

June 8, 1943

CC: JGV CEP CRO WE JER DRY HK MF NF JA JJ JFR MHJ  
MMR MPS MEJ CM PJF EJ KM WLE KH PD JN AB CE

Confidential memorandum - not for circulation. This summarizes the discussions in a conference of the Foreign Service Staff of AFSC with friends on post-war planning. They met in three sessions, June 4 at 4 p.m.; June 5 at 10 a.m. and 1.30 p.m. There were present at these different sessions:

Afternoon, June 4: Mary Rogers, Margaret Frawley, Marnie Schauffler, Mary Hoxie Jones, Margaret Jones, Kathleen Hanstein, Hertha Kraus, James Vail, William Eves, D. Robert Yarnall, John Nason, William Ensor, Clarence Pickett, C. Reed Cary, Paul Furnas, James Andrews, Anna Brinton, Catherine Evans, Nelson Fuson, Elmore Jackson, Carleton Mabee, Evelyn Whelden.

Morning, June 5: James Vail, Mary Rogers, James Andrews, William Ensor, Hertha Kraus, Kathleen Hanstein, Margaret Jones, Mary Hoxie Jones, Nelson Fuson, Marnie Schauffler, Margaret Frawley, Carleton Mabee, who were joined for a part of the time by Anna Brinton, Elmore Jackson, and Clarence Pickett; Evelyn Whelden.

Afternoon, June 5: Hertha Kraus, Margaret Frawley, William Ensor, Kathleen Hanstein, Carleton Mabee, Marnie Schauffler, Evelyn Whelden.

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In the main, the following represents the results of a study of the past relief work of our agency and others made by Hertha Kraus, and her recommendations based on this study for the future. Certain developments were brought out in general discussions.

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In the first place, some of the recommendations based on past experience may not prove workable in future situations. But we have never been afraid of tackling difficult situations, and we have never tried merely to copy the feats of others. In some future cases it may be best to develop new procedures and not to follow old patterns. Since the last war significant international agencies have been developed: the International Labor Office, the League of Nations, etc. and the depression has led to more consideration of the problems of social insecurity. Then, too, we know more now about the effects of a blockade on a population. After the last war the Allies were by no means prepared for the degree of starvation that they found. In Germany they did not meet the problem until January 1920. During this period the Germans bought foodstuffs worth \$83,000,000 for cash, nearly exhausting their very small gold reserves. This has been said to have been an important cause of the later inflation.

The post-war problem presents peculiar challenge to Friends. We have no particular affiliation to any one country, political group, sectarian group, and are not tied to any one technical service. We can be--and I think we are--everyone's friend. We are free to pick up some less popular tasks, to fill some of the gaps which the other agencies are leaving for their stronger fields.

Our moral prestige is high. Everywhere Friends are known for their integrity, devotion, absence of fear, and humanitarianism.

Evangelisches Zentralarchiv in Berlin | Signatur: EZA 230 / 296

Our motivation is not a desire to express ourselves, to find adventure, or any of the other invalid ones, but a desire to make a wise and forceful contribution to making the world stronger for peace, that we wish many more people to awake to the realization of the possibilities of a lasting peace. After the last war agencies failed in this respect.

Against this yardstick we may test methods and patterns of service. We should not merely talk about peace, but build up skills in peace.

Few other agencies can or will make this the central core of their planning for reconstruction.

Let me set forth a few basic ideas in considering relief. There are some concepts commonly used but not clearly defined. (See Figure I.) One should consider whether merely to strengthen the supplies of a country temporarily, or also to help the country to produce more goods and more skills to meet its own needs. Some people will feel that an international relief administration should stop with providing supplies. But to give permanent help, the country must be aided to produce more supplies and skills. And this will be true of all the countries of Europe. Indeed, some of Europe's countries never have enough. And the ravages of war will have accentuated this problem. We cannot choose either to give supplies or build up production and skills; we must do both.

Any country has community services and in addition to them standards of living dependent on the actual wage scale plus the available community services. The protection of these represent the basis of security and greater welfare for those who wish to live at peace.

Relief services must be designed to help re-establish production, whether agricultural, industrial, transportation, distribution, of rebuilding of their services. Foreign skills and foreign goods are needed.

It is important for relief agencies to make the right choice between these two phases of assistance and to seek the best and most constructive place for the investment of the goods and skills we bring in.

In order to make the right choice as to type of training required, we should distinguish between two groups of activities (See Figure II). Re-provisioning and relief. In the former we add to the regular channels of the country material for distribution through their regular methods. An important function of a relief administration is using a decisive influence to develop socialized policy of distribution through these channels. Special categories to receive preferential treatment might be designated such as children, nursing and pregnant mothers. The better this side of reconstruction functions, the less need there will be for relief.

Every country has some form of welfare services of its own, through which relief might be channeled. We may re-condition previously existing services, extend them, or establish new ones. It is important when establishing new ones to try to plan them so that they do not conflict with the service patterns already existing and so that they may be easily taken over into the existing pattern. New schemes such as foster-homes might be set up as a part of the existing program of orphanage care.

A very large task for an organization like ours is in the field of developing a major social policy to be applied to the total scene of post-war planning. Then, when questions arise, there will be a code according to which answers may be found. Reference was made to the unfavorable treatment accorded certain ex-enemy countries after the last war; Germany poured much more into buying supplies than she ever received back in relief shipments. This is described in factual detail in a League of Nations pamphlet, "Relief Deliveries and Relief Loans, 1917-1923."

As has been pointed out before, there are three periods of relief: I. Emergency relief period. II. Period of transition to reconstruction, and III. Cooperative reconstruction. It must not be assumed that these three periods are independent, and actually the third period must actually start at the same time as the first; it only lasts longer. An important problem is dividing wisely the amount of skills and supplies to devote to each period. In the last war Period III was neglected, in planning. Often the emergency services left by the foreign services could not be absorbed into the existing pattern of welfare services of the country. Actually, an attempt should be made from the beginning to correlate these emergency services with the existing pattern and to begin their transfer to nationals as early as possible.

Although the army may be operating in occupied countries in Period I, there will be countries that will not need occupation, and the army may welcome collaboration. We have operated in occupied countries. For the army to operate independently may be a serious mistake. Every effort should be directed towards strengthening cooperative reconstruction at the earliest possible moment.

Many nationals consider the emergency services expensive and prefer not to support them. They would rather see some service which would strengthen their own permanent solution with the same expenditure of funds.

It is important to understand the pattern of national services in every country where we wish to operate. Is there any which can be strengthened and with which we can cooperate instead of ignoring the national pattern? To many Americans it is a surprise to learn that many Europeans actually have a more highly developed pattern of services than we have. Many services developed during the depression in this country have been old and traditional services in Europe.

Where we decide after careful deliberation to add to the existing pattern of service, again it must be somewhat in line with the tradition and concepts of the country so that it extends their scheme rather than conflicts with it.

Now I should like to outline the fields of application in which I think the AFSC might function in support of activities already functioning. Tomorrow these will be presented in more detail.

The field of general policy-making is assuming major importance. Here there are many things in which AFSC may be freer to make recommendations and to interpret what we might feel was a really social and really peaceful policy than many other groups. The government agencies, for instance, are definitely not free.

The work to be done falls into 1. the national field and 2. the international field.

1. The national field There are many important issues here which can be worked out only in collaboration with government. Besides the general issues, there are some specific ones which should be addressed to the Lehman agency. We could stand for definite policies on a number of items apt to be neglected unless someone like ourselves comes out for their treatment. One matter is the collaboration of the private agencies interested in reconstruction; it may be hoped that they can work together better than after the last war. Clarence Pickett and other members of the AFSC might be able to take a vital part in effecting more joint planning and more effective detailed preparation instead of competitive action. Thirdly, public opinion must be considered. Neither government nor private agencies can function in the field of relief unless there is a well-informed favorable public opinion. This must be made ready now. While we are strictly speaking responsible only for public opinion among Friends, perhaps we can insert something into the interpretation of goals and methods of reconstruction so that other people will become aware of our goals as we see them. Perhaps we can share in this way. It is, for instance, very important to win the support of children and young people.

2. The international field Our responsibility here is rather similar. There are, again, private agencies who need to cooperate (Worlds YMCA, World Student Service, etc.). There are government contacts to be made and contact should indeed be maintained with the international governmental agencies set up since the last war. These are one of the few positive things achieved by the last war. The League of Nations has knowledge, technical excellence, and contacts which should be valuable. Both this and the I.L.O. are ready to enter the field but have been slighted. Contacts should be fostered with the governments in exile. They should be brought into active collaboration already now. Some specific plans should be worked out jointly. Representatives of the governments in exile might meet regularly with groups like ours. Contacts should be cultivated with the neutral countries because not only may they be the first basis for important services immediately on the cessation of hostilities, but they should furnish a high percentage of public opinion and active collaboration for all services. Reconstruction and relief should not be "Allied" but shared in by all interested in services. Finally, contacts are necessary with the Axis countries, though this is impossible with the governments as such today.

Here again, we must work on international public opinion. Contacts should be fostered with many groups of good will--not government groups or relief groups so organized. They may have much to contribute in leading public opinion if not in material assistance to the development of really fruitful plans. These would include youth groups, women's organizations, etc. The thinking of all these groups of good will should be stimulated along somewhat parallel lines so that eventually they can act together because they have first thought together.

Clarence Pickett announced that the private agencies are now being asked to prepare a joint statement as to their desired fields of activity after the war--a development in line with the above suggestions.

There are three lines of research: (a) activities connected with government, public opinion here, private organizations here, (b) international government, international service agencies, international public opinion, and finally (c) activities where we have our own service pattern and projects. Any action on our part to help bring together people in more united policies, more social, peaceful politics, is just as important as any which we can render directly. And when national or international agencies cooperate, they will produce some joint services. If we hope for joint services, we have to enter joint services and sometimes to initiate them. In some areas the problems are so vast that no one agency can handle them. Independent services often entail competition.

Besides collaboration with the Lehman agency, which is manifestly important, there are a large number of points where cooperation with other governmental agencies and departments would be helpful in order to prepare a more social and peaceful policy. For example, it would be well to cultivate friendship with the War Department, because they do have enormous quantities of commodities, equipment, and might, for instance, have shelters originally built for the army which could be advantageously turned over to house refugees with a tremendous saving in materiel and labor over building entirely new shelters. But the time to negotiate about this is before the end of the war.

After the last war, many millions of relief funds might have been saved if there had been planning beforehand. A tremendous profit was made on food packages and this may again be a source of funds. Should not the joint private organizations develop now a system of package distribution on a commercial basis to be handled uniformly throughout Europe and elsewhere, with all the profits to be turned back into relief? This should be done before a commercial firm gets into the field. The mechanics would probably be different enough from the International Red Cross and American Red Cross package system for prisoners of war so that it does not naturally follow that for purposes of efficiency the ARC should take on the new scheme alone.

In drawing up a list of what we hope to do, we must make suggestions planned to meet important real needs. The program must allow for full expression of our concern for building a better world. The type of service envisaged must be compatible with the type of skills which we are likely to have available, and the funds we may have. The program should not be exclusively an emergency one, but should not be competitive with that. It must have validity through all three periods.

Finally, it must be an economic service, which gives the greatest possible yield in relation to the investment we make, in terms of spiritual power, devotion, manpower, and funds.

It was also suggested that it might be well to devise situations in which other organizations might acquire halos and be content. We must avoid seeking credit when it means robbing other groups of the credit they require and value.

There exists special urgency now to see what we want to do. This must be determined before discussing training. This is a critical moment in our history and we should devote all we have to this question.

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Second Session

SERVICES WHICH AFSC MIGHT CONSIDER SUITABLE PERTINENT & IMPORTANT

- I. Joint Efforts.
- II. Independent Efforts by AFSC alone.

Let us consider the second of these first. In our approach, we may discuss first the kind of people we wish to help most, although personally I believe all people are human beings worth saving. But to pick certain categories has its value in fund-raising, for instance. AFSC has always been the helper of unpopular groups and countries. This is not only an important tradition but a specific function.

As compared to practically every other agency, we alone are free agents with no political or secular commitments. This leaves as our challenge the groups most likely to be overlooked.

Probably we should not overlook the importance of being ready to help two large categories:

1. Displaced people (sometimes called refugees, although this is not always correct) who have insufficient claim on any other group to claim their attention. Their needs are more comprehensive and harder to deal with and more difficult to define and anticipate than the needs of people destitute within their own national boundaries.

2. Members of the ex-enemy countries.

In the former group will be included those evacuated from their homes, civilian refugees, forced labor groups, Axis people introduced into other occupied countries as civilian administrators, prisoners of war. Repatriation to a country itself in a state of upheaval will not always be possible. Group resettlement or individual migration may be a solution. To prevent spread of epidemics and danger to political, social, and economic conditions from large uncontrolled groups on the move, many of these people will be stopped and asked to wait. During this waiting period there will be a tremendous need for services.

In this entire area of work there is a great deal of unpopular work to be done. It will not be the natural service related to any one of the recognized categories of public or private service.

There may be certain unpopular groups who need the protection of a group like ours not afraid of protecting them--Nazi civilian officials, Jewish groups (anti-Semitism probably will not be dead). There may be other groups whom we have a tradition of working for, the intelligentsia, for instance. In order to rebuilt leadership in the national groups, there is value to giving such people priority in receiving aid among the adult group.

Young people who were drafted before they received any vocational training for peace time need re-education. This needs preparation now. Perhaps training is the answer, perhaps scholarships. But they must be guided into skills which at the same time are needed by their country so that their education serves a double purpose.

In some cases people will have been incapacitated by the war to return to their former vocation and will need adaptation to a new skill. We should not merely cure them, but provide them with some means of self-support.

Finally, the people will need spiritual rehabilitation and not many agencies are equipped to respond. That might appeal to our Society peculiarly. This includes what is popularly called "re-education." We don't want just to hit the people over the head with "Forget Nazism, believe in democracy."

It should be noted that adolescents have always been the forgotten group, not always intentionally. But the patterns of service were never geared to their needs. In the ex-enemy countries after the last war this neglect may have been to some extent deliberate. But we don't share the general rejection of the members of ex-enemy communities.

Special needs of the adolescent must be recognized. They need a third more food; they get less. In experience they have suffered more, because they were less equipped to meet tragedy than their elders. They have lost the educational and moral support of normal family life. Yet they are the generation coming next to maturity, with which we shall next have to deal.

If we believe in the possibility of rehabilitation of spiritual nature, changing the attitude of cooperation, changing patterns in fundamental ways, this is certainly the group with whom we should make our best efforts to help effect such a change.

At first they may be hostile observers, then more active observers, and eventually active participants who have caught something they think important enough to continue within their own groups. The very first step would be to give them another experience of collaboration and of a cooperative pattern of life applied to complete and realistic needs, such as providing them with equipment to rebuild schools, etc.

They all accept the need for reconstruction in the physical sense. The experience of a joint approach to reconstruction should be definitely, distinctly, and dramatically different from the experience of collaboration they had before.

This means cooperative work programs on a planned basis, enriched with spiritual and democratic values.

At the same time, we will discover certain common ideals. Groups on our side should discover the limited community of approach and be strong in those points where they can really and honestly accept the other group's attitude. From here one can go on to other areas where there is no acceptance of each other's views.

I recommend preparation in understanding the totalitarian mind at its best as well as its worst. This can't be gotten from books alone. Our young people interested in reconstruction need to be exposed to the thinking of young people of the Axis. This might be worked out in connection with the interned Axis nationals in this country. At present there is time to do this. Some two-way written program of sharing of information might be worked out on a purely written basis.

Undoubtedly the most popular group for care after the war will be the school children. Besides the adolescents, pre-school children tend to be overlooked somewhat. Adults often were overlooked and the ARA last war found the problem of feeding children in families, only to have them become orphans because the parents were starving. The public should be educated to the unwisdom and lack of economy in concentrating on children. Family units should be kept intact and enabled to become again self-supporting. This applies to both Allied and ex-enemy countries.

It is probably unwise to commit ourselves in any service program to a definite age group or limited category of people. This is always artificial and sometimes temporarily expedient. This, indeed, affects somewhat our choice of service; different types of service may be feasible when the persons helped are not specified too narrowly than when one starts with a definite category in mind.

The basic assumption in all our considerations is that we want to help people. The most elemental way is feeding. In this war, as opposed to the last, we may expect that some inter-governmental machinery will be set up to handle the emergency program of feeding. (In passing, it should be noted that AFSC work in Germany was made possible through ARA's providing of food.)

We should not be influenced too much by the fact that the major contribution of AFSC in Germany was a large-scale feeding program. This was a historical accident. We could not have developed such a program under our own steam. Furthermore, it may be questioned whether the program as it was furthered very much our basic concern of promoting a better world. Our workers had few direct contacts with the people assisted, being mainly in administrative capacities. This is a great weakness of a feeding program as a distinctive pattern of service if we think in terms of interpreting our basic policy and motivation.

There are many other programs in which this interpretation can be given. I speak for all programs which allow greater exposure of the foreign service personnel.

I have four suggestions as to service patterns. These should start in the first period of relief but have reasons for being continued so that eventually they can be integrated with the regular service pattern of the country. They should be conspicuous in the



eye of the surrounding community. They must enable an interpretation of our motivation, not only strong, but also understandable. The community must know why we come.

#### A. Neighborhood Centers.

This project, akin to the settlement house idea, consists simply of bringing together from four to six workers in one spot in certain area, each one capable of handling a service which this neighborhood may require.

They live together in one base, which should be large. I would select a storehouse or a former institution, if available, or the largest possible residence that can be found, and make that the headquarters. Or a pre-fabricated unit might be used.

The basic pattern seems to be applicable to practically any region. One can function in devastated urban areas, in rural areas, or evacuated areas to which people are returning. Again the center might function in a camp of displaced people, temporarily not able to move on.

This center might be a possible focus for supplemental services for children--foster family supervision, etc. Health services, guidance, special feeding diets, recreation for an entire group of children could be concentrated in a neighborhood center as the temporary central agency for supplemental care to children living there in their own or foster homes.

The neighborhood center might also become a focal point for the feeding of such groups as are not normally provided for under any school-feeding program: adolescents, pre-school children, nursing and expectant mothers, those needing physical rehabilitation. The same kitchen might at different hours serve the needs of different groups. In a neighborhood possessing one of the problem groups, the conditions are likely to be such that others will also be found.

The neighborhood centers might start in the first place as such non-profit restaurants. They might also be the type of social center which such neighborhoods usually need. In those countries the local social centers are usually dependent on the sale of liquor and therefore do not help the women or young children, at any rate. This represents a permanent need which has so far been met on a very small scale only, at the initiative of women's organizations, etc.

If the neighborhood center had from the beginning a proper location and sponsorship, it might eventually be absorbed by the local community. A joint committee of sponsorship should be built up with the women's organizations and other groups interested in adult education. This would eventually take over the center.

Many variations are possible. Health services could be provided. Extension services would be possible. Day care of children might be a service.

All the functions of the responsible workers should take place under the one roof. If there is a warehouse, the person in charge should have his office there, and so should a person giving counsel. The center should be ready to adapt to varying emergency needs.

The same center might be the basis for various work shops, so important in the early phases of rehabilitation. The need for these on the premises should be anticipated. Those who come in to work will benefit by the other services, entertainment, cooperatives, etc. Contacts in this way with the neighbors would be closer than through any other specific services. The workshops would also provide articles for the center itself. It might be the base for work projects.

Work projects for youth is one of the most important parts of any service. This might start with the cleaning up of the house to serve as the center, with the cleaning of neighborhood schools, streets, etc. There are plenty of outlets for such work programs, but they need a base, a place to retire when the weather is inclement, etc.

Another service that might be rendered is to provide a pleasant retreat during the day for certain classes of adults, old people, expectant mothers, etc., who may live under difficult conditions.

During the evening the house may be thrown open to become a social center, although not with any formalized educational program. No program of re-education can be wholesale and superimposed artificially and have any effect. But here is a neutral place where people can come together and talk things out. In this sense the center parallels the function of our International Centers.

A connection between physical usefulness and spiritual usefulness is essential. The latter is the more lasting need, but you can't meet it without also contributing to the physical rehabilitation of the neighborhood. The setting should make possible the combination of the two.

A neighborhood library, picture collection, movies, other kinds of material which make a problem interesting, may be an important contribution of the center. For this we may begin to prepare already. Stockpiles can be assembled. (Books in the right languages, posters, toys, educational materials for children, songbooks, workers who know something about adult education, etc.)

There must be a chance for mutual thinking, friendliness, a chance to insert the skills of Friends as leaders in all kinds of informal educational enterprises so that groups use this leadership. The people who are helped must also join in the other activities of the center. That was a great weakness of a program based on, say, feeding alone, or strengthening national resources by subsidies; there was no real meeting of minds.

Development of this service would mean first the selection of workers able to direct skillfully the various sections of the service envisaged. One worker should be able to manage a kitchen, for instance. Some workers may have enough knowledge of another field to help or substitute for a co-worker. People with past experience in the fields needed might be helped to improve their capacity to take on a responsible position. The skilled worker should draw on the community for his helpers. In some cases specific preparation of workers might be necessary. This might be available in existing institutions in this country or a practice unit might be set up (perhaps abroad) or experience in the right kind of settlement house.

Each section of the work should be under the direction of a foreign service worker, and nationals should assist them. The nationals may be trainees without education. If the supply of volunteer help is limited, more foreigners may have to be imported. By "foreigners" is not meant necessarily Americans. Having the nationals as helpers paves the way for eventual transfer of the service.

The leaders whom we send should be able to teach their skills as well as operate. Those working with them then undergo a "learning experience." The young people going should have the ability to grow to become leaders themselves.

Since we shall want both men and women, we should be training both now for future service. Those women who seem to fit our requirements should be directed to the kind of training and preparation we will need.

The type of recruit we get depends on having definite types of service in mind. Our selection based on our services.

We can touch the large inter-governmental service at several points. People whom we have trained may go into this service and carry with them their training into this complicated machinery. Some of our friends may sit on national ration boards and bring to decisions a viewpoint pointed toward social treatment. And our own workers must see their function in relation to the over-all program. If we can find and train people who are likely to be recognized as useful on large organizational set-ups, we may make a valuable contribution by preventing basic mistakes. People being prepared for such a function might study ration systems, for instance. They might prevent the establishment of too many emergency services in the policy-making groups. Wherever good personnel can make a significant contribution, in the Lehman organization, the ILO, British groups, we should work to have them included. If these basic groups do damage, it cannot be offset by supplemental programs.

Again, we might do well to develop a moral code or primer of practices in relief.

Participation of the nationals in the planning as well as the work is important. These groups are represented in this country, and much could be gained from already meeting with them and exploring their knowledge of their countries. By asking their help now, we would also establish a basis for their financial support later. Indeed, some workers might be recruited from this group, although I do not favor the Adamic Two-Way Passage idea completely. If top-notch persons were found, they might be encouraged to enter the training program. Cooperation should start on the planning level, not on the operating level. The international character should be emphasized from the start by seeking the help of neutrals and people of the nationality stock whom we will wish to serve as well as those of the occupied or belligerent countries.

We must think through an acceptable way of punishing those in the ex-enemy countries who have committed serious crimes which are crimes under any code, for there must be some outlet for the hatred which exists.

There will undoubtedly have to be a police to keep order at first, repress outlawry. Here again there may be value in establishing friendly relations with the War Department and perhaps sharing with them our moral code of relief, in the hope that it will be of interest.

### B. Work Service Projects

These were not a universal practice in the last war, but were invented by some ingenious workers who realized their value. They amount to a W.P.A. of relief. This should be used wherever possible. It improves morale and personal skills at the same time that it rebuilds resources of the community. We need leaders capable of organizing work projects and perhaps even assisting with large-scale projects of 5,000 or 10,000 people. Besides seconding workers in this field to government and inter-government projects, we should develop our own work projects, especially for youth. Supervision of work projects takes a great deal of skill and knowledge of human beings. Special work projects might be developed for handicapped youths, for displaced people during long waiting periods, who need these work projects more than any other group as a way of improving their living conditions.

Work projects should be established as a social policy of the international relief administration.

### Third Session

Work Service Projects (cont.) Among these might be included the establishment of sanctuaries for old people, creating new international resources for those in particular need of this.

### C. Residence Hostels

Residence hostels might be established for certain categories of people temporarily needing special care and a place to live--convalescents, summer colonies for children, nursing mothers, etc. Some of the neighborhood centers mentioned above might have a summer home attached to them. At some seasons the hostel might valuably serve as a rest home for our staff members. It might use premises already available in the community. It may be adapted for the reception of varying groups. We should not tie ourselves down to any specific permanent groups needing care, but reserve the hostels for temporary uses. We would provide friendly setting for the changing needs of a changing group in need of intensive treatment.

### D. Leadership Projects

Finally, people might be helped to face the burden of reconstruction. People might be brought together who do not normally meet and who should. Their meeting could be combined with recuperation and short-time training. In this way leadership in the different countries would be built up. The people with skills and leadership qualities in the various countries should be given a chance to find their strength again quickly. National leadership can't be found on the street. Some have been killed. Some have been handicapped by war experience. Others will have had interrupted experience at the best. Physical rehabilitation might be combined with the opening up of their minds, bringing them ideas, helping them to catch up on changes in the world of peace,

science, techniques, which happened while the world was at war and for some years previously.

We often underrate the isolation of Europeans. For political and financial reasons, they did not have access to the learning of the world; their local economy was heading to war. This will create a dearth of leadership qualified to give training in every level.

I favor the establishment of international colleges and training centers in many spots in Europe, with the general policy of bringing students together from different countries. This is preferable to bringing them to America, where they meet an environment and problems entirely alien to their own.

Potential students and leaders need refresher courses and concentrated short-time training. This would not be in liberal arts; that should be available to them near home, without expensive travel.

They need broader contacts than before the war. These centers might resemble Pendle Hill. They might at different times take on groups interested in different kinds of training: nursing, conference groups on epidemic control, sanitary engineers. These groups might be there for a couple of months each. The groups interested in backing the various kinds of training would rent the space from these Pendle Hills while their delegates were in residence. Switzerland has had centers of this sort; our International Centers have served some such purpose at times, but with no residence facilities.

The need for this service must be emphasized, because the whole program of reconstruction depends on leaders in physically, mentally, and technically good shape. We cannot assume that these leaders will be ready to hand, and a major contribution of agencies will be to expedite the rebuilding of leadership.

The training must be made attractive and easy to get. It must be a sound investment. It touches the very basis of production, production of commodities as well as skills.

If we offer a basis conducted in the spirit of fellowship and international collaboration, we provide the mechanics to help develop the practice of collaboration. This gap in usual services should be filled in the early stages when the world is full of good intentions. In the long run the establishment becomes an international student hostel, an international summer institute, or the like. The sponsorship and initiative must come from international groups, and not every international group. Friends can be a bridge, and there is need for bridges.

That there is this need for training nationals is indicated by the fact that relief agencies in the last war left training schools everywhere they had been, at the request of the nationals. However, being set up at the last moment, they were less effective than if they had grown with the work. ARA had a program of training in Austria, but only a narrow program for its own staff. Opportunities were thus frequently wasted to help people see themselves functioning

in the reconstruction period, to accept other values and get a new appreciation of international cooperation.

These training centers could be developed in each country, probably in suburban locations, acceptable to both city and other groups. They would be available for brief conferences and longer sessions. They might be situated near a center of higher learning so that use could be made of its educators. If there were not sufficient demand for its use as a training center the year around, it could be used for other groups during the rest of the year (for instance as a residence hostel as outlined in C.).

Some might well be established in neutral countries so that those now living in the devastated nations may have the beneficial experience of being brought out of those areas into a country that has not participated in the war. Also the neutral country will be more quickly ready to offer such training programs, and would in cooperating be fulfilling one of the foremost functions of the traditional neutral. The McClellands might now be investigating the possibilities in Switzerland and using the site acquired as a rest home, say, for convalescents in the meantime.

Most places organized for any kind of national group are not suitable for such a project on an international basis.

The centers would have an "advisory" group, not a directing committee, with representatives from various national groups.

## I. JOINT PROJECTS

Again, it may be said that the development of a moral code is tremendously important.

There should also be a conference of all the major international social agencies so that the people concerned about people are ready to say something when the politicians of the world get together on a competitive basis. When the Armistice is here, it will be too late to say think what to say. Basic plans should be recommended to the peacemakers in order to protect the people of the world.

The blockade should be lifted immediately in practice as well as on paper. In effect Germany was blockaded for two years after the Armistice before. Perhaps we might request that food and other basic commodities be free of duty for a certain transition period, in order to expedite and mobilize the flow of essential commodities across artificial barriers. This may be an impossible dream. This would help shipping problems tremendously. Some European countries actually have food surpluses, for instance.

It might be worth trying to get the socialized policy established as part of the peace conference.

If we expect Europe to drop its tariff walls, some other countries like America will have to do so temporarily also in return.

The agencies together should set up commissions to go into each country simultaneously, to report back on the need as a basis for the solicitation of funds and building up public opinion. This avoids each small organization building up conflicting patterns of appeals sometimes out of proportion in their success to the need.

The League of Nations, theoretically, might well do this. But I doubt whether their experts, so isolated from the outside world, would carry enough weight with the various communities. But their experts might cooperate with qualified nationals.

Just as the army prepared its leaders by sending them to general staff college, so we, envisaging a problem in Europe as intricate as any the army tackles, should undertake a similar training.

Again, work among prisoners of war to reveal facts about the psychology of the Europeans should be undertaken. This might be possible through cooperation with the YMCA.

We might also learn from totalitarian groups in this country. We may thus win many allies for post-war collaboration. Here is an opportunity we should not lose.

Cooperation should be fostered with various nationalities. Perhaps a special committee of international scholars should be developed to work out plans of selection, recruiting the right type of relief workers. This would revive the interest of the international groups, recently somewhat weakened.

Some international cultural study should be done. Groups should meet and think through individual problems in planning.

An international roster of contacts might be developed--people who used to collaborate. Some people's names are found over and over again on the files of delegates for international meetings. No one has combined a roster of these by countries or skills. Some we could rule out by consulting with people in this country we trust. ~~Some~~ people, for instance, are too internationally minded to ~~help~~ quickly, and also, this may have caused them to undergo suffering and persecution.

We have a responsibility in this line for two reasons (1) responsibility to help those internationally minded to recover as quickly as we can; (2) the more so because they will have undergone special suffering because of being internationally minded. They should be important allies in establishing contacts as a guide to other nationals willing to cooperate. The list could be assembled from going over the minutes of international conferences, etc.

Again, the food draft system, which is a very nice source of income and also an important service increasing the supplies of food, clothing for many national groups without the benefit of relief funds, should be centralized. This is an important joint undertaking for all service agencies, by which each could help its own constituency and at the same time receive funds for its program. We should anticipate the commercial firms, who will certainly enter the field if we don't. It might be operated in conjunction with

the warehouses of the feeding program. It has the further advantage of reaching many people who also are impelled to contribute to the general relief when they buy a package for some friend or relative.

Some foundation support might be found to help build up the right kind of public opinion in favor of reconstruction. Hoover Food Administration had an excellent educational service connected largely with the library system.

There should be developed an International Welfare Board--a combination of all the private international agencies with international authority to provide a basis of service for all displaced people. This would be separate from the general program for war-afflicted persons.

The agencies would cooperate not only in the international board but in the local offices. This prevents overlapping of services. Indeed, the service cannot be handled on a separate basis. Epidemics, for instance, respect no racial lines.

Since it must begin somewhere, the American agencies might pool their refugee programs, then invite British participation, etc. How can you expect cooperation after the war if you can't manage it now with a small national group?

One important service of the International Welfare Board would be the establishment of international permanent sanctuaries for the people who could not and should not be shipped around too much--the old people. They may be cleared out of the total confusion in this waiting situation as one of the first international work projects. These sanctuaries would become international protected zones where the old people can live out their lives unmolested. They would be communities of from 2,000 to 5,000, in a rural locality, in pre-fabricated dwellings, in different areas of Europe. Their administration would be an admirable joint service project.

They would be a good outlet for the charitable inclinations of the world, a wonderful field for volunteer service, to provide a friendly atmosphere.

Even today locations could be found in Sweden or Switzerland.

In communities where there are few facilities, the IWB would have to offer these.

AFSC would hope to be represented on the IWB to give it a Friendly character.

6/8/43  
EEW

This is only a rough draft of the proceeds of the conference, summarized briefly.



AMERICAN FRIENDS SERVICE COMMITTEE  
PLANNING FOR FOREIGN RELIEF

The needs in Europe at the close of the war will be so great that they can be met adequately and fully only on an intergovernmental basis of planning and operation. The Committee believes that private committees, coordinating their services in relation to one another and to governmental programs, can render significant service in this partnership of public and private relief agencies.

In outlining briefly some of its proposals for relief services, the Committee has not attempted at this time to specify possible areas or regions of service. Certainly the Committee feels ties with the peoples of those countries with whom it has already had an opportunity to work. In the case of Germany, it may be that the Committee might have special qualifications for a service of social reconstruction.

PROJECTS IN WHICH COMMITTEE HAS EXPERIENCE

The American Friends Service Committee has traditions of service in child feeding and in care of displaced peoples.

Child Feeding:

During the past twenty-five years the Committee has had varied experience in providing supplementary food for children. These services were given to the children of Germany at the close of World War I, to the starving people of Russia during the years of famine following war and revolution, to the children living in some of the coal-producing areas of the United States during the hard years of the depression, to the Spanish children behind both the Nationalist and Republican battle lines, and more recently to the children of France. Because all of its feeding operations have been conducted on a non-partisan basis and as an expression of good will of the American people, the Committee believes that it has been able to create important reservoirs of international understanding which can be further strengthened in the post-war period for lasting peace.

In requesting an opportunity to participate in supplementary feeding of children, there is recognition that:

- 1) The Committee would have trained personnel for large-scale feeding operations but would need supplementation of its resources from public stores of food supplies.
- 2) Supplementary feeding of children by the Committee might be so organized as to strengthen the minimum feeding operations of intergovernmental agencies; such as services in rural areas which are less easily organized; or with reference to special groups, such as pre-school children and adolescents. Both of these categories, being less easily reached, have in the past been neglected in large-scale feeding operations. The Committee urges more comprehensive planning to avoid neglect of pre-school children and adolescents in large-scale feeding services.

### Care of Displaced Peoples:

The Committee has been deeply concerned for the care of victims of racial and political persecution and has assisted many of these refugees during the last ten years. Through its offices in Berlin, Vienna, Paris, and its relief services in France, Spain, Portugal and North Africa, it has sought to minister both to the groups in internment camps and to individuals seeking to arrange their migration.

It is estimated that in the post-war period there may be as many as 20,000,000 displaced people needing care. Planning for their protection and resettlement will require intergovernmental cooperation and reference to experiences of many voluntary committees. Obviously private agencies alone cannot meet the great need. The Service Committee is prepared to offer its services for persecuted groups, such as victims of racial and national prejudices who are not being cared for by other relief groups.

Among displaced people, the sick and aged will need special and protected care, since they may be ineligible for early group resettlement. The proposal has been made that sanctuaries be established under international administration in different regions of Europe. Such sanctuaries should offer the basic facilities of a normal community and might well be the responsibility of a private relief committee. Through the early establishment of a single sanctuary, helpful patterns of service might be developed for the establishment of sufficient sanctuaries to meet the need.

\* \* \* \*

In planning these and other projects the Committee seeks to strengthen national and local communities for a more lasting peace. It looks to services which shall be international in their planning and personnel and which are established in cooperation with the community served. Such projects should provide opportunity for personal services, enabling relief workers to share the living of those whom they serve.

### Community Center:

The Committee looks to the establishment of community centers to strengthen family and community life. These centers are concerned for fluid, varied and changing services and are capable of operating in all three periods of relief. Established and maintained with community cooperation and participation they can, where the community so desires, continue to function after the withdrawal of American personnel and sponsorship.

A fairly large building, such as a residence, institution, or school house or a group of pre-fabricated buildings with ample yard space would be a desirable site. It might be located in a crowded urban area, in a rural community, in camps for displaced people, or in half-way stations for displaced people. Although the size of the center might conceivably vary widely in relation to the needs of the group served, it would presumably include: a housekeeping unit with kitchen, laundry, dining rooms, meeting rooms, warehouse, administrative and counseling offices.

Some of the supplemental services which such a neighborhood center might provide include:

- 1) Supplementary meals for pre-school children and adolescents since these groups are less easily reached by large scale public relief operations.
- 2) Child care services - health center, day care for children.
- 3) Day care for special groups - such as expectant and young mothers, convalescents, aged.
- 4) Work-shops - shoe repair, clothing repair, furniture rebuilding.
- 5) Evening social center, useful as a neutral place and providing an opportunity for recreation and giving access to books and the exchange of ideas.
- 6) A non-profit restaurant, utilizing the experience already gained in England with this type of service.

Such a community center might serve the neighborhood or might conceivably reach beyond the bounds of the immediate neighborhood to serve wider areas. Such services might include mobile libraries, visiting health services, milk dispensaries for pre-school children serviced from the center, as well as other functions.

Many emergency relief services are superimposed without relation to the social and health services of a particular country. Frequently they are set up at the expense of much local manpower and are dismantled at the end of the emergency. The community center, on the other hand, adaptable for use in all three periods of relief, represents a strengthening of community resources over a long period.

#### Extension of Neighborhood Centers in Volunteer Corps of Adolescents and Young Adults:

The Committee believes that the needs of adolescents in the post-war period may be among the most important which private organizations can undertake. The American voluntary work camp program sponsored by the Committee over a period of years may provide a constructive pattern if adapted to European service. Because of the connotation which work and labor camps have had for the European during the war period, the words "labor", "work", and "camp" should probably not be used in describing them.

Such organizations on a volunteer basis and with skilled leadership would give adolescents and young adults the opportunity to work rather than accept relief, provide skills for later employment, enable them to undertake needed community services of a wide range - tasks for the rebuilding of communal buildings, for farm rehabilitation, for improvement of the community center which will make them feel that it is their own.

In this connection it may be of interest that requests have come from China for the establishment of such volunteer camps in that country.

#### Quaker Hostels:

Residence hostels in attractive locations with space for outdoor living and equipped for light nursing care can be a valuable supplemental service. These hostels could conceivably be in rural or suburban areas and might be an extension of the community center. Some of these hostels might be operated for summer months only.

Care in Quaker hostels would be of a temporary nature - to restore to health children for whom the minimum supplementary feeding is not enough; to give hospitality to expectant and nursing mothers; and to provide convalescent care for patients discharged too quickly from overcrowded hospitals. No one hostel would attempt to meet the needs of these three quite different groups at one time.

The Committee desires to strengthen family relationships rather than to remove members of a family group for special care, but believes that temporary protected care of certain groups by hostels would meet a need which is frequently overlooked.

#### JOINT PROJECTS OF AFSC WITH OTHER PRIVATE RELIEF COMMITTEES

The Committee hopes that there can be an early meeting of American private relief agencies to discuss and to develop joint programs of service. Such joint planning might have for its first objective clarification of objectives in international relief which would be helpful to the planning of intergovernmental relief.

#### Care of Displaced People:

As indicated earlier, a coordinated program for the care of displaced people will involve a coordinated program of public and private agencies. Private committees have recent and varied experience in caring for displaced people and may be in a position to give specialized services.

#### Food Draft Project:

The Committee recommends that the private agencies develop a system of package distribution on a commercial basis to be handled uniformly throughout Europe, with all profits to be returned to relief operations. A food draft program was operated by the American Relief Administration at the close of the last war with considerable profit. Private organizations will need to organize such a joint service at an early period.

#### Cooperation with Agencies in Special Technical Services:

During and after World War I the Committee was happy to cooperate with various technical groups, including international medical and health

authorities, in a coordinated program. It hopes that such cooperation may again be developed in the period following this war.

Training Leadership:

Helping leadership in the devastated countries to assume its natural responsibilities will concern all private relief agencies. It is a subject on which joint planning will be most helpful.

June 25, 1943

## WAS IST DER „MITTELHOF“?

Im Nachbarschaftsheim Mittelhof soll versucht werden, den Schwierigkeiten des täglichen Lebens in gemeinschaftlicher Arbeit zu begegnen. Seine Mitarbeiter und die Mitglieder des Direktoren-Ausschusses sind überwiegend Deutsche, ebenso werden die Geldmittel zum größten Teil von deutscher Seite aufgebracht. Der Gedanke, Nachbarschaftsheime zu errichten, ist von der Religiösen Gesellschaft der Freunde (Quäker) ausgegangen. AFSC Philadelphia unterstützt das Werk durch die Entsendung von amerikanischen Mitarbeitern und durch materielle Hilfeleistung. Die Unterausschüsse des Direktoriums haben — ausgehend von dem Grundsatz der Selbsthilfe — drei Hauptzweige der Nachbarschaftsheim-Arbeit entwickelt:

### Soziale Arbeit

Nachbarliche Betreuung - Kindertagesstätte  
Werkstätten-Arbeit: Nähstube, Schuhreparatur, Webkammer, Bastelstube

### Kleines Erholungsheim

für Sozialarbeiter und in verwandten Berufen Tätige

### Erwachsenen-Bildung

Studenten- und Jugendarbeit  
Lese- und Arbeitszimmer  
Veranstaltungen von Vorträgen, Kursen, Diskussionen für Sozialpädagogen und andere interessierte Gruppen  
„Offene Abende“

Ab 17. September findet jeden Mittwoch um 19.30 Uhr ein „Offener Abend“ statt. Zu der ersten allgemeinen Aussprache über das Thema:

„Welchen Beitrag kann der Mittelhof im sozialen Leben leisten?“

werden Sie hiermit herzlich eingeladen.

Im September werden u. a. sprechen: Prof. Douglas Steere vom Haverford College, Pa. und Naomi Jackson über ihre Erfahrungen in Finnland.

Ein Kinderfest mit „Offener Tür für Groß und Klein“ und fröhlichem Spiel wird in der nächsten Zeit stattfinden.

„Freunde des Mittelhofes“, die an unserer Arbeit interessiert sind, werden gebeten, ihre Namen in einer bereitliegenden Liste einzutragen.

Der Mittelhof wird durch freiwillige Spenden von deutschen und amerikanischen Einzelpersonen und Gruppen getragen. Praktische Hilfe oder finanzielle Unterstützung wird gern angenommen.

*Die Grundüberzeugung, von der die Quäker durchdrungen sind und die ihre Handlungen bestimmt, ist das Wirken des Inneren Lichtes in jedem Menschen. Eine solche Botschaft kann nicht gelehrt, sondern muß gelebt werden.*

*Im Nachbarschaftsheim Mittelhof soll eine Stätte geschaffen werden, in der müde gewordene, anregungsbedürftige Menschen — nicht nur aus Berlin — im Geiste edler Freundschaft und Versöhnung und in nachbarschaftlicher Hilfe zusammenarbeiten. Sie sollen an Körper und Geist gestärkt zu ihren täglichen Aufgaben zurückkehren.*

*In einer Zeit der vollständigen Auflösung kann der Einzelne ohne die Erfahrungen seiner Mitmenschen nicht leben. Deshalb soll in allen Zweigen der Arbeit des Heimes, ob in Werkstätten, in Diskussionen oder in der Kinderarbeit der Geist gegenseitiger Hilfe herrschen.*

*Der Mensch kann nur in Zusammenarbeit mit anderen über sein eigenes Elend hinauswachsen und seinen Mitmenschen ein hilfreicher Bruder werden. So hat er die Möglichkeit, sich edle Gemeinschaftswerte zu erringen und fruchtbar zu machen.*

*Diese Grundsätze sollen die Arbeit im Nachbarschaftsheim Mittelhof bestimmen.*

Ellen Simon :

If we have brought you together here and if I, as "heimkehrerin", dare to take part in future plans for Germany or try to contribute something, I can do it only as a kind of spiritual interpreter, which may be one way of describing my personal standing within this work. I shall try to be an interpreter, across the Ocean, linking up old and new friends, ~~something~~ <sup>and because</sup> entirely new arises, ~~and~~ I can do it only looking at it as a beginning of a common venture.

The watch word ought to be: "yet" or "in spite of". If we don't swim against the tide to overcome mistrust and isolation, we cannot fulfill either what cannot be accomplished by the individual. We have to believe in something what may be described as Brotherhood in Daily Life. Something that grows as Human Relationship.

Prof. Fuchs and Mr. McKee have given you a spiritual foundation, based on their inner experience. I will try in a small way to give you a picture of what we hope to create in the Neighborhood Center.

What is a Nachbarschaftsheim? You could best call it an open door, through which can pass child and grandmother, the settled citizen and the refugee, yes, the homeless for whom the word in itself, the connection Neighborhood and Home means something at least unreal if not mockery. It means an open door, through which everybody can come in irrespective of party, denomination or creed, where he is only asked whether he is of good will and whether he believes in listening without condemning, where he is expected to give a hand, and to serve the community with his abilities. If he can ask not what he can get, but whom he can help, how he can help, when and where, then he brings the spirit, which will give help to him too. The woman, who in the clothing repair shop makes a pair of boy's trousers out of an old coat though she only has grown up daughters, has her shoes repaired by somebody, who in turn gets a cot made in the woodworkshop. The workshops help each other, but the cook <sup>also</sup> ~~too~~, who repairs meals for the craftsmen, expects probably not help from them but may be somebody who likes to listen to good music and the musician needs somebody who mends his stockings. If in this way life in the workshops integrates people through mutual help, they will learn to understand each other better, they won't argue, but find themselves at fireside round table talks. Then they can find common ground where all the differences don't matter and where human concerns become so small, that what matters is, being together as God's children and to reflect His Light.

People, who live like this in a Neighborhood Center do find each other not only in work, but also listening to or looking at great works of art and probably in silent worship.

Whether a Neighborhood Center is situated in a working class district in Bockenheim or in the Schloesschen in Darmstadt or in a big house in Berlin Niccolassee is not so important, it is not what comes from outside ~~not~~ the barrack nor the place, though I agree that it matters very much to find suitable sites and, to have a building, but the most important thing for such a creation is the spirit of the house. It matters most how that is built up and preserved, what the people fill into the vessel offered by the Friends from abroad, because it remains nothing but a shell even if such a barrack has full equipment, tables and chairs, workbenches and sewing machines, yes, I would say, even if it is equipped to the last spoon it is still an empty shell. All depends upon what the



people, who are working in it, bring into it.

I hope you all say now that you wish to have many of these Neighbourhoodcenters all over the country. For that we not only need many vessels, but a movement of people who can fill them because they themselves are moved by the spirit that is to guide them. Such movement must be supported by people who are moved by the fate of Germany seeing it as part of the world and who are moved in awe not fear, because fear has caused the destruction around us. But horror of the Evil and knowledge that it has to be stopped makes people realize that a new beginning is necessary. We need people, who are awe struck and therefore ready to make a new start together with helping brothers here and those who have come from abroad.

Evangelisches Zentralarchiv in Berlin | Signatur: EZA 230 / 296