for the activities of CASA:

1. Delhi
2. Bombay
3. Calcutta
4. Madras

Demarcation of Zones

CNB: 76: 14 That the Executive Committee be required to define the demarcation of the Zones referred to in Resolution No. CNB: 76: 13

The Executive Committee of CASA met on May 13, 1976 in New Delhi. The settlement of assets of new CASA was a knotty problem. Therefore, J.M. Das, Treasurer of N.C.C.I. was present by special invitation. Earlier on March 31, 1976 Mr. Das had made a statement on this subject in the National Board, of CASA, as he is a member of the National Board. Now on May 13, 1976 he made some clarification concerning the legal complications?

- “(1) He explained the legal difficulties in transferring funds and other assets from CSA to CASA from the point of view of Company Law and Income Tax Law.
- (2) The Memorandum of Association of CSA does not have any specific provision for the transfer of funds and assets to any other Organization. Mr. Das has obtained legal opinion on this point which confirms this view. The Memorandum of Association of the CSA will have to be amended to enable the CSA to transfer funds to CASA as a distinct legal entity.
- (3) There is legal difficulty about this transfer from the point of view of Income Tax Law. Amounts have been

accumulated during the last few years by CSA in its Income Tax assessment under Section 11(2) of the Income Tax Act 1961 with Income Tax Officer's permission. The permission of the Income Tax Officer is necessary before the transfer can be effected from the CSA to the new CASA. It will take some time for this permission to be obtained and this matter can be taken up with the Income Tax Officer only after the CSA has amended its Memorandum of Association enabling it to transfer fund to the new CASA.

- (4) Before CSA is able to transfer funds to the New CASA, it will be necessary for the new CASA to obtain the Exemption Certificate from the Income Tax Department under Section 80-G of the Income Tax Act, 1961. If CSA transfers funds to the new CASA before this Certificate has been obtained by new CASA, CSA will have to pay gift tax, which may run into several lakhs.

After clarifying the above points Mr. Das stated that in the last meeting of the CSA held in Calcutta in April 1976, the CSA had already RESOLVED to amend its Memorandum of Association to enable it to transfer funds to the new CASA and it had also RESOLVED that funds would be transferred to the new CASA after clearance of these legal difficulties, in accordance with the decision of the Joint Committee set up by the new CASA and CSA for proper division of the assets and liabilities between these two Bodies."

This statement was approved by the Executive Committee. The question of a suitable Director capable of projecting the Development image of the new CASA was a difficult task. After interviews of many eminent men the Executive Committee resolved.

- (i) That Mr. P.C. Joseph be appointed as Director of CASA until his retirement at the age of 60, i.e. on July 14, 1977; and that Mr. P.C. Joseph shall receive two months' leave with pay preparatory to retirement.

- (ii) That any Earned Leave presently accrued to P.C. Joseph should be taken prior to 31st December, 1976.
- (iii) That a Director-Designate be appointed by 1st January, 1977, if possible, in order to prepare for taking over responsibilities as Director, at the time of P.C. Joseph's departure for leave prior to retirement, i.e. approximately 14th May, 1977.
- (iv) That three of the applicants interviewed, namely H.N. Mukherjee, Major J.K. Michael and Col. K.C. John, be considered for the post of Director-Designate along with applicants to be interviewed in September/October, 1976; the Chairman is to inform the three applicants referenced above regarding CASA's interest in them.
- (v) That, in addition to advertising for the post of Director (i.e. Director-Designate), heads of Churches shall be requested to submit names to CASA of candidates for the post, and that such candidates may be invited to appear for interview.
- (vi) That the annual increment of the Director's salary shall be fixed at Rs. 100, i.e. the salary scale shall be: Rs. 1,500—100—2,500.
- (vii) That Mr. P.C. Joseph, as Director, shall receive a basic salary of Rs. 1500 plus six increments, i.e. basic salary of Rs. 2,100, plus allowances of Rs. 1000, i.e. total emoluments of Rs. 3,100 per month; that these allowances shall be given in lieu of house rent paid by the organization, and regardless of the quantum of the house rent paid by the Director.

Concerning the purchase of office building the committee heard the report of the Sub-Committee. The members of the Executive Committee made a visit to the building 3rd floor of Rachna building and decided to purchase the third floor of approximately 6,500 sq. ft at the rate of Rs. 290 per sq ft. It was decided that:

- (i) Steps should be taken for the evaluation of the property by Government evaluators.

- (ii) To check whether the present price quoted namely Rs. 290 per sq. ft. is the correct market price prevalent now.
- (iii) To get in touch with the Indian Overseas Bank authorities, who are one of the occupants of the above building to find out their terms and conditions of the purchase.
- (iv) The Director was asked to get all the necessary needed documents from the owners and get the same verified and examined by the lawyer and a trial deed be prepared for the purchase of the building.
- (v) The Director is authorized to proceed with the purchase of the building, and to make all necessary arrangements in this regard and to find adequate funds for the purchase of the building.

Another important decision of that executive was on the standing committees to assure decentralisation.

The Chairman and the Director initiated a general discussion on the appointment of Standing Committees and the desire to have such Committees for the efficient operation of the organization:

CEC: 76: 22 The members discussed the matter and decided that in addition to the Executive Committee, there need not be other Standing Committees except one on Finance. Since the Executive Committee will be meeting once in three months, it would be able to take full responsibility for the overall administration. Appointing of Standing Committees would become superfluous and expensive.

CEC: 76: 23 The Committees appointed the following members as the Finance Committee:

1. Bishop Eric A. Mitchell, Chairman
2. Bishop L. Easter Raj
3. Mr. J.M. Das
4. Mr. P. Robert Guruswamy
5. Mr. L. Bizo

Concerning the Zonal Committees it was decided.

The Director reported to the Committee that necessary correspondence and contacts have already been made regarding the functions of the Zonal Committees.

As soon as the names and representatives from the Churches and the Regional Christian Councils are received, appropriate action would be taken to organize Zonal Committees in Bombay, Madras and Calcutta. The Delhi Zonal Committee and the Zonal Office are yet to be organized.

CBC:76:28 The Committee approved the above action.

(ii)—Demarcation of Zones

The following are the States covered by each Zones:

<i>Northern Zone</i>	:	Uttar Pradesh, Rajasthan, Jammu and Kashmir, Punjab, Haryana, Himachal Pradesh and Delhi.
<i>Southern Zone</i>	:	Tamil Nadu, Pondicherry, Kerala, Karnataka and Andhra Pradesh.
<i>Eastern Zone</i>	:	West Bengal, Orissa, Bihar, Meghalaya, Assam, Nagaland, Arunachal Pradesh, Manipur and Eastern Madhya Pradesh.
<i>Western Zone</i>	:	Maharashtra, Gujarat, Goa and Western Madhya Pradesh.

The CASA executive which met on October 25—26, 1976 in New Delhi discussed many important matters such as CASA Personnel manual, revision of the salary of the staff, appointment of Finance Officer etc. The new CASA tried to offer job security and confidence for the staff. The past experience of changes had been disappointing to some staff. But the new CASA made all efforts to encourage the staff members and get the maximum from them for the cause of CASA.

In a Souvenir called TURNING POINT published in October—November, 1976. Mr. P.C. Joseph, the Director, raises several pertinent questions in his editorial:

(a) *Definition of development*: How do we define "develop-

ment and "social justice"? How are these terms to be the guidelines for the new thrust of CASA?

(b) *From relief to development*: How can CASA move from relief to development, i.e. to change programmes established on a relief basis (and designed to carry out relief work) into programmes of people's participation and socio-economic change for the good of the future of the whole community? How can staff trained and skilled in relief work be re-trained and re-oriented in order to be effectively useful as we face the development task ahead?

(c) *Food importation*: Should CASA continue to be a channel for foreign food? To what extent does the utilisation of food blind the organisations to the greater tasks ahead, particularly with reference to the structural change which food alone cannot bring about? If food is to be utilised, should it be imported or purchased locally? In lieu of food, what other resources might be used, and how, to better achieve the objectives we articulate?

(d) *Clearing and forwarding activities*: How long should CASA continue to be the primary importing agency for medical, agricultural and emergency supplies and equipment? To what extent does this task divert attention and concern away from the primary tasks in the fields of emergency reaction and development? Is there a practical alternative to this long-standing practice?

(e) *Church relations*: If CASA is to be truly an AUXILIARY of the CHURCH—what is to be CASA's relationship with the Indian Church, and what is to be their relationship to the development process? How best can CASA give witness to Christian concerns for suffering people? How best can CASA assist the Church in a programme of ACTION in this regard?

(f) *Financial self-reliance*: How is CASA as an organisation to survive financially in the coming years? For more than a quarter century, CASA has relied primarily upon assistance from Churches overseas. How long will it be practical for CASA to rely on outside assistance for administration as well as programme support? Is the time not ripe for CASA to undertake seriously major fund-raising campaigns in India? How long can CASA stand as an Indian agency when its very life-blood is provided by non-Indian donors? Can Churches, organisations

and individuals in India be inspired to share CASA's commitment to development with social justice, and can they be relied upon for financial support? The Editorial of the same Souvenir explains its new thought as follows.

A New Concept

From its inception 29 years ago CASA has been primarily a relief agency. But not anymore. It will continue to react calamities but its main thrust is towards DEVELOPMENT.

Development in a process that is essentially concerned with liberating MAN from the injustices that have created the imbalance between the rich and poor. It is economic and technological; cultural and political. It concerns PEOPLE. . .

People matter to CASA. One way to bring about change in the lives of people is to build new roads, construct more houses, run dispensaries. It is change, certainly. But change desired and brought about by an external force. It is a power from without and therefore limited in scope and effect. [Because some of the people cannot change the life of all the people UNLESS. . . .

Unless the power for change comes from within. And the change is desired and brought about by the people themselves.

This is the other concept of change. And the premise on which the new CASA is based. It involves the teaching of new skills, the running of health programmes and many other activities. But above all, it involves the PEOPLE in the progress of CHANGE.

It was also made clear to the existing staff whenever new posts are advertised the present staff could apply if they are qualified for the advertised post. While the fresh applicants are screened and only a few are called for interviews, the applicants from CASA staff are always called for the interview without being subjected to the preliminary screening process. At the same time the management wanted the most suitable men for the post, whether he is a staff member or a fresh applicant.

The executive committee which met on December 9, 1976 sanctioned Rs. 5,000 for assistance by way of fees to children of the political detenus. The relevant portion from the minutes of that executive committee is as follows:

"Letter from Dr. M.M. Thomas regarding assistance to

detenus families: The Director pointed to the minutes of the Executive Committee meeting held on July 28—29, 1976 (Resolution No. CEC:76:46) in this connection with the request received from the Convenor of the Committee for financial assistance to detenus families. He further submitted a letter received from Dr. M.M. Thomas, one of the Joint Convenors of the above Committee.”

The members of the Committee discussed this matter once again and felt that it may be essential that we should try to assist individual cases where there is a genuine need and therefore:

CEC : 76 : 118 RESOLVED to form a Sub-Committee consisting of Bishop Eric A. Mitchell, Dr. (Mrs.) Helen Gideon and P.C. Joseph to screen the list of detenus families submitted by Dr. Thomas now and future lists as well to find out whether CASA could give suitable assistance to the families either by way of educational assistance or any other suitable assistance.

CEC : 76 : 119 It was further RESOLVED that no cash payment will be made to the Committee. A sum of Rs. 5,000 was sanctioned in this regard to give assistance to deserving cases by way of fees to school and college students or technical training or by any other suitable means.

Nevertheless later when the next executive met on March 4 and 5, 1977 the Emergency had been removed and many of the political prisoners released, it was decided not to implement the proposal.

The 1976 annual Report was presented by P.C. Joseph to the National Board which met on January 21, 1977 at Whitefield, Bangalore.

When a nation, country movement or organisation is born or becomes independent, it faces unexpected and unprecedented challenges. This is true of Churches and church organizations as well. CASA is no exception. With CASA granted autonomy by

the action of the 18th Assembly of the National Christian Council of India in November, 1975, the stress has increased considerably. However, amidst various trials and challenges, the last twelve months have been a period of steady growth.

Calendar of Events

CASA was registered as a Society on 12th February, 1976. The National Board consisting of representatives from 18 Churches, was summoned on 31st March, which put the new Society into action. The Executive Committee met on 13th May, to deal with matters long awaiting its attention. New office accommodation to house the headquarters and Delhi Zonal Office was taken possession of on July 14, 1976, at Rachna Building, 2 Rejendra Place, Pusa Road, New Delhi. The Zonal Committees was inaugurated in August.

Progress in the Field:

In the field of action, the progress has not slackened. In spite of inadequate staff at all levels, the socio-economic development activities, disaster response and other operations of the organization continued unabated. The financial projects in remote drought-prone areas are nearing completion. The food-for-work projects undertaken to combat food scarcities in drought-prone areas of Tamilnadu, Gujarat, Rajasthan, Uttar Pradesh, Bihar, West Bengal and Orissa have also proved effective not only in giving temporary work to thousands of landless sections of the community, but also in providing more agricultural and irrigation facilities to the small and marginal farmers of our country.

The resumption of PL-480 programme in January 1976, has also considerably increased the areas of field operations.

Emergencies

In the year 1976, CASA got involved in a number of emergency operations in different parts of India. Some of the major programmes in which we participated are:

Resettlement of Slum Dwellers—CASA helped people of two communities, Janata Colony in Bombay and Sukanto Colony in Delhi.

Janata Colony, Bombay, with a population of about 72,000

is among the biggest slums in Bombay city. This colony ran an MCH programme, through BUILD, for one year or two utilizing supplies received through CASA. The Bombay Municipal Corporation decided to shift the entire colony to a new site at Cheeta Camp in May.

When the mass evacuation commenced, CASA was working in close collaboration with BUILD in assisting the community in their exodus from Janata Colony to Cheeta Camp, where the Corporation has given alternate rehabilitation site. BUILD, together with CASA and other local Christian organisations, promptly organized relief operations, medical programmes, immunization and rehabilitation of the community. The community, in spite of the cyclonic weather in Bombay at that time, bravely moved into the new site and started putting up temporary shelters.

Sukanto Colony, Delhi—In Delhi, some ten thousand people who had been living in jhuggis on Jamuna Bridge, were moved to a new settlement in New Seemapuri, during the monsoons. CASA had already been involved in socio-economic work in that particular settlement through a local group called Action India. The leader of the group apprised CASA of the shifting of the Sukanto Colony and suggested an emergency programme providing medical aid and feeding, which we undertook with immediate effect.

Floods

CACHAR Floods—Normally, this district receives 250"—300" of rainfall per annum. This year it received 250" in the first month alone. This resulted in three waves of flood as the river Barak and its tributaries repeatedly overflowed their banks. The flood affected over 945 sq. miles and nearly a million people. In Silchar Sub-division, 14 villages were completely washed away, damaging approximately 98,000 acres of crops.

All educational institutions in Silchar town were converted into relief camps housing nearly 63,000 people. Voluntary organizations like Marwari Relief Society and Bharat Sevashram Sangha distributed relief supplies which they had received from the government. The Catholic Bishop of Silchar also ran a

relief camp with the help of Catholic Relief Services and CARITAS (India).

CASA made arrangements through Church leaders to organize relief operations in Silchar and Karimganj Sub-Division for 15,000 beneficiaries. Local Church leaders organized the programme on behalf of CASA. Sarees and dhotis worth Rs. 10,000 and paddy seedlings worth Rs. 13,000 were given to flood victims.

In Mathura, overflow of Gobardhan Drain and the River Jamuna inundated vast areas in the city and the surrounding villages of Gobardhan and Chhata Tehsils.

CASA made available medicines, vaccine, etc., to medical teams from Christian Medical College and Hospital, Ludhiana. Nearly 5000 people received treatment.

UMCOR donated Rs 75,000 for CASA relief programmes in Cachar and Mathura.

In Amritsar district, floods caused by what has been described as the 'heaviest rainfall' in the last 200 years, brought untold misery to villagers in Ajnala Tehsil.

Bishop Earnest John, of the Diocese of Amritsar, and local pastors organized a relief committee to help flood victims. CASA field staff helped to organize a medical programme for 28 villages. Six thousand people were immunized against cholera and another 25,000 were treated for various ailments. The programme, lasting a week, was made possible with the help of a medical team from the Mac Robert Hospital, Dhariwal, of the Salvation Army.

Bihar Floods—(a) Gaya: A four-week Maternal and Child Health Programme was organized for 2,500 flood victims in Gaya. A medical team immunized people against cholera. Sarees, dhotis and other clothing, donated by the Salvation Army was also distributed among the flood victims. Young people from local Churches and Christian leaders assisted CASA staff in the programme.

(b) Aurangabad: A medical team rushed with medicines worth Rs. 1,500 when news of outbreak of cholera was reported from Goh area. Relief supplies were also distributed.

Udayanarayanpur—For the first time, large areas of Howrah district were hit by floods. A relief programme was organized

in Udayanarayanpur. It included medical aid and distribution of clothing.

In addition to these programmes, clothing was also sent for flood victims in Arrah in Bihar and Sundarbans and Raidighi in West Bengal.

South India—As late as November, 1976, there were two lightning floods—one in Madras city and the other in Nellore district of Andhra Pradesh. In Madras, the recorded rainfall was 45 cms (18") whereas the maximum rainfall recorded at any previous time was only 26 cms, and that was on 10-12-1901. Likewise in Andhra Pradesh, in Nellore district, where the average annual rainfall is 1100 mm., this year it almost touched 2000 mm. Both in Madras and in Nellore, our Madras Area Office rushed supplies and funds and conducted emergency flood relief operations. In Madras city and its neighbourhood, CASA made available approximately 12,000 kgs. of Bulgur Wheat and 820 cases of oil through 13 Contract Persons, to prepare 39,590 packets of food to be distributed to the flood victims. Nearly 60 bales of clothing/blankets and 10 cartons of soap were also distributed. In Nellore district, CASA made available Rs. 11,250 to our Contract Persons in the area to assist the flood victims. Clothing and blankets were also distributed in the area.

Drought

While floods raged in Madras City and Nellore district, major parts of Karnataka and certain parts of Andhra Pradesh are experiencing drought situation. Special attention is being paid to these areas.

Southern Zone Field Operations

In the Southern Zone, because of acute drought conditions in a number of districts in Tamilnadu in 1976, the main emphasis was to provide additional water facilities for agriculture and provide work for the landless community.

A large Maternal and Child Health programme is also running satisfactorily covering 35,528 beneficiaries with the assistance of 26 Contract Persons. The Nutrition Officer in Madras Area Office is in charge of the MCH programme. She is also engaged in giving talks and demonstrations of nutrition to

a number of institutions in Tamilnadu and other Southern States.

Western Zone Field Operations

Other than the regular MCH programme and the few financial projects, the Western Zone was able to accomplish a good number of Food-for-Work projects.

Through the MCH programmes, the Western Zone is assisting 23,035 beneficiaries in different parts of Maharashtra and Bombay city. Projects supported MCH commodities include innovative community health projects at Jamkhed and Miraj, as well as community organization based projects in urban areas.

The Bombay Area Office financed the Kolhapur Diocesan Council to purchase seven oil engine pumpsets which will be initially utilized for de-watering of new irrigation wells being dug and subsequently for providing water for irrigation of poor and marginal farmers' lands in Kolhapur/Sangli areas.

The Centre for Studies on Rural Development, Ahmednagar College, was also assisted with funds this year to proceed with the work on the following financial projects :

1. Taklikazi and Ukkadgaon Percolation Tanks.
2. Narayandoho Masonry Dam.
3. Lift Irrigation Scheme, Ukkangaon Village.

Work on the first two projects has been completed, and the third is in progress.

Eastern Zone Field Operations

Besides an MCH programme covering 16,030 beneficiaries, the Eastern Zone is very active in FFW and other financial projects. The FFW projects are closely linked with the development programme of the Government; the MCH programmes are run through local organizations which are responsible for carrying out additional inputs for the beneficiaries in health, education and nutrition; the financial are taking the shape of comprehensive development schemes.

Financial Projects

1. *Dhapa Slum Improvement, Calcutta* : In Calcutta, the slum improvement work which started in Dhapa at the garbage dumping ground is progressing well. One hundred housing units are already completed and turned over to the community through the Calcutta Corporation. CASA's social worker is continuing his activities in the slum. A socio-economic survey conducted in the slum and in the neighbourhood, with the assistance of Calcutta Urban Service Consortium (CUSCON) is being studied for further developmental activities in the community.

2. *Slum Improvement Project, Calcutta* : In order to provide health education and to give medical assistance to slum children, a medical team has started work in Calcutta. A social worker of the Mobile Milk Canteen and a health educator, who have conducted surveys, particularly in very needy slums, have carefully selected five centres initially for this work. The medical team is headed by a doctor; assisting her is one health educator and one compounder. In a few centres, local volunteers are actively participating in this work.

3. *Panchannagram Housing Project* : This project is an attempt to provide pucca houses for a refugee community of 110 families who are squatters on unauthorized government land. As they are now provided with land by the government, CASA and the Cathedral Relief Services have begun this housing project. The community itself shall be very much involved in the planning and construction of their own houses.

4. *Paharia Project, Santhal Parganas, Bihar* : Assistance to the community in their seasonal agricultural activities, community health, and nutrition is continuing. Efforts are also being made to establish closer contacts with the community, so that their participation in the total project becomes more active and meaningful. Group meetings of the community are held fortnightly to get them together and to discuss their problems. The "Pradhans" (local leaders) of the villages are called together to form a committee to advise our field staff regarding the different needs of the people and opportunities for change.

The entire programme is at present managed by one CASA

staff member, two volunteers, one a qualified social worker (MSW) and other a commerce graduate. Six field supervisors selected from the Paharia community and a medical team (nurse, health educator and general duty assistant) are also working on this project. The Medical Superintendent of St. Luke's Hospital is rendering part-time services to the medical team, and is also responsible for running the health education work. Efforts continue to recruit a fully-qualified Programme leader and one Agriculturist for this project.

5. *Twenty feet diameter Irrigation Wells in Deo Block of Aurangabad District, Bihar* : Eight of the ten irrigation wells have already been completed. Each large size well can provide irrigation facilities for 10 acres of land. All these are community wells on government land for the benefit of small farmers (scheduled castes/harijan families) the district officials are providing Persian wheels, free of cost, to lift the water.

6. *Majhauri Irrigation Scheme, Dumeria Block, Gaya District, Bihar* : This is a large irrigation scheme with a big command area. Both the earth work of the dam and the masonry work was over in May and the irrigation scheme started functioning in September. According to the estimates of the government, the whole scheme can initially irrigate 2000 acres of land. The project is situated in one of the remotest areas of Bihar where irrigation facilities to the local community are very limited.

7. *School Health Programme* : The school health programme initiated last year under the Feed the Children Aid Programme in Howrah, is making a real impact on the health of the school children.

(a) *Nutrition* : Eleven nutrition centres with 1600 beneficiaries are running in Howrah with the help of our Samaj Sevikas who are trying to make them as efficient centres to train mothers and children in health and nutrition.

(b) *Health* : (i) Immunized 8138 students with first dose and 6579 with second of Double Antigen in 71 schools.

(ii) Organized 10 exhibitions on nutrition, immunization and family planning in remote rural area of Howrah.

(iii) Perhaps the biggest achievement of the team in the

field of community health, has been the near eradication of high incidence of scabies and other skin diseases among the students of 8 primary schools in the area.

8. *House Construction for Flood Victims Harekal, Karnataka:*

This project was initiated in 1974 in collaboration with the State Government of Karnataka for the rehabilitation of 80 families who were badly hit by floods. The project was to assist them with housing, agricultural facilities and other basic amenities like drinking water, sanitation, community health, etc. The sponsors of the project are the Mysore Southern Diocese, assisted by UMCOR and CASA. CASA sanctioned an amount of Rs. 1,49,000 for this project, out of which Rs. 80,000 has been transferred to the project holder so far. Thirty-eight houses have been completed and families have moved into the new houses. A large amount of work was involved in this project as the area where the housing project was taken up was a hilly tract. The Government of Karnataka assisted this project considerably by reclaiming land and giving other additional facilities. Both the Government and the Mysore Southern Diocese are very happy with this rehabilitation project.

9. *Day Care Centres, Madras City:* The Madras Christian Council of Social Service are the sponsors of this project. The MCCSS have taken up 15 Day Care Centres in the slum areas of Madras City. Each centre takes care of 80—100 children. CASA provided funds for mini-toilets, recreation equipment, furniture, etc. These Day Care Centres also run a nutrition programme assisted by CASA. So far CASA has given Rs 20,000 for this project.

10. *House Basements for Flood Victims, Kuttanad, Kerala:* A sum of Rs. 31,757 provided by CASA, has been spent by the Kerala Christian Council for the completion of 50 house basements for flood affected victims of Kuttanad, Kerala.

Other Financial Projects

Early in the year, as decided by the National Board, CASA took over 35 active financial projects from the former projects and development department of the Christian Service Agency. Twenty one of them are on going projects in one way or an-

other and our Projects Section is responsible for the running of these. Projects and field staff have visited some of these projects during this year. Work is progressing satisfactorily.

A brief description of all projects are appended separately.

Material Aid

A detailed statement giving the total receipt of food supplies (both PL-480 food and Non-PL-480 food), medical supplies, and clothing and blankets, is appended herewith.

Development Consultation

At the Executive Committee meeting held on July 28—29, 1976, the Chairman proposed that it would be helpful to have a Consultation on CASA to define its future policies and priorities. On the basis of this suggestion, the Executive Committee decided to conduct Regional Consultations, as well as a National Consultation. The Regional Consultations were to be held in each of the three zonal areas. Zonal Committee members, project holders, senior staff members of CASA and Church leaders of that particular region were to attend these Regional Consultations. The National Consultation was proposed to be held in January, 1977, in which all the National Board members, Executive Committee members, Chairman of each of the Zonal Committees and all senior staff members of CASA were to attend. Also, it was decided that the supporting agencies from overseas were to be invited for the National Consultation.

In 1976, the three Regional Consultations were conducted at Bombay, Bangalore and Gauhati. The Bombay Consultation was planned by the Late Bishop R.D. Joshi, and therefore, it was only necessary to request the Zonal Committee members and Area Office staff to attend this consultation organized by the MCSA, in collaboration with other churches. The theme of the Consultation was—"Development." About 113 participants attended Consultation.

The Southern Regional Consultation was held at Bangalore on November 15—16, 1976. The theme of the Consultation was—"Development for Greater Justice in Society." About 65 people participated in this Consultation, consisting of

several Church leaders, a large number of project holders from all over the South, and a number of Area staff. The Consultation, arranged by our Madras Area Office, invited appropriate speakers to give useful talks on the theme. The findings of the Consultation, workshops and discussions are being summarized. The same will be circulated to the participants.

The Eastern Regional Consultation was held at Gauhati in order to assist the hill area people. There was a total attendance of 45. A large number of Church leaders representing church groups affiliated to the NEICC also attended this Consultation. The theme of the Consultation was—"Justice, Self-Reliance and Economic Growth." We are happy to mention that non-Christian leaders from the Eastern region also participated in this Consultation. Shri Pannalal Das Gupta, a Gandhian and also a member of the Planning Commission of the Government of West Bengal, gave a very interesting talk on "Self-Reliance." Shri Satyam Maitra of the Bengal Social Service League, a veteran leader in non-formal education, gave a very enlightening talk on "Non-Formal Education and Development". The Development Commissioner of Nagaland, Mr. Aier, gave a talk on "Socio-Economic Development in Nagaland".

As the main theme of the three Regional Consultations was mainly Development, this has assisted the members of the Zonal Committees and the senior staff to get a real orientation on the subject.

The National Consultation is planned to be held at the Ecumenical Christian Centre, Whitefield, from January 17—20, 1977. We are expecting about 85 to 90 participants. Representatives of supporting agencies from overseas will also attend this vital consultation. We hope the new policies and priorities of the new CASA will give a new thrust to help the weaker sections of the nation to improve and develop themselves.

Financial Position

We are enclosing a statement of accounts for the year 1976. Because of the delay in the first meeting of the National Board and the Executive Committee of CASA in early 1976, the administrative budget for 1976 was submitted to

CICARWS only on May 15, 1976. The World Council of Churches did not approve our annual budget for the year for the following reasons :

1. As per the Hongkong resolution of the Asia Regional Group, WCC has adopted a definite policy that all countries receiving financial aid from WCC should be in a position to meet their administrative expenses through indigenous resources. So when CASA submitted their annual budget for the year 1976, WCC rightly pointed out that it is the responsibility of the organization to raise funds locally for its administration.

2. Secondly, because of the delay in finalizing the assets and liabilities of CASA with CSA, CICARWS made it very clear to us that it will not be possible for them to meet our 1976 budget. In spite of this firm stand, WCC was good enough to give us advances to the tune of Rs. 10,83,370.39 (122,410.00) for the year 1976. It may also be pointed out that during the course of the year, CSA has given Rs. 15 lakhs from the total assets due to us.

On December 7, 1976, the representatives of CSA and CASA met in Delhi to finalize the total position of assets and liabilities. After a detailed discussion, the following decisions were taken.

1. It was agreed that CSA owes to CASA a total amount of Rs. 61,12,852.96.
2. With regard to the sum of Rs. 3,16,653.53 claimed by CSA as a deduction from Rs. 61,12,852.96, and sanctioned as grants to sundry parties by CSA during the period 1973 to 1975, the matter be looked into carefully by the Finance Secretary of CSA and the Director of CASA. Based on their findings which shall be final, the actual deduction to be made by CSA will be determined. The claim was accepted in principle.
3. CSA will be responsible to collect and pay to CASA a sum of Rs. 5,65,785.69 given as loans by CSA to the three organizations as the SCM, CLS and Hislop College. CSA has taken the ultimate responsibility of paying back the above amount to CASA

even if any of the organizations fail to reimburse the amount:

4. CASA has agreed to pay to CSA Administration Charges at the rate of $3\frac{1}{2}\%$ on a total receipt of Rs. 2,38,24,896 received on behalf of CASA during the period 1971 to 1975.
5. CSA has agreed to pay the CASA a sum of Rs. 26,00,000 now available in Fixed Deposits in Banks as soon as the formalities with Company Law Board and Income Tax authorities are over. These steps are necessary to enable CSA to transfer funds to CASA without and legal complications.
6. CASA agreed that the amount of Rs. 9,52,271 which cannot be paid to CASA immediately, CSA's request for instalment payment at the rate of Rs. 50,000 every six months be accepted.

From the above it may be pointed out that except for Rs. 26,00,000 as mentioned in item 5 above, CASA will not be able to get any funds from CSA immediately. These Rs. 26,00,000 will be available to CASA only after legal formalities are fulfilled with the Company Law Board and Income Tax authorities. We have requested the Honorary Treasurer of CSA to inform us of the approximate date of the release of this amount.

Churches' Participation

In the year under report, as per the decision of the Executive Committee, an appeal dated November 9, 1976, was sent out to all participant Churches and Regional Christian Councils of NCCI requesting an annual Financial Contribution towards the administration of CASA. So far only one Church, viz., the Mennonite Church in India sent its annual contribution of Rs. 500 in this regard. If the sponsoring member churches are not reacting responsibly to the minimum request of this Church's Auxiliary, how can we approach the Churches and Church organizations abroad with a begging bowl for CASA.

We gratefully acknowledge the continued financial support given by the Church of South India towards the salary of our

Area Director of Madras Area. There are other Churches and Church organization among the participant churches who can follow this good example.

Other Local Resources

We were able to collect approximately Rs. 2,50,000 from local sources in the last year. About Rs. 98,000 were given by UMCOR/India. Around Rs. 25,000 were collected through the publication of the CASA Annual Souvenir. In addition, we have issued hospital service charges bills for about Rs. 1,00,000.

We are happy to report that the Income Tax authorities have granted CASA a Tax Relief Certificate for individual donations under Section 80-G. So far, we have not been able to make an all-out effort to get donations from local sources.

A New Home for CASA

As already reported, we took possession of the office premises for CASA at *Rachna Building*, 2 Rajendra Place, Pusa Road, New Delhi, on July 14, 1976. The total square feet area of the premises is 5,899 sq. ft. The cost that we have got to pay to M/s. Rachna Enterprises, the owners, is Rs. 17,10,710. In order to pay half the cost, viz. Rs. 8,55,355 and to meet the initial costs of partitioning, etc, with the permission of the Executive Committee, we took a loan of Rs. 10,00,000 from the Indian Overseas Bank, Pusa Road, New Delhi, on a modest interest rate of 13½%. The loan was taken on July 15, 1976. Out of the total loan, Rs. 7,50,000 was repaid to the bank in October, from the amount realized from the disposal of two bulldozers and spare parts to M/s. Hindustan Steel-work Construction Limited. The remaining Rs. 2,50,000, together with the interest of Rs. 45,550, has also been paid back to the Indian Overseas Bank. At present we have to pay another Rs. 8,55,355 to M/s. Rachna Enterprises, the last half of the total costs of the building. In addition to this, we had to spend approximately Rs. 1,75,000 against the partitioning of the office premises, electrical fittings, purchase of new furniture and renovation of old furniture.

On December 8, 1976 the opening and dedication of the

new premises was held. Most Rev. Eric S. Nasir, Moderator of the Church of North India, dedicated the building, and Prof. G.G. Swell, Deputy Speaker of the Lok Sabha, inaugurated the function.

In this total transaction of the purchase and furnishing of the premises, we have incurred a debt of about Rs. 12½ lakhs. The WCC has informed us that we should not utilize designated funds for such capital investment, and therefore, we do not know as to how we shall meet this deficit of Rs. 12½ lakhs. However, at the suggestion of the Executive Committee we have sent out an appeal to all the supporting agencies with the hope that they will sympathetically consider our case and contribute liberally to clear off this deficit.

Executive Committee

The Executive Committee in the last year met four times. In all the Committee meetings, there was more than 75% attendance, in spite of the fact that members have had to come covering long distances. We had very good meetings and all the members of the Executive Committee took very keen interest in the affairs of the organization. It is a privilege to have a Committee which supports and assist the organizations.

Zonal Committees

The three Zonal Committees started functioning from August 1976. In the last one year, the Western Zonal Committee met thrice, the Southern Zonal Committee twice, and the Eastern Zonal Committee thrice, to transact various business. The representatives of the Churches and organizations are taking keen interest in the activities of the organization.

Staff

The staff position of CASA is still not sound. It is a difficult task to get qualified and trained people for the different assignments that have to be met. Two of the Area Offices still need Area Directors. The Area Offices also require Project Design Officers and Field Representatives. In spite of repeated advertisements in the secular newspapers, in Church journals and Christian magazines, there is a heavy dearth of suitable personnel. Despite repeated efforts, we have not been able to

get an Accounts Officer for our Delhi Headquarters, and a Senior Project Design Officer and a Senior Evaluation Officer. However, we were able to fill in the following positions :

1. One Evaluation Officer for Delhi Headquarters,
2. One Programme Officer for Bombay Area Office,
3. Two Field Representatives for Bombay Area Office,
4. One Field Representative for Calcutta Area Office.

Director—Designate

As the present incumbent is retiring by the middle of July, 1977, the Executive Committee selected, quite in advance, at its meeting held on 9th December, 1976, a person experienced in management and administration as Director—Designate.

Major J.K. Michael has been appointed as Director—Designate with effect from January 1, 1977, and is now being associated with the work of the organisation. We welcome him warmly to the CASA family.

Conclusion

1976 was a year of hectic activities for CASA. We attempted many things, accomplished a few, faced many challenges, problems, frustrations and failures. But the all-protecting hand of God led us through 'thick and thin' in 'sun and rain' and He will guide us in the years to come as well.

New Delhi
January 14, 1977

P.C. Joseph
Director

In a paper presented at CASA's National Consultation at Bangalore in February 1977 Metropolitan Poulse Mar Gregorius raised some pertinent questions.

The Church's Auxiliary for Social Action cannot ignore this disturbing fact. So far CASA has had a chequered history and a doubtful image. Seldom has it been regarded either by the Government or by the public as an expression of the Indian Churches. Basically it has had the image of a foreign financed and foreign controlled enterprise in India.

I remember some years ago a senior official of the Government of India asking us the question how we could justify something like 100 crores of rupees coming into Christian hands from outside agencies every year, a privilege had by only 2½ per cent of the population which was Christian. We replied that the money was being used for service to the nation. The official countered by saying that all the institutional structure and the jobs created by the money helped mostly the Christian community and strengthened it disproportionately in relation to the majority community and the other minority communities. Service to the nation, the official said, could be a cover for the community seeking its own selfish ends.

The Metropolitan suggested the following lines of action.

(a) Progressive emancipation from dependence of funds from abroad, by cultivating of the Christian constituency in India, especially the contributions of the poorer classes in society. Dependence on the wealthy among Indian Christians can still prevent us from identifying ourselves whole-heartedly with the interests of the poor. CASA cannot do this without building an elaborate network using the parishes as a major element in that network. This means full co-operation and backing of the official leadership of the Churches. Unless CASA gets the bishops and the pastors on its side it cannot effectively enlist the support of the ordinary Church member in its work. Only that way it can become really an agency of the Christians in this country.

(b) Shift in emphasis from financing projects to organising projects which make maximum use of the one resource we have in India in plenty—namely people, especially young people.

As time goes on, CASA must build up a network of people and projects in all parts of India who are involved in working with the poor for their own organisation. There has to be a more determined shift from projects of technical assistance or project financing to projects of rural and urban people's organisations. This is where the political parties are failing. Even all the furore in our society today about organising cadres through party youth movements is likely to be betrayed into

becoming an instrument of the privileged classes. CASA will have to pioneer in the development of projects involving people and develop enough stamina and strength to withstand the blandishments of the privileged classes. Organisations of the poor and of the so-called powerless, as soon as they begin to have some power and effectiveness, are bound to be resisted by those who control power now. And usually bishops and other Church leaders are identified with those who control power and not with the powerless.

And so a CASA that is controlled entirely by bishops and Church leaders is itself bound to become reactionary in the long run.

Explaining this dilemma Metropolitan Poulouse Mar Gregorius in his thought provoking speech suggested twofold directions for the CASA to pursue in order to enable the Churches' more creative involvement in human development.

(a) The building up of a huge network of trained young people who can be catalysts in their own societies for mobilising and organising the common people for socially creative production and distribution. A programme that draws in the educated unemployed for socially co-operative production on the one hand and at the same time gives them training in the process of generating people's organisations for human development ;

(b) The development of a decision-making network which includes both Church leaders and young people involved in people's organisations. Such a body will have to do some clear thinking on the processes of economic, social and cultural development in India, and adopt lines of policy that are consistent, even if varied.

The CASA National Consultation held at Whitefield, Bangalore on January 17—20, 1977 was a well organized conference with leaders and participants carefully chosen. The theme was "Justice, Self-Reliance and Economic Growth." Following the Consultation the National Board of CASA met at the same venue on January 21 and decided to send the recommendations to the Zonal Committees for comments before it was presented to the following National Board for the final decision. Since the National Board was scheduled to meet in Bangalore on 3 and 4 May the same year Mr. P.C.

Joseph wrote to the Zonal Committee Chairmen to send the comments by the first week of April.

Since the recommendations of separate workshop are rather lengthy, given below is only the summary of the Recommendations.

Workshops Groups Recommendations

1. *Training* : There was a clear consensus in the Consultation that if CASA is to carry out its new responsibilities effectively suitable training and orientation of people involved in its work at various levels should receive the highest priority. The following groups should receive special attention :

- (a) Grassroot level workers,
- (b) CASA staff,
- (c) Project holders,
- (d) People associated with CASA's decision making processes

The formation of a semi-autonomous department to bear responsibility for this within the CASA along the lines suggested by *Gr. B—Rec. II* merits immediate attention.

Group B.

Recommendation II

In order to help CASA to carry out its new responsibilities effectively, we recommend that :

A semi-autonomous department be formed within CASA with the following considerations and specifications:

1. *AIM*: to concentrate on the training of personnel and the operation of CASA sponsored projects in community organization with community organization providing the central thrust; and to interpret and relate national and international events and processes to the Churches in India.

2. **METHOD:** The training of personnel to provide two levels of leadership:
 - (a) a small core of highly competent people as prophetic initiators and motivators and
 - (b) a larger group with more generalized training.
3. **PURPOSE** of training : to be catalysts in people's organization.

Content of People's Projects

- Literacy and community health.
- Small scale co-operative agricultural and industrial programmes.
- Ideological conscientization in the light of local problems.
- Confrontation—This is necessary to regain dignity and fight for their rights.

Organizational Structure

This department will be guided by a Consultative Committee and the head will be a person on the level of Associate Director.

Other Considerations

The department should :

- (1) help churches understand what is happening within India today;
- (2) help Churches reflect on national and international problems and the exploitative nature of the world economy; and
- (3) help Churches to be in contact with groups/organizations with similar interests and thrusts.

Further Recommendation

In order to work out details of implementation of this recommendation, a carefully chosen Sub-Committee be appointed to facilitate the formation of such a department at the ensuing National Board meeting.

Regarding recruitment, content of training many helpful suggestions are found in Gr. A—Rec. II & III, Gr. E—Rec. 1-3, and Gr. F—Page 1—Nos. 1—7.

Group A.

Rec: II Form of Training: Participating training programme is a relationship between goals, attitude, knowledge and skills. Following should be the goals, attitudes, knowledge and skills :

- Goals*
1. Effecting social change particularly among the poor or bringing social change particularly in relation to the poor.
 2. To assist in personal development of the worker himself.
 3. To give Christian witness through the service.

Attitudes : Among attitudes specially required to be developed are (1) Social Report, (2) Courage to take risks, (3) Creative/innovative and (4) resilience.

Knowledge : specially wanted should include social dynamics of history, social ideology, social situation of a given region/nation, understanding of group dynamics; etc.

Skills : Every participant should have productive and communicative skills.

Rec: III Survey of existing training, organizational facilities.

Concrete step to be taken:

A word of caution : The organisation knowingly or unknowingly, intentionally or unintentionally, should avoid itself from involving in any anti-developmental activities.

- | <i>Participation (aspect)</i> | <i>Grass Roots Action</i> |
|---|---|
| 1. Conscientization—the need for creating awareness among people for development. | (A) Groups to be approached: <ol style="list-style-type: none"> (a) Pastors (b) Teachers (c) Women groups (d) Youth groups (e) Other suitable groups |
| | (B) Local community through consultations, |

2. Training in extension work.

and mass meetings or other suitable media.
Concept—non-institutional, informal in service approach involved in the development process itself :

- (a) employ a person qualified for the purpose who will carry this out at the community level and
- (b) get suitable local personnel and arrange for training:
 - (i) in an existing training centre,
 - (ii) in an appropriate environment where the training can be arranged on a work-camp style.

It was considered that for (i) and (ii) CASA could play an important role in identifying and arranging for training as an ongoing recurring process for which a six-month schedule will be arranged, to be publicized among the churches to enable them

- to avail of these facilities.
3. General local resources both churches and secular-men and money.
- (a) Congregation and community contributions.
 - (b) Banks and other credit agencies.
 - (c) Government Welfare Funds.
 - (d) Technical personnel—both government and church.

Group F Nos. 1—7

1. Mobilization of peoples' resources in both men and material in a specific programme;
2. Identifying people's resources, CASA's resources be supplemented, if need be.
3. Involvement of CASA at the local level to identify existing needs;
4. Strategy of giving training at local level in social, health and economic services for the ultimate development.
5. Training of personnel at local level whether it be a clergy, a lay leader or any other person of the locality :
 - (a) Training be given in regional language.
 - (b) New dimensions of Ministry in the churches : In training pastors for social service, theological colleges review their programme to incorporate such training.
 - (c) Existing institutions and organizations be used in training personnel.
6. Employment of CASA staff be on sound philosophy of :
 - (a) Vocational calling,
 - (b) Qualification and training suited to the job,
 - (c) Dedication for service—risk taking, innovative,
 - (d) Periodical orientation,
 - (e) Employer could be a Christian or a non-Christian
7. We commend to the serious consideration of the Nationla

Board, the following suggestions made by the Metropolitan Bishop Poulus Gregorios :

- (a) Training of core leadership of prophetic.
- (b) More general training for others where the emphasis is on being catalysts for organizing people for social service.
- (c) Training programme be arranged on the field situation wherever possible in relation to CASA project.
- (d) Recruitment system be evolved and an evaluation of recruitment policies be developed.
- (e) Training to evolve two to three types of projects.
- (f) Periodic refresher courses to be given.

The following emphases should be borne in mind :

1. Careful choice of staff.
2. Training to discern the social realities of the situation and to assess the projects, social functions.
3. Enabling the mobilisation of the people—staff to be catalysts and animators.
4. Ability to stand up to situations of confrontation and conflict.
5. Interpretation of political, social and economic issues especially as may bear on social justice.

2. Programme

The recommendations relate to the following broad areas of concern:

1. *Projects*: The thrust of the project should be towards community organization and creation of people's movements for social creativity. A policy, for creating awareness and motivation for organization of people to claim their rights and to seek for their dignity, should be encouraged and followed. A spirit of restrained confrontation and constructive ferment should be promoted.

The type of projects identified are:

- Adult Literacy/Education.
- Conscientization projects in the conduct of local situation.

- Community health.
- Small scale/cottage industry.
- Legal aid and defence for the poor.
- Evaluation of legislation.

2. *Education* : A massive and systematic effort at constituent education including local churches, related Christian organizations, Board members and Donors towards understanding and promotion CASA's developmental policies, priorities and thrust, which should really arise from CASA's learning from its constituents. This promotional and participatory aspect is crucial for sustaining and pushing forward the social ministry of CASA.

3. *Study—Research Communication* : The areas of concern emphasized are:

- (1) to help churches to understand what is happening in India today;
- (2) to help churches to reflect on international—national problems and the exploitative nature of world economy; and
- (3) to help churches to be in contact and communication with the several groups/organizations engaged in similar work and carrying on common objectives.

3. Development of Resources

The third point deals with building of development resources within India with a long term objective of making CASA self-reliant. The recommendations are in the following areas of concern:

1. Import policy,
2. Foreign funds,
3. Mobilization of resources from within India—both personnel as well as in kind.

I. Stoppage of Imports of Foodgrains

(a) This Group strongly recommends that all import foodgrains should stop for all CASA programmes as soon as possible.

The country is on its way to self-sufficiency in food as

shown in recent trends in food production in the country. The total quantity of all imported food for CASA programmes is a very small fraction when compared to National Production and need.

Further we feel that this import of food is not needed and is not helpful development, as it tends to perpetuate dependency not only for CASA but for the beneficiaries of these programmes.

(b) However, the group feels that the Christian concern and response to disaster and crisis situations should be expressed in relief operations, resources including food which may be obtained within India and abroad if need be. Even in such programmes, utmost care must be taken to ensure people's participation in the planning and implementation of this programme and it should contribute towards the goal of development.

(c) We recognize the need for economic growth and resource development in the country. Programmes like food-for-work may be undertaken where it forms a part of larger comprehensive development programmes.

Financial Resources

Concerning foreign funds for CASA's programmes, the group is of the view that CASA cannot attain its new image as the auxiliary of the churches in India nor attempt its stated new thrust for development so long as it continues to be as dependent on it as it is at present. We do not believe that even a 100% Indian administration of resources from abroad for purely Indian objectives makes such a venture authentically Indian. Therefore, we recommend with all the urgency and seriousness at our command :

- (a) that the National Board set about initiating steps to achieve "a central shift" from foreign resources to Indian resources ;
- (b) that the Board also move with equal vigour to begin to mobilize systematically Indian contributions, small and large;
- (c) that CASA must establish a regular means of communication with local churches through the machinery of the

18 churches which are members of CASA Society to do promotional work ;

- (d) seek donations from commercial sectors by making use of the facility of tax exemption under Section 80-G of the Income Tax Act and by other more conventional means of fund raising, such as by holding charity shows, fetes, etc;
- (e) it is also strongly recommended that CASA should make use of technical personnel—both from the churches and the government; and
- (f) concerning non-Indian personnel from the donor agencies on the staff of CASA, it is recommended that they must not be engaged to do routine administration work. However, the door should be kept open for them and CASA should feel free to enlist their services as experts/specialists/or consultants.

National Board in January, '77

Immediately after the National Consultation the CASA National Board held its second meeting on January 21, 1977. Since there was no time to study the recommendations of the Consultations held during the two previous days, it was decided to hold another National Board in May 1977 before which the recommendations were to be sent to various zonal committees for comment.

In addition to routine business of budgets, etc., the main question discussed was the objection of Mr. Wijemenne of the World Council of Churches against the purchase of building by CASA. This was later solved after correspondence and a visit of another representative from Geneva.

The Chairman, the Most Rev. Ananda Rao Samuel sent his resignation due to ill-health. So the next National Board in May 1977 elected Bishop Mitchel of Delhi as the Chairman. He had tendered his resignation as Treasurer. Therefore, Robert Guruswamy was elected as the Treasurer.

National Board in May, '77

The National Board which met on May 3—4, 1977 discussed in detail the recommendations of the National Consultation.

The members studied the recommendations under the following three groups:

- | | | | |
|-----------|-----|---|------------|
| (a) Group | I | : | Training |
| (b) Group | II | : | Programmes |
| (c) Group | III | : | Resources |

After an hour, the groups came back and reported to the National Board.

CNB : 77 : 30 The recommendations of all the three Groups, after some further discussion and clarifications, were accepted for the implementation by the Executive Committee. The recommendations are given below:

Group I

1. The group fully agreed to the need for training of the people involved in the ministry of CASA at different levels of their functions.
2. To begin with, CASA should have an officer specially appointed by the National Board or its Executive Committee for arranging training programmes, utilizing the existing training facilities available in the country for which a survey should be undertaken first and to include the Church organisations also in the group of people to be trained.
3. The group suggests that "Christian Witness through Service" should be included among the objectives of training.

Group II

Dr. Gideon thanked the members of her group particularly Rev. Robbins Strong of WCC for the help they had given in the discussion of an important subject which was to indicate future programmes of CASA. Within the time limitation, the group agreed to the following :

1. "The thrust of the projects should be towards community organization and creation of people's movements

for social creativity" as stated by CASA National Consultation.

2. With regard to the projects identified in the report (Green report page 2 para 3), it was suggested that :

Non-formal education be undertaken besides adult literacy/education.

The group recommended that the last items i.e. Legal aid and defence for the poor, Evaluation of legislation, should be omitted as has been suggested by Madras and Calcutta Zonal Committees' reports.

3. It was recognized that CASA's personnel are enabling agents. The actual coordination of project activity should be done by the Area Directors, local church agencies, as well as church auxiliaries. Where necessary, and if requested by the Area Directors, CASA's personnel serve as advisers and counsellors.
4. It was also recommended that each zone determine for its own area, the facilities and resources that are offered for development of various projects by other agencies e.g.

Agriculture, seeds, fertilizers, irrigation, etc.

Medical programmes, vaccines and other drugs in terms of specialized diseases.

Aid given by Khadi Industries as well as Small Farmer's Development Agencies.

CASA can also help to determine what types of aid is locally available such as loans for developmental programmes.

Any others.

5. The group realised that no programme or project could be pushed or hastened in a community. The programmes have to go at the pace of the community, working towards the change desired by the people. Such a process is time consuming, but the final results are lasting and help to develop self-reliance and responsibility in the community.

In the discussions, it was suggested that CASA should work in

close collaboration with the NCCI which has determined areas of legal aid for the poor.

Group III

The following recommendations are presented for consideration and approval on Development or Resources of CASA in the light of the findings of the National Consultation and the recommendations of CASA Zonal Committees.

I. Foodgrain Resources

It is recommended that :

- (a) Regarding stoppage of foreign foodgrain supplies, blanket stoppage is not desirable,
- (b) However, our concern and response to disaster and crisis situations should be expressed in relief operations, resources including food which may be obtained indigenously as well as from abroad. Care be taken to ensure people's participation in the planning and implementation of these programmes and it should contribute towards the goal of development.
- (c) The programmes for Food-for-Work should culminate into food production.
- (d) Food-for-Work should be duly supplemented by Cash-for-Work on 50-50 basis to meet other needs apart from food.

II. Financial Resources

- (a) That the National Board set about initiating steps to achieve greater amount of Indian resources. To do this the Board should move with vigour to begin to mobilize systematically indigenous contributions, be it small or large.
- (b) CASA must establish a regular means of communication with local churches through the machinery of 18 Churches who are members of CASA Society to do promotional work. It is strongly felt that communication be made through regional languages :
 - (i) Recommended that a Promotional Secretary be

engaged to devote his time entirely on promotional work of CASA. In addition, all members of staff should act as promotional and communication agents.

(c) It be may be reiterated:

(i) That to meet the administrative cost of CASA, funds be raised in India.

(ii) That for Programmes of CASA, National resources be tapped but we should also welcome financial assistance from Resources Channelling Agencies abroad.

(d) Seek donations from commercial sectors by making use of the facilities of tax exemption under Section 80-G of the Income Tax Act and by other more conventional means of fund raising, such as staging charity shows, fetes.

III. Personnel

(a) Recommended that CASA should make use of technical personnel both from the churches and the government.

(b) Concerning non-Indian personnel from the Resources Channelling Agencies on the staff of CASA, they must not be engaged in routine administrative work. However, way should be kept open for them and CASA to feel free to enlist their services as experts/specialists/consultants. However, for PL-480, the requirements will be met.

XX. PL—480 Food Supplies

The recommendations of the National Board on continued import of food for development and relief activities of CASA were further considered at length by the National Board. It was noted that all the three Zonal Committees in their reports had recommended continued use of food for its relief and development activities.

During the discussion, the CWS Director for Southern Asia, Midge Meinertz, who was present by special invitation, informed the Board that a few of the conditions related to

satisfactory accountability for the use of PL-480 food and notified by USAID as early as 1973 had not yet been fulfilled by CASA. She indicated that if adequate personnel and appropriate machinery was not urgently set-up by CASA, it may be difficult for USAID to continue the supply of PL-480 food for CASA's activities. She therefore, asked the National Board to take a firm decision on the matter of continued utilization of PL-480 food commodities and be prepared to fulfil all conditions attaching to the use of PL-480 food.

After a good deal of discussion, the following decisions were made by the Board with 2 dissenting votes:

CNE : 77 : 31 Resolved:

- (a) That the National Board hereby confirms its considered opinion that the use of PL-480 food commodities for CASA's programmes in the areas of development and relief be continued.
- (b) That the Executive Committee be authorised to take all necessary urgent steps to fulfil the conditions attaching to the use of PL-480 food, especially adequate and appropriate personnel and machinery for satisfactory accountability.

The Executive Committee on May 3—4, 1977 at Bangalore decided among other matters to give weightage in the salary of the staff.

The executive which met on July 9, 1977 in Delhi heard from Mr. J.M. Das that the legal complications for the transfer of CASA funds from CSA to CASA are being resolved. This committee approved the appointment of Port officers for Calcutta, Bombay and Madras. The Projects Screening Sub-Committee which met on 3rd June 1977 presented their recommendations to this executive committee. The executive committee ratified the decision of the Projects Screening sub-committee including the programmes given in Appendix B for the year 1978 to be submitted to the World Council of Churches,

Geneva. On July 14, 1977 P.C. Joseph retired and Major J.K. Michael became Director.

Delhi Flood

On August 12, 1977 when the executive committee met at the CASA headquarters in New Delhi, the office room was full of young volunteers preparing lunch packets to be taken to the flood victims in Delhi. Hence the executive committee members were shown the effective activities carried on by CASA for the flood victims. The committee heard the report of the Director on the Delhi flood situation which was the first disaster which the new Director Major J.K. Michael had to handle. After hearing the report and visiting the areas the committee felt that the new Director rose to the occasion to handle emergency. The Report published in the CASA Information Service on October 3, 1977 is re-produced below in order to tell the readers the systematic way how CASA responded to the natural disasters, mobilising the local resources available.

The situation in Delhi was described as "the worst in living memory." More than 100 villages and 15 resettlement colonies were under water, affecting half a million people. The flood waters are still standing in many of the villages after several weeks of flooding.

CASA covered 36 marooned villages in the Najafgarh Block. For 20 days the food teams distributed 200,000 packets of *gur* and *chana*, nearly 14,000 *chapatis*, 400 kgs of vegetables and 4,000 loaves of bread. A total of 525 volunteers took turns in the assembly line to pack the food.

CASA medical teams drawn from local Christian hospitals immunised 500 flood victims on an average per day against cholera and typhoid and treated hundreds of people for malaria, diarrhoea, dysentery, eye diseases and other ailments generally associated with water contamination.

A unique feature of CASA's relief operations in Delhi was the supply of safe drinking water. Many of the marooned villages were without potable water as the flood waters had contaminated nearly all the wells in the areas. A few hand pumps that were there, were not enough to meet the requirement of the entire affected population.

CASA requested and received from Church World Service, New York, two million water purification tablets. Presently, 15 water points were set up in eleven villages. These points supplied water to nearly 15,000 people for more than six weeks.

CASA received help from many quarters, including evangelical and catholic organizations as well as its usual constituency. This all-round response made the relief programme a truly ecumenical effort.

Rehabilitation Work

As a follow-up of emergency work, CASA will help rebuild one hundred homes and provide assistance to those whose sources of livelihood have been severely crippled.

Haryana

In neighbouring Haryana, CASA teams have been distributing water purification tablets in flood-affected areas in Nuh tehsil.

Assam

Flood affected villages in Baghbar Circle of Kamrup district needed urgent medical assistance. The Calcutta Area Office with the help of CASA Vice Chairman, *Mr. L. Bizo* and a member of the East Zonal Committee, *Mr. Basaiawmoit*, formed a Flood Relief Committee of the Churches in Gauhati. The committee besides raising funds, provided one doctor and two male nurses for the medical teams and made arrangements for storage and accommodation for the volunteers.

Accomplishment

In the 19 days of operation (September 2—21), 7,610 patients were treated and an equal number of people were immunised against cholera and typhoid and 2,36,000 water purification tablets were distributed.

West Bengal

The Calcutta Area Office also organised medical relief programmes for villages in 24 Parganas and Howrah districts. The details are as follows:

Barasat Sub-division, 24 Parganas district

No. of villages covered	—	11
No. of patients treated	—	3564
No. of persons inoculated	—	3802
Water purification tablets also distributed.		

CHAPTER V

The Fourth Decade

In September 1977 CASA completed 30 years of service. As it commenced its activities in full swing, it has determined to be a development-oriented organization. It has got over its initial teething troubles.

The new CASA has got a new building. It has a new director in the young and enthusiastic Major J.K. Michael. The talented members of the National Board have taken their responsibility seriously.

The staff members had a renewed mind to achieve something greater than the past.

The transfer of assets and liabilities which was a difficult problem was settled through consultations with the National Christian Council authorities. Necessary permission from the government authorities was awaited to formally effect the transfer.

The relationship with the donor agencies was also cordial. The misunderstanding concerning the purchase of building with the accumulated surplus funds of the erstwhile projects was cleared to the satisfaction of the World Council of Churches which was financing the administrative budget of CASA.

After the files from Mr. Malcolm Buck of the Projects and Development of NCCI were taken over by CASA as a result of the merger of that department with CASA, the new CASA has a lot of development-oriented programmes to finance. The new CASA was ready for a big leap in the path of development apart from the relief work carried on during disasters in the past. The

shift from relief to development was all set in the minds of the staff as well as the executive committee members.

But natural disasters were to come one by one. The plans for development could wait. The relief to the victims of flood could not be delayed.

On 11th November landslide and floods took the lives of more than fifty people in Palghat district in the southernmost State of Kerala. CASA director in Delhi received a telegram requesting help. A cheque for Rs. 5,000 was immediately sent to the Kerala Christian Council. The field Representative from Madras office was despatched to the spot of the landslide, through the help of churches in Kerala. Cooking utensils and clothes were distributed in Muthalamada, Palghat for about 120 families. Later a Food-for-Work programme was sanctioned in the affected area to dig wells, etc. The Kerala Christian Council sent a request to construct some houses for the people who lost their houses in the landslide.

On 17th November the killer cyclone hit Andhra State and Tamilnadu. CASA once again became a relief organization. But care was taken to add development dimension in the relief programmes especially in the Phase III of the programmes in Andhra and Tamilnadu.

When one hundred thousand poor people were killed due to the cyclone and lakhs of cattles, crops and houses were wiped out, the government authorities felt their inadequacy to handle the situation. Thousands of poor labourers had no shelter or food. There was no time to talk about development. The people had to be clothed, fed and sheltered.

CASA was one of the first volunteers to rush to the spot where emergency relief was essential. CASA staff were busy with the flood relief operations in Delhi. The staff at headquarters at Delhi were working late hours. Before they could catch up with their lost sleep, CASA staff at Delhi had to rush to Guntur. As the magnitude of the devastations became apparent, staff from Calcutta and Bombay areas were also asked to assist the southern region.

Food was provided. Milk powder and wheat were distributed. Inoculations were given using automatic jets. Phase I was quick. It was meant to provide temporary relief to the victims.

On December 7, the World Council of Churches in Geneva decided to send a mission to the cyclone area in India with the following mandate.

- (a) *represent* : the wider ecumenical fellowship by visiting India and expressing to her churches and people our solidarity with them and our concern to manifest it by the sharing of resources following the recent cyclone;
- (b) *enquire* : of and consult with the National Council of Churches, member churches and Christian agencies as to how the Christian community in India is involved, through Service Ministries, in responding to the challenge created by the recent disaster, and how best the World Council of Churches and world-wide ecumenical fellowship can be of assistance in this context;
- (c) *examine* : will all concerned the pattern of appeals and requests made to the WCC, member churches and agencies in order to determine how these may best be coordinated both nationally and internationally;
- (d) *make recommendations*: to CICARWS concerning the size and content of the appeal for programmes of relief and reconstruction and provide all necessary details and interpretation material.

On December 10, Stanley Mitton, (Emergencies and Rehabilitation Secretary of CICARWS, Geneva), along with Rev. Dr. Kenneth Slack (Director of Christian Aid: U.K. and CICARWS Commissioner) and Nico Keulemans (Algemeen Diakonal Bureau, Holland) flew to New Delhi. K.T. Chandy of Trivandrum, Kerala (CICARWS Commissioner) joined the team in India. The excellent report circulated by Stanley Mitton to the CICARWS related agencies and friends dated January 11, 1978 gives us a clear indication of the enormity of the disaster as well as the justification for the relief programme currently continuing in the cyclone hit area.

WCC Team Programme

Upon arrival in Delhi on Saturday 10th December 1977, the WCC team was met by Major J.K. Michael, Director of CASA. After a lunch attended also by C.B. Bavinck (Netherlands

Reformed Churches) who had just returned from a routine visit to Tamil Nadu, Major Michael gave the team a briefing plus documents. The programme decided upon was to leave on Sunday December 11, for Guntur in Andhra Pradesh to visit the CASA Operational Centre. On Monday, Tuesday, Wednesday 12—14 to visit cyclone areas in Andhra Pradesh; on Thursday Friday and Saturday 15—17 proceed to Madras to visit the Governor of Tamil Nadu and church leaders; on Sunday, Monday 18—19 to Hyderabad to meet the Governor of Andhra Pradesh and State officials. Tuesday, Wednesday 20—21 to Delhi for the CASA Executive Committee Emergency meeting.

Field Visits

Throughout the tour the team was accompanied by CASA Director Major Michael and the UMCOR representative in India Dr. Marble.

First day: Monday 12th December the team travelled all day over the area hit by the tidal wave with visits to the towns and villages and Ullingapalayan. Although the team was to visit more than three weeks after the cyclone, the extent of damage was appalling to see as the following paragraphs will show.

Avanigada is situated about 17 miles inland from the sea. It was just out of reach of the tidal wave, even so many deaths were reported and cattle were lost. CASA reached this place only 4 days after the tempest and set up a feeding centre. Food is cooked here daily and distributed at sub-centres in villages like Koduru and others that were gradually reached as the roads cleared and the relief teams could make their way towards the coast.

Koduru, only 12 miles from the coast, was severely hit by the full strength of the tidal wave which reached it in the evening after dark after an agonizing afternoon of strong winds and rains. The wave had already travelled for 4 hours over 12 miles when it hit the village. People stayed in their huts or fled to supposedly safer places. Some 70 people could reach the Baptist church

and when the water came into the building they climbed up the walls and onto the rafters. They had to stay there all night but remained safe. Many had been caught when the flood came up in the evening and again as it receded with heavy swirling currents around midnight. Even on that 23rd day after the flood, when our team visited, corpses were found under the debris of huts that one team of volunteers was clearing. These victims and so many others are the poorest of the poor, the Harijans or Children of God as Gandhi named them who may not live in the villages but must stay on the low lying outskirts of the villages which are located on the higher grounds.

The particular village was still receiving cooked food (bulgur) once a day and quilts, clothes and cooking utensils had been distributed. In order to avoid duplication, ration cards had been given out to the heads of families and the relevant items crossed out when distributed.

Machilipatnam is the major town in Krishna district on the North bank. In 1864 over 30,000 lives were lost in a similar disaster. On this occasion the tidal wave threatened to swallow this town again but miraculously the wind dropped suddenly and the tidal wave receded. This town is the market place for much rice grown in the delta which is referred to as one of the rice bowls of South India. The town is also the centre of tobacco planting which accounts for an important share in India's tobacco exports. But with this third year in succession of a crop failure by either drought or flood many small tobacco planters will be forced out of business.

It is feared that their debts have gone up too much for them to be given new loans by the credit institutions even if they have the heart to try once again. Other crops are cotton and mention should be made of this place as a centre for spices. Here the tragedy is not of sudden death by floods but by starvation for all those who are being forced out after having lost their crop.

Ramakandan was the last stop on this first day. Reached by the end of the tidal wave these Harijans both peasants and fishermen suffered no human loss but all their belongings were swept away. At the feeding centre established by CASA the WCC team assisted that afternoon in a distribution of quilts, agricultural tools, kerosine lamps and clothing.

It was incredible to see all along the route how the people cleaned the fields trying to save whatever they can from the ready-to-harvest paddy. Estimates have it that 20% of the crop may be saved which is very optimistic. Even so there will be an inevitable loss of quality.

Second day: Tuesday 13th December—the team toured through the area of the Guntur district on the South bank. It was remarkable to observe how severely this area had been damaged, not by flood but by wind and rain. It is beyond imagination to understand how not only giant tamarind trees have been uprooted but how many Palmyra palm trees have been broken off like matchsticks a few metres above the ground. Lines of these valuable trees of which all parts are used were destroyed by the wind.

Places visited that second day were *Rapalle*, *Nizampatnam* and *Bapatla*. All are CASA sector centres of operation and the team assisted throughout the day in distribution of cooked food, saris, quilts, utensils and agricultural implements.

Special mention must be made of the fishing village of Thomaspet where a house rehabilitation programme had got underway and was in full swing. The ruins of the huts are taken down in a food-for-work programme ($1\frac{1}{2}$ Kgs rice + 2 rupees a day). The poles, beams and Palmyra leaves for roofing were being distributed. The walls are filled in later with mud. Mention has to be made also of the distribution of handlooms for cottage weaving industries, part gift, part loan.

The last and third day of visits to the disaster area was on Wednesday 14th December to two places in Tenali where a local Headmaster had commenced helping the

Harijans and CASA had reinforced his programme. There was the usual distribution of food, clothing and cooking utensils.

Summarizing a number of observations, it was appalling to see the distress three weeks after the catastrophe and still the teams had not yet reached the seashore in parts of the area that was hit by the tidal wave. It was heartening to see how CASA and other agencies rushed to the rescue and were either active in relief work such as clearing the roads and villages, feeding and in rehabilitation work such as distributing essential needs (clothing, quilts, utensils) and the organisation of house reconstruction. It is clear that CASA plans to move gradually from relief to rehabilitation through all kinds of food for work employment schemes on short term basis. It is remarkable to see how many paddy fields have been cleared and how life goes on, for the seeding of the second crop had to be completed by Christmas.

Organisation of Relief Work

Apparently much of the relief and rehabilitation is carried out by the private organizations. Care has to be taken that there is no duplication and that villages which are difficult to reach are not left out. As far as CASA is concerned it has redeployed as many staff members as possible from Delhi, Calcutta, Bombay and Madras regional offices to its cyclone operations. Headquarters at Guntur where food and other supplies have been sent. Guntur controls 7 sectors, each one under the control of either a local church leader or a CASA staff member. Each sector has a centre for logistics with subcentres for distribution. *The whole CASA operation is directed by a group of remarkably efficient young CASA staff members, with full delegated authority. It is a good example of efficient operation through decentralisation with only post-audit control. A word of appreciation is fully deserved. The CASA staff members, their 300 volunteers and the church leaders were operating cheerfully and efficiently in very difficult circumstances. If the planned Phase III reconstruction is carried out with the*

same degree of competence this will indeed be a programme to remember.

Further plans : So far CASA has carried out Phase I programme on relief gradually moving into Phase II (rehabilitation).

It is clearly the intention to wind up these two phases sometime in January 1978 and then commence a Phase III development programme concerned with housing and providing employment for a large number of people.

The object is to raise the standard of living for a number of these poorest of the poor. It is believed that a good community housing scheme best fits this purpose. Indeed such a pilot scheme in line with the government's planning—would move these Harijans out of their isolation to higher ground and better houses.

Agricultural Notes : The problem is the repair, desilting and maintenance of the irrigation and drainage networks in Krishna River delta of Andhra Pradesh and other cyclone-hit areas. The cyclone caused torrential rains over the whole area, with the tidal wave devastating 60,000 acres. As a result, the whole area was temporarily inundated with a considerable saline seepage. The waters in many places came up with devastating violence and receded with strong currents. Thus, silt deposits as well as top soil losses have occurred, damaging field levels, destroying river banks, damaging ditches, with deposits of silt obstructing waterways.

These inundations and their consequences occurred during the beginning of the paddy harvest season, this being the main crop and towards the end of cotton picking—the secondary crop. Consequently irrigation has been reduced to little or nothing with maintenance of the waterways well behind schedule and both irrigation inlet ditches and drainage outlets in a bad condition.

In order to promote quick rehabilitation it is essential to optimize water efficiency by repairing and cleaning all irrigation canals and ditches and to facilitate the necessary leaching where applicable by assuring speedy

drainage through clearing of the drainage outlets. Water efficiency research measurements show how much water is lost in the canals even before reaching the fields. Losses up to 50% are common. When the above mentioned work is completed there will be a need for efficient desalinization by application of gypsum on newly levelled fields together with adequate irrigation and drainage.

Currently a tour of the area shows that the farmers and their labour are hastily cleaning all fields both to salvage some of their current crop and to prepare the fields for the next crop, the second crop on which the very existence of many of them depends, since they have lost all of the little they had.

A quick agricultural survey in Guntur district, (H.R. Fast. 5-12-1977) made clear that this work directly involves over half of the working population. The survey also made it clear that the first need is for seeds and other inputs to enable them to get a new crop sown now to be harvested about April 1978.

The conclusion may be that return to normal on a half help basis, by swift rehabilitation will accomplish much in itself providing that the Government and agencies involved in relief, supply the necessary inputs and assure the above outlined pre-conditions of the optimal functioning of irrigation and drainage network. Taking into account the usual arrangement that the Government department is responsible for maintenance and control of the primary and secondary canals and the population for the field ditches (tertiary branches) the action to be taken can be summarized as follows.

First phase—immediate Action Needed

Canals : primary and secondary—by Government through own services or by tender to contractors.

Field ditches : by the population concerned, encouraged (if not necessarily paid and fed) through employment schemes, such as food for work.

Seeds : distribution by Government agencies—on the

basis of a quantum per acre according to the registration of land properties and use.

• *Fertilizers* : and other chemicals where needed—in a package with the seeds, plus a little cash for other purposes such as labour. Inputs to be partially repaid after harvest.

Second Phase : after harvest in April-June.

—Further reclamation based upon field surveys by competent services.

—Further social approaches based on surveys and interviews.

Summary of Points Raised at Meetings

Throughout the trip the WCC team had discussions with church leaders as well as Government representatives. The main discussion points are summarized below:

Delhi: Initial briefing by CASA Director, Major J.K. Michael.

—A file with details of CASA plans and operations to date.

—It was agreed that the Team must meet the church leaders concerned, Government representatives, and other voluntary agencies in the area.

—The team would start with a 3 day visit to the most affected areas in Andhra Pradesh, around Guntur.

—It was decided to send telexes to Geneva with a view to issuing an appeal before Christmas

Guntur—Church leaders + CASA Staff: Sunday 11th December 1977—evening.

First presentation by Dr. N. Isaac, teacher and treasurer of the *CASA—relief operation*.

—This is the worst disaster since 1864.

—Description of the devastated area.

—The churches were the first to help; CASA started from 22nd November with commendable speed by its 18 staff members.

Description of the phases of relief (1) and rehabilitation (2) activities, the organisation in 7 sectors and the staffing.

—At this date 70,000 people had been reached by feeding programmes; 75% of the food supplies had been used already.

—In addition, first need goods have been distributed i.e. quilts, utensils, clothing.

Clearing of housing sites were being carried out.

Duplication by other voluntary agencies was reported; this was eliminated by issuing distribution cards in cooperation with local government officials.

—Churches are good centres for action.

After the above presentation various local leaders of the Baptist and Lutheran Churches—which are the majority in these districts—made the following points:

—The *Baptists* were channelling their aid through CASA in appreciation of its high degree of competence (despite the fact that the Baptists have their own aid organisation with experience in feeding and housing programmes).

—Rehabilitation will be an extensive long-term programme.

—The *Lutherans* have 635 parishes in the area; all except two of their schools and churches are more or less severely damaged.

—Feeding programmes+distribution of blankets and clothing is first priority; restoration of churches etc. comes later.

—Good co-operation with World Vision was reported.

—Praise the way in which the churches in India have reacted together under these difficult circumstances.

—NCC—India states that this disaster is a challenge for the churches as the percentage of Christians in the affected area is high.

—A long-term rehabilitation programme should include land reclamation, employment and housing schemes.

—WCC team is impressed by the swift action.

—The team represents the worldwide Community of Churches.

—The team will impress upon WCC and member

churches the appalling magnitude of this disaster and the need for a good response to the appeal.

—After the emergency a separate report is needed on the damage to church buildings etc.

Vijayawada—Moderator CSI and Others:

Wednesday, December 14, 1977—afternoon.

First presentation was by the Moderator, Bishop Ananda Rao Samuel, subsequently the following points were brought out in discussion:

—In this area about 2% are Christians.

—CSI diocese 130,000, mainly former Anglicans.

—Roman Catholics.

—In the most devastated districts are Baptists (highest death toll by tidal wave), Lutherans, Salvation Army.

—CASA is praised for its efficient performance in a 3-Phase programme, namely:

(i) Relief—food, clothes, cooking utensils, simple tools;

(ii) Rehabilitation of houses;

(iii) Reconstruction—mainly housing.

N.B. The selection of villages for reconstruction will have to follow government criteria which have not yet been formulated. The focus should be on the most damaged and isolated villages. Re-location on higher ground should be considered.

—Community participation is essential, providing the unskilled labour is food-for-work programmes. It is development work intended to raise the standard of living aiming at the poorest of the poor.

—Costs will be about Rs. 1,000,000 per village of 200 families, so Rs. 5,000/unit.

—Coordination is necessary between the churches involved and CASA.

—The attitudes of churches to CASA are:

(i) CSI agrees on co-operation with CASA and reports relations have been much improved for some time;

(ii) Baptists agree on co-operation with CASA, despite having an organization of their own;

(iii) Lutherans ready to work with CASA, though LWF

prefers to operate directly rather than through the WCC;

- (iv) YMCA ready to co-operate;
- (v) SCM divided in itself, chairman in favour of working through CASA with the secretary approaching WCC directly.

—CASA does not request foreign experts.

The Moderator said that the visit of the WCC team was much valued as an expression of Christian solidarity.

The team answered that its most difficult task was not in India, but upon its return when it had to ensure that the maximum possible support would be given to our Indian colleagues in their hour of need. The team formally registered their appreciation of the CASA operations.

33. *Madras* : Thursday, Decemder 15, 1977—4 p.m. H.E. Sri. Prabhu Das Patwari (Governor of Tamil Nadu).

- (a) In a short expose the CASA Director and CICARWS Commissioner K.T. Chandy explained the main lines of CASA's and the churches' approach and operation, handing over a cheque with a token contribution to the national emergency fund. There followed discussions concerning future proposed lines of action. His Excellency conducted the conversation in a pleasant atmosphere and went out of his way to entertain the WCC team.

On December 15 the WCC team also held discussions with the leaders of the C.S.I. in Madras. Some of them requested to use part of funds to help rural churches instead of using the whole amount for community development. The majority opinion, however, was in favour of not diverting CASA funds for rebuilding destroyed churches. On 16th December WCC team held discussion with CASA regional staff and on 18th December there was an audience with the Governor of Andhra Pradesh. On 19th team had extensive discussion with the state secretary Mr. A. Krishna Swamy on several points pertaining to housing, agriculture, employment and land reclamation. It was stated that

sixty thousand acres of spoiled area could be quickly reclaimed through with gypsum and black indigo as salt resistant crop. It was noted that no basic damage was done to irrigation network of about 3 million acres.

As we visited one of the villages in Guntur district one man working as an attendant in a hospital requested us to pay some money to repair one of the old houses which were to be demolished as the new CASA houses were being completed. He was not an inhabitant of the village. Therefore, no house was given to him. But he thought that he could claim the old hut that was being demolished. Such request could not be entertained as there would be more people from the neighbouring areas who would move to that village requesting occupation in the demolished houses. Such an occupation would spoil the sanitary conditions of the village that was being reconstructed. All the old houses would have to be demolished, and the area should be cleared. Some new trees would have to be planted in the area. And new life would spring up in these small but neat houses.

On 10th February, we visited one of the newly constructed villages in Bapatla district. We distributed clothes and aluminium vessels to all the 64 houses in that villages. Then came a widow with her child. She did not belong to that village. Then an old woman also came with a child, may be her grandchild or some one else's child requesting for clothes and vessels. I was feeling sympathy for them and was discussing with the staff the possibility of helping these two poor women. Then I noticed another six or seven women silently watching the situation. If the two women were to be given help, those women would definitely demand their right. So finally we had to tell them that we had to follow some standards and we were expected to give only to those who were staying in those villages.

There were some who wanted house. But houses could not be constructed where land was not officially handed over to the villager with a "patta". All the CASA houses were constructed over the land that was given to the poor villager. Now he is the landlord of his piece of land. He has a new home with a better roof of Asphaltic sheets. The space for the house is also more, 16 feet long and 12 feet wide. It is a one-room house. But some of them are already improving with a separa-

tion inside in this 16×12ft room. One man has already taken an extension of a veranda. The platform floor is also slightly raised by putting etc. Every villager is trying to improve his own house. Now he owns a house of which he can be proud of. His new house has a door through which he can enter without bending his head. Formerly he had to crawl through the four-feet tall entrance, of his old palmyrah tatched shelter. I hesitate to call it a house.

Most of these villagers are poor labourers. Since they have to work in the field in the month of February they can buy food with their wages. But there are certain months during which they have no work. Some of them are paid poorly. In one village the labourers in the paddy fields are paid Rs. 7 a day while in another village the daily wage one earns is only Rs. 4. Their daily wages should increase and job should be available in all the seasons. Then only those new landlords could be happy.

Even in their difficulty one tries to enjoy the comforts of life. In one of the new houses in the village I noticed a radio.

In the following pages one can read a brief report of the cyclone response—relief & rehabilitation activities prepared by the CASA staff giving us information up to the month of May 1978.

CASA became involved in a big disaster response programme. It spent Rs. 8,00,000 in assisting 1,00,000 beneficiaries. Quilts, sarees, dhotis, cooking utensils and food were distributed; medical assistance was made available. The programme was carried out in 95 villages in 6 talukas in Guntur and Krishna districts of Andhra Pradesh and 5 districts in the State of Tamilnadu.

Rehabilitation

By December 15, 1978, CASA was completing relief (Phase I) activities and had outlined a scheme for assisting 10,000 families in Andhra Pradesh and Tamilnadu with housing rehabilitation—the priority for Phase II. Other projected programme activities were : cash-for-work, maternal child health care, agricultural rehabilitation, cottage industry rehabilitation. These programmes have been carried out in:

- (a) three talukas of Repalle, Bapatla and Guntur in Guntur district, Andhra Pradesh;

- (b) tidal wave affected areas of Divi and Bandar talukas in Krishna district, Andhra Pradesh;
- (c) cyclone and flood affected areas in Tanjore, Tiruchirappalli, Madurai, Pudukottai and Ramanathapuram districts of Tamilnadu.

Guntur District Programme

CASA surveyed the cyclone affected areas and decided to implement a temporary housing programme in the 3 talukas of Guntur District—Guntur, Bapatla and Repalle. Guntur district was selected because 500,000 houses were destroyed in this area of the district while the majority of voluntary assistance was directed to Krishna district. Only 2 or 3 major agencies have carried on extensive relief and rehabilitation programme in Guntur District in addition to CASA.

The programme undertaken in Guntur district has been funded by CWS and LWR through the U.S. Government grant. It included:

(a) *Housing Programme*: Eighteen CASA staff had been assisted by 30 locally hired staff, 150 volunteers, 250 carpenters and local beneficiaries in constructing 6619 temporary houses. Of this total of 6619 houses, 400 were 16" × 16" in size made of the traditional type of housing material for this area of Andhra Pradesh (including roof made of palmyrah leaves). Another 6219 houses had been constructed with local casurina timber, bamboo, asphalt corrugated roofing and bamboo matting for the side walls. Beneficiaries were provided for plastering the house with mud and cow dung. Cost per unit was Rs. 920.

(b) *Maternal and Child Health Programme*: On January 24, CASA began a maternal child health care feeding programme catering to 2300 beneficiaries in 13 centres. Within a month's time the number had doubled. CASA provided milk, soya, fortified bulgur and oil; local persons have prepared this food. This programme has been supervised by MSW graduate during this rehabilitation phase of the programme.

By May 1, 1978, the programme was reduced to 2000 benefi-

ciaries. By April 1, recipient communities became responsible for all preparation of food; by September 1 they would provide all condiments themselves; and by December 31, the communities would provide the staple if they wished the feeding programme to continue. Efforts were also being made to assist with longer range development concerns such as kitchen gardening and health education.

(c) *Alternate Employment (Cash-for-Work)*: This scheme was executed both in Andhra Pradesh and Tamil Nadu. In Andhra Pradesh CASA staff supervised reconstruction of several village roads and a drainage canal to increase the production of 675 acres of land and benefit 250 families.

In Tamil Nadu, housing sites were cleared for reconstruction of additional 2500 houses in 79 villages in six districts. Rs. 2,61,564 were spent for this programme.

(d) *Weavers Rehabilitation Programme*: Numerous weaver families in Guntur District were affected by the cyclone. The Government undertook a scheme to assist registered loom holders and CASA obtained sanction from the Government to assist "un-numbered" (i.e. not registered) weaver families by providing a replacement of loom and 2 bundles of yarn per family. 300 families were assisted in this programme.

Krishna District, Andhra Pradesh

A housing programme for 765 houses (brick and mortar with asphalt corrugated roofing) has been taken up in 4 villages and funded by WCC at a cost of about Rs. 1400 per unit. Securing sufficient quantity of bricks for this has been a problem. As of April 25, 518 houses had been completed.

Tamilnadu Programme

Funded by WCC, CASA initiated a housing programme for 2500 houses in 79 villages covering 5 Districts of Tamil Nadu. As of May 1, work on all houses were completed except for roofing of some houses. These structures were of brick and mortar with country tiles for roofing (estimated cost per unit was

Rs. 1400). Cash-for-work programmes were carried out for levelling house sites and filling in low-lying areas.

EZE/CSI Programme

CASA is also executing a scheme funded by an ecumenical aid agency in West Germany known as EZE for the Church of South India (CSI) at a cost of Rs. 56,00,000. This programme is divided between Tamilnadu (1/3) and Andhra Pradesh (2/3) with a proposal for housing, cash-for work and agricultural rehabilitation. 1,000 houses are being built in Krishna district of Andhra Pradesh and 900 houses in Tamil Nadu. Cash-for-work and agricultural programmes are part of this programme. These are permanent type houses (brick and mortar) with unit cost of between Rs. 1400 to 2000.

The agricultural component of this scheme includes assistance to some 2000 small and marginal farmers with inputs of seed, fertilizer, insecticide and pesticide, at a cost of Rs. 4,35,553.61.

Joint Programme

CASA drew upon the resources of the local people themselves. This was exemplified best in the housing scheme in which the beneficiaries were responsible for clearing the house site, digging holes for foundation, helping to apply anti termite (coal tar) material to the wooden posts, and assist the carpenters in the actual construction process. Recipients also were responsible for plastering the bamboo matting with cowdung and mud to complete the construction of the side walls.

Concerning co-operation of beneficiaries, CASA field personnel reported in a survey the beneficiary co-operation/participation was :

Excellent 72%, good 22%, poor 6%.

(1) *Government*: While CASA did not programme its cyclone response activities through the Government, it was in close touch with Central, and local Government structures. Noteworthy was the cooperation given by Collectors offices assigned

working areas or villages to CASA for Phase I and II activities. In other cases where CASA was involved based upon recommendations by local churches and a CASA survey needs, the Collector's office always gave its concurrence.

The Government forest department provided bamboos at controlled prices and was helpful in issuing various kinds of permits. The handloom programme was worked out closely with the Collector of Guntur, a co-operative effort in which CASA helped weavers not aided by the Government.

The Government's timely rehabilitation programme for restoring communications and infrastructural facilities is to be commended. It enabled CASA to furnish more timely and effective assistance.

(2) *Local Church bodies* : While CASA became operational for its Phase I and II programmes in both Andhra Pradesh and Tamil Nadu, local church bodies played important roles as initial local contacts, providing a bridge to the community, and assisting in the implementation of the programme.

In Guntur District (A.P.) where approximately 20% of the population is Christian, the major church bodies working closely with CASA included the Church of South India (CSI), Andhra Evangelical Lutheran Church (AELC), Samavesam of Telugu Baptist Churches and Salvation Arms. In Tamil Nadu the CSI was the major co-operating local church. These ecclesiastical structures—the (AELC alone has about 650 parishes in Guntur District), parishes, schools and hospitals—provided an important means through which CASA was strengthened in implementing its programme.

(3) *Artic*: Appropriate Reconstruction Training and Information Centre (ARTIC), located in Vijayawada, Andhra Pradesh, became an important forum through which voluntary agencies and Government representatives met on a weekly basis for purposes of coordination and information sharing. ARTIC also provided Technical expertise for housing rehabilitation and was instrumental in CASA's incorporating into its housing scheme several features (e.g. cross-bracing, use of metal strapping) expected to add to the durability and longevity of the temporary houses).

(4) *CWS/LWR* : Church World Service (CWS) together with Lutheran World Relief (LWR) helped CASA receive a grant of Rs. 91,13,569.00 from the Office for Foreign Disaster Assistance (USAID).

CWS/LWR also provided two personnel for the programme. Jerry Van Sant (CWS Representatives, Indonesia) assisted CASA leadership in the initial phase with outlining/budgeting a programme and liaison with USAID/OFDA personnel. Keith Gingrich (on a three-month assignment with LWR) assisted at the field level (A.P.) with monitoring and implementation from 3 January to 12 April, 1978.

(5) *WCC* : The World Council of Churches (WCC) gave Rs. 82,73,000.00. It has also committed an additional Rs. 1.04 crore for programme as long range need and plan is determined by CASA over the coming months.

Reflection/Evaluation

Towards the end of Phase II programme in Guntur, a two-day Seminar was held to evaluate Phase I and II programmes in Andhra Pradesh. Forty persons (CASA staff, Board members, local churchmen and several resource persons from all over India) participated.

The Seminar was designed to review programme accomplishments; provide CASA staff, local churchmen and resource persons opportunity to evaluate CASA's effectiveness in programme administration/implementation coordination; and for groups to make observations concerning this disaster response programme and recommendations to be incorporated into future programmes.

Cyclone and Flood Relief in Tamil Nadu

Phase I : Relief

The relief operations started immediately after the Cyclone and Flood. Two Base Officers were set up, one in Trichy and one in Oddanchatram, Madurai District covering six districts. The operations were undertaken with the guidance of the Bishops, Diocese of Trichy and Tanjore, Rt. Rev. Solomon

Duraiswamy and Diocese of Madurai and Ramnad, Rt. Rev. George Devadoss. Sarvodaya Mandal, Trichy, Gandhi Peace Foundation, Thiruvarpur, Christian Fellowship, Ambilikai, Village Reconstruction Organization, Trichy and Agricultural Association, Karur extended their support by providing vehicles, materials and men.

Feeding programme was undertaken from November 20th 1977 to December 20th 1977. 20,000 families were fed in about 120 villages with cooked Soya Fortified Bulgur twice a day for 60 days. Children were fed with milk powder were utilized for this purpose. The feeding programme involved cooking in a Central place and distribution in vehicles.

Two hundred bales of quilts donated by the people of U.S. were distributed to 6,000 families. Utensils, sarees, dhoties and Childrens clothing were distributed to 10,000 families. Medicines to cure minor ailments were distributed through the medical personnel available in the villages. Water purification tablets were also distributed.

Phase II : Rehabilitation

Immediately after the feeding programme CASA undertook a massive programme of providing shelter to the victims. By then the victims had relieved themselves out of the tension of having lost their family members, house and other belongings and started thinking of the future course of actions. During the second half of the feeding programme, the beneficiaries were identified for providing shelter according to list prepared. When a village was selected, all the victims were included for the purpose of providing houses. (The number of beneficiaries was restricted to 3,400. Houses were constructed in the same site where they were living or in Government Puramboke lands, assigned lands, patta lands or in lands purchased for the purpose. The particulars of district-wise distribution of houses are given below.

The House

The houses are built on stone foundation in Trichy, Coimbatore and Madurai districts and on brick foundation in Tanjore, Pudukottai and East Ramnad districts. Three courses of random rubble stones in mud mortar form the foundation.

The height of the basement is 9" and width 1' 6". The wall is constructed with bricks in cement mortar 1:8. The thickness of the wall is 9" and height 6-½'. The house has four honeycomb windows and one door. Tiles are fixed on a country timber work. A covered verandah and a wash basin are also provided. Each house costs Rs. 1,400.

Participation of the Beneficiaries

The Beneficiaries participated in the Housing Programme in all aspects. They contributed labour to clear off the old and new housing site and dug the foundation. They worked along with the masons in preparing the mortar, carrying bricks, stones and water for construction. The beneficiaries were paid Rs. 4 per day for the labour they contributed.

Common Facilities in the New Colonies

Wells have been sunk in the new colonies and approach roads provided. The lay-out has been developed. Waste pits and latrine pits and pits to plant wind-break trees have been dug. Hand pumps have been provided to each village.

Socio-economic status of the beneficiaries is given below

A. Caste :

<i>Caste</i>	<i>No. of Beneficiaries</i>
Harijans	3176
Backward Castes	250
Caste People	10
Total	3436

B. Religion

<i>Religion</i>	<i>No. of Beneficiaries</i>
Christians	850
Muslims	36
Hindus	2,550
Total	3436

1,200 farmers whose lands have been sand cast have been provided with bullock-operated levelling boards. 2,000 marginal and small farmers who have lost their belongings have been provided with seed, fertilizer and pesticides to raise the first crop, 500 local artisans have received their lost tools. 100 cobblers got materials and tools to re-establish themselves. 500 families have been provided with beehives, bee colonies and technical assistance. This has been done with the active co-operation of the Khadi and Village Industries Department, Karur.

Food for Work

450 tons of rice has been utilized to develop structurally the new colonies that have come up due to the house construction programme; 1.5 kg. rice was given to each beneficiary who contributed labour for one day.

Mother and Child Care Programme

To promote increased health conditions in the village, it is essential to provide nutritious food to the children. As the bread earners have lost their belongings, the immediate sufferers are the children who are less than five years. It is with this promise that the nutrition and health programmes have been taken up in most of the villages selected for the housing programme.

Phase III

The Phase III of CASA's rehabilitation programme of Community Development, being undertaken in Guntur and Krishna Districts of Andhra Pradesh and Trichy District of Tamil Nadu, is being recast, and a comprehensive integrated rural development action-plan is being prepared. These programmes are being planned in a scientific manner and an in-depth study to ascertain the actual 'felt needs' of the people is being carried out. In conducting this study CASA is taking the assistance of technically qualified personnel from several government and non-government agencies. For grounding the project as such, it was the considered opinion of the experts consulted that a revision of the project should be undertaken for spelling out more clearly and specifically the objectives, the

strategies, the phasing and the financial outlays. They felt, that while there is no dispute over the fact that the project should be grounded early the importance of having a more realistic, reliable and detailed data about the various components of the project cannot be over-emphasized. The main objective of the project is to help the affected people belonging to the weaker sections of society i.e. small and marginal farmers, agricultural labourers, village artisans and craftsmen. This is being done to enable them to make a fresh beginning and improve their economic status. It is CASA's endeavour to raise the level of living of the people. The villagers will be benefiting from better housing facilities, agricultural assistance, vocational training, assistance to the fishermen community, co-operative marketing, cottage industry, milch cattle projects and family life education.

Director's Overseas Tour

In April—May, 1978 Major J.K. Michael, Director of CASA made a tour of the donor agencies who help CASA. He met officials in the CICARWS of the World Council of Churches, Geneva, C.W.S. in New York, Christian Aid, London, E.Z.E. and Bread for the World in Germany, Danchurchaid, Denmark, WEM in Humburg, Dutch Inter Church Aid and ICCO in Holland. In his report of this tour presented to the executive Committee of CASA on May 19, 1978 Major Michael writes :

There is a unanimous appreciation of the work that CASA did during the recent emergency, a new sense of belief that CASA can deliver the goods, and an abundant measure of good-will existed for us. However, there is also a widespread notion that CASA funds are used mainly for emergency relief and that CASA is still an outfit for relief work and not development. It is this sort of notion that I started off trying to erase from the minds of the various Church leaders and heads of the colleague agencies.

I pointed out to them that CASA is very much working towards development goal during the present decade which is referred to as the "second development decade." This term is a reminder of the urgent need to redress the im-

balance between the industrial nations and the so-called developing countries. Despite many important efforts to promote development during the "first" development decade now behind us, the hopes reposed in that period have not been realized. Though the poor have not become poorer, the wealthy have become wealthier more quickly than the poor.

In addition to the liaison between CASA and donor agencies a very tangible outcome of his tour was the raising of 2.5 million dollars to the 5 million appeal, which WCC had made in December 77 on behalf of the cyclone victims of Andhra and Tamilnadu. W.C.C. so far had raised only 2 million dollars. Hence Major Michael's efforts gave in a further assurance that the Phase III programme of the cyclone relief would have enough finances.

Major Michael also argued with W.C.C. authorities against the cut made in CASA's administrative budget by the Asia Screening Committee of CICARWS without a dialogue with CASA's executive and the national staff on the plea of self reliance.

In December 1978 Major Michael toured in Australia for three weeks for promotional work meeting the donor agencies. The tour was a great help to establish contact with donor agencies. The secular world also took note of the visit of Major Michael. One of the well-known dailies in that country entitled, "The West Australian" featured his visit in its issue dated December 16, 1978 on page 39. The article concludes saying :

One of CASA's long term projects is to help peasants buy land, seed and buffalo so that they can set up village farms instead of roaming the country of working as labourers on farms for a pittance.

CASA Acts as a co-ordinator between the various government bodies and the peasants, helps them borrow money, provides training in growing crops and animal husbandry and acts as a general adviser.

As the farmers become self supporting and more confident

we hope to establish marketing co-operatives so that they can market their own produce.—Major Michael said.

Many poor people do not know their rights. So CASA has set up a free legal-aid society.

Training programmes in subjects like English and typing have been started so that these people can find work. Major Michael said that although the Government allocated positions for the lower castes and poorer Indians, many could not fill them because they were not trained.

He believes two major problems facing CASA's work are encouraging self-reliance among the poor and leadership training at grass-roots level.

About 300,000 people are involved in Food-for-Work projects to help them become self-supporting and remove the concept of charity handouts.

For the consideration of the executive committee held in New Delhi on October 21, 1978, the Director submitted a draft policy statement on support of Development projects and programmes. The executive committee after active deliberations decided to accept the policy statement in general. The following excerpts from it are given below to indicate the direction in which CASA is involving itself in development programmes. Moreover, under various headings it explains the principle and philosophy of development programmes and its viability in the Indian background.

I. Overall Programme Objective of CASA

To enable the weaker sections of society to develop the means to meet their basic needs and to become full participants into socially, economically and politically viable communities.

A. *Defining the Weaker Sections*

The weaker sections of society include all those who are socially, economically, politically, or mentally disadvantaged. It includes unskilled landless labourers without meaningful employment opportunities, marginal farmers whose land is not sufficiently productive to provide adequate income to meet their families's needs,

slum dwellers with inadequate employment opportunities, scheduled castes, scheduled tribes, and other backward classes who fall into these categories, the physically and mentally handicapped.

B. Defining Basic Needs

Basic needs include a minimally acceptable standard of food, clothing, shelter, water and health. These needs are normally met with income earned, either in kind or in wages, from meaningful and productive employment, thus such employment is a corollary basic need. Likewise, developing new and improving existing means of production which are controlled by the weaker sections and which provide them with meaningful employment are basic needs. Communities have basic needs for maintaining some social standing, dignity, and self-worth. Communities need opportunities for functional and formal education to help enable them to meet other social needs. These needs and any needs which ought to be addressed by CASA supported projects.

C. Defining Viability

A viability community is one which is able to sustain a reasonable standard of living in a social and economic context which allows the community some control over its own destiny. Viability requires an adequate economic base for providing productive and remunerative employment for the community and a reasonable level of control of over its economic base. It requires adequate markets for the community's produce and adequate market mechanisms for supplying to the community those things which it can afford but does not produce. It requires infrastructures with adequate capacities and responsiveness for providing health, education and other essential social services. It requires community and broader societal structures through which individuals and groups can effectively express themselves and seek solutions to their needs and aspirations.

II. Criteria against which Development Projects can be Measured

A. *Development of Project Benefits*

- Goods, services or community assets of value for addressing basic needs and building viable communities should result from the project.
- Project benefits continue to accrue after outside assistance to the project is completed.
- Project benefits should be produced by means appropriate to and appropriable by the target community.
- Project benefits should be commensurate in value with the full costs of project inputs and support.

B. *Distribution of Project Benefits*

- Project benefits should accrue directly to the target community.
- Project benefits should accrue to the various sectors of the target community in proportions appropriate to each sector's needs.
- Means of producing project benefits should ensure adequate distribution of the benefits within the community (e.g. ownership of means of production developed by a project should assure that the production will be adequately shared by different sectors of the community).
- Social and political benefits from the project should enhance the standing of the target community.

C. *Development of the Target Community Through Its Participation*

- The target community must be involved in defining the needs to be addressed and designing the project, to assure that the project will respond to felt needs of the community.
- The target community must be involved in managing the implementation stage of the project.
- The target community must contribute resources which are essential to achieving the project objectives.
- The target community must be involved in project evaluation.

III. Types of Projects to be Encouraged

Types of projects indicated below are projects which should be encouraged to apply to CASA for support. These types of projects represent efforts to approach the needs of the poor and the weaker sections to meet their basic needs. Any such project would be approved only in the context of the criteria listed in section II above.

A. *Comprehensive Rural Health Projects*

This category includes projects which seek to respond with an integrated approach to basic health care needs of the weaker sections of society. Elements of good projects in this field include protection of water supplies; training of village health workers; provision of minimal curative services; health and nutrition education for all ages, especially mothers; efforts to address public health problem such as sanitation or public health practices which contribute to the control of specific diseases such as malaria or tuberculosis; any other health related activities responding to the basic needs of the community.

B. *Projects for Increased Agricultural Production*

This category includes projects which assist landless labourers and/or small farmers who qualify as marginal farmers according to government definitions to develop more productive and more adequately remunerative means of agricultural production from which they can directly benefit. This includes improvement of existing or development of new irrigation infrastructures which will render more productive lands belonging to and tilled by marginal farmers; assistance in development or acquisition of agricultural technology appropriate to needs of weaker sections; facilitating credit availability to the target group to enable it to realise the benefits which can be achieved through any of the above project activities; any other agricultural production projects which may be of assistance to the rural poor in addressing their needs.

C. Development of Local Structures

This category includes projects which develop institutions controlled by the target community responsive to its needs. These institutions may include co-operatives, small registered societies, local church congregations and other institutions which meet the criteria stated above. Such institutions could be supported in activities such as marketing village produced items, purchasing agricultural or village industry inputs, achieving social goals such as education, etc. Not included in the category are institutions which are controlled by persons outside the target group and projects whose direct benefits are realised primarily by the institutions themselves rather than the target group, even if the institutions intend to serve the poor. Such institutions will be assisted only when a compelling and logical rationale is given to explain how the best interests of the poor are served through such a means.

D. Advocacy for Social and Social Justice for the Poor

This category includes projects which seek to enhance rights of the poor and the weak through legal action. Such projects would include those in which legal aid is offered to poor families and communities to enable them to clear ownership of land and other means of production which rightfully belong to them. Projects, which educate the poor concerning their legal rights, projects which work with existing social, legal and political structure to make them more responsive to the needs of the poor and projects which advocate legislation which will favour the poor, fall in the category.

E. Leadership Training

This includes projects which train leaders who come from the target group to be more effective as social leaders, as project managers or any other leadership capacities within the target community. With a lower priority it may include those not from target community but who will work for and with the target communities on their behalf.

F. Cottage Industries

This category of projects includes any activity which might contribute to the development of appropriate means of production owned or controlled by and operated by members of the target community for producing good and services which have a market either in the community or in the broader market economy. It also includes efforts to teach skills, to assist in the purchase of equipment and other technology, to provide credit for financing purchase of the same or financing cottage industry production. Any such project should have a demonstrated economic viability.

G. Human Habitat

This includes projects which enable the community to improve its environment through better housing, re-organisation of public amenities or village layouts, development of public infrastructures which enhance the economic and/or social life of the community as a whole such as roads, recreation areas, sanitation systems, afforestation, etc.

H. Functional Education

This category includes projects which teach usable skills through either formal or informal means. In addition to the traditional skills of literacy, it can include technical and vocational training.

I. Status of Women

Projects enhancing the status of women through any means are to be encouraged.

IV. Organizational Implication and Goals

To be of assistance to projects, CASA sets forth the organizational goals outlined below which indicate the activities it will engage in order to meet its overall programme objective stated in Section I above. Inherent in each of the objectives below is the understanding that CASA is an enabling and not an implementing agency with respect to development projects. CASA's policy is to accept no new

projects which would be implemented directly by CASA's own staff or which would require its own staff to provide day-to-day supervision. In cases where projects are already being implemented by CASA, efforts are being made to find local leaders to assume responsibilities for the projects.

- A. CASA will seek to identify and assist potential target communities and project holders to develop their own ideas into viable projects in the context of CASA's criteria. This requires staff competent in project design techniques and with ability to relate to local leaders and communities. To make this possible, CASA started a training programme for its staff in project design, implementation and evaluation in August 1978.
- B. CASA will screen projects submitted to it against criteria stated in Section II above and will seek funds for those projects which meet these criteria. Though funds have traditionally been sought from outside India, projects may be funded from sources becoming available within India.
- C. CASA will provide consultative and training assistance in all aspects of project management to project holders and local leaders. This again implies a need for well trained field staff and zonal office staff. These services will be made available first to projects supported by CASA. As CASA's capacity for management assistance grows, these services may be made available to any project management, i.e. project design, project implementation and project evaluation.
- D. CASA will provide project monitoring and evaluation services to agencies financing projects through CASA in ways which will be consistent with C above. These services will be for the purpose of keeping donors informed of the progress of projects they are supporting and to assist the project in assuring timely availability of resources based on project progress and to provide useful feedback to projects which can be used at the project level in its own management.
- E. CASA will act as a responsible and responsive channel

for resources to projects. It will receive and forward resources for projects in ways consistent with the above stated goals and consistent with information resulting from the services in D above.

Material Resource Department

One of the recent developments in 1978 was the attempt of CASA to start its own central purchasing agency. The Material Aid Section of CASA Head Office was re-organised to Material Resource Department. Besides handling import, this department will handle procurement of Indian goods of export quality on export prices under the Government of India scheme wherein the purchases made in India will be in foreign exchange.

The Material Resource Department of CASA has been established to provide service to charitable and non-profit making organisations in India working in the field of health/social welfare/education in rural development.

The Government of India has approved Wittchaftestelle Evangelischer Missionsgesellschaften (WEM)/West Germany, as the donor agency and CASA Material Resource Department is working in close co-operation with them.

Floods in West Bengal

In the last week of November, 1978 about 3/4 of West Bengal was submerged under water, buffetting millions of men, women and children. Over fifteen million destitutes were uprooted from their homes.

Since the famine of 1943 which killed 3 million people, West Bengal never experienced such a catastrophe. This state was the target of three successive waves of floods, spread out over a short period of 3 months each more calamitous than the last. The losses to the State's agro-economy are crippling. Crop-loss is estimated at over Rs. 210 crores. Over 7 million tons of foodgrains, jute and other minor crops were destroyed. Hundreds of factories have come to a standstill. Over 800 people have died and 500 are still reported missing. Over 2,00,000 cattle have perished. 7,00,000 homesteads have been totally destroyed, 4,00,000 were severely damaged and 1,00,000 partially damaged. 50,000 handloom workers in one district

alone have lost their tools, thus rendering the victims homeless and jobless.

The Central and State governments commenced relief work in these areas. Foreign countries too responded to the State government's appeal for food and medicines. Voluntary agencies such as CASA rushed to do their share to ameliorate the sufferings of the flood-affected victims.

In Murshidabad approximately 6,00,000 people were affected in 558 villages. 80,000 kgs. of soya fortified bulgur was distributed to 41,000 beneficiaries for one month. 16,000 victims were given medical assistance and 25,000 people were immunised against Cholera and Typhoid. Food packets and milk powder were air-dropped in the afflicted areas. Four motor boats were deployed for distribution of food stuff and mobilising the medical teams. Rs.1,66,000 was spent in cash and kind in this district for relief work.

In the earlier floods in Midnapore District, 54,000 victims benefited from our food programme. 2 kgs. of soya fortified bulgur per head per week was provided to the affected victims for three weeks. In some parts, cooked rice was also distributed. Liquid milk was also provided to the children. CASA had deployed 17 boats to carry out relief and medical operations. 26,000 patients were given medical aid and 50,000 victims were inoculated by pedo-jet guns.

CASA's relief programme in the first and second phases of floods in this district alone cost Rs. 1,40,000/-.

CASA worked in 6 of the 12 flood affected districts of West Bengal such as Bankura, Burdwan, Midnapore, Nadia, 24 Parganas and Howrah.

51,000 people in sectors Moyna and Daspur of Midnapore District were given medical aid. 25,000 people were inoculated against Cholera and Typhoid. 54,000 beneficiaries were provided dry food and milk per day for 4 weeks. 48,000 water purification tablets were distributed and 5,600 food packets were air-dropped. In Kolaghat sector of this district, 2,173 victims received medical aid and 3,450 people were inoculated. 11,205 were given food daily and 3,000 children received milk everyday for 9 days. 13,000 water purification tablets were made available to the villagers.

CASA carried out relief operations in Ranaghat, Nawadip

and Krishnanagar sectors of Nadia District. In Ranaghat sector, 8,000 patients were given medical aid, 2,500 people were inoculated. Our food programme benefited 21,000 victims daily for 15 days. 3,108 children received milk daily for 20 days. 20,000 water purification tablets were distributed. Dry food was provided for 5,000 victims per day for a period of 16 days in Nawadip areas. 10,000 kgs. of rice was distributed amongst 75,000 beneficiaries in Krishnanagar. 73,000 water purification tablets were distributed amongst the villagers. 4,000 patients were given medical aid and 1,000 victims were inoculated.

24 Parganas was another district which benefited from CASA's relief work. In Thakurpukur sector of this district, 8,800 beneficiaries received food daily for 16 days; 5,000 children were provided milk per day for a period of days; 1,305 patients were given medical assistance. 9,200 water purification tablets were distributed amongst the destitutes. In Panchanagram 2,000 people were fed daily for 2 days and in Dum Dum Cantonment area, 1,580 victims benefited from our food programme daily for 2 days.

Three sectors in Howrah district namely: Bagnan, Amta and Udayanarayanpur received aid from CASA. 85,000 victims in Bagnan were inoculated. 7,566 people were given medical aid. 22,000 were given food daily and 6,000 children were provided with milk daily for a period of 24 days. 1,40,000 water purification tablets were distributed. 10,000 victims benefited daily from our feeding programme for a period of 19 days. In Udayanarayanpur 7000 victims per day benefited by our food programme for 2 days.

Up to November 1978 CASA had spent 1.8 million rupees for these operations in West Bengal. CASA has been in the process of working out details of rehabilitation programme for this state.

By November 1978 the floods inflicted havoc in various parts of Uttar Pradesh, West Bengal, Bihar, Tamilnadu and Kerala. The 1978 floods were estimated to be the biggest in the "Flood History of India."

CASA relief operations commenced in July this year in response to the terrible disaster and devastation caused by the severe deluge. The relief operations are still in full swing in

many parts of southern India, which was recently the victim of flash-floods and landslides.

In the first week of November 1978 Mr. Stanley Mitton, Emergencies Officer/World Council of Churches, Geneva was on a six-day visit to India to see the CASA emergency flood relief operations in the States of Uttar Pradesh and West Bengal. He spent two hectic days with CASA Director, Major J.K. Michael visiting Amta and Moyna in Howrah and Midnapore districts of West Bengal. A quick trip was also made to Ghaziabad and Agra in Uttar Pradesh. In Agra, Mr. Mitton met Dr. S.C. Banwar, Principal of St. John's College and had discussion on the relief and rehabilitation programmes in that area. Among others he met Bishop Eric S. Nasir, Moderator/Church of North India and several other church leaders.

Although CASA did not anticipate such disastrous floods in November, learning from the bitter experience of Andhra Cyclone of November 1977 CASA had established an emergency cell under the able leadership of Mr. Rana P. Singh. This cell is being operated so that in case an emergency occurs, the Emergency Cell is immediately informed. This cell is action-oriented and spurs on the activities, related and co-related to the disaster response programmes. The Emergency Officer co-ordinates all activities with the State and Central governments. This cell has been especially prepared to assist the Area Directors in their emergency needs, so that, the normal, on-going programmes are not disrupted.

Phase III of Andhra and Tamilnadu

CASA began their work in Andhra cyclone area on 23rd November 1977, i.e. four days after the cyclone. By March 1978 they completed the first two phases of relief operations including houses except the houses in Krishna District which were completed later. CASA workers rightly raised the following questions.

- (1) Have they done all that was expected of them in the given circumstances and time ?
- (2) Have the people of affected areas reached to a point where they need no assistance from outside ?

- (3) Whether or not the resources and facilities made available locally can be utilised by the people for development purposes without much difficulty?
- (4) Do the people know-how, to get going to avail of facilities locally or from the neighbourhood for development purposes.
- (5) Do the people have the initiative for doing things for themselves or do they suffer from an attitude of indifference and helplessness?

The CASA workers discussed with the people in the area : "After relief what"? The people showed some interest. An Evaluation Seminar was held in Guntur in March 1978. Some members of CASA felt that having come to know the area, its social set up, its problems and the needs of the people, it would not be desirable for CASA to close its eyes to the question of long-term development. Hence, it was decided to undertake a pilot project for development to find answer to the problems associated with marginal farmers and landless labourers.

Survey of villages were conducted in the villages. While the survey was in progress for this pilot project. CASA, prepared a very detailed draft plan for Phase III. It was circulated to the executive members for comments on 21 July 1978. It was approved in the CASA executive of September 6, 1978. A sub-committee consisting of Dr. M. Abel, principal of Madras Christian College, Most Rev. Dr. Mar Aprem Metropolitan and the Director of CASA was appointed for further implementation of the programme. This sub-committee met in Madras in December 78 and suggested ways and means for implementation to begin in February 1979. Mr. Murray, a retired Chief Engineer in Andhra Pradesh, was appointed a special officer to give technical advice. Since the details of the plan are relevant. They are reproduced in the next few pages.

FACT SHEET

Number of Districts : 5 (Guntur, Krishna, Prakasam, Affected Godavari East and Godavari West).

Number of Villages : Approximately 3,204 villages.
 Affected
 Total Population Aff- : 71,00,000
 ected.
 Human Life Lost : Approximately 20,000
 Houses damaged or : Approximately 2.18 million
 Destroyed 80,00,000—Guntur
 78,00,000—Krishna
 60,00,000—Prakasam, Godavari
 East and West.
 Damage to crops : 23,64,187 acres
 Loss of Public Pro- : Rs. 30,00,000.
 perty

Philosophy of the Project—'Involve to Evolve'

Involve the beneficiaries. Involve local Church structures. Involve social institutions. Involve resource persons. Involve everybody who can help evolve—an egalitarian society.

The organisation would only play the role of a catalytic agent in the whole process of action leading to development.

Description of the Project Area

DISTRICT: KRISHNA, is divided into twelve administrative units, known-as Talukas. Out of these two talukas Bandar and Divi were worst hit by the cyclone and the tidal wave that this area in the early hours of November 19, 1977. Thousands of people died. A great number of heads of cattle perished. Property worth millions of rupees was lost.

The tidal wave penetrated deep into the land. Twenty-seven villages were affected—13 in Bandar and 14 in Divi.

It is said nature has no eyes to see. When it gives generously to all and everybody alike. When it strikes it spares none that come in its way old, young, rich or poor. In Divi and Bandar talukas all suffered alike. However, the marginal farmers and the landless labourers were among those, who suffered most. They are still going through the agony and the sufferings of the cyclone. The identified group consists of more than 70% population of the talukas, Bandar and Divi. It would be some time before they would be able to lead a

normal life at least as they did before the cyclone hit their habitations.

Bandar and Divi talukas are located in a cyclone prone area. The two talukas are frequently subjected to severe cyclonic storms. The last three years, 1977 was the third consecutive year in which the area was visited by a cyclone. The tidal wave was an exceptional phenomenon of nature, which was never experienced by the people in their living memory. However, a similar disaster devastated the same area way back in 1864.

The land of both talukas is fertile. Paddy is the main crop which is cultivated twice a year. Sugarcane, groundnuts, cotton, tobacco are other cash crops of the area.

Poultry and dairying are becoming popular with educated moneyed rural people. These are allied activities agriculture being the main one. Some farmers keep as many as five thousands birds at a time.

Weaving is the only cottage industry of these two talukas and is confined to a particular group of people. Their methods of working by and large are traditional. There are weaving cooperatives, but how far they are really under the control of weavers and how far they derive the accrued benefit, is a matter of conjecture.

The marginal farmers, and the landless labourers who constitute more than 70% population live comparatively in poor neglected areas. These areas by and large lack good roads, electricity and sanitation.

They lead a life much below the poverty line yet, they go about in life with a smile for others. They work hard to make others' life happy.

Socio-economic structure of the society is not conducive to social change. The government is trying to make a breakthrough through legislation. The hands of the government need to be strengthened by the voluntary agencies by creating a favourable climate for change. Voluntary agencies, like CASA have a great challenge for them to come out with a programme that may enhance the process of social change.

Natural catastrophies are hard and never desired. However, when they come the affected section of the society finds in them a unique opportunity to have a fresh look at its whole

fabric of life. The people either because of forces working from within or being influenced by mass media like written word, radio, television, personal contact, consciously or unconsciously go through an unusual process of change. The identified area is ready in more than one way for the adoption of new ideas, new practices and new decisions in life. Here is a great opportunity for voluntary agencies, like CASA working for social change to seize this opportunity and initiate people into action in the disaster areas to bring about economic growth and self reliance.

Salient features of the project area

- | | |
|---|------------------------|
| (1) Name of the State | : Andhra Pradesh |
| (2) Name of the Districts | : 1. Krishna 2. Guntur |
| (3) Plan Period | : 3. years |
| (4) Talukas No. of villages
and Population covered | : Table No. 1 |

217

District Krishna		1. Bandar		2. Divi		3. Gannavaram		4. Gudivada	
1. Name of Talukas	2. Population:	Bandar	Divi	Gannavaram	Gudivada	Bandar	Divi	Gannavaram	Gudivada
3. Land (Sq. m)	People	310,619	280,758	233,270	253,149	887	1,204.1	705.5	594.9
4. Illiteracy percentage }	Persons	54.4	62.2	57.9	51.8	68.4	73.4	69.3	61.6
5. Main occupation opportunities }	Male	Agri.	Agri.	Agri.	Agri.	La	La	La	Agri.
	Female	La	La	La	La	La	La	La	La
	1. Agrl.	La	La	La	La	La	La	La	La
	2. Labour	La	La	La	La	La	La	La	La
	3. Fishing	La	La	La	La	La	La	La	La
	4. Weaving	La	La	La	La	La	La	La	La
6. Percentage of workers of total	Male	54.7	57.4	57.7	57.3	13.4	19.3	22.7	18.1
	Female	13.7	20.6	17.7	14.9	0.42	0.69	0.47	0.59
7. Break down of workers	Cultivator	13.7	20.6	17.7	14.9	0.42	0.69	0.47	0.59
	M	13.7	20.6	17.7	14.9	0.42	0.69	0.47	0.59
	F	0.42	0.69	0.47	0.59	0.42	0.69	0.47	0.59
	La.	14.2	22.8	22.8	21.4	14.2	22.8	22.8	21.4
	M	14.2	22.8	22.8	21.4	14.2	22.8	22.8	21.4
	F	7.7	17.2	18.8	14.1	7.7	17.2	18.8	14.1
	Others	3.6	2.0	1.49	1.23	0.18	0.13	0.07	0.85
	M	3.6	2.0	1.49	1.23	0.18	0.13	0.07	0.85
	F	0.18	0.13	0.07	0.85	0.18	0.13	0.07	0.85

District Guntur

		<i>Bapatla</i>	<i>Repalle</i>
1. Population		2,25,935	2,25,285
2. Land (sq. miles)		878.4	651.3
3. Literate person	Persons	67,483	93,539
	Male	43,239	66,212
	Female	24,245	27,327
4. Main Occupation		Agri.	Agri.
		Labour	Labour
		Weavers	Weavers
5. Workers	Persons	93,539	90,077
	Male	66,212	66,137
	Female	27,327	23,940
6. Breakdown of Workers		<i>Bapatla</i>	<i>Repalle</i>
Cultivators	Persons	28,382	27,687
	Male	26,201	26,067
	Female	2,181	1,620
Landless	Persons	47,303	43,489
Labourers	Male	25,612	24,284
	Female	21,691	19,205
Others	Persons	17,854	18,901
	Male	14,390	15,786
	Female	3,455	3,115
Non-workers	persons	1,32,396	1,35,108
	Male	38,668	47,638
	Female	83,728	87,470

Problems and Their Suggested Solutions

In the absence of any kind of socio-economic survey of Bandar and Divi Talukas it is difficult to make any definite statement about the nature of problems faced by the people of these talukas. However, realising the urgency for at least some knowledge of felt needs of the community of the identified area, and an on-the-spot study of some of the randomly selected villages a quick survey was made. Along with this some information was gathered from the Census Report 1971. The strategy of study of the area followed was:

1. To study District Census Report 1971.

2. To study the Techno-Economic Survey of Andhra Pradesh.
3. Interview some of the members of CASA staff and some voluntary workers.
4. Interview the government officials specially:
 - (a) District Information Officer.
 - (b) District Rehabilitation Officer at Machilipatnam.
5. Interview some local people one of them being Rev. G.D. Poornachandra Rao. This gentleman was contacted twice.
6. Visiting some of the villages and interview local people there.

Problems

The study highlighted the following problems of the area:

1. That the majority of the population of the cyclone affected area consists of marginal and landless labourers (70%).
2. Considerable part of the population within the affected area consists of Harijans and backward communities (35%) of the population).

The per capita income of the population specially of marginal farmers and landless labourers is not available. However, a fair picture of the income per capita of landless labourers can be drawn taking into account the daily wages earned, which on an average comes to Rs. 5 per day. This means the total monthly income of a family consisting of 5 persons—husband, wife and 3 minor children comes to less than Rs. 150 p.m. If the woman in the family also goes to work, she mostly earns Rs. 3 per day on an average. This means the total income of a family of 5 members would be not more than Rs. 240 p.m. But this income is subject to their being hired for 30 days in a month. How many days in a month he remains without being hired is difficult to say.

3. Percentage of illiteracy in the identified area is as high as 60% among men and 95% among women.
4. Milch cattle especially owned by the landless labourers are of a poor quality.

5. Landless labourers and members of backward community being illiterate and generally without skills are usually subject to exploitation by people of resources.
6. Artisan group—carpentors, shoe-makers, weavers, etc. have no educational facilities to improve upon their present skills and thereby their capacity to earn more.
7. Some localities did not have drinking water facilities within their reach.
8. The roads going through or connecting the habitation of landless labourers need the attention of civil bodies (Panchayat).
9. In some villages the houses of backward communities are located at such places where water stagnates and makes their movement unsafe specially at night, as well as cause unhygienic environment.
10. Vigorous deforestation in the area for firewood and other domestic usage is enhancing erosion of land and changing climatic conditions. A time bound plan for afforestation and conscientization programme is needed to educate and help the people.

Solutions

Analysing the problems mentioned above one sees them grouped under 3 heads—environmental problems, social problems, economic problems and leadership problems.

These problems though identified separately are very deeply inter-linked and influence each other. It is difficult to say what problems should get priority over the others.

To ensure overall growth, the above mentioned problems would have to be tackled by the people themselves who will be motivated by the trained community development personnel recruited for the purpose and who will also ensure emphasis on self help and mutual help.

The suggested solutions are given below.

1. *Environmental Development Activities*

- A. (i) Afforestation
- (ii) Bunding of rivulets
- (iii) Deepening of rural drainage and tanks

- (iv) Construction of link roads (earth work only)
- (v) Construction of culverts or small bridges as per need of the community.
- B. (i) Houses for the rural poor.

2. *Socio-Economic Welfare Activities*

(a) *Welfare Activities*

Family Life education programme consisting of mother, child-welfare, nutrition and health programme for children in the age group of 0—8 years, nursing and expectant mothers.

(b) *Economic Activities*

This programme will be taken up under two heads:

A. Money Generating Activities:

- (i) Milch cattle project
- (ii) Poultry and duck farm
- (iii) Basket making
- (iv) Match making
- (v) Candle making
- (vi) Ladies handkerchieves
- (vii) Masala making
- (viii) Weaving
- (ix) Development of co-operation

B. *Skills Development Programme and Training*

- (i) Carpentry
- (ii) Blacksmithy
- (iii) Tinsmithy
- (iv) Shoe making and other leather goods for which there is market in the neighbourhood
- (v) Tailoring
- (vi) Electrical wiring and motor repairs

3. *Leadership Development Activities*

Under the environmental development programme, the activities suggested will be undertaken in co-operation with government agencies. Development of a forest belt of 5 to 8 miles between the sea coast and villages is most desired. The

land covered by forest should not be considered as a loss. The wood and other by-product of the forest belt would serve as a defence against any future invasion of a tidal wave and high velocity winds. If there were a thick forest along the coast line then sea waves would not have penetrated as deep into the land causing havoc and land erosion as it did. The waves would have been checked and their fury would have been tempered. The role of the voluntary agency like CASA would be to educate people for afforestation and work with the Forest Department for the development of thick forest belt. Link roads, deepening of rural drainage and construction of culverts at needy places need encouragement.

Housing is one of the basic needs of families. CASA did all that it could within its means. It provided 13,100 houses for families that lost houses.

Recently Housing and Urban Development Corporation, Government of India, has come out with a policy to construct strong houses that could comparatively stand the strong winds of cyclone. The Government of Andhra has appealed to Voluntary Agencies to be a partner in this enterprise.

CASA may decide to construct 4000 houses per design and recommendation of the Government of Andhra Pradesh.

Social and economic development will be undertaken together. All efforts would be made to involve members of the community to evolve solutions of their problems.

A leadership development programme is important for rapid growth of the community. This programme shall be developed along with the development of the project. The programme of leadership will meet the objective of the project to involve the available leadership and arouse the dormant leadership potentialities in the community to work for and with the development programme.

There are various methods to look for and follow. There is one tried by Socrates. His technique of involvement of youth into analytical thinking and action programme through question-answer method is well known.

This technique followed by Christ was of demonstration, challenge, persuasion and involvement. There is a model, developed by Folk Schools in Denmark or Four H Club approach of U.S.A.

Project Administration

Being conscious of the fact "when the planner is the executor and the people benefited are those who have shaped the project then are the chances of programme yielding results", the sponsoring body CASA of the project Development of Rural Poor in Andhra would appoint an ad-hoc advisory body to assist the Director, CASA, in the formulation and administering the proposed project in the initial stages.

However, till the time the Ad-hoc Committee submits a detailed project plan stating constitution of the Body, names of the functioning body, budget for a year and the sources of meeting the budget commitments etc., the Director of CASA felt the need to be in the field to furnish the work in hand, be in contact with the people in villages and make an on-the-spot socio-economic survey of few villages in Bandar, Divi, Repalle and Bapatla Talukas.

The project shall have 3 types of workers:

1. Full-time employees
2. Part-time employees
3. Consultants

The full-time workers selected would be few in number. They will be technically qualified, preferably young, those who understand the regional language and though last but not least have fair understanding of the culture of the people.

The staff may consist of:

1. Coordinator	:	one
2, Assistant Coordinator	:	one
3. Specialists—		
Extension Worker/ Adult Educator	:	two
Home Economist/ Experienced Social Worker	:	two
Veterinary Doctor/ Animal Husbandry Man with Experience	:	one
Marketing Officer	:	one

5. Part-Time Field Workers : 10 for a cluster of ten villages one, part-time field worker for one village. The administrative set-up proposed can be graphically described as below:

Management (CASA) and Advisory Body Coordinator					
Assistant Coordinator	Other Voluntary Agencies including Churches		Govt. Dept.	Conference Seminar Con- tact & discus- sions with ex- perts	
	Home Economist	Animal Husbandry Expert	Marketing Officer		
(1)	(2)	(3)	(4)		(5)
Supervisor Community Development Centre Or (Clusters)					
	() (1)	() (2)	() (3)	() (4)	() (6)
Field Worker Village					() (7)

TABLE NO. 1

**Talukas, Number of Villages Development Centres
Number of Villages and total number of
Beneficiaries**

Sl. No.	Talukas	Village Development Centres	No. of villages covered by the centres	Estimated population or Beneficiaries
1	2	3	4	5
1.	Bandar	3	40	30,000
2.	Divi	3	30	30,000
3.	Bapatla	3	30	30,000
4.	Repalle	3	30	30,000
		12	120	1,20,000

BUDGET

	<i>Per Month</i>	<i>Per Year</i>
1. Coordinator 1	@ 1,500	18,000
2. Assistant Coordinator 1	@ 1,200	14,400
3. Specialists—		
1. Adult Educator	2 @ 700 + DA 300	24,000
2. Home Economist	2 @ 700 + DA 300	24,000
3. Animal Husbandry Expert	1 @ 700 + DA 300	12,000
4. Marketing Officer	1 @ 700 + DA 300	12,000
5. Supervisors	12 @ 500 + DA 300	1,15,200
6. Part-time workers	120 @ 100	1,44,000

	<i>Per Month</i>	<i>Per Year</i>
4. Office Establishments:		
1. Rent for the building @ 1,000 p.m.		12,000
2. Accountants @ 400 + 150		6,600
3. Stenographers 3 @ 400 + 150		19,800
4. Clerks 3 @ 350 + 100		18,500
5. Helpers 3 @ 350 + 150		13,500
6. Stationery & postage —		10,000
7. Travel @ 4,000 p.m.		48,000
8. Office equipment —		12,000
9. Contingencies —		3,000
		<hr/>
		Total 5,28,000

MOTIVATING PEOPLE

Communication has a very vital role to play in the whole process of social change. Communication becomes a problem when illiteracy in the identified group is of the magnitude of 60 to 95%, where roads are few, physical mobility only under necessity and social contacts with the higher-ups in the society is practically nil.

Radio certainly is one of the popular media. But how many of the families of the rural poor have transistors of their own? Again with the radio, is the problem of principle of forgetability that always plays tricks with the listeners. The possibility of check and feed back does not exist. However, the project does not rule out the radio.

Looking at the socio-economic structures, the cultural background of the rural poor and dependency and their faith in "oral word", non-projected media such as flash cards, flannel graph, mime-fillip book, puppetry, songs, drama etc. would be encouraged.

Puppetry is one that attracts rural people and would play a significant role of educator. This media can be effectively made use of by literate rural youths with training lasting not more than fifteen days. This would give opportunity to discover talents in youths for music—vocal and instrumental both, dramatics leadership and co-operation. Puppetry if learnt and used would give chance of earning something though not much.

BUDGET

1. Training:		
(a) Making and manipulation to teams (8 persons) 15 days @ 15 per day	—	10,000
<i>Visiting Instructors</i>		
Travel	3,000	
Honorarium	5,000	8,000
(a) Teaching Material		1,220
1. Monthly Performances—2		
Honorarium 40 per team 6 × 2 × 50		5,760
3. Other media		
Equipment, etc.		10,220

	Total	36,000

FAMILY LIFE EDUCATION

Family is the basic unit of the society. Families are the custodians of culture of the people in any given area. Progress and development of any area has direct relationship with the desire for progress and attitude for development found among members of families in any given area.

Women hold the key to progress. It is on their education, desire, willingness and determination, depends with what speed the society moves towards development.

This programme shall greatly concentrate on literacy among women, health of a child, environmental hygiene, budgeting family income, etc.

In developing this programme, contracts shall be made with the Director of the Indo-Dutch Project for Child Welfare at Hyderabad, Andhra Pradesh. This organisation has gained good experience in this field and has developed a pattern which fits with the socio-economic living structure of the rural poor of Andhra Pradesh.

This project would cover areas of:

1. Pre-and post natal information
2. Family counselling
3. Mother & Child health care
4. Environmental hygiene
5. Functional and non-formal literacy programme
6. Training of local midwife to improve their skills
7. Establishment of Creches for children of working women in agricultural fields or other jobs where needed.

BUDGET

I. (1) Pre and post-natal information	
(2) Family Counselling	
(3) Environmental hygiene	
Through locally trained personnel	120 × 50 = 12,500
II. Training of local midwife	120 × 500 = 60,000
This will include, travel, Boarding & Lodging & Instructors fees.	
III. Establishment of mobile Health Exhibition	
(1) Common diseases	
(2) Nutrition food	= 300,000
(3) Environmental hygiene	
Running Expenses of Mobile Health Exhibition	= 50,000
	<hr/>
Total	Rs. 4,22,500

COTTAGE INDUSTRIES

Problem

Majority of the landless labour do not have aptitude for craft or cottage industry. For centuries they have been working as agricultural labour or doing other odd jobs. This type of work does not keep them fully engaged during the whole year. Besides, the income is not sufficient to meet their basic needs.

Schedule

There seems to be four possibilities where this group of people could be initiated to do work other than in agriculture.

I. The work shall be started along with traditional artisans such as carpenters, shoemakers, etc. They will be contacted and made to see that if they improve upon their working pattern and learn new skills in their craft, chances are they would make more money than they did now.

II. Persons for Village Development Centres shall be picked for training. The training shall be organised in two stages, one followed by the other after a gap of six months.

$$\text{I Phase } 2 \times 12 \times 10 \text{ days} \times \text{Rs. } 15 = 3,600$$

$$\text{II Phase } 2 \times 12 \times 5 \text{ days} \times \text{Rs. } 15 = 1,800$$

Instructor=Travel+Honorarium

$$3,000 + 5,000 = 8,000$$

$$13,400$$

Crafts

1. Carpentry
2. Weaving
3. Tinsmithy
4. Candle making
5. Basket making
6. Blacksmithy
7. Shoe making
8. Tailoring
9. Electrical
10. Motor expen.

$$9,400 \times 10 = 94,000$$

II. Secondly persons in the community with entrepreneurship attitude would through counselling be encouraged to take up self-employed work. For funding such projects they would be introduced to local banks and helped to secure loans also.

III. Literate youth among the landless families through counselling technique would be made aware of crafts for which

training is available. They would be told where such training is available and what are the admission requirements. Project envisages the possibilities of finding scholarship to match the family resources. International organisations like Rotary Club, Lions Club and other philanthropic foundations shall be contacted for scholarships.

IV. As per the local requirement of labour intensive undertakings, interested youths are intended to be trained to take up various jobs in employment agencies. Poly-technic institutes both of government or private organisations/church sponsored shall be contacted to train in such workers.

BUDGET — 50,000

It is difficult to say what shall be the demand of poly-technic institute to conduct such courses.

MILCH CATTLE PROJECT

Problem

Marginal farmers and landless labourers by and large always keep cattle, goats, poultry or pigs to subsidize their income. Most of the time the quality of the cattle, goats, poultry or pigs kept by this group of people is poor. Their method of keeping cattle is traditional. Most of the cattle owners of this category are illiterate, economically weak and badly lack facilities to keep cattle. As a result of this the cattle rearing activity instead of being a source of income turns out to be an activity of economic liability.

However, looking at the money earning opportunities available to this group of people in and around their neighbourhood, cattle rearing is just one activity available to take advantage of. Another point that supports the advocacy of improving cattle raising by this group is that they traditionally have been in the habit of keeping cattle; still another point in favour is that, however little it may be, their children get an opportunity to have a nutritive diet in shape of half a cup or a cup of milk. It may not be everyday but at least twice a week. Therefore, it is decided to include a milch cattle project which may ensure some additional income to the landless labourers.

Scheme

The project has the object of raising the income of marginal farmers and landless labourers by distributing 500 cows and buffaloes. 250 cows and buffaloes will be distributed in the first half year of the project and 250 cows and buffaloes in the beginning of the 2nd year of the project.

— The project aims to distribute 500 cows and buffaloes against an interest-free loan but recoverable in easy instalments. The amount of loan to be given will be Rs. 2,100 (Rs. 2,000 for purchase of cattle, and Rs. 100 cost of insurance).

— The project aims at providing cows and buffaloes to the poorest section of the landless group and marginal farmers with the reservation that only one cattle will be given to one family.

— The project will be undertaken in an area where there are milk collection centres already in operation. These centres may be operated either by the government or private dairies and ensure marketing facilities.

— The project aims that collection of loan amount will be done through the milk collection centres in instalments.

— The cattle given to the people will be ensured as per rules of the Dairy Development Department of the State.

— The number of beneficiaries will be 500 families or 2,500 people taking a family of 5 persons—husband, wife and 3 children as a unit.

— The project aims to appoint a full-time Veterinary Doctor to develop and arrange a health service programme for the beneficiaries of the project so that if and when a cow is sick, it gets the necessary treatment.

— The project also envisages to develop a functional literacy programme at latter stage. The project shall put greater emphasis on education and training, of women, who traditionally look after the cattle in the family.

ESTIMATED BUDGET

<i>S.No.</i>	<i>Item</i>	<i>Non-recurring</i>	<i>Recurring</i>
A. Expenditure			
		(Rs.)	(Rs.)
1.	Cost of cow/buffalo	2,000.00	—
2.	Cost of temporary shed	200.00	—
3.	Cost of milk cans	100.00	—
4.	Cost of Insurance	100.00	—
5.	Maintenance (fodder, Green fodder & con- centrated feed @Rs.4 per day)	—	1,440.00
		Rs. 2,400.00	Rs. 1,440.00
B. Income			
(a)	Sale of milk—6 kgs. per day @ Rs. 2 for 250 days—aver- age milking days		3,000.00
(b)	1 Kg. milk @ Rs. 2 per day to be used by the family		720.00
(c)	Sale of cow dung at the end of the year		100.00
(d)	Sale of calf after 10 months		250.00
		Total	Rs. 4,070.00

C. Monthly Expenses and Income

	<i>Income</i>	<i>Expenditure</i>
	(Rs.)	(Rs.)
(a) Straw, green fodder and concentrated feed @ Rs. 4	—	120.00
(b) Return of loan @ Rs. 60 p.m.	—	60.00
(c) Sale of milk 6 kgs per day @ Rs. 2 per kg.	360.00	—
(d) Milk for domestic use 1 kg. per day @ Rs. 2	60.00	—
	<u>Rs. 420.00</u>	<u>Rs. 180.00</u>

Income per month : Rs. 420.00 — 180.00 = Rs. 240.00

The family will be making Rs. 240 p.m. as additional income if the family joins a milch project proposed by CASA.

Budget for revolving fund @

Rs. 2,100 for 500 families = Rs. 1,50,000

OR

\$ 18,725

Expected from the beneficiaries = Rs. 15,000

@ Rs. 300 from 500 families

OR

\$ 1,625

In addition to the above loan refund plan—incentives like grants would be considered to exceptionally good families who show signs of interest for self-help.

CO-OPERATIVE MARKETING

Availability of raw materials if and when desired within easy reach of the worker and surety that things produced shall be sold and not be stacked in his godown, is the great worry of any person who undertakes cottage industry in rural areas.

Problem : Landless labourers and people from backward classes in this connection shall be still great. He cannot afford to search raw material and walk with his finish goods to distant markets for sale. Neither has he large amount of money to be tied up in a transaction.

To help this class of people it is proposed to establish a co-operative marketing unit with headquarters at Guntur/Vijayawada with centres at strategic points.

This unit when established will supplement the work done by officially sponsored Corporate market societies.

A detailed scheme of working shall be developed by the marketing office:

Budget—Establishment	1,00,000
Revolving capital	1,00,000
(1) establishment of 12 such centres	
(2) central godown and display centres	
(3) Budget for purchase of raw material and purchase of goods produced.	

1 to 3 to be estimated as per products for marketing.

Fishermen Community

While interviewing a government official to ascertain his views on planning for the landless labour and what thinking was there on this subject in the government circle, he said, there was a department that deals with the problem of small and marginal farmers.

As the discussion advanced on the need of something to be done for landless labourers, the official said there is no denying the fact that the landless labourers should be helped, but there is yet another group of people who need the help most. He said, "I would like to underline the words *help most*. This group of people neither belongs to urban way of life nor rural. However, since their habitat is in the country side, they are

included as part of the rural area but are not part thereof. They are fishermen.

This group has its own way of living. Its norm of life is difficult. This group of people stand apart from the average landless labourers. Fishermen get their living out of the sea. He stays there sometimes two to three days at a stretch with little food and water that he carries with him in his tiny little boat. He is there fighting waves, bearing the burning sun and the loneliness.

The official said, the government wants to do something for the fishermen community. They are aware of all the difficulties faced by this group, but the government as an institution is finding difficult to get this community involved to think of its problems and find solutions thereof. The official said apologetically "You are a social worker, You are a man of experience. You know how government functions and moves." The official hurriedly corrected himself and added: "It does not mean that the voluntary agencies are free of their weakness". Rubbing his forehead with his right hand and letting the palm slip over the hair, the official said, "I would like organisations like CASA come out with some definite plan and programme for the fishermen community."

There is marine fishing and the inland fishing. CASA, to begin with, would concentrate with fishermen doing inland fishing. To know of this community, its problems, its attitude to life, its standard of education, etc, an in depth survey of a few selected fishermen villages shall be conducted. This lake is very big and located in north-east boundary of Krishna District.

The programme to work among this community shall be developed on the survey report. In order to have a fairly good geographical information of the area, it is desirable that the surveying team should also visit the area during the rainy season.

The survey would deal with:

Family life, community life, their possessions, extent of their indebtedness, their relation with the world outside, their relation with fishing co-operative societies, their needs, Possible solutions for their own betterment.

Budget

—Rs. 20,000

Houses for the Rural Poor

Houses are the basic needs of the people everywhere, irrespective whether they are rich or poor. Within the present context, houses are the immediate needs of those people who were affected by cyclone and the accompanied tidal waves in Andhra Pradesh, and who have lost their houses.

CASA, in the last three to four months has provided 13,100 houses to 13,100 families. This means roughly 65,500 people now have cover over their heads.

There are still a great number of the victims who sleep under the open sky and are in desperate need of a house. One can see the victims still queue up outside offices of voluntary agencies requesting for houses. CASA, therefore, proposes to continue with this activity along with the programme of development of rural poor specially for those families that do not have resources of their own to build the houses for themselves.

Budget

	(Rs.)
Construction of houses	4,000.00
In villages, hamlets or slum areas	20.00
Houses per cluster	200.00

CHAPTER VI

Some Problems and New Directions

CASA is in its 32nd year. During its past history several times it reiterated its commitment to work for the total development of the poor and the downtrodden. Still it is known primarily as a relief agency. As already noted in the previous chapters CASA responded to the various national calamities which occurred in India ever since the independence of our nation more than three decades ago.

Response to the recent cyclone in Andhra Pradesh and Tamilnadu earned a name for CASA that the new CASA is capable to deliver the goods. As a relief agency its efficiency cannot be doubted. But a vital question remains. Is it what CASA ought to be? The answer is "no".

CASA never wants to remain a relief agency. More than a decade ago the word development was added to the word relief to form an integral part in the full title of CASA, Christian Agency for Social Action, Relief and Development. Has CASA succeeded in the development thrust?

When Christian Agency for Social Action, Relief and Development was changed into Church's Auxiliary for Social Action, it was hoped that CASA would really become the auxiliary of the churches in India. It is true that by registering it as a separate entity from the National Christian Council of India in March 1976, it is legally the Church's auxiliary in India. But do the non-Catholic Christians in India own the CASA?

As for the financial support there has been constant criticism

that CASA is entirely supported financially from overseas. There had been frequent suggestions from those connected with the present CASA to raise the administrative budget which is about two and a half million rupees annually, from the Indian churches and the rich business houses in India. CASA has not succeeded much in this endeavour. It is true that exemption for the donors under the 80-G clause of the Income Tax Act has been obtained from the authorities. Still CASA has not yet succeeded in enlisting enough support from the rich people in India.

The criticism that CASA's development concept is not adequate to liberate the oppressed should not be ignored. CASA defends its stand often by saying that development is part and parcel of most of its activities including food-for-work programmes. Constructing roads, sinking wells, building percolating tanks, etc., under this programme all contribute to the development of this developing country. But that kind of development is very slow. What is needed, the critics say, is a radical approach even by liberating the oppressed people from political and social structures prevalent today.

The present CASA has not done much in conscientising the people about the methods by which the oppressed can liberate themselves. Nor has it done much for the creation of people's movements. The main action should be at the grass roots level. People should be made to be aware of their rights and privileges so that they themselves will carry on their struggle for liberation from the oppressive forces.

Social justice ought to be emphasized more than social service. CASA is mainly in the business of social service while they respond to cyclone and such disasters. Giving up social service totally, CASA should be in the business of social justice. The critics insist that the social service carried on by CASA is an impediment to the progress of the nation. So they ask for the cessation of all social service activities.

Food import, they say, has delayed our nation's attempts for self-reliance in regard to food. During a visit to the new houses that were being constructed by the CASA in Andhra Pradesh, one of the representatives of a European donor agency, confronted the present writer with a question: Can CASA ever become a development-oriented agency? He thinks very

sceptically. He claimed that if India had stopped the import of food ten years ago, India would have been self-sufficient some years ago. As long as India and agencies such as CASA imports food, India can never become self-sufficient. He says that is what experts say.

Whatever the experts say, the poor starving people of India question the experts and the CASA committees their right to stop the free food that comes to India. The Church representatives who sit in the CASA committees feel their obligation to the poor starving people. Therefore, CASA has a firm stand against the immediate cessation of food imports. CASA, however, has resolved to phase out the food programme. India has already exported wheat to Vietnam and we can hope that India can do without imported food in the near future.

PL-480 is an issue which has brought CASA under criticism. "It is a question of self-respect" say the critics. Moreover PL-480 has certain stipulations which ought to be adhered to. CASA needs more staff for stricter vigilance is required for the distribution of the PL-480 commodities for the satisfaction of USAID. Time and again some Indian Christians have called upon CASA to free itself from this burden. On the other hand, the CASA feels that there is no threat for our self-respect and CASA is not the only organization that receives commodities under Public Law 480.

Foreign control is another complaint. The present CASA made it clear that the representatives of the overseas agencies such as CWS and LWR are no more Associate Directors of CASA as it used to be in the past. The national Board of CASA in May 1977 recommended that "the non-Indian personnel must not be engaged in routine administrative work." They are, however, to be used as experts or specialists or consultants. Hence CASA cannot be accused of foreign control.

Leakage of food stuff, clothes etc. is a complaint. It is true of any social service organization. When things are given away free, one or two persons on the line may claim his share. During transport from the Centre to the local area a blanket may be taken by the railway clerk, another blanket by the lorry driver. Therefore, 98 blankets out of 100 reaches the contact person. So the contact person may be innocent. But he is blamed often when foreign blankets are sold in the market. Similarly, the poor

man who gets the blanket sells it and buys rice for his family. That leads to the charges of corruption. This is true of oil, wheat, etc., Red Cross, CARE, CARITAS and such voluntary agencies have the same problem. When the poor people are given blankets or food or clothes, there is no way to prevent it being sold in the market. CASA keeps strict vigil against all such complaints of corruption.

The present writer asked Dr. Donald Rugh who knows the Indian CASA ever since he worked as its Director in 1952 to react to the complaint that Indian CASA has no development thrust. He denied the charge. Recalling the work in Sarguja district in Madhya Pradesh Dr. Rugh insists that CORAGS and CASA did several projects of self reliance which were developmental in all respects. The development thrust has been there all along. Nobody claims that by doing merely relief work we are solving the problems of the poor and downtrodden in India.

The representation in the decision-making committees has been given to all the member churches of the National Christian Council of India who cared to take membership in CASA. When representatives were selected by the assembly of the National Christian Council to serve on the National Board of CASA, care was taken to give wider representation to geographical areas, organizations, etc. Experts also have been nominated to the National Board. Many eminent men have served in the CASA committees, in the past. But they were not representing their churches or organizations. The present arrangement is of a more representative character.

The zonal committees are more active. It is very representative too in its composition. The secretaries of the regional Christian councils are members in the zonal committees along with the representatives in the denominations functioning in the zonal area. The right of the appointment of the junior staff in the zones were delegated to the zonal committees. Thus decentralisation has been effected in a greater measure.

In the Chairman's address given to the National Board of CASA on May 30, 1978 Bishop Eric Mitchel stated: "A fresh breeze has been blowing in CASA which has greatly helped to give a new thrust to the development programme". He continued:

Given the country's widespread and long-range economic needs, the management of CASA recognizes that the concern for immediate economic necessities must be augmented by programmes to eradicate root causes of poverty. Most of CASA's activities, therefore, were focussed on three priorities:

- (a) Community Development;
- (b) Training and constituent education (promotional work); and
- (c) Disaster Response.

The Projects Screening Committee processed and approved 46 new long-term development projects addressed to the needs of people in lifting themselves out of their deprivations, into a sphere of social justice.

One of the decisions taken in the National Board mentioned above was the revival of the youth department. M.E. Prabhakar, the General Secretary of the Student Christian Movement, emphasized the need for involving youth in the programmes of CASA. About a decade ago CASA used to organize summer camps for students. They used to undertake several useful programmes.

Once again CASA is in the field determined to work as the arm of Churches in India to do social justice to the suffering citizens of our nation.

APPENDIX A

Directors

Dr. E.C. Bhatt (Secretary, N.C.C.I.)	(1947 Sept —)
Dr. E.D. Lucas (Director of Relief)	(1947 Sept — Nov. 1948)
Dr. Donald Ebright " "	(1949 — 51)
Rev. Dr. Donald Rugh (Director)	(1952 Jan — 56 Nov. 15)
Mr. Ranjit Chetsingh	(1956 Nov 15—57 Sept 30)
Rev. Edward Benedict (Acting Director)	(1957—58)
Mr. J.S.S. Malelu	(1958—61 Dec.)
Captain Alexander Jethro	(1962—66)
Stephen Mathai	(1966—71)
Mr. Idrak Bhatt	(1971 Aug— Oct)
H.B. Kadambavanam (Executive Secretary)	(1971 Oct—72)
S. Ponraj " "	(1972—74)
T.S. Francis (Special Officer)	(1974 Sept 15— 75 Jan 26)
P.C. Joseph (Special Officer, later Director)	(1975 Feb 1—77 July 14)
Major J.K. Michael (Director Designate)	(1977 Jan—July 13)
(Director)	(1977 July 14 —)

*Committees**1947 November***A. Central Relief Committee for India and Pakistan**

Chairman: R.M. Chetsingh

Secretary: R.B. Manikam

Members: Horace Alexander

Bishop of Lahore

Bishop of J.W. Pickett

E.D. Lucas

Mrs. John Mathai

Miss. S. Mathew

B.L. Rallia Ram

M.T. Titus

E.W. Wilder

J.B. Weir

Corresponding Members:

Dr. Miss Pollock

C. Rose Thomas

Bishop F. Whittaker

B. The India Relief Committee

Chairman: E.C. Bhatti

Secretary: G.B. Leeder

Ex-officio Members: E.D. Lucas & E.W. Wilder

Members: Bishop J.W. Pickett

J.S. Aiman

Dr. Snow

Dr. A.M.S. Pollock

Mrs. John Mathai

Miss Lewis

R.M. Chetsingh

A. Rallia Ram

T.A.M. Faulkner

C. Pakistan Relief Committee

Chairman: J. Maury

Secretary & Treasurer: W.A. Zoener

Ex-officio Members:

B.L. Rallia Ram
 E.D. Lucas
 E.W. Wilder

Members:

Bishop of Lahore
 A.V. Thakurdas
 C.B. Stuntz
 W. Christie
 Miss Margat Rai
 Commissioner Hodgson
 H. Isaac
 J.C.L. Nasir
 Miss Meredith

1950 for 1951-1953*Relief Committee*

Director
 Dr. D.F. Ebright
 Bengal Director
 Rev. Baldwin (East Pakistan)

South India

Mr. C. Devanesan
 Convener: Dr. E.C. Bhattu

1953-1956

1. Bishop J.W. Pickett (Chairman)
2. Dr. R.B. Manikam (substitute for Bishop J.W. Pickett)
3. The Rev. B.C. Mukerji
4. The Rev. K.L. Potee
5. The Rev. C.D. Schwan
6. The Rev. J.J. Wesley
7. Mr. G. Ross Thomas
8. Mrs. Vivian Bose
9. Miss. Olga I. Laurence
10. Mr. Samuel Mathai
11. Professor Chandran Devanesan
12. Dr. John B. Weir
13. The Rt. Rev. S.K. Mondol
14. The Rt. Rev. P. John

15. Rev. J.L. Moulton
16. Rev. O.A. Waltner
17. Rev. J.W. Sadik (Secretary—N.C.C.)
18. The Rev. D.E. Rugh (Director)

December, 1957

1. Professor Samuel Mathai, Chairman
 2. Ranjit M. Chetsingh
 3. Mr. Robert Guruswamy
 4. Mr. Henry Lacy
 5. Mr. J.S.S. Malelu
 6. Rev. P.C. Pande
 7. Rt. Rev. P. Parmar
 8. Rt. Rev. F.R. Wills
 9. Rev. J.J. Wesley
 10. Dr. J.B. Weir
 11. Rev. Edward Benedict, Acting Director
 12. Mr. J.S.S. Ainman
 13. Miss. Ivy Khan
 14. Rt. Rev. S.K. Mondol
 15. Rt. Rev. C.R.H. Wilkinson
 16. Rev. H.W. Mayer
 17. Mr. Kuruvila Jacob (Secretary N.C.C.)
 18. Rt. Rev. R.B. Manikam
- Note:* Mr. Henry Lacy was co-opted in the place of Rev. Thompson.

July 1961

1. Professor Samuel Mathai, Chairman
2. Rev. N.J. Cornelius
3. Rev. H.W. John
4. Rev. J.C. Kincaid
5. Miss. I. Khan
6. Rt. Rev. Parmar
7. Rev. G. Qadir
8. Dr. K.P. Bhagat
9. Rev. L.S. Diendogh
10. Rev. D.R. Isaac

11. Rev. H.W. Mayer
12. Mr. A.R. Roy
13. Rt. Rev. S.K. Mondol
14. Rt. Rev. R.B. Manikam
15. Mr. K. Jacob (N.C.C. Secretary)
16. Mr. J.S.S. Malelu (Director)
17. Mr. H.D. Swarbzendruber, Associate Director
18. Rev. E. Benedict, Area Representative, Calcutta
19. Rev. J.G. Stenloff, Area Representative, Madras

1963-67

1. Mr. M.G. Dharmaraj (Chairman) Died on December 1966
2. Miss Ivy Khan
3. Dr. P.C.B. Balaram
4. Dr. C.H. Hazlett
5. Mr. A.S. Rallia Ram
6. Principal S.C. Sirear
7. Rt. Rev. F.R. Willis
8. Rt. Rev. K.D.W. Anand
9. Rt. Rev. R.B. Manikam
10. Rev. H.H.C. Kleiner
11. Mr. Samuel Mathai
12. Dr. Gurbachan Singh
13. Mr. Paul Lakhan Lall
14. Rev. Edward Singha
15. Mr. J.S.S. Malelu
16. Mr. M.M. Thomas
17. Mr. A.R. Roy
18. Mr. V.M. Chacko
19. Mr. K. Jacob (N.C.C. Secretary) Died on March 1, 1967
20. The Associate Director CWS Representative
21. Director (Ex-Officio Secretary)

1967 : Committee Appointed by N.C.C. Assembly, Shillong Oct 12—16, 1967

1. The Most Rev. L. de Mal (Chairman)
2. Prof. T.S. Wilkinson
3. Fr. Paul Verghese
4. Dr. J.B. Chitamber

5. Dr. V.P. Das
 6. Mr. G.R. Karat
 7. Mr. R.J. Solomon
 8. Rev. Paul Wagner
 9. Rt. Rev. L. Newbigin
 10. Rev. R.S. Bhandare
 11. Miss Ivy Khan
 12. Mr. A.L. Rallia Ram
 13. Mr. P. Lakhan Lall
 14. Comm. A.G. Long
 15. Dr. C.T. Kurien
 16. Mr. K. John Peter
 17. Mr. Alan Casebon
 18. Mr. John Barnabas
 19. N.C.C. Secretary
 20. Mr. Stephen Mathai, Director } ex-officio
- Co-opted*
21. Rev. E.Y. Campell
 22. Rev. J.R. Lance
 23. Rev. L.W. Menzen
 24. Dr. Gurubachan Singh
 25. Rev. B. Victor Emmanuel

**1972: C.S.A. Committee elected in the N.C.C. Assembly held
in Kottayam in August 1971.**

1. J. Durai Raj (Chairman)
2. Mr. J. Russel
3. Mr. Mark Sunder Rao
4. P.S. Doraiswamy
5. Mr. J.C. Kavoori
6. Mr. L. Raj Pal
7. Bishop E. Nasir
Bishop A.J. Shaw
9. Mr. Mukand
10. Mr. V.H. Devadas

CASA Committees 1972—75

CASA Committee, New Delhi
Padma Shri J. Durai Raj, (Chairman)

Bishop Eric A. Mitchell, (Programme Chairman)
Mr. Mark Sunder Rao
Prof. J.C. Kavoori
Dr. A.P. Barnabas, (Hony. Treasurer & Chairman Pers.
Com.)
Mrs. L. Rajpal
Mr. V. Henry Devadas
Rev. Fr. Ian Weatherall, O.B.E.
Dr. R.V. Marble

Calcutta Area Committee

Mr. J.M. Das (Chairman)
Mr. S.S.K. Ghose, (Hony. Treasurer)
Mr. S. Baidya
Rev. Canon S.K. Biswas
Mr. J.L. Pinto
Mr. M. Wellington
Mr. D. Mazumdar
Mr. P. Adhikari

Bombay Area Committee

The Rt. Rev. R.D. Joshi (Chairman)
Rev. J.B. Satyavrata
Mr. A.I. Thomas
Mr. D.P. Melville
Mr. Eric A. Gass
Mr. S.P. Nair (Hony. Treasurer)

Madras Area Committee

Mr. D. Philip Devaprasad, (Chairman)
Mr. C.M. Mathews (Hony. Treasurer)
Mr. D.L. Gopal Ratnam
Rev. Murdoch MacKenzie
Mr. J.E. Nelson Isaacs
Mr. M.S. Lawrence
Dr. Samuel Kamaleson

CASA NATIONAL BOARD, 1976—79

1. Bishop Eric A. Mitchell

2. Mr. L. Bizo
3. Mr. P. Robert Guruswamy
4. Most. Rev. N.D. Ananda Rao Samuel
5. Prof. M. George Vasantharao
6. Dr. P. Prabhudas
7. Mr. P. Sadhu Samuel
8. Mr. G.R. Devasahyam
9. Mrs. D.L. Gopal Ratnam
10. Mrs. P. Anandavelu
11. Dr. M. Abel
12. Rev. Dr. G. Thomas Edward
13. Rev. Alexander D. John
14. Rt. Rev. L. Easter Raj
15. Mr. Azariah R. Isaacs
16. His Grace Mar Aprem
17. Mr. K.T. Chandy
18. Rt. Rev. P. Mar Chrysostom
19. Mr. C.A. Cornelius
20. Rev. M.A.Z. Rolston
21. Rev. Dr. George Ninan
22. Rev. B. Thomas
23. Mr. J.M. Bhelwa
24. Mr. John Prakash
25. Mr. Paul Lakhan Lall
26. Mr. J.M. Das
27. Rev. S.K. Bepari
28. Dr. J.B. Chitambar
29. Mr. John Fazal Masih
30. Dr. (Mrs.) Helen Gideon
31. Mr. V. Henry Devadas

CASA Executive Committee Members

1. Bishop Eric A. Mitchell (Chairman)
2. Mr. L. Bizo (Vice-Chairman)
3. Mr. P. Robert Guruswamy (Treasurer)
4. Dr. (Mrs.) Helen Gideon
5. His Grace Mar Aprem
6. Dr. M. Abel
7. Rev. Dr. G. Thomas Edward

8. Rev. M.A.Z. Rolston
9. Mr. P. Sadhu Samuel
10. Major J.K. Michael (Director)

Calcutta Zonal Committee Members

1. Mr. D.C. Murmu
2. Rev. Godwin Andrews
3. Rev. R. Lalthanmawia
4. Mr. S.K. Mozumdar
5. Mr. E.S. Marandi
6. Rt. Rev. P.J. Malagar
7. Rt. Rev. J.K. Mohanty

Bombay Zonal Committee Members

1. Rt. Rev. R.S. Bhandare
2. Mr. K. Jiwanlal
3. Rev. P. Elisha
4. Rev. Dr. Oommen Koruth
5. Rt. Rev. F.C. Jonathan
6. Rev. R.S. Rahator
7. Mr. S.P. Nair
8. Dr. (Mrs.) Arole

Madras Zonal Committee Members

1. Rev. Dorairaj Peter
2. Bishop M. Elia Peter
3. Mr. T. John Ratnam
4. Rev. A.V. Kokken
5. Dr. N. Isaac
6. Mr. P.J. Kurien
7. Rev. Edwin Walter
8. Rt. Rev. Solomon Doraiswamy
9. Mr. Mithra J. Ebenezer
10. Mr. H. Ponniah
11. Mr. P.K. Vedanayagam
12. Dr. (Miss) H. Simai

APPENDIX B

Projects Recommended for 1978

<i>Sl. No.</i>	<i>Name of the Project</i>	<i>Amount</i>
1.	Yangli Agricultural Development Project/ Tuemsang District/Nagaland.	Rs. 1,35,200.00
2.	Construction of Waste-Weir/Kachar Irrigation Scheme/Bihar.	„ 47,628.00
3.	Agricultural Development Project/Deoria Uttar Pradesh.	„ 2,05,000.00
4.	Yangli Dairy Development Project/ Tuensang District/Nagaland.	„ 86,100.00
5.	Ramayanpet Dairy Project/C.S.I. Diocese/ Medak/Andhra Pradesh.	„ 2,00,000.00
6.	Training Programme of Church Leaders, Youth, Women and CASA Staff :	
	1977:	„ 81,500.00
	1978:	„ 1,50,000.00
7.	All India Federation of the Deaf/New Delhi.	„ 4,42,000.00
8.	Gift of Sewing Machines/Art Industrial School/Nazareth/Tamilnadu.	„ 26,000.00
9.	Training-cum-Production Centre/Manipal Karnataka.	„ 1,78,200.00
10.	Delhi Slum Improvement Scheme/New Delhi.	„ 1,18,400.00
11.	Rehabilitation of Leprosy Patients/ Shahjahanpur/Uttar Pradesh.	„ 1,70,000.00

<i>Sl. No.</i>	<i>Name of the Project</i>	<i>Amount</i>
12.	CASA Revolving Fund/Throughout India.	Rs. 12,00,000.00
13.	Trivandrum Y.M.C.A. Centenary Project/ Trivandrum District/Kerala.	„ 3,48,000.00
14.	Rural Agricultural Development Project/ Christian Mission Service/Kanyakumari District/Tamilnadu.	„ 7,50,000.00
15.	Sevika Sangham Development Project/ Alleppey District/Kerala.	„ 80,000.00

(B) The following projects were approved in principle subject to clarifications from the respective Zonal Committees:—

1.	Tractor Project/Rural Service Centre/ Ankleshwar/Gujarat.	Rs. 65,000.00
2.	Intensive Agricultural Development Scheme/Aurangabad District/Bihar.	„ 35,600.00
3.	Ten 20 ft. diameter wells in Kutumba Block/Bihar.	„ 47,971.46
4.	Rural Development Project/Dornakal/ Andhra Pradesh.	„ 4,06,600.00
5.	Education for Poor and Refugee Children Darma/Goalpara District/Assam.	„ 20,160.00
6.	Tribunal Children Home/East Godavari District/Andhra Pradesh.	„ 35,000.00

(C) The following projects were approved for immediate support:—

1.	Youth Volunteer Service Programmes/ Throughout India.	
	Work Camp at Kariyalur.	Rs. 8,000.00
	Work Camp at Tamilnadu Theolo- gical Seminary, Madurai.	„ 18,000.00
2.	Vocational Rehabilitation Training Centre/ Ludhiana/Punjab.	„ 7,500.00
3.	Eye Camp by Y.W.C.A. of India/New Delhi.	„ 5,000.00

<i>Sl. No.</i>	<i>Name of the Project</i>	<i>Amount</i>
(D) The following projects were approved in principle subject to the visit of the Financial Programme Officer:		
1.	Umri Eco-Living Project/Wardha/ Maharashtra.	Rs. 2,38,000.00
2.	Development work among the fishermen community of Poovar/Trivandrum/Kerala.	„ 3,00,000.00
(E) The following projects were approved in principle in the Projects Screening Sub-Committee meeting held on 8th July 1977:		
1.	Thirty 20 ft. diameter wells in Bankura District/West Bengal.	Rs. 2,87,000.00
2.	Ten 20 ft. diameter wells in Aurangabad District/Bihar.	„ 47,970.00
3.	Youth Volunteer Service Programme/ Calcutta.	„ 26,250.00
4.	Extension Project of Community Welfare Centre/Royapettah/Madras.	„ 3,952.00
5.	Self-Employment Project/Palm Leaf Manufacturing Industry/Sriperumpudur Taluk/Chingaleput District/Tamilnadu.	„ 2,300.00
6.	Candle Making Industry for the Handicapped/Teynapet/Madras.	„ 4,207.00
7.	Deepening of 7 drinking water wells/ Perumalpuram/Tirunelveli.	„ 12,800.00
8.	Water Supply Scheme/Kottayam/Kerala.	„ 31,482.00
9.	Extension of Protected Drinking Water Supply/Guntur Branch/Andhra Pradesh.	„ 11,300.00
10.	Deepening of Drinking Water Wells located in C.S.I. Area/Madurai.	„ 11,500.00
11.	Vilathikulam Water Supply Scheme/ Tirunelveli/Tamilnadu.	„ 4,12,000.00
12.	Dialyses Unit for All India Institute of Medical Sciences/New Delhi.	„ 25,000.00
13.	Seva Sadan Leprosy Colony/Poultry Project Gurdaspur/Punjab.	„ 19,000.00

APPENDIX C

Projects Recommended for 1979

Bombay Area

<i>Sl. No.</i>	<i>Name of the Project</i>	<i>Address of the Project Holder</i>	<i>Amount</i>
1.	Free Legal Aid in Broach District/Gujarat.	Fr. Joseph Idiakunnel S.J. President, Rajipla Social Service Society, Koshor Nivas, Rajipla Dist. Broach Gujarat— 393145.	2,67,540.00
2.	Secretarial Training Programme for Adivasi Youths/Gujarat	Fr. Joseph Idiakunnel S.J. President, Rajipla Social Service Society, Koshor Nivas, Rajipla Dist. Broach Gujarat— 393145.	97,600.00
3.	Lift Irrigation Scheme/Sholapur	Mr. Philip Barnabas Director, Christa Seva Mandir, Sholapur, Maharashtra.	2,20,440.00

<i>Sl. No.</i>	<i>Nature of the Project</i>	<i>Address of the Project Holder</i>	<i>Amount</i>
4.	Integrated Health & Education Project/Bombay	Mr. George Palamattom, Coordinator, Community Outreach Programme 21, Y.M.C.A. Road, Bombay —400008.	1,88,590.00
5.	Mass Education Programme for Adivasi Adults through Graduate/ Under-graduates, Adivasi Youths/ Gujarat.	Fr. Joseph Idiakunnel S.J. President, Rajpipla Social Service Society, P.O. Rajpipla Tal. Nandod Dist. Broach Gujarat.	1,77,265.00
6.	Trust for the Leprosy Affected People, Irrigation Well Project/ Goregaon.	Dr. J.D. Samant, Executive Secretary of the Trust for the Leprosy Affected People, Goregaon, Bombay.	37,000.00
7.	Anand Nagar Slum Comprehensive Development Scheme/Bombay.	Rev. G. Verghese Vicar —Mar Thoma Church, Chembur, Bombay.	1,27,000.00
8.	Dekachia Community Health and Welfare Project/ Indore	Rev. Johnson T. Abraham, Director Krist Sewa Kendra, Post Office Dekachia Village, Dekachia District, Indore, Madhya Pradesh	25,000.00
9.	Rural Comprehensive Nutrition and Community Health Project/Ujjain.	Mr. P. Jacob Devasagayam, Good Samaritan Hospital, M.N. Nagar P.O., Ujjain, Madhya Pradesh.	1,25,450.00

<i>Sl. No.</i>	<i>Nature of the Project</i>	<i>Address of the Project Holder</i>	<i>Amount</i>
Culcutta Area			
1.	Gwalwa Education & Agricultural Development Project/Nagaland.		8,29,000.00
2.	Jalukie Development Project/Nagaland.		9,13,000.00
3.	Chiapui Land Terracing Project/Mizoram		2,62,640.00
4.	Champai Land Terracing Project, Mizoram		1,38,000.00
5.*	Rural Community Health Programme/Mizoram	Dr. Ring Luaia, Presbyterian Synod Hospital, Aizawal, Mizoram	6,93,620.00
6.	Taljhari Santhal Tribal Educational Project/Bihar	Mr. Paulus Baskey, Superintendent, St. John's School, Taljhari, Santhal Parganas	3,94,897.00
7.	Fruit Preservation Scheme Kanglatongbi/Manipur	Mr. Akim Angnal, Secretary, Fruit Preserving Kanglatongbi Children Home, P.O. Sekmai, D.M. Road, Manipur	78,725.00

*Resolved to send teams of experts to make feasible project proposals in the first five projects sanctioned Rs. 50,000 for such expenses,

<i>Sl. No.</i>	<i>Nature of the Project</i>	<i>Address of the Project Holder</i>	<i>Amount</i>
8.	Job-Oriented Training Programme for Adivasi Boys/ Orissa and Boys Home at Ladurma Orissa	Bishop J.K. Mohanty, Diocese of Cuttack, CNI Bishop's House Madhusudan Road, Cuttack—1, Orissa.	74,900.00
9.	Diphuchera Agricultural Development Project/ Silchar	Rev. Lalpianga Cachar, Officer, Presbyterian Church Mission Compound, Church Road, Silchar.	53,625.00
10.	Phulbani Irrigational Development Project/ Orissa	Rev. S. Nayak, Pastor, Diocese of Cuttack, Orissa.	24,880.00
11.	Provision of Drinking Water Facilities by two deep tanks/ Orissa	The Superintendent, Children's New Life Centre, Boulkoni Mahakalpad District, Orissa.	22,000.00
12.	Sangrami Nagar Development Project/ West Bengal	Mr. Amalesh Chakravarty, President, Sangraminagar Development Committee, Sangraminagar P.O. Bansara P.S. Canning, 24 Parganas, West Bengal	6,92,042.00
Delhi Area			
1.	Vocational Rehabilitation Training Centre for Blind (Transcription Unit cum Braille Press,	Mr. E.M. Johnson, Director, Vocational Rehabilitation Training Centre for Blind, Haboval Road, Near	72,360.00

<i>Sl. No.</i>	<i>Nature of the Project</i>	<i>Address of the Project Holder</i>	<i>Amount</i>
	for Blind) Ludhiana.	Civil Lines, Ludhiana, Punjab.	
2.	Information Centre/Service Civil International, India	Mr. R. Ramchandran, National Secretary, Ser- vice Civil International, J.J. Colony, Nangloi, New Delhi	10,000.00
3.	(a) Lilly Sewing & Tailoring School (b) Lydia Sewing & Tailoring School	Rev. Nathaniel, Dean, District Superintendent, Methodist Church Headquarters, Staffna Road, Simbal, Batala— 143505 Punjab	21,087.00
4.	Mass Education through Pantomi- mes in the slums of Delhi.	Mr. Alope Roy, Director, Jagaran N—131 Panch- shila Park, New Delhi— 110017	36,000.00

Madras Area

1.	Palm Leaf Industry for Agricultural Labourers of Mana- madurai/Madurai	Rev. D. Thavaraj David, Diocese of Madura-Ramnad	7,735.00
2.	Community Resour- ces Development Project/East Ramnad	The Bishop, Diocese of Madura & Ramnad, 162 East Veli St., Madurai—1	24,323.00
3.	Agricultural Labo- rers Development Programme/ Ramnad	Rev. C. Joshua C.S.I. Church Compound, North St. Ramnad, 626501 (deferred)	31,000.00

<i>Sl. No.</i>	<i>Nature of the Project</i>	<i>Address of the Project Holder</i>	<i>Amount</i>
4.	Agricultural Labourers, Shall & Marginal Farmers & Palmyrah Tappers Dairy Development Project/ Keelakkarai/ Tamilnadu.	Mr. T.S.P. Velayatham, President, KVI/7/PMK Kajannic Fibre Coop. Society, 32-D East Nadar Street, Keelakkarai, Ramnad District, Tamilnadu.	18,750.00
5.	Dairy Training cum Demonstration Centre for Katpadi Industrial Institute under the Non-formal training/ Tamilnadu	Rev. A.S. Savarirayan, Director, Katpadi Industrial Institute, Katpadi 632 007, N.A. District, Tamilnadu.	19,000.00
6.	Ootacamund Self-Help Centre/ Ootacamund	Mr. B. Barry Jenkins, Pastor, Union Church, Ootacamund & Mr. M.D. Azariah, Secretary & Management Committee of the Church, Union Church, Ootacamund.	35,000.00
7.	Palm Leaf Handicrafts Scheme for Agricultural Labourers/ Ramnad	Rev. C. Joshua, Contact Person, Christ Church, Ramnad 623 501.	48,600.00
8.	Training Programme in Type-writing and Shorthand/ Palayamkottai	Mr. B. Thomas David, Social Welfare Officer, Tirunelveli Diocese, Tirunelveli—627 002	51,500.00

<i>Sl. No.</i>	<i>Nature of the Project</i>	<i>Address of the Project Holder</i>	<i>Amount</i>
9.	Development of Backward Class Families/Agricultural Development, Pidaneri/Tamilnadu	The President, The Pidaneri Cooperative Land Colonization Society, Nazareth, Tirunelveli District	3,12,500.00
10.	Kumbakurichi Development Project—Cooperative Cottage Industries Leather Goods & Soap manufacturing/Trichy.	Mr. R. Subramaniam, Tiruchi District Sarvodaya Mandal, 134, Ponnagar, Tiruchi—1.	1,14,350.00
11.	Self-Employment Scheme for Slum Dwellers/for 100 Harijan Families—East Godavari Dt /Andhra Pradesh	Mr. C. C. Samuel, Secretary, Northern Circars of Convention of Baptist Churches, Kondavarpet, Tuni East Godavari Dist. Andhra Pradesh—553 401	15,000.00
12.	Tribal & Harijan Development Programme of Vizag Areas	Mr. K. Elisha, 'Spring-field', Ramiakrishnana-gar, Akkayyapalem Post, Visakhapatnam 530016	96,820.00
13.	Economic Development Measures for the down trodden in Guntur area	Sir. K. Luther, MA., B. Ed., Chairperson, All India Christian Brotherhood, 6/13 Brodipet, Guntur—522 002.	51,600.00
14.	Y.M.C.A. Programme of Development in Cyclone & Tidal Wave Hit areas in	Mr. J. Egbert Samaraj, General Secretary, Y.M.C.A., Hyderabad & Hon. Executive	52,600.00

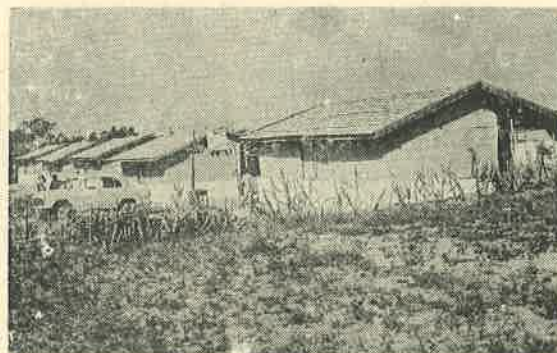
APPENDIX C

261

<i>Sl. No.</i>	<i>Nature of the Project</i>	<i>Address of the Project Holder</i>	<i>Amount</i>
	Krishna & Guntur Districts of Andhra Pradesh	Secretary, Andhra Pradesh Area Y.M.C.	As
15.	St. Mary's Cutting & Tailoring School, St. Mary's Typing Centre	Rev. Clery P.V. Verghese, Secretary, Peace Corner Associates, Arunapuram P.O., Palai, Kottayam District, Kerala	26,000.00

Bibliography

1. Annual Reports of CASA.
2. Annual Reports of C.O.R.A.G.S.
3. Brochures published by CORAGS and CASA from time to time.
4. CASA Looks Ahead Oct. Nov. 1975
5. CASA Information Service (1975-1978).
6. Christian Service in Action.
7. A History of the National Christian Council of India 1914-1964 by K. Baago, published by N.C.C.I., Nagpur.
8. Hunger for Justice, Report of All India Consultation on Development, New Delhi, 23—27 February 1970.
9. The Indian Express, Thursday April 27, 1978.
10. A letter of Mr. Stanley Mitten of the World Council of Churches, Geneva, dated January 1978 reporting on the W.C.C. team's visit to the cyclone affected areas in India.
11. Minutes of National Board of CASA (1976, 1977 January, 1977 May, 1978 May, 1979 July).
12. Minutes of the Executive Committee of CASA (1976-19 9).
13. Minutes of the Managing Committee of Christian Service Agency (1971-1975).
14. Minutes of the General Body of Christian Service Agency (1971-75).
15. Minutes of the Executive Committee of the National Christian Council of India.
16. National Christian Council Review (1944-1979).
17. Proceedings of the assemblies of National Christian Council of India (1950, 1953, 1956, 1959, 1963, 1967, 1971, 1975).
18. Report on Emergency Relief Operations among East Bengal Refugees, August 1971.
19. Report of the High Power Committee appointed by the House of Directors of the Christian Service Agency for Critical Evaluation of CASA, 7 August 1971.
20. Turning Point, CASA, 1976.



'A Housing Colony for the Tribals of Rajpipla Area' (Dist. Broach) under CASA's Integrated Rural Development Scheme — 1000 units are being constructed with the close collaboration and support of the Gujarat Government for providing proper housing facilities to the tribals.



One of the semi-permanent tubular houses in Machilipatnam which were constructed in CASA's Phase II Rehabilitation Programme taken up as a result of the devastating cyclone of November 1977 which hit the coastal regions of Andhra Pradesh.



Immunization programme under-way. CASA medical teams using pedo-jets to inoculate flood victims in Midnapore district of West Bengal, thus protecting them from various fatal diseases like Cholera, Typhoid, Gasto-Enteritis, etc. easily communicable through water pollution and unhygienic living condition.



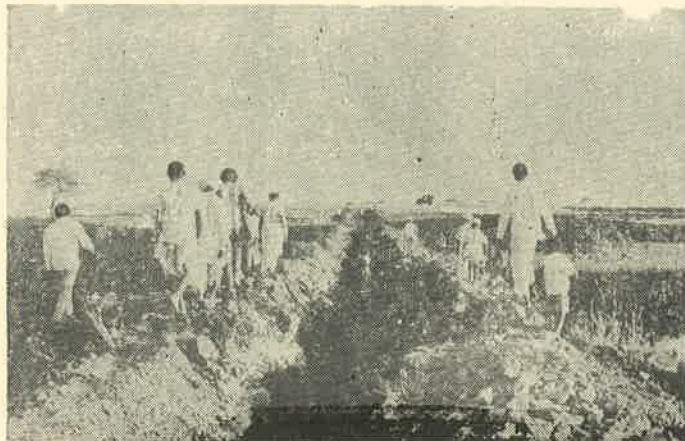
The commencing of a new project. Drilling work begins for sinking of a tube-well. Hope is once more kindled in the villagers who are surrounded by unproductive land but will soon see green fields all around.



CASA motor boats being used for the evacuation of flood victims in Delhi. Students from Delhi University assisting CASA personnel in relief work.



A tube-well functioning; filling a small canal which has several tributaries leading into the fields. This helps in irrigating hundreds of acres of land previously lying unproductive due to shortage of water.



A canal being dug under CASA's Rural Development programmes. This canal will provide better irrigation facilities to hundreds of farmers by reclaiming many a barren acre.



Women lend a hand in digging an open Well under CASA's food-for-work programmes. The Well will give the villagers better drinking water facilities and also a source of employment to those engaged in the work.



JAFFE  BOOKS

KURICHY
KOTTAYAM, KERALA STATE