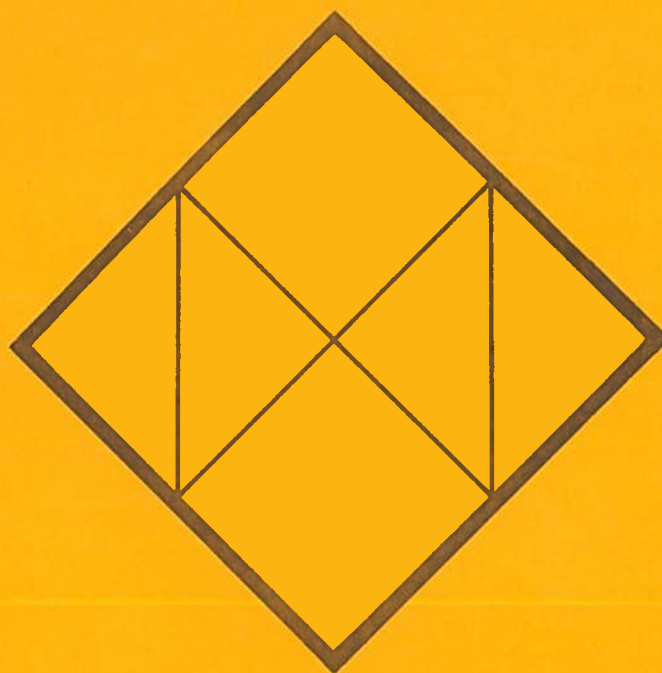


MARSHALLS

HUMAN DEVELOPMENT PROJECT



CONSULTATION SUMMARY STATEMENT

SEPTEMBER, 1974

MARSHALLS HUMAN DEVELOPMENT PROJECT

CONSULTATION SUMMARY STATEMENT

Prolegomena

- I. The Operating Vision
- II. The Underlying Contradictions
- III. The Practical Proposals
- IV. The Tactical Systems
- V. The Actuating Programs

Epilogue

This is a publication summarizing the
Marshall's Human Development Consultation
which took place at
Nagats, the Marshall Islands District of
the Trust Territory of the Pacific Islands
September 6-12, 1974
organized by
THE INSTITUTE OF CURRENT AFFAIRS
Washington

MARSHALLS HUMAN DEVELOPMENT CONSULTATION

CONSULTATION SUMMARY REPORT

Background

I. The Consultation Process

II. The Consultation Objectives

III. The Consultation Results

IV. The Consultation Conclusions

V. The Consultation Recommendations

Appendix

This is a publication summarizing the
Marshall's Human Development Consultation
which took place at
Majuro, the Marshall Islands District of
The Trust Territory of the Pacific Islands
September 9-13, 1974
organized by
THE INSTITUTE OF CULTURAL AFFAIRS
consultants

CONTENTS

Prolegomena	1
 <u>Part One: The Operating Vision</u>	 9
Plate 1: Operating Vision Chart	13
 <u>Part Two: The Underlying Contradictions</u>	 15
Plate 2: Underlying Contradictions Chart	17
 <u>Part Three: The Practical Proposals</u>	 25
Plate 3: Practical Proposals Chart	27
Plate 3A: Vocational Development	33
Plate 3B: Educational Development	34
Plate 3C: Community Development	35
Plate 3D: Produce Development	36
Plate 3E: Business Development	37
 <u>Part Four: The Tactical Systems</u>	 39
Plate 4: Tactical Systems Chart	43
Plate 4A: Functional Tools	61
Plate 4B: Social Patterns	62
Plate 4C: Economic Systems	63
Plate 4D: External Relations	64
 <u>Part Five: The Actuating Programs</u>	 65
Plate 5: Actuating Programs Chart	67
Plate 5a: Actuating Programs Components	69
Program 1: Marshall's Training Corps	70
Program 2: All Island Preschool	72
Program 3: Inclusive Apprentice Program	74
Program 4: Adult Education Program	76
Program 5: Multi-purpose Repair Center	78
Program 6: Majuro Business Center	80
Program 7: Small Industry Program	82
Program 8: Copra Lagoon System	84
Program 9: Ocean Fishing Enterprise	86
Program 10: Coconut Processing Plant	88
Program 11: Marine Farm Demonstration	90
Program 12: Demonstration Land Farm	92
Program 13: Inter-island Ferry System	94
Program 14: Heritage Tourism Project	96
Program 15: Demonstration Housing Project	98
Program 16: All-islands Health Service	100
 Conclusion	 103
Plate 6A: 1 Year Budget Chart	115
Plate 6B: 4 Year Summary Chart	116
Plate 6C: Self-Sufficiency Trend Chart	117

PROLEGOMENA

I

THE LOCATION

The Majuro Consult is the initiating step toward a comprehensive local development project by the people of the Marshalls, one of the three island groupings which comprise Micronesia. The Marshall Islands are located north of the equator in the heart of the Western Pacific and occupy one million square miles of ocean approximately half-way between Japan and Australia. The Marshalls Human Development Project is a comprehensive effort that involves both the social and economic advancement of the islands. It was conceived in collaboration with territorial and federal government officials. Local leaders and citizens who provided the substance of the project design are ready now to begin to implement it. Their intention is to significantly upgrade the islands' economy; to provide the functional structures for practical training and social participation in development efforts; and to transpose their ancient heritage into forms relevant to the challenges of the twentieth century. The MHDP is seen as a pilot program which can be replicated in other districts of the Trust Territory and can stand as a demonstration of useful methods for the development of other communities in critical need across the world.

The people of Micronesia stand at the threshold of a new phase in their history. Their social development has been both encouraged and aggravated by five centuries of colonial subjection to a succession of foreign nations. This ended after World War II when the Islands fell under United Nations mandate and the United States assumed the role of trustee. Since that time both national concern and local vision have given momentum to an emerging new direction for the future of the Pacific Trust Territories: the development of a dependable market economy and inclusive social renewal. Appropriately, this reconfirms the United States' intention to function as the guardian of Micronesia's welfare and continued growth in progress and self-determination. Increasingly, efforts to enable this kind of change are receiving broad support from both the public and private sectors. Those who are serious about the future are aware that the key to the destiny of these islands is the creation of a sign of new hope for local socio-economic development. It is at this point that the Marshalls Human Development Project might be of signal value as a pilot

effort on behalf of all 2,000 tiny islands and atolls which comprise the Micronesian trust.

The Marshall Islands represent one of the six districts of the Trust Territory of the Pacific Islands and are comprised of twenty-one inhabited coral atolls. Half of the Marshallese people who inhabit the approximately seventy miles of exposed land are under eighteen years of age. Approximately fifteen per cent of the adults are employed for wages; the balance are either engaged in subsistence work forms or are unemployed. The Marshallese people bear the scars of their unique history. Despite the significant social, economic and political changes that have occurred in the short period of the past decade, they stand in a relationship of time-enforced dependence upon outsiders for modern skills and expertise. They presently function within social care systems which dramatically lag behind those adequate to meet current needs. However, there exists within the Marshallese a remarkable determination to build and, a deep desire to alter the nature of their home from a collection of remote, fragmented outposts to a productive social entity which contributes creatively to the mainstream of world culture. In and through such people there could well be realized a new manifestation of the Pacific Island peoples' ability to shape a new time.

MARSHALLS

II

THE CONSULTATION

For six years the Institute of Cultural Affairs has been working with the people of the Marshall Islands. In 1972 the Institute was asked to send a certified public accountant and a business manager to Majuro to assist the then bankrupt Kwajalein Import and Trading Company (KITCO). Within a year the organization was solvent and a Marshallese man had been trained to manage the company. In view of this, the Board of Directors of KITCO, comprised of local businessmen, gathered together with other local leaders of Majuro to explore the possibilities of responsibly dealing with the complex of issues facing the Marshallese people in order to provide a basis for the social betterment and the economic advancement of all the islands. Out of this ten-day meeting the Institute of Cultural Affairs was invited to organize, coordinate, and provide the rational planning methods for the Human Development Consult.

ORIGIN

The Institute of Cultural Affairs is an intra-global research, training and demonstration group concerned with the human factor in world development. Toward this end it is engaged in planning and actuating local community development projects in various parts of the world. The ICA is a not-for-profit tax-exempt corporation registered in the state of Illinois. The Institute

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has headquarters in Brussels, Bombay, Chicago, Singapore, Hong Kong and Nairobi. In addition, there are ICA offices in more than one hundred major cities serving twenty-three nations. The Institute's programs around the world are supported by grants, gifts and contributions from government departments and agencies on the federal, state, and municipal levels and from private foundations, corporations, trusts, and concerned individuals.

CONSULTATION

The Consultation was held in Majuro for five days in September 1974. The team of consultants numbered sixty-four of whom half were from the Marshall Islands. Many other local people participated in the sessions on a part-time basis and approximately 200 more were interviewed in their homes and places of work. The international consultants represented both the public and private sectors and attended the consult at their own expense. The expertise represented by the total body of consultants covered a broad spectrum of practical arenas. In the field of Business, there were those experienced in retail merchandising, management systems, marketing systems, international trade, equipment retailing, office administration and public accounting; in Construction, contracting, architecture, urban planning and industrial design; in the Social Arena, local development, social planning and community organization; in Medicine, public health, family planning, preventive psychiatry and ophthalmology. Education was represented by specialists in curriculum development, school administration, early learning, secondary teaching and adult training. There were engineers who worked in mechanical diagnosis and transportation operations. There were agriculturists who worked in animal husbandry, applied horticulture and copra harvesting. Marine specialists included an oceanographer, a fishery scientist and a local tropical fisherman.

DESIGN

This diversified group of consultants acted as a unified research body using common methods of comprehensive community reformulation. The Consult first charted the Operating Vision out of which the people of Majuro are presently living. Second, they discerned the underlying contradictions which are restraining the realization of that vision. Third, they built a set of overall practical proposals for releasing these contradictions toward the future. Fourth, they created a set of tactical systems by which the proposals could be actualized. Finally, they discerned the programs by which the tactical systems could be applied. The aim of the Consult was to employ a set of social methods to enable a comprehensive project model to emerge from the aspirations and efforts of the people themselves, so that it might be grounded concretely in their own future.

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IMPACT

The ICA staff was deeply impressed by the enthusiastic response of those who participated in the Marshalls Human Development Project Consultation. The local residents have assumed a new posture of responsibility and are ready to engage in shaping the new directions determined for project actualization. They see new ways and means for reversing the trend of economic dependence and confidently anticipate the new options as those will emerge as socio-economic development takes shape. One islander's comment aptly represents the general local response: "The Consult has allowed us to remember that we are a great people of the ocean and together can build a new day for our people." No less significant is the impact of the Consult upon local and territorial leaders. On the local level the MHDP has received the full cooperation of the District Administrator, Mr. Oscar DeBrum; Senator Amata Kabua; and the speaker of the Nitijela, Mr. Atlan Anien. It has the participation of the Marshallese business community, and the local traditional leadership, the Iroi, of the Marshall Islands. On the territorial level, the High Commissioner, Mr. Edward Johnston; the Deputy Commissioner, Mr. Peter Coleman; and the departmental staff are supportive of the project and are hopeful that it can be later replicated in the other five districts of the Trust Territory. On the federal level, the Office of Territorial Affairs in the Department of the Interior, as well as Ambassador Haydn Williams, have encouraged the plan. Other agencies and departments in the national government have also expressed interest in cooperating in the project, as have a variety of institutions in the private sector.

REPORT

The Consultation Summary Statement which reflects and interprets the research findings is the tangible product of the Consult. The Prolegomena, or introduction to this document, provides an inclusive overview of the Consult. The document then delineates in its five major sections the five phases or methodological steps which shaped the design of the five days. The first section reports on and describes the operating vision out of which the people of the Marshalls live; the second section is concerned with the underlying contradictions which locate the major deterrents to human progress on the islands; the third illustrates the practical proposals which serve as a model for future operation relative to the discerned contradictions; the fourth presents the tactical systems which indicate the practical action necessary to initiate social change; and the fifth draws attention to the actuating programs which focus the tactics and inaugurate at once the entire social and economic development plan. In the Epilogue, consideration is given to the task of project implementation which will be carried out by the local people during the weeks and months that follow the Consult. Within this last section the issues of project personnel, systematic project phasing and project funding are addressed.

FOLLOW-UP

The step following the Consult is the actual initiation of the Human Development Project reported in this document. First, this will involve the ongoing meeting of the local leadership, the local consult participants and other interested residents to plan the program implementaries. Second, the initiation of special training sessions for islanders who will bear responsibility for major aspects of the project will be needed as well as the gathering of all the local residents to form an inclusive consensus concerning the project. Third, project initiation will require continuing relations with the local leadership and with public sector representatives on the territorial and federal levels. It will also be necessary to develop support systems in the private arena with the Marshallese business community and with professional and business contacts beyond the islands. Finally, project initiation requires that the catalytic staff settle into the community to begin training and building incentive.

III

THE PRESUPPOSITIONS

FORMATION

At this point some general comments may be helpful as a brief explanation of The ICA's presuppositions about community development project formation; its understanding of effective local economic development; and its guidelines for creative local social development. Five foundational guidelines are given practical application in the formation of a human development project such as the MHDP. First, both social and economic development measures are necessary values from the beginning in order to provide comprehensiveness and depth to the project. When one of these dimensions is emphasized at the expense of the other, superficial social change results. Second, the coordinated effort of both the public and private sectors is needed to provide the foundational support required for project actuation. Through the combined assistance of both sectors, assurance is provided for the likelihood of sustained, creative support for the project as a whole as well as its specific parts. Third, both indigenous and outside participation is required in planning a human development project. The creative tension afforded by the interaction between the external objectivity of visiting consultants and the internal subjectivity of local residents provides the project with both global relevance and local authenticity. Fourth, the widespread participation of community residents in both planning and actuating the project is necessary from the outset. This role cannot be performed by someone else. However, the assistance of a catalytic staff may be necessary for a period of time in order to generate momentum for leadership training and project acceleration. Fifth, the relating of the local project to a universal context is the key to sustaining the human motivity necessary for project actuation. When a pilot development effort is understood as a demonstration of

possibility for every local situation across the region, state and nation, and for the future of human history, the energy and discipline required by the local actuating forces can be sustained.

ECONOMIC

In the experience of The ICA, effective economic development on the local rural level rests upon five principles. First, the local development forces must necessarily imagine that the particular community is a self-contained, independent, economic unit whose local economic development is a key priority. Without this focus, attempts toward economic improvement are easily dissipated. Second, schemes must be devised to increase the flow of monies into the community in order to dramatically increase the working capital of the whole community. This can be done in a number of ways: by increasing the production of raw materials and goods to be exported, by expanding the income-earning employment of local residents, by enticing outside shoppers, by making available borrowed monies and extending credit lines, by utilizing normal state and federal allotments, and in some circumstances by attracting special cash grants and in-kind contributions. Third, as much of the externally injected monies as possible must be retained in the community for as long as possible in order to retain the benefits of capital productivity. This is possible by producing locally as much of the basic food supply, other consumable goods and needed services as possible; by expanding and intensifying local industry and business; and by creating expertise on the local level. Fourth, and perhaps the most important, monies introduced and retained in the community must be rapidly and continuously circulated within the local economic unit to maximize the overall beneficial impact. The injected monies must turn over as many times as possible before seeping out of the local situation. Fifth, though the community must build its own economy, it obviously must function in harmony with more inclusive economies on the district, regional, federal and global levels.

SOCIAL

Within the arena of local social development, there are five foundational guidelines. First, the project is clearly delineated. This focus helps to build the self-identity of the local community and also guards against the ineffectivity which results when the community's attention and efforts are drawn away from the project locus to the inevitable human need present in surrounding areas. Second, all human problems are dealt with simultaneously, out of the recognition that the problems within a community are always interrelated. Third, the depth human issue is discerned and addressed by confronting the specific, unique human contradiction beneath all of the underlying socio-economic contradictions. As this occurs, people are released to see the possibility of effective engagement in arenas previously considered impossible.

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Fourth, all existing social groups and people of all ages are intentionally involved in the effort to recreate the community. Finally, social symbols are employed as the key to profound social effort and alteration. Through the creation of a common symbol system, implementation is enabled and social despair is replaced with the unified engagement of local people in the work of the project.

IV

THE APPLICATION

DOCUMENT

The body of the summary document that follows contains the detailed findings of the Consult. Structurally, it is divided into five parts. Part I deals with the Operating Vision; Part II, the Underlying Contradictions; Part III, the Practical Proposals; Part IV, the Tactical Systems; and Part V, the Actuating Programs. Two paragraphs in each of these sections explain the intent and the procedures of the particular phase of the Consult. Each section also contains an inclusive holding chart that provides a broad contextual overview. In the subsequent paragraphs the particularities of the findings in each phase are discussed; in certain cases they are further illustrated with accompanying charts. In the concluding section, insights and recommendations are offered about tactical matters such as project funding, phasing designs, staff requirements, and replication possibilities and procedures.

PRACTICALITY

This summary report is intended to be a highly practical tool. The social research upon which the document is based had provided the occasion for local citizens to creatively focus their concern, their hopes and their dreams upon the task of reshaping community. The document itself, therefore, symbolizes the participation of the Marshallese people in practical decision-making about their future. In doing so, the incentive needed for the project's actuation is occasioned locally. The document will also be used as an educational tool for quickly and effectively training the local leaders and citizens in the principles and methods of comprehensive community renewal. Finally, it serves as a handbook for all those who will work to put the model into effect, and as a guide to those who will work to replicate this Human Development Project.

PART ONE

THE OPERATING VISION

I

VISION

The first task of the Consult was to objectify the operating vision of the future shared by the people of Majuro. Such a vision for any people is never totally explicit. It is woven through their frustrations and yearnings, their hopes and fears; it is concealed in their stories and social structures; it is suggested by their style and symbols and dreams. All of these are deeply a part of who they are and what they hope to become. Although such a vision may initially be unconscious, it represents a community's attitude toward itself and its destiny. Only when the vision is made manifest and a community is able to stand present to it consciously can community development occur. Because of the initially latent nature of the operating vision, the process of objectifying it in a formal model is lengthy. Part of this is explained by the fact that no community can grasp its vision alone. It was only when the subjectivity of the local residents of Majuro was impacted by the objectivity of the guest consultants that the operating vision of the people emerged.

PROCESS

In order to render this vision overt the consultants were divided into seven teams and assigned to an arena corresponding to their expertise. The team arenas included Resource Development, Economic Expansion, Basic Services, Community Rebuilding, Urban Planning, Practical Training and Fundamental Education. Prior to the Consult, field visits had been set up with virtually all the economic, educational, and government offices. For two days the teams kept these appointments and made many site visits. Thorough records of all conversations, as well as a collection of all the consultants' insights and reflections about the visits, became the basic data for a series of workshops by each team that culminated in the Practical Vision Chart (Plate 1). The model puts into objective, rational form the operating vision that exists more or less consciously in the understanding and relationships of the local people. Unless this step is taken, comprehensive social or economic development cannot occur. It was in relation to this model that the underlying contradictions were discerned in the subsequent phase of the Consult.

RESULTS

The Operating Vision Chart illustrated by Plate 1 is the result of this first phase of the consult methods. It contains three major sections all of which are required to adequately state the vision of the Marshallese people. Section A, entitled "Toward Realizing Optimum Commerce," points up the people's conviction that local business and industry is key to their future as self-reliant and productive partners in the Pacific. Section B, entitled "Releasing Foundational Resources," details their resolve to develop themselves and their environs to the extent of being self-sufficient. Section C, entitled "Toward Recreating Functional Structures," outlines their determination to build a society of the future out of both the wisdom of their past and the services and benefits of modern society. The chart is divided into five major categories within which are seventeen sub-divisions totalling the sixty-eight individual items held on the chart. These latter items provide the practical substance of the vision. Two of the five major categories deal with developing the islands' resources: "Basic Production" and "Practical Education." One of the major categories, entitled "Local Business," deals with expanding and creating the private sector. The last two, entitled "Civic Care" and "Community Formulation," deal with building the forms and systems that will serve the community and allow it to function on the basis of its unique heritage.

II

A.
COMMERCE

A major theme emerging out of the Operating Vision Chart is the desire of the Marshallese to realize optimum commercial potential. They clearly discern the trade interdependence between Majuro and the outer islands and between the Marshalls and the globe, and they see Majuro's central location as an obvious interchange point for the goods and services required by the islands. They desire improved local banking services and are concerned for the development of investment capital and more favorable lines of credit. They wish to bring coordination to presently unpredictable shipping schedules, to develop new industry, and to centralize retail purchasing and promotion. Moreover, their vision holds a greatly expanded copra industry and a more fully exploited potential as a tourist site.

B.
RESOURCES

The people see that the direction of their future depends upon releasing the human and natural resources which represent foundational development assets. Opportunities for expanding basic production through the farming of both the land and the sea are obvious. They anticipate exploring the means for tapping the rich marine wealth that abounds in the ocean waters as well as engaging in new efforts to expand land cultivation and animal husbandry. Essential to this, of course, is access to basic capital equipment and tested modern techniques. Directly related to increased production is the need for practical education.

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Majuro's future development depends upon the equipping of its people with practical tools for upgrading the economic life of the community. They envision model educational experiments in early learning and secondary schooling for their children. They hold the upgrading of teaching methods and the growth of a skilled local faculty as critical to realizing their hope for human development. Their appreciation for functional training which equips people of all ages to effectively engage in community building is underscored in their concern for vocational tooling. The local desire to fully empower local resources is a keystone to realizing the maximized business activity and recreated social forms held in the other two arenas of the operating vision of the people.

C. The third arena which emerged in the articulation of the operating vision presented the deep yearning for the creation and empowering of social care structures that will function effectively for the overall welfare of the community. A remarkable combination of concerns for the future held in the category of Civic Care reflects the profound awareness of the oneness of the island people. This consciousness underlies the call for the extension of essential services released by science and technology. The vision claims that as a right. Dependable transportation and communication, reliable emergency services, adequate health care, and basic housing development are seen as factors crucial to Majuro's future. In the isolation of an island society, the assurance of dependable operative equipment is a practical dream. Likewise, the people of Majuro envision a recovery of their cultural heritage and the effective empowering of social structures which will equip local leaders and enable community participation in decision-making. The people's commitment to recreate their heritage is seen not as an escape to the past but as an undergirding of the present and future of the community's life.

OPERATING VISION CHART

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Plate 1

A — toward RELEASING FOUNDATIONAL RESOURCES				B — toward REALIZING OPTIMUM COMMERCE		C — toward RECREATING FUNCTIONAL STRUCTURES			
BASIC PRODUCTION I		PRACTICAL EDUCATION II		LOCAL BUSINESS III		CIVIC CARE IV		COMMUNITY FORMULATION V	
extending MARINE PRODUCTIVITY	Expanded Fishing	demonstrating EARLY LEARNING	Model Preschool	developing FINANCIAL NETWORK	Banking Services	expanding INTER-ISLAND COMMUNICATIONS	Radio Linkage	empowering COMMUNITY STRUCTURES	Neighborhood Meetings
	Sea Farming		Inclusive Curriculum		Capital Investment		Passenger Transportation		Community Council
	Mariculture Research		Modern Methods		Private Financing		Emergency Transport		Consensus Creation
	Consultant Visits	increasing TEACHING SKILL	Local Faculty	establishing COOPERATIVE SHIPPING	Public Funding		Air Rescue		Leadership Development
			Teachers Guild		Management System	providing ESSENTIAL SERVICES	Health Care		
			Consented Objectives		Scheduled Trips		Medical Personnel		
			Parent teacher Conferences	ensuring BUSINESS COORDINATION	Transshipment Capability		Solar Energy		
			Global Exchange		Inter-island Marketing		Service Extension		
intensifying AGRICULTURAL CAPACITY	Soil Fertilizing	strengthening SECONDARY EDUCATION	Experimental School		Cooperative Purchasing	guaranteeing OPERABLE EQUIPMENT	Machinery Classes	recovering CULTURAL HERITAGE	Community Calendar
	Capital Equipment		Practical Education	maximizing COPRA PRODUCTION	Marketing Promotion		Preventive Maintenance		Heritage Course
	Market Gardening		Basic English		Small Industries		Equipment Standardization		Arts Workshops
	Upgraded Livestock	initiating VOCATIONAL TOOLING	Graduate Placement		Land Titles	creating SETTLEMENT SYSTEMS	Coordinated Purchasing		Elders Advisory
			Basic Trades	localizing TOURIST INDUSTRY	Expanded Warehousing		Community Plan		
			Business Training		Processing Plant		Housing Design		
			Secretarial Instruction		New Markets		Public Buildings		
			Special Skills		Increased Access		Local Materials		

PART TWO

THE UNDERLYING CONTRADICTIONS

CONTRADICTIONS

The second phase in the methodology of the consultation had to do with locating the basic social contradictions in the Marshalls. The term "contradiction" as it is used here, does not refer to obvious problems but to coagulations of underlying blocks to the operating vision. Contradictions are closely related to the relatively invisible, deep currents of history and are difficult to discern. Furthermore, they cannot be located directly. First it is necessary to identify what might be termed "irritants" in relation to effectively altering a given situation. Specific deterrents to various parts of the vision must also be discerned. Then, these particular obstacles can be rationally organized to disclose the basic blocks to the total model. It is by looking through these coagulations of blocks towards the trends of history that the underlying contradictions are located. If these underlying contradictions are roughly discerned, there is little chance of success in planned social change. Effective socio-economic development does not come about by attempting to achieve the explicit or implicit goals of the practical vision in a direct fashion. Rather, social change occurs indirectly by creating practical proposals to deal with the underlying contradictions to the practical vision. For this reason, contradictions are not negative categories but are bearers of significant creativity.

PROCESS

In order to generate local data relating to the contradictions, the consultants continued to work as teams in the field. Each team concerned itself first with discerning the contradictions relative to the total operating vision and then focused in depth on its particular assigned arena of the vision. In this way, the values of both comprehensiveness and depth were held in the team's overall analysis. Keeping in mind the profound trends of history which had been the subject of conversation among the total consult, the teams discerned the subjective irritants experienced while in the field and identified the objective deterrents to the practical vision. Upon returning from the field each team listed its data and built a prioritized list of blocks to the vision as a whole and to its assigned arena. Then the 252 pieces of data were organized into a comprehensive set of the seven underlying contradictions facing the people of the islands.

As the accompanying chart indicates, seven foundational contradictions were discerned. Under these are subsumed all of the specific irritants or deterrents identified by the consultants. They are prioritized by the number of deterrents listed under each. This indicates the amount of attention each arena elicited from the group. This form of prioritizing is not the only criterion for discerning the major contradictions to the operating vision but is an informative and, therefore, an important step in holding the entire matrix of contradictions present in the situation. The striking aspect of the chart is the four quite distinct groupings of contradictions which the numbers reveal. The first contradiction stands alone with 62 items which is 25% of the total number of 252 separate items on the whole chart. This emphasis indicates that the contradiction relating to the ineffective patterns of business operations is in an arena by itself. The second contradiction drew 19% of the total responses and also stands on its own. The next two contradictions combined drew 31% of the total responses. The remaining group of three contradictions drew between nineteen and twenty-three responses which together accounted for 25% of the total. This pattern of contradictions reveals the necessity of a clearly focused development plan. The total program must concern itself first with restructuring the local economic system and practices to maximize the role of the Marshalls in a global economy. Secondly, the program will need to be shaped in such a way as to enable the community to secure the resources of technology to release the full potential of natural resources. The third grouping calls for the structures of the local community to provide basic education and planned services, the prerequisites to participation in modern society. The last group points to the necessity for equipping people with both imaginal capacity and effective skills to engage as a creative labor force. The entire set of seven contradictions provides a basis for proposals. The following pages contain a concise, one-paragraph statement of each contradiction and a summary chart which shows the valence of each contradiction in terms of the number of items listed by the consultants.

I THE INAPPROPRIATE PATTERNS OF BUSINESS OPERATIONS IN THE MARSHALL ISLANDS	II THE UNAPPLIED TECHNOLOGIES OF RESOURCE USE IN THE MARSHALL ISLANDS	III THE INEFFECTIVE FORMS OF BASIC EDUCATION IN THE MARSHALL ISLANDS	IV THE FRAGMENTED PLANNING FOR ESSENTIAL SERVICES IN THE MARSHALL ISLANDS	V THE DEBILITATING VACUUM OF CULTURAL SYMBOLS IN THE MARSHALL ISLANDS	VI THE UNSUPPORTED SYSTEM FOR EQUIPMENT OPERATION IN THE MARSHALL ISLANDS	VII THE STRUCTURAL INACCESSIBILITY OF JOB SKILLS IN THE MARSHALL ISLANDS
Resource scarcity unperceived	Undefined market potential	Remote admin- istrative services	Short range sanitation planning	Superimposed heritage system	Limited citizen's channels	Unperceived basic needs training
Unsoundness of co-op structure	Incapable mar- ket information	Unmotivated local participation	Partial plan- ning methods	Traditional heritage retained	Back up trans- mission lacking	Inefficient agri- cultural training
Unsoundness of regional use	Inadequate market survey	Distant admin- istrative support	Building materials unavailable	Stifled basic needs systems	Restricted commu- nication technology	Individualistic voca- tional guidance
Unsoundness of new practices	Individualistic market planning	Unmotivated local support	Unregulated housing standards	Unrecognized education values	Under utilized basic tools	Free skilled transmission
Management behav- ior unperceived	Unsound plant location	Distant require- ments support	Unregulated self help housing	Heritage valued unimportant	Incapable tele- phone equipment	Unskilled labor force
Limited manage- ment training	Unsound har- vesting methods	Unhelpful parent relationship	Reduced employment opportunities	Marshall's her- itage unutilized	Radio training unavailable	Limited func- tional English
Unsound manage- ment schedules	Over controlled market production	Distant district structures	Alternate job markets	Marshall's her- itage unutilized	Island gene- ration neglected	Out dated com- munication
Unsound manage- ment system	Unsound pro- ductive markets	Administrative roles ununderstood	Black health education	Archaeological values unutilized	Over used radio frequencies	Unmotivated English application
Business models absent	Complexity from coping procedures	Limited school facilities	Depleted trade cycle	Cultural values lost	Requirements unavailable	Unmotivated English application
Unrecognized market potential	Capital develop- ment untapped	Limited library facilities	Random settle- ment design	Communication equipment unavail- able	Communication equip- ment unavail- able	Unmotivated English application
Simplistic economic functions	Large financial requirements	Primitive teaching facilities	Unsound develop- ment planning	Church structures dependent	Unmotivated teaching facilities	Unmotivated teaching facilities
Non specialized business activity	Exotic goods supply	Unfinished school space	Unsound develop- ment planning	Church structures dependent	Unmotivated teaching facilities	Unmotivated teaching facilities
Overlapping mechan- izing operations	Products yields unknown	Limited school equipment	Immediate acquisition method	Family plan over emphasis	Inadequate basic equipment	Unmotivated teaching facilities
Inadequate retail supply	Overlapping farm labor	Food supply most absent	Expertise repla- ces common	Elder's wisdom unutilized	Scattered repair capabilities	Unmotivated teaching facilities
Barter trade system	Unmotivated gov- ernment planning	Lack recre- ation supplies	Future multi- phase	Remote settle- ment design	Dehumanizing ap- proach to labor	Unmotivated teaching facilities
Limited Market access	Inadequate govern- ment involvement	Inadequate teaching supplies	Government design demerit	Lost social system	Scattered repair capabilities	Unmotivated teaching facilities
Limited retail opportunities	Unmotivated gov- ernment involvement	Unmotivated teaching supplies	Government design demerit	Lost social system	Scattered repair capabilities	Unmotivated teaching facilities
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CONTRADICTION I

The Inappropriate Patterns of Business Operations

The first major contradiction lies in the arena of business operations. The Marshall Islands, like all nations today, participate in a single global market economy; but since the supply lines to the Marshalls are from 2,000 to 5,000 miles long, problems of coordinated supply and internal distribution are extremely complex. Ships arrive only every six weeks, for example, and air shipping is erratic and costly. Complex business operations are necessary in order to anticipate demand and coordinate supplies. Yet most Marshallese business units are very small "Mom and Pop stores," subsistence outlets serving a limited clientele from a limited and fluctuating stock. Fragmented purchasing by these numerous small units requires the economy to support numerous middlemen, creating higher merchandise costs, truncated consumer demand and lowered profits. When these factors are combined with the lack of available development capital, neither the incentive nor the opportunity for business expansion is very great. Further, the economy's reliance on an over-extended supply system maintains an ever-increasing net drain on the island's wealth and prevents capital from being accumulated and circulated within the society. The internal fragmentation of the economy mitigates against any systematic, coordinated effort to develop tourism or other new sources of additional capital. The financial structures of the Marshall Islands seem too weak to attract outside development capital; within the economy, businessmen do not have the buying power to support basic business and communication services. The existing business patterns, in fact, reflect a self-defeating cycle which discourage the Marshallese people from developing new business skills and applying modern management methods. It is small wonder that most Marshallese experience themselves as unequipped to deal competently with the sophisticated external economic structures upon which they are dependent. Until this contradiction in the patterns of business operations is resolved, serious economic development cannot take place.

CONTRADICTION II

The Unapplied Technologies for Resource Use

The second underlying contradiction is related to the use of the resources of the Marshall Islands. Economic development today requires that modern technology be creatively and effectively applied to a nation's resources. In the Marshall Islands, this process has simply not taken place. Import goods have replaced local products as the staple foods. Consequently, traditional patterns of acquiring food from land and sea have all but

vanished, remaining only as supplemental techniques. Development of copra production, the Islands' only export industry, is hampered by the uncertainties of a market value which is not determined until months after shipments are made. Ineffective harvesting and land use policies discourage experimentation with modern technology. Other notable raw materials or specialized services currently in demand in the world market have not been developed. Outside interests, therefore, have shown little enthusiasm for providing capital investments. All of this has contributed to the rather shocking fact that the Marshallese people have not conducted any research or development projects related to their greatest potential resource, the sea, since the radical disruption in their lives experienced in World War II. Until a way is found to effectively apply modern technology, the Marshalls will remain cut off from their own potentially great human and natural resources.

CONTRADICTION III

The Ineffective Forms of Basic Education

The third underlying contradiction relates to basic education in the Marshall Islands. Five centuries of contact between the Marshallese and their foreign rulers sparked a growing consciousness of the steady educational advances of the great civilizations of the modern world. Simultaneously, there grew in the people an awareness of a yawning gap between the islanders and the educated peoples of the globe that could apparently never be effectively bridged by remaining at home. Today the Marshallese stand in a double paradox: as the sign within all Micronesia of significant curriculum development efforts, they observe that their school facilities, teaching equipment, support networks and local faculty training is far behind standards evident elsewhere; and yet even the educational systems of developed nations, they know, are laboring under the weight of upheaval and the challenge for new relevance. The pain of this situation is manifest in many forms. The sheer numbers of students and the limited availability of basic supplies renders the vision of universal education a dream. Although privately supported schools were operated for some years, the first public school is only four years old. Uncertainty about how to relate western-modelled education to the practicalities of the Island's culture and emerging global future intensifies the sense of being in a holding pattern. The vacuum of images of what constitutes an educated Marshallese, and the uncertain usefulness of existing training designs in functionally equipping human lives, drives educated islanders to leave and students to opt for other ways to engage their energies. Without designs for comprehensive basic education related to the Islands' unique future, the Marshalls' influence as a pacesetter in the Pacific will diminish and the crucial tools for socio-economic development will be lacking.

CONTRADICTION IV

The Fragmented Planning for Essential Services

The fourth underlying contradiction has to do with fragmented planning of essential services. At a time when careful and effective planning for the future of the Marshall Islands is most necessary the ancient planning methods are dim in the people's memory and new methods have not taken shape. The current district level planning is short range and tends to take into consideration only a few of the issues involved. The situation is not unusual among developing nations of the world. The Marshall Islands in the height of its cultural development had very refined and effective methods of allowing the will of the people to be transformed into concrete, appropriate actions for the future. However, during the long years when all essential decisions were made by the occupying powers, the gifts of consensus forming, organizing and action skills were submerged. As a result of this vacuum, deciding and acting at the local community level has been set aside. Dependence on upper levels of government and business for planning and direction has meant that the daily decisions and actions which can only be done at the local level are made helter-skelter, without relation to an ongoing plan. Houses are constructed in the very spot where an industrial site could be located next year: limited sanitation facilities are built where comprehensive systems are clearly going to be needed immediately. Employment, health care, and education likewise are subject to temporary and partial treatment. Unless the issue of comprehensive and long-range planning and acting at the local level is addressed the Marshall Islands will have no way of moving effectively into the future.

CONTRADICTION V

The Debilitating Vacuum of Cultural Symbols

The fifth underlying contradiction relates to the common cultural symbols of the Marshallese people and points specifically to the absence of powerful cultural forms which link this people's past heritage with their future anticipations. The intrusion of twentieth-century technological patterns over the past several decades has contributed greatly to the Islands' well-being, but it has accelerated the collapse of the people's sense of identity and customary modes of operation. This is most evident in the pervasive unfamiliarity of the Islanders with the great events of their history, with their folk stories and mythic heroes, and with ancient customs worthy of preservation. It is also apparent in the paucity of high celebrations, traditional feasts or regular events which recall peoples to their rich heritage and unify them for a future task. There prevails a kind of paralysis of

the will: a vague yearning for a more vital past which is gone and, at the same time, for a more vital future for which the people feel unsuited and ungifted. A people must find a way to tell itself who it is if it is to know where it is to go. It must perceive its relationship to ancient roles and styles of leadership if it is to experience itself capable of leadership. It must sense the deep roots of its celebrational life if it is genuinely to celebrate as a single people. Since the ancient heritage of the Marshallese people is yet to be appropriated in contemporary social forms, the people experience antagonism toward their own dim past and therefore toward their own destiny. The urgent need is for immediate practical ways to begin to identify and recover those aspects of the past which may serve this people as a common resource for shaping its future direction. To discern the gift of a people's past without that gift becoming a museum piece or a way to withdraw from present realities is difficult. It requires a struggle to articulate the new civilizational role realistically open to a society within which alone that heritage can assume significance and relevance. The recovery of the greatness of the Marshallese people depends upon their bridging this gulf between the past and the future within their present actual situation.

CONTRADICTION VI

The Unsupported Systems for Equipment Operation

The sixth underlying contradiction has to do with the arena of operations of technical and mechanical equipment. The people of the Marshall Islands, while located remotely from the large urban centers of the globe have been impacted by the science and technology of the Twentieth Century. Furthermore, like so many developing peoples, they have decided to be the recipients of the benefits of technology wherever available. Over the last several decades, life on the islands has become mechanized. Electricity, refrigeration trucks, taxis, heavy construction machinery, tractors, power boats and ships, radio and telephone are now an integral part of Majuro and comprise the expected standards for the outer islands. Yet an inordinately high percentage of this equipment is constantly inoperative. As all types of highly technical equipment have periodically been brought to the islands, the supportive systems of parts and maintenance know-how have remained at the point of origin. With the relatively small market which the islands represent, mechanical items are ordered in very small quantities and an adequate inventory of service parts appears impossible to maintain. Parts must be ordered from distant sources requiring months for delivery. Added to this is the further complication of the communication system which itself is subject to the same limitations of equipment operation and maintenance. Services are also discouraged

by communication and transportation costs which often double the cost of purchased materials. The effect of all this is a reinforced sense of isolation, of not being able to effectively participate in that which symbolizes the future and a discouragement to any inclination to develop adequate service skills. The islander is left with a deeper entrenchment of his dependence upon those who produced equipment in the first place. Simple breakdowns often cause abandonment of equipment for lack of adequate analysis of failure. Equipment representing large capital investment lies dormant. Without the rapid development of mechanical maintenance services, the island community will be immobilized in its attempt to move effectively toward comprehensive development.

CONTRADICTION VII

The Structural Inaccessibility of Job Skills

The seventh underlying contradiction has to do with the structural inaccessibility of job skills. The advent of the "age of technology" into any community requires almost immediately a corps of people on the local level equipped to do the operating and servicing that is the difference between progress and frustration. In the Marshalls this claim is the same. Someone must repair the weather radar, drive the tractor, maintain the boat engines and operate the computer. This not only requires training; it requires attractive programs designed to take a person where he is and fit him with a particular skill. When, as in the Marshalls, vocational guidance is often individualistic and romantic and the little training available is unrelated to actual job possibilities or needs of the community, there builds up a resistance to acquiring skills training. Practical training programs are generally offered in population centers where there is popularity and demand for them; this rules out the Marshalls' participation in many. To receive qualified training Marshallese must travel great distances, and compete for limited scholarships or grants to cover the high costs of travel and tuition. These are only a few of the spiraling obstacles. The advanced level of English usage required and the stories of frustration and disappointment met by those who have tried such programs, build up a considerable barrier to the aspirants. In addition, the fact that those who finally do acquire a skill become part of a cheap labor supply cripples any encouragement to expend the effort to get trained. Apprenticeship and on-the-job training is relatively unheard of in the Islands; where it does exist it is more a matter of providing an extra hand than of receiving training. The types of skills needed by the Marshall Islands, set in a practical, on-the-job program which can contribute directly to the Islands development, is an extremely critical component if the people are to participate in developing their islands.

PART THREE

THE PRACTICAL PROPOSALS

PROPOSALS

The third phase of the Consult consisted of corporately building practical proposals. The term "proposal" refers to a strategic plan of action which procedurally occurs between the contradictions and the tactics phase. A proposal is similar to a goal, yet it is not a goal. In the methodological flow of the Consult, proposals are formulated as a direct response to the underlying contradictions; in this way proposals are from the outset grounded in the actual social situation, rather than being abstracted and superimposed as ideals. While the practical vision reveals the conscious or unconscious image out of which the community operates, the practical proposals represent a discernment of the image out of which the community needs to operate in order to deal effectively with the contradictions. In this sense proposals represent judgments or decisions about the future. However, a proposal is never something which is done. Rather, it points to the crucial arenas of action within which tactics are forged and implemented so that social change can occur.

PROCESS

The consultants worked on proposals in five teams which were organized according to broad arenas of expertise. Following, further opportunities for site visits in the field, each team forged a series of detailed proposals which articulated the major actions that were needed to centrally address the entire swirl of contradictions blocking the practical vision. They represented strategic formulations of practical yet inclusive possibilities for the Marshalls. Then the entire Consult, working as one body in a plenary session, organized the mass of data from the related proposals. The resulting model became the basis for developing the tactics required to shape the destiny of the islands.

RESULT

The Practical Proposals Chart illustrated by Plate 3 is comprised of twenty-two proposals referred to as "projects". They are organized under five master proposals which reflect decisional responses to the major contradictions. Two of the five master proposals relate to the development of training, and two others deal with the development of business and produce. The master proposal in the center of the chart focuses on the social development of the Marshallese people. Separate charts with descriptive phrases contain 88 sub-proposals which relate to the master

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categories of the Practical Proposals Chart. It is important to note that these proposals do not indicate what to do. They point to the arenas within which decisions must be made to enable corporate action on the basis of emerging island consensus about needed improvements. The specific activities which describe what to do are the concern of the next phase.

PRACTICAL PROPOSALS CHART

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Plate 3

I LOCAL TRAINING PROPOSALS		II LOCAL SOCIAL PROPOSALS	III LOCAL ECONOMIC PROPOSALS	
VOCATIONAL DEVELOPMENT PROPOSAL A	EDUCATIONAL DEVELOPMENT PROPOSAL B	COMMUNITY DEVELOPMENT PROPOSAL C	PRODUCE DEVELOPMENT PROPOSAL D	BUSINESS DEVELOPMENT PROPOSAL E
BUSINESS TRAINING PROJECT	TEACHING GUILD PROJECT 6	HERITAGE RECOVERY PROJECT 9	AGRICULTURAL EXPANSION PROJECT 15	CENTRALIZED PURCHASING PROJECT 18
MANAGEMENT SERVICES PROJECT 2		ADULT EDUCATION PROJECT 10		COORDINATED SHIPPING PROJECT 19
APPRENTICE SYSTEM PROJECT 3	DEMONSTRATION EDUCATION PROJECT 7	COMMUNITY STRUCTURES PROJECT 11	MARICULTURE DEMONSTRATION PROJECT 16	INDUSTRIAL DEVELOPMENT PROJECT 20
TECHNICAL SERVICES PROJECT 4		COMMUNITY SETTLEMENT PROJECT 12		FISCAL EXPANSION PROJECT 21
CRAFTSMEN GUILD PROJECT 5	ISLAND PRESCHOOLS PROJECT 8	ISLAND COMMUNICATIONS PROJECT 13	COMMERICALIZED PRODUCE PROJECT 17	TOURIST PROMOTION PROJECT 22
		CITIZENS TASK TEAMS PROJECT 14		

I

LOCAL TRAINING PROPOSALS

The first proposal arena, Training, involves both Vocational Development and Educational Development. In actuality, the two are one, for formal education and practical skills are both components of the new education needed today. As new structures and social forms are forged, the members of the community will retool themselves in order to participate creatively in the new structures. Both vocational and formal education will directly serve the community while preparing people for future engagement in society. The future development of the Marshallese people rests directly upon the rapid training of every individual in the human methods and practical skills necessary for building an ocean nation today.

A.
VOCATIONAL
DEVELOPMENT

Emphasis upon vocational development is crucial in a technical society. Rapid human development requires basic and continuing training at the local level. The success of this development hinges on the recreation of basic crafts and apprenticeship projects to ensure a supply of skilled workers. Five projects were designed in this arena: Business Training, in which commercial skills are developed; Management Services which ensure operation of trade and business; Apprentice Systems which engage the youth in transfer of practical wisdom from master to apprentice; Technical Services which enable the continual maintenance of the technical aspects of Marshallese society; and Craftsmen Guilds which ensure the betterment of all skills in the Marshall Islands.

B.
EDUCATIONAL
DEVELOPMENT

Educational Development is a necessary counterpoint to vocational development within the Training Arena. A whole new form of education must be created in the Marshall Islands. It involves recreating deep human images and transmitting life methods for thinking, acting, and living in this new world. The projects for effecting this new creation are three: Teaching Guild, Demonstration Education, and Island Preschools. The first project is to form the educators of the community into a Teaching Guild for training and common planning in leading educational development. The second project is to develop demonstrations within established educational structures to pioneer new kinds of effective human education and to disseminate practical techniques for this across the world. The third project, the Island Preschools, lies at the heart of educational development. It is a visible signal of the new education and also a catalyst for establishing early education throughout the islands.

II

LOCAL SOCIAL PROPOSALS

Community Development is at the center of the comprehensive plan because it is the focus of all the activities. Appropriation of social identity relative to the memory of the past and hopes for a new tomorrow, plus the local social structures, is the ground of every society. Economic improvement and educational advancement, while deeply needed, cannot alone provide an adequate base or give significant direction to the future. It is important that the people of the Marshall Islands recover their heritage that they may share it with the rest of the world. The social forms of the past will be recovered, transposed into the modern world, and adapted to the present task of building this ocean nation. Community Development provides a firm and stable social base for the economic, political, educational and all other dynamics of society. It is the means whereby all individuals can be creatively and fully engaged in history and the way in which a people is finally formed.

The Community Development Proposal directly involving the local community is the foundation stone of all development efforts and necessarily covers a wide range of activities. The particular six basic projects described below were created in the light of the special situation in the Marshall Islands. Each is crucial to the overall social hopes: Heritage Recovery assures the recovery of traditional cultures; Adult Education enables participation in the 20th century; Community Structures support interpersonal relationships; Community Settlement involves housing plans and patterns; Island Communications facilitate increased and regular flow of people; and Citizens Taskteams care for the total community. While each of these projects could be done separately, each part will reinforce the whole and enable the community to plan and act out of its own integrity.

C.

COMMUNITY DEVELOPMENT

III

LOCAL ECONOMIC PROPOSALS

The third arena of the Comprehensive Human Development Plan is community economic development. The economic development of any human society is the sustaining factor without which there is no society. This is no less the case for the Marshall Islands. The two community economic proposals, Produce Development and Business Development, deal with four major issues; increasing

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agricultural and ocean resource production, implementing social projects worthy of government or private funding, developing and expanding tourism, and more efficiently managing local business to reduce needless waste of funds. The Marshallese people were once self-sufficient; they can become so again.

D.
PRODUCE
DEVELOPMENT

The Marshall Islands have unique resources to offer to the world. The key to developing agriculture and marine resources is local demonstration of agricultural and marine possibilities. Assessment and privatization of resources must be carried out with an eye to rapid development in relation to the needs of the globe. Three projects were designed in this arena of need: Agricultural Expansion in which island productivity is accelerated; Mariculture Demonstration will assure ocean resource production experimentation; and Produce Commercialization which moves experimentation toward production and enables the use of by-products of projected copra and fish meat processing for feed and fertilizer and expands the productive potential of the island farmers.

E.
BUSINESS
DEVELOPMENT

Economic development of this ocean nation is now at hand. The location of the Marshalls between East and West and its contacts with the global economic community provide the springboard for entry into the full range of economic development. The greatest and most immediate potential for development exists within its business community. Five projects were designed to meet this area of need: centralizing the purchasing power of local merchants to maximize the buying power of the island; coordinating shipping which will provide outer island trade, more adequate distribution of goods, and extended shipping potential; developing industry to build the community's economic base; enlarging money flow to encourage monetary exchange; and promoting tourism which further broadens the economic base.

A. Vocational Development

1. BUSINESS TRAINING PROJECT	1 Secretarial School	supplying capable administrative secretaries
	2 Administrative Skills	providing skilled business personnel
	3 Crash Typing	producing capable business typists
	4 Business English	expanding basic English skills
2. MANAGEMENT SERVICES PROJECT	5 Public Stenographers	furnishing typed business materials
	6 Basic Bookkeeping	installing basic bookkeeping systems
	7 Financial Consultation	enabling effective fiscal operation
	8 Audit Certification	providing independent record verification
3. APPRENTICE SYSTEM PROJECT	9 Apprentice Model	creating technical training designs
	10 Training Placement	providing in-service work options
	11 Supervisory Program	insuring competent local training
	12 Vocational Guidance	enabling expanded job opportunities
4. TECHNICAL SERVICES PROJECT	13 Repair Center	illustrating dependable equipment care
	14 Parts Supply	maintaining basic parts inventory
	15 Maintenance Counsel	providing specialized service expertise
	16 Equipment Specification	simplifying island equipment upkeep
5. CRAFTSMEN GUILD PROJECT	17 Craftsman Development	recovering island artisans' roles
	18 Skill Development	providing income advancement opportunity
	19 Quality Standards	improving community service performance
	20 Labor Director	making available skilled labor

B. Educational Development

6. TEACHING GUILD PROJECT	21 Imaginal Education	providing releasing teaching methods
	22 Resources Development	procuring materials and funds
	23 Comprehensive Planning	building island education
	24 Classroom Apprentices	structuring practical job training
7. DEMONSTRATION EDUCATION PROJECT	25 Elementary Experiment	illustrating relevant basic education
	26 Secondary Experiment	practicalizing high school training
	27 Community Boards	engaging broad community support
	28 School Consults	sharing crucial educational wisdom
8. ISLAND PRESCHOOLS PROJECT	29 Majuro Preschool	establishing early learning experiment
	30 Teacher Training	developing qualified local teachers
	31 Outer-Island Branches	extending early learning opportunities
	32 Parental Committees	encouraging extended parental involvement

C. Community Development

9. HERITAGE RECOVERY PROJECT	33 Marshallese Arts	fostering traditional art forms
	34 Heritage Research	recording Marshallese culture development
	35 Festival Restoration	recovering traditional ancient celebrations
	36 Heritage Course	retelling island social heritage
10. ADULT EDUCATION PROJECT	37 Language School	providing intensive English training
	38 Community Development	sharing community leadership tools
	39 Functional Education	ensuring effectively tooled adults
	40 Secondary Certification	facilitating earning graduate status
11. COMMUNITY STRUCTURES PROJECT	41 Neighborhood Stakes	localizing community care structures
	42 Citizens Guilds	eliciting community development effort
	43 Community Managers	coordinating adequate program direction
	44 Town Meetings	creating local community consensus
12. COMMUNITY SETTLEMENT PROJECT	45 Housing Design	developing low cost housing
	46 Model Housing	prefabricating island style dwellings
	47 Construction Team	erecting demonstration housing kits
	48 Materials Expansion	fostering construction materials sources
13. ISLAND COMMUNICATIONS PROJECT	49 Ferry Service	creating dependable passenger transport
	50 Communication Extension	providing island radio-TV service
	51 Island Library	encouraging widened reading exposure
	52 Air Service	ensuring reliable emergency care
14. CITIZEN TASKTEAMS PROJECT	53 Health Promotion	developing local preventive medicine
	54 Island Cleanup	organizing regular community workdays
	55 Public Works	landscaping total island space
	56 Consumer League	ensuring buyer's price equity

D. Produce Development

15. AGRICULTURAL EXPANSION PROJECT	57 Farm Demonstration	upgrading local food production
	58 Marketing Agency	increasing cultivated produce export
	59 Farmers Association	organizing cooperative commercial production
	60 Extension Service	providing requisite field assistance
16. MARICULTURE DEMONSTRATION PROJECT	61 Sea Farming	demonstrating beneficial marine development
	62 Marketing Agency	ensuring commercial seafood supplies
	63 Exploration Projects	developing new marine products
	64 Processing Facilities	building sea products industry
17. COMMERCIAL PRODUCE PROJECT	65 Export Development	locating income expanding markets
	66 Feed & Fertilizer	utilizing local industrial by-products
	67 Development Capital	financing inclusive resource development
	68 Research Network	utilizing accessible global expertise

E. Business Development

18. CENTRALIZED PURCHASING PROJECT	69 Warehouse Facilities	enlarging multi-purpose storage service
	70 Volume Buying	maximizing island purchasing power
	71 Commercial Credit	extending retailer operating capital
	72 Diversification Schemes	expanding varied inventory stock
19. COORDINATED SHIPPING PROJECT	73 Lagoon System	increasing outer island trade
	74 Transshipment Capacity	developing broad distribution service
	75 Systematic Field Trips	maximizing ocean trade potential
	76 Auxiliary Transport	supplementing present island relations
20. INDUSTRIAL DEVELOPMENT PROJECT	77 Tuna Fishing	widening operative economic base
	78 Coconut Processing	building basic island economy
	79 Home Industry	encouraging small scale production
	80 Light Industry	enlarging varied local production
21. FISCAL EXPANSION PROJECT	81 Expanded Banking	stimulating creative local competition
	82 Loan Association	enabling extended personal loans
	83 Merchant Credit	enlarging consumer buying power
	84 Financial Development	acquiring outside money flow
22. TOURIST PROMOTION PROJECT	85 Expanded Accomodations	developing equipped hotel facilities
	86 Micronesia Attractions	exhibiting traditional local culture
	87 Tourist Recreation	expanding visitors' leisure activities
	88 Advertising Board	attracting growing outside interest

Part Four

The Tactical Systems

TACTICS

The fourth phase of the Consult method dealt with building the tactical systems. At this point the Consult shifted its attention to formulating the concrete steps required to implement the practical proposals. Here the operating vision and underlying contradictions become peripheral concerns except as they provide a broad context for designing the tactics. The tactical systems describe and rationally organize the practical actions required to do the projects delineated in the master proposals chart. Social change, however, is occasioned by doing tactics, not by simply grasping the vision or forging the proposals. For this reason the delineation of these systems is perhaps the most crucial activity of the Consult.

PROCESS

Discerning the tactical systems out of the many tactics required for each of the proposals is similar to piecing together a puzzle. The completed picture provides practical instruction for implementing the total project. The consultants proceeded in this fourth step again in teams. Each team, according to its arena of expertise, was assigned a set of proposals from the master proposal chart (Plate 3). Working in small groups, each team created an inclusive list of the concrete actions required to effect its proposals. The team then organized their actions into basic tactics for each proposal. Finally all of the teams' work was crossgestalted to formulate the tactics into the distinct systems illustrated by Plate 4.

RESULT

The Tactical Systems Chart (Plate 4) is the result of this fourth phase of work. It is comprised of four tactical arenas, seven paratactics, twenty-five basic tactics and 156 sub-tactics. The basic tactics and their sub-tactics indicate the specific tasks of the total project. They are listed and described in detail following Plate 4. The seven paratactics under which the other levels of tactics are grouped point to certain major aspects of the tactical arenas which are put into motion when sets of basic tactics are implemented. The four tactical arenas illustrated by the plates 4A - 4D hold the whole system together and represent the overarching tasks to be accomplished. These

inclusive structures are described in the paragraphs immediately following. This is followed by the master chart and the detailed description of each tactic.

ARENA
A

Tactical Arena A, Building Effective Social Patterns, consists of two paratactics and six basic tactics. It is the intent of this tactical arena to deal with the natural and cultural environment of the Marshallese people in such a way as to provide a basic framework for socio-economic development. Construction of low cost housing in keeping with Marshallese cultural traditions will foster community pride and improved housing standards. Additional public buildings, extensive use of existing property and upgraded tourist facilities will encourage attention to the multitude of resources at the disposal of residents and visitors to the Marshall Islands. A conscious rebirth of Marshallese heritage and symbols will provide a basis for welcoming 20th century economic innovation as an expected next step in the development of the Islands' history. As Marshallese work to build the future of their ocean nation, effective polity forms will be needed to allow communities to make bold decisions. A rediscovery of the meaning of profound vocation will be occasioned through the work of the guild system.

ARENA
B

Tactical Arena B, Providing Contemporary Functional Tools, consists of two paratactics and eight basic tactics. This arena intends to equip young and old in the Marshall Islands with the imaginal capacities and practical skills needed to catalyze rapid socio-economic development. Faculty development will encourage improved teaching methods and demonstrate the style of corporate team work necessary for effective social change. Supplementary schooling assistance will provide upgraded services and facilities within the schools and invite active community participation in the total education process. Intensified training in labor and commerce will provide trained forces for substantial economic growth. Leadership training programs will equip Marshallese adults with effective methodologies for sustained economic and social development.

ARENA
C

Tactical Arena C, Expanding Basic Economic Systems, consists of two paratactics and eight basic tactics. This tactical arena intends to develop secondary online systems to release increased commercial and industrial productivity within Marshallese society. These systems, commercial services, resource processing, transportation, and maintenance, allow a society to capitalize on existing industry and intensify it into demonstration signs. They allow an economy to claim a fair share of the twentieth century economic milieu and use it internally as effectively as possible for as long as possible. They minimize the risk and uncertainty of new economic activity by providing the services to support such growth. An expanding economic base for a society requires establishing economic credibility through cooperative ventures which pool limited resources. The skills

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and knowhow which support such expansion will be continuously developed within the Marshallese society.

ARENA
D

Tactical Arena D, Creating Project External Relations, consists of one paratactic and three basic tactics. The intent of this tactical arena is to make the technological resources of the 20th century available immediately to the Marshall Islands in usable form. The world must be brought to the Marshalls, and the Marshalls taken to the world. To accomplish this an advisory network will be established to channel technical know-how and practical research to the island community. World-wide promotion of tourism, trade and business development will present the Marshall Islands as an attractive center for recreation and business development. Strategic world markets for local goods will be located in order to increase the local economic power of the Marshalls.

TACTICAL SYSTEMS CHART

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Plate 4

tactical arena A

BUILDING EFFECTIVE SOCIAL PATTERNS

tactical arena B

PROVIDING CONTEMPORARY FUNCTIONAL TOOLS

tactical arena C

EXPANDING BASIC ECONOMIC SYSTEMS

tactical arena D

CREATING PROJECT
EXTERNAL RELATIONS
paratactic IV

SUPPORT
INDUSTRIES
paratactic V

PRACTICAL
TRAINING
paratactic VI

COMMUNITY
STORY
paratactic VII

PHYSICAL
STRUCTURES
paratactic I

FORMAL
TRAINING
paratactic II

COMMERCIAL
ASSISTANCE
paratactic III

tactic 1

constructing
ECONOMICAL
PRIVATE
HOUSING

tactic 4

extending
ATOLL
PRESCHOOL
INSTRUCTION

tactic 8

securing
LOCAL
CREDIT
ACCESS

tactic 12

coordinating
GLOBAL
ADVISORY
NETWORK

tactic 15

expanding
LOCAL
INDUSTRIAL
BASE

tactic 19

designing
INCLUSIVE
VOCATIONAL
CURRICULA

tactic 23

restoring
SIGNIFICANT
CULTURAL
SYMBOLS

tactic 2

erecting
FUNCTIONAL
PUBLIC
BUILDINGS

tactic 5

developing
COMMUNITY
TEACHING
FACULTY

tactic 9

supplying
ECONOMIC
CONSULTATIVE
SERVICES

tactic 13

promoting
MARSHALLS
PUBLIC
IMAGE

tactic 16

utilizing
INTENSIVE
AGRICULTURAL
TECHNIQUES

tactic 20

enlarging
SKILLED
LABOR
FORCE

tactic 24

recovering
LOCAL
POLITY
FORMS

tactic 3

upgrading
ISLAND
TOURIST
FACILITIES

tactic 6

providing
SUPPLEMENTAL
SCHOOL
IMPROVEMENTS

tactic 10

encouraging
NEW
BUSINESS
ENTERPRISES

tactic 14

amplifying
EXTERNAL
TRADING
RELATIONS

tactic 17

surveying
AVAILABLE
ECONOMIC
RESOURCES

tactic 21

teaching
BASIC
COMMERCIAL
SKILLS

tactic 25

structuring
VOCATIONAL
GUILD
ACTIVITIES

tactic 7

increasing
OUTSIDE
EDUCATIONAL
SUPPORT

tactic 11

establishing
RATIONAL
SHIPPING
OPERATIONS

tactic 18

introducing
FUNCTIONAL
REPAIR
SERVICES

tactic 22

furnishing
ADULT
LEARNING
PROGRAMS

Tactical Arena A: Building Effective Social Patterns**Paratactic I: Physical Structures**

In order to foster significant socio-economic development in the Marshalls the number and quality of public and private facilities must be upgraded. Economical housing, incorporating adequate sanitation systems, will be built in a style in keeping with popular tradition. Full use will be made of existing public buildings; at the same time, additional facilities required by new industries will be constructed. Attractive tourist facilities will be developed to encourage tourism, thereby increasing the cash flow into the local economy.

Tactic 1: Constructing Economical Private Housing

Subtactics Modern housing facilities will be constructed to complement cultural settlement patterns of the Marshallese people. A series of community meetings will be held across the islands to create a district-wide consensus on the most feasible approach to low cost housing and settlement. Construction teams will be formed to assist and train residents in each community in building and rehabilitating individual houses. A housing board will be created, composed of community leaders from across the district and advised by architects, city planners, and sanitary engineers, to coordinate the housing renewal. Prototype housing and settlement designs, using local materials and small-building techniques will be developed as a basis for the housing effort. Production, storage, and distribution systems to ensure an adequate supply of basic building materials to each location will be established. A demonstration housing complex will be built on Majuro using the prototype design.

Tactic 2: Erecting Functional Public Buildings

7 Various types of public buildings will be built or acquired in Majuro. The Mechanical Repair Training Center will be located on Majuro Atoll in a space adequate for practical training. The Demonstration Garage will be located in an existing garage facility which is well equipped and requires only minor repairs.

8 An office complex for the paracorporation will be obtained and renovated so that there is space for a secretary/receptionist, offices for accounting, scheduling, purchasing, and consulting and a larger room for staff conferences. A facility for the business school will be procured to provide space for

- 11 typing classes and other commercial training activities. Office equipment will be acquired for the operation of the center including six typewriters, an adding machine, a calculator, two file cabinets, a mimeograph machine, a ditto, a rapid duplicator and various consumable products, such as bookkeeping forms, paper, textbooks, manuals and journals. A strategically located facility for the pre-school will be secured. A facility for the Copra Plant will be constructed.
- 12
- 13

Tactic 3: Upgrading Island Tourist Facilities

- 14 Expanded tourist facilities will enable the Marshall Islands to compete for the tourist trade with other areas of the Pacific. Builders of the projected Japanese and Nauru hotels will be encouraged to complete their work as quickly as possible. In addition, the Eastern Gateway Hotel will be expanded and improved to include upgraded utilities, a quality restaurant and a modern lounge. Existing restaurants
- 15 will be modernized by adding lounge facilities, upgrading food service facilities and improving general health standards. Finally, the recreational facilities of the Marshall Islands will be evaluated and developed
- 16 so that skin diving, deep sea fishing, outfitting services, charter boats, sail and motor boat rentals and shell beaches will be available and attractive to tourists.
- 17

Tactical Arena B: Providing Contemporary Functional Tools

Paratactic II: Formal Training

To foster rapid socio-economic development in the Marshall Islands, it is crucial to involve the younger generation in practical and imaginal tooling for the future. An inter-island network of pre-schools will be created to educate three to five year-old children through a common imaginal curriculum taught by teachers trained in imaginal education. A disciplined corporate faculty will be developed in each unit of the educational system of the Marshall Islands to improve the quality of teaching and to continually train young Marshallese teachers. An intentional program of supplementary motivational devices, including regular faculty planning meetings, on-going inter-school evaluation and significant symbols of education, will sustain the educational renewal effort and continually upgrade the standard of education. These tactics also create a basis of community advocacy and support for educational development, catalyzing new forms of engagement for the adults, especially for the students' parents.

Tactic 4: Extending Atoll Pre-School Instruction

- 18 In order to prepare children for public schooling, pre-school opportunities will be extended throughout the Marshall Islands. A corps of pre-school teachers will be formed by recruiting local trainees
- 19 and providing them with intensive training, corporate operating structures, effective symbols of their task, community support and adequate salaries. A pupil enrollment campaign will be developed through inter-
- 20 views with parents and a publicity campaign across the islands. A signal pre-school will be initiated immediately in its own facility on Majuro, with a staff of master teachers and trainees. Symbols will
- 21 be created for the preschool, and will include student and faculty uniforms, pre-school celebrations, rituals, songs and decor.

Tactic 5: Developing Community Teaching

- 22 In order to move rapidly in the development of education, comprehensive training schemes will be provided for faculty in the schools of the Marshall Islands. The Imaginal Education Colloquy will be used as the
- 23 basic training experience for all teachers. An on-the-job teacher training program will be set up in each school on Majuro and will make use of teachers' meetings, informal lunch conversations, teacher
- 24 exchange, and team teaching. Regular weekend sessions will be held for an interested core of teachers to increase proficiency in imaginal methods by means of classroom observation and theoretical and practical
- 25 tutorials. A schedule of PSUs involving both teachers and parents will be used to build up an education guild to promote broad community participation in school planning, curriculum building, and teacher training.

Tactic 6: Providing Supplemental School Improvements

- 26 The regular curricula of the educational programs will be supplemented in order to sustain long-range educational renewal in the Marshall Islands. School symbolic life will be intentionally designed to impact students, faculty, and visitors through worship
- 27 services, classroom rituals, regional and local celebrations and field trips to significant locations. Common symbols, including teachers' guild symbols, time designs, tactical systems boards, and common decor pieces, will be displayed in each school in order to sustain identity, corporateness and discipline.

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- 28 Regular faculty planning meetings will be held in all components of the school system. A core of teachers will be formed to actualize commonly-built
- 29 tactics in their classrooms and to provide leadership for the educational guild. Monthly problem-solving units will be held by the teachers' guild
- 30 to prepare curriculum, solve current issues, design tactical systems, and make recommendations to the administration.

Tactic 7: Increasing Outside Educational Support

- 31 In order to sustain educational renewal programs, a broad base of support must be established both inside and outside the Majuro community. Basic authorization to experiment in education will be secured from local
- 32 and district educational, political, church and community leaders and institutions. Supplemental funds for the whole educational enterprise will be systematically obtained from government and private institutions and agencies, as well as from concerned individuals around the world. An in-kind development
- 33 program will be launched to secure needed supplies and materials, food services and storage facilities from local businessmen. Parents of all children will
- 34 be involved in the educational structures through regular meetings, periodic newsletters, special events, and a classroom volunteer program.

Tactical Arena C: Expanding Basic Economic Systems

Paratactic III: Commercial Assistance

The economic systems and resources of Twentieth Century business life must be made available to the Marshallese people by rationalizing the business operations already present on the Islands and providing modern business services currently lacking. The increased availability of money and credit will allow financial resources to be more extensively used by grassroots people and businesses. The scarce business talent will be used to its maximum through advisory services which make it available to meet the needs of the whole nation. New business ventures and commercial relations will be cooperatively fostered and the practical forms of economic development overseen to ensure the success of needed businesses through providing knowledgeable guidance and advice. A system of dependable transportation will be developed to carry freight between the islands to allow the rational expansion of production and distribution.

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Tactic 8: Securing Local Credit Access

- 35 In order to encourage local business expansion and to
develop a money exchange system, businessmen and
citizens must obtain easier access to an expanded
36 supply of credit. The services offered by the exist-
ing branch of The Bank of America will be developed
to the level of Bank of America branch offices else-
where. In addition a second bank will be founded in
37 Majuro to increase availability of ordinary banking
services and to meet the anticipated banking needs
of new hotels, copra processing facilities and the
tourist industry. A finance company will be estab-
lished locally to supply loans of up to \$3000 for
38 personal or business needs. A centralized credit
information system, that details the credit history
of merchants and consumers will be set up and
maintained. Credit classes will familiarize
39 borrowers with the methods and rationale of scheduled
repayment and make credit function known to the
community as a facilitating device for business
integrity and consumer service.

Tactic 9: Supplying Economic Consultative Services

- 40 A range of business advisory services will be needed
on Majuro to support the accelerated economic
development required in the Marshalls at this time.
A Certified Public Accountant service will be estab-
41 lished on the atoll to provide necessary auditing
and advisory assistance to the business community.
A Basic Accounting Service will be established to
expand the training of Marshallese accountants as
42 well as to provide regular bookkeeping assistance to
businesses. A Management Consultant Operation will
be initiated to recommend improved management and
financial designs and operating systems to members of
the business community and governmental agencies
after on-site consultations.

Tactic 10: Encouraging New Business Enterprises

- 43 Coordination and promotion of commercial relations
throughout the Marshalls is a pre-requisite to
economic maturity. Retail stores will be established
44 on each of the atolls to provide consistent access
to goods, and to operate lagoon boats which will also
pick up the copra harvest. An ordering service will
45 be established to feed requests for goods and services
from the outer islands into a purchasing agent. A

- 46 non-profit Business Services Enterprise will be
formed to promote inter-island trade and local
industry, to coordinate purchasing and shipping,
and to offer management and financial services.
47 A broad promotional campaign will be launched to
promote new, exciting, and expanding enterprises
to the entire business community and to the public
of the Marshall Islands. A monthly newsletter will
48 be published informing citizens of new business
opportunities and economic developments. A market
identification service will be established to discern
the most promising new retail credit and small
industry opportunities in the Marshall Islands.

Tactic 11: Establishing Regular Shipping Operations

- 49 A rational system will be created to coordinate
shipping in the Marshall Islands. Sea lanes and
50 harbour facilities will be plotted to compile
distances and travel times, rationalize routes,
51 and calculate port-handling time. Out of this
analysis a comprehensive shipping schedule will be
52 published. This will be constantly monitored and
revised when needed. A warboard will plotted ship
53 positions will be maintained to enable the public
to be alerted on changes in estimated time of
54 arrival. This will be facilitated by the mainten-
ance of radio contact with ships at sea. A shipping
55 pool will be organized so that ships can be deployed
as if operated by a single company. Two large vessels
56 for inter-island use will be obtained. Five-ton
lagoon boats will be acquired to carry freight. In
57 addition, a smaller high-speed craft will be secured
by the Government to handle emergencies. A board of
58 operations, managed by shipowners, will be initiated
to organize the shipping system.

Tactical Arena D: Creating Project External Relations

Paratactic IV: External Relations

To allow the Marshall Islands to take their place in the econ-
omic family of nations requires an immediate technological
expertise and a rapid increase of economic capabilities. A
co-ordinated global network of experienced businessmen and
oceanologists will be needed to maintain a constant flow of
technical resources and expertise into the Islands. A publicity
promotion campaign and an amplification of international air and
sea links will put the people in closer touch with other nations
and accelerate both trade and tourism. At the same time a

modernizing of production and marketing is needed to improve the Marshalls' economic image internationally, thus giving it greater access to overseas markets.

Tactic 12: Coordinating Global Advisory Network

- 59 The development of the Marshall Islands depends heavily upon the continuing interest and assistance of a global network of concerned people who are willing to provide expertise and economic assistance to the Marshallese people. A core of guardians in North America will be convened as the guardian consult board and will assign members to facilitate the interchange of information, news and expertise between North America and the Marshall Islands. A Micronesia Office will be established at Chicago to advise guardian consultants of project accomplishments and needs, to handle requests for advice and materials, to assign consultants as needed, and to act as a central information dispatching office. The assistance of experts in the fields of tropical agriculture and mariculture will be canvassed through newspaper and radio stations. An office will be set up in the District Center which will maintain files on experts who may be contacted by local citizens when specialized problems arise. Monthly reports will be prepared by the demonstration auxiliary staff and distributed to all guardian consultants. Consultants engaged in resource development will gather information on research, methods and equipment and send it to the Micronesia Office for periodic redistribution to the islands.

Tactic 13: Promoting Marshalls' Public Image

- 65 For rapid development to occur a new public image of the Marshalls as an accessible and substantial ocean nation must be communicated. Brochures and materials using modern advertising and marketing techniques will be created to carry the story of "The Diamond of the Pacific" to shipping and trade companies in order to awaken the larger business community to the possibilities in the maturing economy of the Marshall Islands. A tourist advertising campaign will be launched involving travel agencies, international hotel chains and airlines describing the Marshall Islands as an investment opportunity and tourist attraction. Regularly scheduled air service will be increased through cooperation of airline officials and

- 68 government administrators. Charter flights to the Marshall Islands with reduced air fare and attractive tour packages will be initiated to attract large numbers of tourists.

Tactic 14: Amplifying External Trading Relations

- 69 The remoteness of the Marshall Islands requires that economic relations among the Islands and with other countries be amplified for the sake of concentrating the economic power of the islands. A centralized purchasing office will be established for all the Islands' retail merchants. A study will be made to determine the source and market potential of various goods. A common purchase order form and procedure will be adopted for use throughout the Marshalls. Trips to the United States, Japan and Australia will be made to foster trade relationships, widen product spread, and secure better purchasing terms and shipping rates. Merchants and suppliers of food and other goods will be encouraged to purchase cooperatively and to share product knowledge. A "paracorporation" will be established and incorporated to manage the business operations of the copra plant and other small industries. A Copra Processing Corporation owned by Marshallese people will be established to coordinate the data on copra production in the Islands with outside user lists and to conduct financial negotiations for the construction and initial operating costs of the plant. Contracts for coconut oil and the copra cake will be secured.

Tactical Arena C: Expanding Basic Economic Systems

Paratactic V: Support Industries

If the Marshallese economy is to flourish, it is essential to modernize present processing methods, diversify agriculture, expand resources and guarantee the technical capacity for repairing basic machinery. The economic base of the Marshallese society will be expanded by developing and supporting primary or life-support industries which maximize the exploration of local resources for internal subsistence and external trade. New processing facilities will capitalize on the islands' present state of development by providing steady markets for raw materials. Modern methods will be used to increase the efficient use of Marshallese natural resources with special emphasis on increased food supplies for consumption and sale. The vastness of the

ocean nation and its systematic development require a detailed inventory of actual and potential resources present in the area. Topnotch maintenance and repair services will be installed on the island in order to maximize the use of scarce equipment.

Tactic 15: Expanding Local Industrial Base

- 77 The rapid and effective development of the fishing
and copra industries in the Marshall Islands requires
78 that a number of industrial support structures be
available to the community. A guaranteed market for
tuna and other selected species of export fish will
be created, and will feature a quality-related common
79 pricing scheme for each fisherman's catch. The
frozen fish storage facilities in Majuro will be
expanded and upgraded in a number of ways, such as
80 the use of refrigerated barges and odor-proof storage
containers. A transport system will be developed to
carry more fish to the market in better condition,
81 thus encouraging larger catches. A fish processing
plant will be built in Majuro to market consistently
large catches and to increase export capacity. A
82 copra processing plant will be constructed also. An
outer-islands supply system will ensure that adequate
copra reaches the processing plant on a regular
schedule.

Tactic 16: Utilizing Intensive Agricultural Techniques

- 83 Expanded local production of food and feed will up-
grade the quality of the island diet and also lower
its cost. A soil-modification program will be started,
84 using by-products from copra and fish as fertilizer.
A feed-and-fertilizer plant will be constructed to
enable full use of by-products from a fish-processing
85 plant and copra-processing plant. A chipping machine
will be obtained to shred coconut husks to facilitate
decomposition and manageability. Soil compost piles
86 will be created combining native soil with husks,
copra meal and fish meal. Experimental plots will be
established on Laura to evaluate the use of new crops
87 for human or animal consumption and to devise and
test methods of improving crop production. The
effluent from pig farms in Laura will be collected
88 in a sump and used to fertilize vegetable crops
grown on native and composted soils, thus integrating
livestock and crop farming. A tree nursery will be
89 planted, using banana, papaya, breadfruit, and citrus

- 90 trees. Methods of crop improvement, such as the use
of black polyethylene film over composted soil will
be implemented to deal with evaporation, leaching,
and weeds. An experimental mariculture project will
91 be initiated, in which Marshallese people will be
trained in mariculture techniques and raise at least
two species of fish, under the direction of a marine
scientist consultant.

Tactic 17: Surveying Available Economic Resources

- 92 The resources of the total island nation will be
carefully surveyed in order to design ways of
intensifying the productivity of existing resources
in the Marshall Islands. A mariculture site survey,
involving a map reconnaissance of the Marshall
Islands, interviews with outer island residents and
93 on-site visitations by a marine scientist consultant,
will be conducted to identify potential locations
for producing ocean crops throughout the Marshall
Islands. A study will be made to determine the
potential of each island for new crops such as pea-
nuts, ginger, lentils, other legumes, high lysine
94 corn, melons, tomatoes and peppers. This study will
also determine the efficacy of copra and fish meal
for feeding pigs, chickens and calculate the fertil-
izer requirements for such diversification of pro-
duction. An operational distribution grid which
designates the major function of each island in the
95 present and future production and distribution
schemes of the Marshall Islands will be prepared
and used as a basic tool in maximizing the island
resources and gearing production to projected needs.
An ongoing resource development workshop system will
be set up in the Marshall Islands, to communicate
96 wisdom on needs and possibilities in farming and
fishing, to organize the local fishermen and farmers
and to demonstrate new technology. Marshallese
community leaders and expert consultants will be
invited to district-wide conferences on the environ-
mental resources and pollution problems of the
97 Marshall Islands. A district-wide land and sea
utilization program will be designed using the data
generated by these conferences. A local data bank
system will be established to accumulate and distri-
bute all information available through the Trust
Territory structures, the Micronesia Desk and the
98 Guardian Consultant Board about existing systems
and developing possibilities in tropical mariculture,
animal husbandry and other fields.

Tactic 18: Introducing Functional Repair Services

- 99 To enable the community to become conscious of
equipment care and to keep the machinery of the
island in good repair, basic maintenance systems
will be installed. A repair garage will be estab-
lished to demonstrate effective garage equipment
100 and management and to provide more specialized
services than are currently available to the Marshal-
lese people. Master mechanics will be employed to
introduce more sophisticated maintenance and repair
operations and to serve as advisors and instructors
101 to trainees. Equipment and tools will be procured
through global channels, and a wide canvassing of
the public and private sector will be made to secure
and transport special equipment to repair complex
machinery. Supplies of spare parts for the various
102 types of equipment, machinery, vehicles, and appli-
ances on each island will be expanded to reduce the
time lost waiting for parts to be shipped from
Japan or the United States. A service center which
repairs small mechanical and electric equipment will
103 also be established. Apprentices will be recruited
to staff the new shops who can take on-the-job
management training and immediately apply it in other
shops in Majuro and the other atolls.

Tactical Arena B: Providing Contemporary Functional Tools

Paratactic VI: Practical Training

Significant social and economic development cannot take place in the Marshall Islands until the nation's labor force is more adequately equipped with practical professional and leadership skills. A wide range of vocational curricula concerned with application will be developed to meet specific needs of the economic life of the islands, and at the same time to rebuild the style and story of the Marshallese people, allowing them to appropriate the new skills and techniques necessary. The labor force will be organized and administered in such a way as to match the long and short-term needs of the local economy with the available and projected job skills of the people. Business skills will be provided both as a service to the business community and as an ongoing educational program to train secretarial-clerical personnel, one of the basic prerequisites for an expanded industrial base. Adults of the community will be provided with a multifaceted program of leadership training which will bring them in contact with the contemporary world and their own heritage, enhance bilingual literacy, and thereby foster a sense of pride in themselves and in their community.

Tactic 19: Designing Inclusive Vocational Curricula

- 104 Upgrading technical skills requires the designing
- of effective formal and informal curricula for
- technical education. A curriculum will be built for
- 105 the Repair Training Center to include concrete
- step-by-step lesson procedures for training in
- refrigerator, electrical, and mechanical repairs.
- 106 Basic designs for pre-school training and for all
- levels of teacher training will be created to include
- regular formal classes, on-the-job demonstrations,
- 107 newsletters and informal curricula. Three manuals
- will be written, one for secretarial sciences, one
- for business administration and the third for
- 108 functional English programs. A basic curriculum for
- the Business Training Center will be built to unify
- these into a single educational design. Informal
- 109 minute-long curricula will be assembled to back up
- formal classroom training. Symbolic life will be
- designed for each training program to include rituals,
- insignia, decor, garb, songs, time designs, meetings
- and celebrations.

Tactic 20: Enlarging Skilled Labor Force

- 110 The rapid transformation of the Marshalls' economy
- from a subsistence to a market system requires the
- careful but speedy development of a skilled labor
- force. Job-listing centers will be established at
- 111 the KITCO store and other public places to match
- available skills with employment opportunities.
- Periodic surveys of job availability, skills and
- 112 wage levels within the Marshall Islands will be
- conducted in order to expedite job placement of
- vocationally-trained Marshallese. Existing training
- facilities in the Marshalls and Hawaii will be
- coordinated with new programs in Majuro to provide
- 113 rapid, inclusive vocational development. Trainee
- recruitment will be initiated through general
- announcements in high school classrooms and over the
- radio. A promotional story, with supporting flyers,
- 114 photo montages, and slogans, will be created to
- communicate the need for on-the-job training.

Tactic 21: Teaching Basic Commercial Skills

- 115 In order to put modern business methods into practice
- in the Marshallese economy, numbers of Marshallese
- citizens will be trained in these methods as quickly
- as possible. Retail managers will be trained to

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- 116 maintain records, purchases and stock inventories, and to exercise fiscal responsibility and management functions. Teams of trainees in business administrative procedures will consult with local
- 117 businesses on request about actual business situations in order to provide practical experience for the trainees. In-service training opportunities in local businesses will be offered to graduates
- 118 of the 26-week Business Administration and Secretarial Science Courses. A secretarial pool will be established to provide on-the-job training and to meet communication needs of local citizens and
- 119 businesses requiring typing and reproduction services. Hotel Management Training will be initiated to provide trained local managers for the Eastern Gateway and future hotels.

Tactic 22: Furnishing Adult Learning Programs

- 120 In addition to specific vocational tooling, many forms of general adult education will be available in the community. Functional English classes will be taught two nights a week at local schools to provide
- 121 Marshallese citizens with beginning and advanced courses in the English language including grammar, vocabulary, business English, and literature. Songs, rituals, curriculum materials, and key contexts at
- 122 parents' meetings and other community gatherings will be utilized to expand people's functional grasp of written and oral Marshallese. A methods school will be offered to give the Marshallese people a functional
- 123 grasp of twentieth century methods of community organization and development. A weekly training session will be held to prepare neighborhood leaders to hold Kwelok meetings. Workshop training sessions
- 124 and methods consults will be supplied as a resource on request to local organizations. A locally oriented program of media publicity, utilizing print, public notices, radio, TV, and movies will be undertaken
- 125 to help recreate a common sense of identity and pride among the Marshallese. Community media centers will be established in prominent and accessible locations in all communities of the islands to provide commonly
- 126 available radio, television and other media facilities.

Tactical Arena A: Building Effective Social Patterns

Paratactic VII: Community Story

To reawaken the motivating spirit of the Marshallese people a

conscious effort to recover dimensions of the ancient heritage and create excitement about the future of the ocean nation will be undertaken. Recovered ancient symbols, skills and stories will serve to release the greatness of the people and call upon them to create their own destiny. United in a common rebuilding task, the Islanders will recreate grassroots decision-making structures to accomplish the job. Vocations unique to the ocean economy and necessary to the twentieth century will be the focus of a Guild System of practical work and skills training.

Tactic 23: Restoring Significant Cultural Symbols

- 127 Cultural symbols will be designed to enable the people of the Marshall Islands to recover the richness of their own past in a way meaningful to the twentieth century. A series of heritage research sessions will be organized at the Lolwelaplap Cultures Center with the
- 128 Elders of the community, to create practical ways for Elders to once again give the heritage to the whole community in the context of the global society. Ancient community clan symbols of the Marshallese people will be prominently displayed throughout the
- 129 entire Marshallese community as expressions of community pride in its traditions and its heroes and a new symbol will be created to celebrate the promise of the future. The Elders and the Iroij will be requested to help in collecting displays for the Marshallese Heritage Museum. Ancient skills of fishing and navigation,
- 130 crafts and construction will be taught to youth and adults in formal and informal classes held at community nodes on a regular basis. An arts workshop will be conducted regularly by Elders and skilled Marshallese artists to transmit traditional songs, dances and
- 131 stories, and to teach traditional crafts such as making stick charts, shell and coconut artifacts and woven items. Regular celebrations will be held including the Harvest Festival, the King Star Festival,
- 132 a heritage pageant, festivals of ancient dances and regular dramatizations of traditional legends and stories by youth and adult groups to which the whole community, district people and other island representatives will be invited. A weekend workday design will
- 133 be implemented, engaging broad sections of the community in tasks to be handled in short time periods. Regularized community beautification will be started in which Task Forces will clean up litter, landscape the community, paint buildings, restore artifacts,
- 134 construct parks, improve drainage and engage in other necessary public works. On a community sign-hanging day, identifying signs, constructed by local people,

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- 135 will be placed on shops, stores and other buildings to give practical direction to residents and tourists. Public art will be introduced by creating murals on selected buildings and by erecting statues and other artforms in prominent public places. Public happenings will be scheduled regularly to mark community events such as opening the pre-school, breaking ground for the elementary school and completing the copra-processing plant. An ongoing community calendar of regular and special events, festivals, workdays, classes, and other community activities will be displayed in stores and community nodes and delivered to all the villages regularly.
- 136
- 137
- 138

Tactic 24: Recovering Local Polity Forms

- 139 Effective social and economic development of Majuro requires that structures for grassroots decision-making be established using traditional decision-making bodies as fully as possible. Community leaders will be convened as a Board of Managers to oversee the total model of community development and enable planning and action by the local community. At least two of the Board members will be engaged on a full time basis. A daily collegium will be conducted by the Board, working closely with the Kwelok leadership to actualize the total model. Weekly neighborhood Kweloks will be held in five locations covering the entire geography of the island. Each meeting will consist of singing, studying the ancient heritage, reviewing global events and planning specific events for the neighborhood and the island. A formal Dru will be held quarterly where the plans developed through the community Kweloks and the Board of Managers will be consensed upon. The Dru meetings will consist of a meal and festive entertainment, a review of the past quarter's accomplishments and plans for the future quarter, with comments from Iroij, Alabs, and the community at large.
- 140
- 141
- 142
- 143

Tactic 25: Structuring Vocational Guild Activities

- 144 The rapid development of the Marshallese economy requires the creation of new vocational significance in the islands. Representatives of all educational structures will participate in an Education Guild to take responsibility for education in the Marshall Islands. A Fishing Industry Guild will function as a corporate body in planning fishery development. A Farmers' Guild will be established to promote
- 145
- 146

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- 147 improvement in animal husbandry and crop management. A Repair Guild will also be formed. Other vocational groups will participate in regular
- 148 meetings about community issues, education, and neighborhood development. An extended tour of
- 149 the Islands by various guild leaders will be held to symbolize the inauguration of the guild system and build a bond of common concern throughout the Marshalls. The community's consciousness of the
- 150 guild structures will be heightened by a symbol system which will include guild insignia and garb with regular community cultural events and celebrations, and with special emphasis on an Intra-District fiesta. A story will be composed which relates the guild and its functions to existing
- 151 Marshallese traditions. Symbols of recognition for levels of vocational competence, such as master craftsmen, will be introduced to dramatize the
- 152 importance of viable vocational engagement. Guild Halls, set up in convenient locations, will be
- 153 decorated with the symbols of the guild, and used for guild meetings and celebrations. The guild meeting format will consist of singing, a brief talk on the function of a guild, and an educational film
- 154 or lecture on a practical vocationally-related topic. A guild auxiliary core in Majuro will give form to the consensus of community leaders and guildsmen and catalyze effective action through
- 155 regular planning meetings, assignment rationales and accountability structures. A guild training program of bi-monthly reporting meetings, quarterly extended planning sessions, and regular field trips will be initiated.
- 156

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tactical arena A

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BUILDING EFFECTIVE
SOCIAL PATTERNS

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Plate 4A

paratactic I

Physical Structures

paratactic VII

Community Story

tactic 1: Private Housing

- 1 Housing PSU's
- 2 Construction Teams
- 3 Housing Board
- 4 Prototype Designs
- 5 Building Materials
- 6 Demonstration House

tactic 23: Cultural Symbols

- 127 Heritage Research
- 128 Community Symbols
- 129 Museum Displays
- 130 Skills Classes
- 131 Arts Workshop
- 132 Regular Celebrations
- 133 Weekend Workdays
- 134 Community Beautification
- 135 Identifying Signs
- 136 Public Art
- 137 Public Happenings
- 138 Community Calendar

tactic 2: Public Buildings

- 7 Repair School
- 8 Garage Facility
- 9 Office Complex
- 10 Business School
- 11 Office Equipment
- 12 Preschool Facility
- 13 Copra Plant

tactic 24: Polity Forms

- 139 Manager's Board
- 140 Fulltime Staff
- 141 Daily Collegium
- 142 Weekly Kweloks
- 143 Formal DRU

tactic 3: Tourist Facilities

- 14 New Hotels
- 15 Gateway Expansion
- 16 Restaurant Work
- 17 Recreational Facility

tactic 25: Guild Activities

- 144 Education Guild
- 145 Fishing Guild
- 146 Farmers Guild
- 147 Repair Guild
- 148 Group Participation
- 149 Leaders Tour
- 150 Symbol System
- 151 Guild Story
- 152 Craftmen's Marks
- 153 Guild Halls
- 154 Guild Meetings
- 155 Guild Core
- 156 Guild Training

tactical arena B
PROVIDING CONTEMPORARY
FUNCTIONAL TOOLS

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Plate 4B

paratactic II Formal Training	paratactic VI Practical Training
tactic 4: Preschool Instruction 18 Preschool Staff 19 Enrollment Campaign 20 Pilot Preschool 21 Symbolic Life	tactic 19: Vocational Curricula 104 Repair Curriculum 105 Preschool Training 106 Operational Manuals 107 Business Curriculum 108 Minute Curriculum 109 Symbolic Life
tactic 5: Teaching Faculty 22 Imaginal Education 23 On-job Training 24 Regular Weekends 25 Education PSU's	tactic 20: Labor Force 110 Job-listing Centers 111 Placement Surveys 112 Program Coordination 113 Trainee Recruitment 114 Promotional Story
tactic 6: School Improvements 26 Symbolic Life 27 Common Symbols 28 Faculty Meetings 29 Teacher Core 30 Problem-solving Units	tactic 21: Commercial Skills 115 Retail Management 116 Trainee Consults 117 Business Inservice 118 Secretarial Pool 119 Hotel Management
tactic 7: Educational Support 31 Basic Authorization 32 Supplemental Funds 33 Inkind Development 34 Parent Involvement	tactic 22: Learning Program 120 Functional English 121 Marshallese Language 122 Methods School 123 Weekly Training 124 Training Resources 125 Local Programs 126 Media Centers

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tactical arena C

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EXPANDING BASIC
ECONOMIC SYSTEMS

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Plate 4C

paratactic III

Commercial Assistance

paratactic V

Support Industries

tactic 8: Credit Access

- 35 Full Branch
- 36 Second Bank
- 37 Finance Company
- 38 Credit Information
- 39 Borrower Training

tactic 15: Industrial Base

- 77 Fish Market
- 78 Storage Facility
- 79 Transport System
- 80 Fish Processing
- 81 Copra Processing
- 82 Supply System

tactic 9: Consultative Services

- 40 CPA Office
- 41 Bookkeeping Service
- 42 Consultant Operation

tactic 16: Agricultural Techniques

- 83 Soil Modification
- 84 Feed-Fertilizer Plant
- 85 Chipping Machine
- 86 Compost Piles
- 87 Experimental Plots
- 88 Pig Fertilizer
- 89 Tree Nursery
- 90 Crop Improvement
- 91 Mariculture Project

tactic 10: Business Enterprises

- 43 Outer-island Stores
- 44 Ordering Service
- 45 Services Enterprise
- 46 Promotional Campaign
- 47 Monthly Newsletter
- 48 Market Identification

tactic 17: Economic Resources

- 92 Mariculture Survey
- 93 Crop Study
- 94 Distribution Grid
- 95 Resource Workshops
- 96 Environmental Conferences
- 97 Utilization Plan
- 98 Data Bank

tactic 11: Shipping Operations

- 49 Marshall's Plot
- 50 Comprehensive Schedule
- 51 Consistent Monitoring
- 52 Ship Warboard
- 53 Shipping Pool
- 54 Two Ships
- 55 Lagoon Boats
- 56 Emergency Vessel
- 57 Radio Contact
- 58 Operations Board

tactic 18: Repair Services

- 99 Repair Garage
- 100 Special Tools
- 101 Spare Parts
- 102 Service Center
- 103 Staff Apprentices

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tactical arena D

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CREATING PROJECT
EXTERNAL RELATIONS

Plate 4D

Paratactic IV

Creating Project External Relations

tactic 12:

Advisory Network

59	Consultant Board
60	Micronesia Office
61	Experts Canvas
62	District Office
63	Monthly Reports
64	Resource Research

tactic 13:

Public Image

65	Business Brochures
66	Tourist Advertising
67	Air Service
68	Charter Flights

tactic 14:

Trading Relations

69	Purchasing Office
70	Market Study
71	Common Procedure
72	Business Trips
73	Cooperative Purchasing
74	Paracorporation Establishment
75	Copra Corporation
76	Coconut Contracts

PART FIVE

THE ACTUATING PROGRAMS

INTENT

The final phase of the Consult deals with organizing the tactical systems into actuating programs. These provide precise structures or forms within which specific tactics are carried out. The actuating programs perform several essential functions. First, they make possible a broad cost analysis of the project and thereby become crucial instruments for its funding. Second, they enable the creation of a relatively accurate phasing design for the total demonstration. Third, they serve to organize both the local forces who carry out the immediate actualization and the extended forces who create the support systems. Fourth, the programs rationally simplify the task of the actuating forces as they begin to create the implementing procedures of the project. Finally, by reflecting the realistic possibilities, the inclusiveness and the unity of the project, they release an imaginal power that motivates the local people, the project patrons and the public at large.

PROCEDURES

The creation of the actuating programs first involves organizing the large body of subtactics into rational programs that are feasible in the light of the local situation and practical for effective management. These are then checked and refined in relation to the proposals, the contradictions and the practical vision to ensure inclusiveness and focus. Certain values are held throughout the process of organizing the programs, such as the number of local forces available to actualize the programs, their dramatic power to generate interest, and the possibilities for their rapid development. Identifying the programs is the first step in project actuation, for they define the arenas and organize the tactics for which implementaries are then created. Implementaries are the concrete steps to be taken by the local forces in doing the tactics and programs. Each required step, once determined, is placed on a daily weekly or monthly timeline. The creation of timed implementaries, however, is not a task of the Consult but of the local forces themselves.

The actuating programs of the MHDP shown on the following plate are sixteen in number. Eight of these have to do with the social well-being of the community. The intent of these programs is to

RESULT

unify, organize, and equip the community for self-dependence. Four of the eight relate to community education and four relate to social development. The education arena includes a preschool, practical training and adult education programs. Perhaps the most important part of island education efforts will be the Training Corps which will demonstrate effects of functional learning on community development. The next group of programs contains transportation and health services, housing construction and a heritage project. The other group of eight programs relates to the economic being of the community. The aim of the eight economic programs is to expand viable local industry and develop supporting resources and services. The first group of economic programs is concerned with developing business and maintenance services. The second group deals with the development of light industries. The third group focuses on resource development embracing new directions for both agriculture and mariculture.

PROGRAMS

A more detailed description of each of the sixteen actuating programs immediately follows. These summaries are not intended to lay out the programs fully, but to indicate the general focus of each, the relationships among the programs, and the relationships between each program and the whole project. Each summary is comprised of three paragraphs. The first describes the broad functional nature of the program and explains why it is necessary to the total project. The second delineates the major components of the program. The last paragraph indicates the general requirements for actualizing the program. This is in no way a specific effort to do the above-mentioned implementaries. The program summary intends, rather, to point to the steps involved and thus to provide some feel after the practical feasibility of the program. Accompanying each summary is a three-year program budget (Plates 5A -5P). At the end of the summaries is a one-year summary budget chart (Plate 6A) on the project as a whole. These are intended to provide a realistic picture of the monies that are to be considered.

THE SIXTEEN ACTUATING PROGRAMS

toward
The Socio-economic Development of Lowelaplap

ONE SOCIAL DEVELOPMENT				
EDUCATION A	TWO ECONOMIC DEVELOPMENT			SOCIETY E
	SERVICES B	INDUSTRY C	RESOURCES D	
MARSHALLS TRAINING CORPS I	MULTI-PURPOSE REPAIR CENTER V	SMALL INDUSTRY PROGRAM VII	MARINE FARM DEMONSTRATION XI	INTER-ISLAND FERRY SYSTEM XIII
ALL ISLAND PRESCHOOL II		COPRA LAGOON SYSTEM VIII		HERITAGE TOURISM PROJECT XIV
INCLUSIVE APPRENTICESHIP PROGRAM III	MAJURO BUSINESS CENTER VI	OCEAN FISHING ENTERPRISE IX	DEMONSTRATION LAND FARM XII	DEMONSTRATION HOUSING PROJECT XV
ADULT EDUCATION PROGRAM IV		COCONUT PROCESSING PLANT X		ALL-ISLANDS HEALTH SERVICE XVI

THE SIXTEEN ACTUATING PROGRAMS

toward
The Socio-economic Development of Lowelaplap

ONE SOCIAL DEVELOPMENT									
TWO ECONOMIC DEVELOPMENT									
EDUCATION A		SERVICES B		INDUSTRY C		RESOURCES D		SOCIETY E	
MARSHALLS TRAINING CORPS I	1 Shipboard Training Academy	MULTI-PURPOSE REPAIR CENTER V	17 Service Center Facility	SMALL INDUSTRY PROGRAM VII	25 New Resource Development	MARINE FARM DEMONSTRATION XI	41 Aqua Environmental Assessment	INTER-ISLAND FERRY SYSTEM XIII	49 All-Weather Operating Fleet
	2 Functional Education Program		18 Comprehensive Equipment Supply		26 Small Business Development		42 Species Supply Program		50 Cruise Operation Corps
	3 Elders Teaching Guild				27 Component Assembly System				51 Auxilliary Inter-Island Communication
	4 Equipment Supply Depot				28 Cottage Handicraft Development				
ALL ISLAND PRESCHOOL II	5 Central Demonstration School	V	19 Service Parts Inventory	COPRA LAGOON SYSTEM VIII	29 Outer Island Stores	XIV	43 Demonstration Mariculture Plots	HERITAGE TOURISM PROJECT XIV	53 Model Marshallese Village
	6 Model Classroom Facility		20 Skilled Repair Specialists		30 Lagoon Boat Fleet		44 Marine Marketing Agency		54 Marshalls Heritage Course
	7 School Equipment Pool				31 Warehouse Barge System				55 Tourist Promotion Services
	8 Trans Island Network				32 Field Trip Vessels				56 Local Artists Guild
INCLUSIVE APPRENTICESHIP PROGRAM III	9 In Service Training Program	MAJURO BUSINESS CENTER VI	21 Management Consultant Bureau	OCEAN FISHING ENTERPRISE IX	33 Local Company Development	DEMONSTRATION LAND FARM XII	45 Crop Development Experimentation	DEMONSTRATION HOUSING PROJECT XV	57 Comprehensive Architectural Design
	10 Vocational Skills Training		22 Accounting Services Program		34 Product Storage Facility		46 Farm Machinery Pool		58 Scheduled Unit Construction
	11 Employee Management Development				35 Fish Processing Plant				59 Sanitary Services Program
	12 Graduate Placement Service				36 Ocean Going Fleet				
ADULT EDUCATION PROGRAM IV	13 Basic Education Program	VI	23 Business Equipment Pool	COCONUT PROCESSING PLANT X	37 Equipped Production Unit	XII	47 Arable Land Utilization	ALL-ISLANDS HEALTH SERVICE XVI	61 Needs Assessment Survey
	14 Global Language School		24 Business Training School		38 Primary Product Marketing		48 Cooperative Market Program		62 Out Patient Clinic
	15 Practical Skills Acquisition				39 Crop Development Program				63 Emergency Transport System
	16 Community Leadership Development				40 Auxilliary Product Development				

SOCIAL DEVELOPMENT: Actuating Program 1

MARSHALLS TRAINING CORPS (MTC)

The Marshalls Training Corps is envisioned by the Marshallese people as a way to train the youth for civic leadership. It is dependent upon acquiring an LST equipped with a machine and carpentry shop where two or three hundred youth will be engaged in a six-month program. A staff of twenty-five Marshallese men experienced in working with copra and twelve school teachers will conduct a practical and academic curriculum. The ship will travel to various atolls where the youth will learn such skills as copra harvesting, replanting of trees, and cultivating a second crop under the existing trees. Profits from the harvest will go to offset the costs of the program and provide the youth with funds. Instruction in basic mathematics, English, sociology and history will be provided, practical skills in carpentry and mechanics will be taught, and Marshallese heritage and culture will be studied. Such a curriculum will provide the necessary tools for responsible citizenship in a developing society.

The program combines vocational training for youth with the expansion of copra production and has four distinct components. A naval vessel will be located, acquired, and refitted with accommodations as a training facility. The LST is recommended as being most appropriate for these purposes. Secondly, the MTC will provide students with a comprehensive, functional education which will discipline them in preparation for their role as useful citizens. Travel throughout the islands will give them new insights into their society as they serve the community and participate in pioneering new commercial enterprises for coconut products. Third, a guild will be formed, made up of Marshallese elders experienced in copra harvesting, to supervise teams of youth. Finally, in offering the students a choice of practical skills, machine, carpentry and electrical shops will be maintained with modern equipment and materials.

Immediate initiation of the MTC is dependent on the commitment of both federal and non-federal funding sources. Federal aid would cover program costs, including equipment, fitting and transport of the vessels, operating costs, and food. With this commitment, the U.S. Navy will be asked to supply an LST and two tenders (LCVP's). Staff will include crew, directors, supervisors, instructors and teachers, each with an assistant in training. The director, manager, training instructors and teachers will be provided initially by the ICA, with capable Marshallese assigned to be trained to take over these positions. In addition to providing copra supervision, the elders guild will assist in finding other experienced men for this job. The weekly schedule recommends work with copra for four days, work in the shops one day, attendance in classes one day, and Sundays free. The youth will care for their own quarters, and will be assigned by rotation to food service and ship care.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 1

Plate 5A

ICA Consultants

MARSHALLS TRAINING CORPS

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Equipment	50,200			
	Vessel Acquisition	1			
	Fitting & transport of vessels	110,000			
subtotal - capital		160,201	-0-	-0-	-0-
II Pay and Allowance	Director	12,000	12,000	12,000	5,000
	Asst. Director	4,800	5,000	5,000	5,000
	2 Cooks	4,800	4,800	4,800	5,000
	2 Secretary/Clerk	7,200	7,200	7,200	5,000
	16 Teachers	74,400	74,400	24,400	15,000
	180 Youth Stipends	288,000	288,000	238,000	50,000
	24 Copra Instructors	28,800	28,800	28,800	15,000
	Fringe Benefits	19,800	19,800	19,800	
subtotal - pay		439,800	440,000	340,000	100,000
III Current Expenses	Consumable Supplies	1,800			
	Travel	10,000	4,600	4,600	
	Ship Operations	145,900	145,900	145,900	100,000
	Food	109,500	109,500	109,500	
subtotal - current		267,200	260,000	260,000	100,000
Total Program Cost		867,201	700,000	600,000	200,000

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SOCIAL DEVELOPMENT: Actuating Program 2

ALL-ISLAND PRESCHOOL

The All-island Preschool will begin with a model demonstration in Majuro. The enthusiasm already generated among the local people over the prospects of such an early learning program is most encouraging for its future. Morning and afternoon sessions will be held from Monday through Friday and will be characterized by an indirect yet stimulating style of educational activity. The Preschool will provide the children with an early facility in their own language as well as in English as a second language. The curriculum will be comprised of four arenas: basic skills, including reading, writing and number concepts; self development, involving music, singing, drama and art; social development, encouraged through group learning events; and broadened global images, through exposure to the diverse cultures of the world. Uniforms and other school insignia will be used as a sign to the students and the community that the Preschool is a very special formation.

The Preschool program, designed to extend early education throughout the islands, has four related thrusts. First, a demonstration school serving as a pilot laboratory, will be established in Majuro. Enrollment will initially be limited to fifty children between the ages of three and five years. The second component is an appropriate facility, suitable for expansion and in accord with local and district requirements. Such a facility might be found in rental property but within a short time expanded enrollment will necessitate a larger building. Third, the equipment required by such a program will be secured. Although some equipment is available, the anticipated growth in enrollment will necessitate expansion and the securing of additional equipment, some of which may be made by the parents. Finally, where the population of the outer islands justifies it, a network of preschools will begin to extend the broad educational opportunities of the model demonstration.

During the first year the Majuro branch will open with a staff of six teachers. It will be given the use of a large, pleasant room in the KITCO warehouse which has access to a bathroom, kitchen and play facilities. New class space will be secured within the next few months to meet the demands of the next year's anticipated doubling of pupil enrollment. The faculty will include two highly trained preschool teachers from the ICA staff, assisted by four Marshallese who will receive training for a period of at least two months on a regular rotational basis. From the beginning, parents will be invited to assist in program planning and enablement as well as in developing a long-range model. Equipment such as furniture and playground materials can be constructed by the parents.

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Program 2

Plate 5B

FOUR YEAR PLAN
PROGRAM BUDGETS

ALL-ISLAND PRE-SCHOOL

ICA Consultants

years categories		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
II Capital Costs	Educational Tools	2,200	2,200	2,200	
	Audio-Visual Equipment	2,400	2,400	2,400	
	Classroom Furniture	2,000	2,000	2,000	
	Office Equipment	1,800	1,800	1,800	
	Playground Equipment	1,200	1,200	1,200	
subtotal - capital		9,600	9,600	9,600	-0-
II Pay and Allowance	Director	6,000	6,000	6,000	
	Asst. Director	4,800	4,800	4,800	
	Curriculum Director	4,800	4,800	4,800	
	Asst. Curriculum Director	1,800	1,800	1,800	
	2 Teachers	2,400	4,800	7,200	
	8 Apprentices	4,800	4,800	4,800	
	Fringe Benefits	3,690	4,690	5,690	
subtotal - pay		28,290	31,690	35,090	-0-
III Current Expenses	Travel	1,600	1,600	3,600	
	Space	4,400		2,400	
	Consumable Supplies	2,200	3,200	2,200	
	Lunches	2,400	4,910	7,110	
subtotal - current		10,600	8,710	15,310	
Total Program Cost		48,490	50,000	60,000	-0-

SOCIAL DEVELOPMENT: Actuating Program 3

INCLUSIVE APPRENTICE PROGRAM

A fundamental requirement for the economic recovery of the Marshall Islands is an able and innovative labor force which is motivated toward excellence. The inclusive apprenticeship program is designed to develop and expand such manpower resources in the islands by creatively engaging local young people between the ages of sixteen and twenty-six in helping to shape their society, and by providing them with vocational and leadership skills. The apprenticeship program is a year-long, on-the-job training process carried on within community businesses and institutions. It will create a work force for the ongoing tasks of building and maintaining Marshallese communities and will provide local labor for special projects, general construction and business management. With the expanded economic activity in the islands through the MHDP, this program will meet expanded labor needs and release the potential capabilities of the Marshallese to participate successfully in their own future.

The program integrates vocational training for youth with those practical skills which are needed immediately to develop the community economy. First, an in-service training program will engage youth in community service and commercial activities. As youth receive practical job experience, local businesses will benefit by increased numbers of trained personnel. Secondly, vocational skills training will be offered in arenas which are key to future economic development: education, business management, agriculture, fishing, manufacturing and construction. Employee management development will be undertaken by Marshallese supervisors. Teams of employees and supervisors will function as task-related units holding regular planning and reviewing sessions. The team structure will provide a comprehensive method for skills training and will offer many opportunities for leadership development. Finally, the graduate placement service will conduct consultations to discern the varied options, including advanced training, open to apprenticeship grads.

The program will be administered through the TASC (Trans-atoll Service Corporation) office. Although it will eventually be open to all Marshallese youth, the present program is limited to 216 apprentices. Selection and placement will be done by a core group consisting of ICA Consultants and Marshallese personnel being trained to replace the consultants, and will include consultations with businesses apprentices. At the outset, businesses and institutions using the program will be those most directly related to the immediate needs of development. During the apprentice year, youth will experience the employee-employer relationship first-hand. They will work the normal work week and have team meetings with special training and interest sessions covering a full range of vocational and educational experiences. While on the job, they will be in constant training. During team meetings they will develop important supplemental skills in planning, problem solving and work habits.

NHDP

Program 3

Plate 5C

FOUR YEAR PLAN
PROGRAM BUDGETS

INCLUSIVE APPRENTICESHIP PROGRAM

ICA Consultants

years categories		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs					
subtotal - capital		-0-			
II Pay and Allowance	18 Associates in-training	64,800	50,000	25,000	25,000
	36 Supervisors in-training	43,200	25,000	25,000	25,000
	216 Apprentices	103,680	75,000	75,000	25,000
	Consultant Services	72,000	50,000	25,000	
subtotal - pay		283,680	200,000	150,000	75,000
III Current Expenses					
subtotal - current					
Total Program Cost		283,680	200,000	150,000	75,000

SOCIAL DEVELOPMENT: Actuating Program 4

ADULT EDUCATION

The Marshallese people are at a destinal juncture in their history as they move toward self-sufficiency and stability. This objective requires a comprehensive program of practical as well as general education. Many Marshallese adults face the handicap of being inadequately trained in those practical skills which would enable them to participate in creating a strong, self-sufficient economy. The people want to be more adequately trained so they can make a more significant contribution to their economic and social well-being. The expanded adult education program is designed to address this self-evident need, and it will make use of already existing structures and resources insofar as possible.

The adult education program will go into operation with four component parts. First, a comprehensive basic education program will result from adding basic mathematics and sciences to the already existing program. In fact, a general education degree could be the product of this upgrading of the program. The Global Language School, the second component, will provide structured and informal occasions for training in conversational and written English. Thirdly, practical skills acquisition in areas such as typing, bookkeeping, and merchandizing will be expanded to provide people with higher employment levels and more sophisticated economic enterprises necessary for the economic growth of the islands. Lastly, community leadership development will be enabled through a Social Methods Academy.

The initial step in inaugurating the expanded adult educational program will be locating and employing suitable staff. Based upon the anticipated initial enrollment, a director, an assistant director and six teachers will be required. In addition to the existing school room space, approximately 5000 square feet will be needed for classroom space and the office operation. As the curriculum is built by the staff, a list of additional textbooks and other teaching materials and equipment will be compiled and acquired. Wide-spread publicity will be undertaken so that all adults are acquainted with the program and have a convenient opportunity to register for either the night school or day school classes. Where indicated, employers will be enlisted to encourage their employees to register so that their employable skills may be enhanced, and door-to-door visits will be made throughout the community to encourage participation. In addition to these created structures and the use of existing resources, leadership training will perhaps most effectively occur indirectly and informally as a part of the day-in, day-out working association developed between the auxiliary staff and local personnel.

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Program 4

Plate 5D

FOUR YEAR PLAN
PROGRAM BUDGETS

ADULT EDUCATION PROGRAM

ICA Consultants

categories \ years		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Equipment		3,200		
	Materials		5,800		
subtotal - capital		-0-	9,000	-0-	-0-
II Pay and Allowance	Director		9,000	9,000	9,000
	Asst. Director		6,000	6,000	6,000
	60 Part-time Instructors		10,000	10,000	10,000
	6 Teachers		7,200	7,200	7,200
	30 Apprentices		21,600	21,600	21,300
	Fringe Benefits		2,500	2,500	2,500
	Consultant Fees		1,300		
subtotal - pay		-0-	57,600	56,300	56,300
III Current Expenses	Travel		1,800	1,800	1,800
	Space Rent		4,200	4,200	4,200
	Consumable Supplies		1,000	1,000	1,000
subtotal - current		-0-	7,000	7,000	7,000
Total Program Cost		-0-	73,600	63,300	63,300

ECONOMIC DEVELOPMENT: Actuating Program 5

MULTI-PURPOSE REPAIR CENTER

The Multi-purpose Repair Center is a business whose concern is to serve the community and to enable economic development by keeping the mechanical and electrical equipment of other programs operating, keeping the ferry system and the field trip ships afloat and in optimum repair, and keeping the cars and taxis of Majuro running well. This involves skill in four areas: diesel engines, gas driven engines, refrigeration units of all types, and electrical or mechanical systems and appliances. It also includes maintaining a broad and varied parts inventory and implementing rigorous regulations concerning the importation of varied kinds of mechanical and electrical machinery and systems. Lastly, the Repair Center will provide a facility which will be staffed by fully trained Marshallese.

A service center facility will be located centrally to make repair services available to as wide an area as possible, and to provide optimum conditions for repairs to be made quickly. The Multi-purpose Repair Center will provide comprehensive equipment, from heavy machinery able to handle ship repairs to screwdrivers needed for repairing small home appliances. This equipment is required throughout the Islands and would be available for use by qualified personnel on location or at the Repair Center. Secondly, a service parts inventory capable of rapidly meeting a multiplicity of requests must be available to enable sustained use of equipment and machinery. Similar centers on other islands can be opened as staff and equipment become available. The last component, a body of skilled repair specialists, trained in comprehensive mechanical, electrical, managerial, and general repair skills will provide flexibility and assure local maintenance and rapid repair of equipment.

A refrigeration expert will be recruited at once to initiate repair of public and private air-conditioning and cold storage facilities for perishable marine products. In addition this will provide homemakers with the choice of shopping less often and taking advantage of periodic savings. A mechanic to work on diesel and gasoline engines will be hired to direct the overall operation of the Repair Center as an initiating manager and get both the field trip ships running and land vehicles moving. Perhaps the biggest task is obtaining the essential equipment. Itemization of the needed machinery and tools will be done immediately by the mechanics involved and a widespread search begun for the necessary loans or contributions. A regular training program will be initiated to develop the required mechanical, electrical and related skills, including the training of Marshallese abroad in factory locations such as Toyota and Sanyo.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 5

Plate 5E

MULTI-PURPOSE REPAIR CENTER

ICA Consultants

<div>years</div> <div>categories</div>		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Equipment	5,000	5,000		
	Inventory	3,000			
subtotal - capital		8,000	5,000	-0-	-0-
I Pay and Allowance	Manager Mechanic	12,000	12,000		
	In-training Assistant	3,600	3,600		
	Master Mechanic	12,000	12,000		
	In-training Assistant	3,600	3,600		
	6 Apprentices	3,600	3,600		
	Fringe Benefits	4,250	3,300		
	Consultant Services	1,500	1,500		
subtotal - pay		40,550	39,600	-0-	-0-
III Current Expenses	Travel	2,500	2,500		
	Space Costs	1,800	1,800		
	Consumable Supplies	500	500		
	Operating Costs	600	600		
subtotal - current		5,400	5,400	-0-	-0-
Total Program Cost		53,950	50,000	-0-	-0-

ECONOMIC DEVELOPMENT: Actuating Program 6

THE MAJURO BUSINESS CENTER

The Majuro Business Center will be a key construct in the economic development of the Trust Territory. It will provide essential business services and at the same time enable Marshallese to be trained in the basic business skills required by a developing economy. The Center will create a work force trained in commerce and trade, money and banking, transportation and communication, and specialized needs of the Marshall Islands economy. A Business School will train men and women in basic office skills and procedures. These skills will be immediately available to existing and planned businesses and industries through a Public Stenographic Service and Management Consultant Bureau. It is expected that by broadening the base of Marshallese personnel trained in these skills the need for non-Marshallese personnel will be reduced. The school will also help to provide training for future employment of youth not enrolled in the public school system.

The Majuro Business Center will serve the islands in four ways. First, a Management Consultant Bureau will provide professional managerial guidance to island businesses in specialized management functions such as cost analysis systems, invoicing, inventory, and cost control. Second, an Accounting Services Program will provide the Islands with much-needed bookkeeping services, including a resident CPA, and will train apprentices in advanced accounting methods. Third, a Business Equipment Pool will analyze the needs for various types of office equipment, such as typewriters, calculators, mimeograph, and duplicating and adding machines; procure the essential items; and institute schedules of on-location or circulating usage. Fourth, a Business Training School will provide courses in office procedures, business machine operations, filing systems and secretarial skills. Business English and typing courses will also be offered.

The commercial growth of the Marshall Islands urgently requires immediate implementation of the business school. To that end the Institute of Cultural Affairs will recruit two teachers who are broadly trained in business administration and its applications. Staff implementation will also include the recruitment of at least two Marshallese who would be in training in preparation for future management positions. The recruitment of students can be initiated immediately. Adequate office and business machines must be obtained as soon as possible. The District Office and Territorial Departments can assist in procuring manuals, forms, supplies and equipment. Professionally trained businessmen, including a CPA, will be recruited immediately and will begin to serve the waiting customers. Marshallese assistants will be hired who have the basic training that would enable them to move rapidly into independent bookkeeping and accounting work. Temporary office space will be replaced with more permanent quarters as the training programs expand.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 6

Plate 5F

ICA Consultants

MAJURO BUSINESS CENTER

years categories		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Equipment	10,400			
subtotal - capital		10,400	-0-	-0-	-0-
II Pay and Allowance	Director	9,000	9,000		
	Asst. Director	7,200			
	2 Instructors	9,000			
	Fringe Benefits	2,520	2,100		
	Consultant Services	2,000	2,000	2,000	
subtotal - pay		29,720	13,100	2,000	-0-
III Current Expenses	Travel	2,000	2,000	2,000	
	Space	1,600	1,600	200	
	Consumable Supplies	2,400	2,400	2,400	
	Operating Costs	900	900	900	
subtotal - current		6,900	6,900	5,500	-0-
Total Program Cost		47,020	20,000	7,500	-0-

ECONOMIC DEVELOPMENT: Actuating Program 7

SMALL INDUSTRY PROGRAM

The Small Industry Program is designed to expand the economic base of the Marshalls through the injection of capital funds and the increased turn-over of those funds within the islands. It will serve to encourage private citizens to work cooperatively to invest in the development of the Islands. It will be concerned with promoting untried business and production possibilities; and it will move to reduce the current 9 to 1 imbalance of trade. The expansion of present business enterprises and the development of new small industries will provide Majuro and the outer islands with a variety of arenas in which people can receive and utilize practical training.

The program concentrates on developing four related arenas in its concern for expanding present business enterprises and initiating new small industries in the islands. First is the task of new resource development. The research of indigenous raw materials such as coral and shells will open new possibilities. Second is small business development. Several of these could begin within the first year: a plant to produce prefabricated construction materials; a multi-use cannery; a general plastic manufacturing company; and a local metal works shop. These industries are not related to making large profits but are intended to provide jobs, services and goods for local use. A third new industry is the assembling of components. Small parts will be shipped to the Marshalls where they will be assembled and the finished product exported. Fourth is the production, promotion and export of traditional arts and handicrafts through encouragement of cottage industries.

Initially, the implementation of this program focuses upon two major factors: research and funding. Since most of the pure research is completed, activities in this arena will be specific: locating the most likely business and industry possibilities, gathering necessary data, designing procedural plans and promoting financial solvency. Work will begin immediately to develop requests for federal funding to begin some businesses and to sustain necessary research. Additional grants and a series of small business loans will be required as the program moves toward actualization. Training of local people in this type of planning and development will be carried out in close relationship with the managerial staff of TASC and the Business School. Volunteer business consultants will be secured to spend a week to three months in the islands to lend their expertise in various fields. The ICA will serve as practical research consultants assisting in obtaining essential funds.

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Program 7

Plate 5G

FOUR YEAR PLAN
PROGRAM BUDGETS

SMALL INDUSTRIES PROGRAM

ICA Consultants

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Office Equipment	1,500			
	Office furniture	2,000			
subtotal - capital		3,500	-0-	-0-	-0-
II Pay and Allowance	Director	12,000	12,000		
	Asst. Director	6,000	6,000	6,000	
	2 Secretaries	9,000			
	Fringe Benefits	2,700			
	Consultant Services	22,000	12,000	6,000	5,000
subtotal - pay		51,700	30,000	12,000	5,000
III Current Expenses	Travel	24,000	10,000	10,000	5,000
	Space	4,800			
	Consumable Supplies	1,750			
	Operating Expenses	5,000			
subtotal - current		35,550	10,000	10,000	5,000
Total Program Cost		90,750	40,000	22,000	10,000

ECONOMIC DEVELOPMENT: Actuating Program 8

COPRA LAGOON SYSTEM

During the past year the Trust Territory exported over 7,000 tons of copra. Despite the fact that 51% of this crop was produced by the Marshalls District, few places harvested more than 20% of the full copra potential. The Copra Lagoon System will dramatically alter this situation by shifting the general trend of under-production and by tapping, for the first time, the untouched fruits of the uninhabited atolls. It is projected that within eighteen months copra production will triple. Moreover, the Lagoon System will open up new employment, supply needed goods and revenue to the outer islands and significantly accelerate cash flow throughout the district.

The Copra Lagoon System is comprised of four elements. First, a series of atoll and outer island stores will be established. The stores will buy harvested copra from all islets in the atoll, store it for pick-up, and also sell merchandise to the people. Second, a six lagoon boat fleet will be acquired to regularly collect copra from the islets and bring it to the lagoon warehouses. Third, to accommodate the expanded activity, a warehouse barge system will add warehouse and dock space. One warehouse will be stationed at Majuro; the other five will be located at the highest copra producing atolls. Finally, two field trip vessels will stop bi-monthly at each atoll to collect copra and to bring merchandise for sale. In this way, more goods will be provided for the people and copra revenues greatly increased.

The Trans Atoll Service Corporation will take responsibility for organizing the warehouse-store system, training personnel in copra collection and store operation, financing, and managing the entire Copra Lagoon System. The assistance of the Army Civic Action Teams will be solicited to construct six to ten additional lagoon boats for copra collection on each of the major atolls and outer islands. Contacts will be made to secure the six Navy YFN barges now in the inactive Navy Fleet at Mare Island, San Francisco. These could serve as copra warehouses at six of the larger copra producing atolls including Majuro. The Civic Action Teams could also be assigned to construct warehouses where barges are not positioned. Additional field trip vessels will be obtained. Two YFNs on inactive service in Guam may be acquired through the territorial government for this purpose and remodeled for monthly supply trips.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 8

Plate 5H

ICA Consultants

COPRA LAGOON SYSTEM

categories \ years		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	2 Field Trip Ships	200,000			
	6 Lagoon Boats	48,000			
	Training 20 Men	6,000			
	Warehouse Construction	126,000			
	6 Warehouse Barges	127,000			
subtotal - capital		507,000	-0-	-0-	-0-
II Pay and Allowance	Director	12,000			
	Assistant Director	6,000			
	2 Secretary/Bookkeepers	7,200			
	20 Store Managers	96,000			
	Fringe Benefits	18,180			
subtotal - pay		139,380	-0-	-0-	-0-
III Current Expenses	Travel	10,000			
	Consumable Supplies	381,820			
subtotal - current		391,820	-0-	-0-	-0-
Total Program Cost		1,038,200	-0-	-0-	-0-

ECONOMIC DEVELOPMENT: Actuating Program 9

OCEAN FISHING ENTERPRISE

The Marshallese at present live in a subsistence economy which has been long outmoded and is no longer a necessity of their situation. They face a remarkable yet largely unexplored opportunity to develop the natural resources of that which makes up the overwhelming majority of their island nation's geography: the ocean. The development of a sound and profitable shark and tuna fishing enterprise on the islands is both feasible and essential for the achievement of self-sufficiency. Not only will the establishment of such an ocean fishing industry provide employment and higher income for the islanders, but it will also permit a much needed shift from the present high-carbohydrate diet to one rich in protein. The program will require a local organization with skilled management, a fleet of ships suitable and equipped for ocean fishing, facilities for processing and storing the catch, and ship personnel, including both experienced hands and apprentices in training.

The first component of the Ocean Fishing Enterprise is the development of a local company which can capably coordinate the fishing, processing and storage activities and associated personnel. The second component is a processing plant located strategically, on the basis of a feasibility study, to permit quick and efficient processing. The third component is a dependably maintained refrigerated storage facility for use both before and after processing. Such a plant could possibly be established on a reefer barge. The fourth component necessary to the enterprise is a fleet of three boats capable of ocean ventures, built at minimal expense and providing maximum effectiveness.

The feasibility study investigating the location of the processing plant, determining the necessary square footage and equipment needed is now underway by private companies in the industry. After this report is submitted, a charter of incorporation of the local company will be drawn, Marshallese officers chosen and the company established. The plant site will be cleared, construction undertaken and equipment necessary for processing obtained. Refrigeration equipment including compressors now on the island will be identified and moved to the plant site where repairs will be initiated. Materials and equipment necessary to build three small fishing boats will be obtained after design and materials are determined. Care will be taken to ensure that multi-net rigging is incorporated in the design. Personnel necessary to work in the industry will be recruited and a training program started. Some participants will be encouraged to enroll in the Adult Education Program. Others will be trained on the job as fishing, processing and maintenance activities commence.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 9

Plate 5I

OCEAN FISHING ENTERPRISE

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Processing Plant		300,000		
	3 Boats with rigging		90,000		
subtotal - capital		-0-	390,000	-0-	-0-
II Pay and Allowance	Director		9,000	9,000	
	Assistant Director		6,000	6,000	
	Fringe Benefits		1,800	1,800	
	Consultant		8,000	-0-	
subtotal - pay		-0-	24,800	16,800	-0-
III Current Expenses	Maintenance/Repair		20,000	20,000	
	Consumable Supplies		50,000	50,000	
subtotal - current		-0-	70,000	70,000	-0-
Total Program Cost		-0-	484,800	86,800	-0-

ECONOMIC DEVELOPMENT: Actuating Program 10

COCONUT PROCESSING PLANT

Coconut is the most plentiful resource of the Marshall Islands, which produce 51% of all the copra produced in Micronesia. It is a valuable natural resource for oil used in cooking, soups, cosmetics, foodstuffs and other products. The key to island economy is the refinement of this local resource into its full range of marketable products for export as well as for local consumption. The Coconut Processing Plant is designed to do this. It will produce 175 additional jobs, revitalize production on the coconut plantations, and make directly available for local consumption lower cost items such as cooking oil, animal feed and other products which presently must be imported. Overall, the project will bring about a significant shift in the cash flow of the Marshallese economy.

The Coconut Processing Plant consists of four components designed to explode the development of this primary resource. The first component involves securing a fully equipped processing unit designed to produce 1000 gallons of oil per day. It will utilize the Wanger system developed in Japan and train a core of local people in its operating and maintenance. The second component is product marketing which will seek out the best and most reliable world markets for all of the products and secure contracts to minimize risk and maximize income. The third component is a crop development program which will act as liaison between the coconut growers and market development to assure the constant high quality coconuts to meet market demands. The fourth component is an auxiliary product program which will research marketability of by-product possibilities such as pressed board from husks, coir (processed fibre) for ropes and activated charcoal from shells. This will involve developing production and market outlets.

The initial steps in implementing this program have already been taken. A preliminary production capability study for Majuro has established the size of the plant which will be most effective. A site visit to Ponape to investigate a Wanger plant in operation has confirmed its adaptability for the situation in Majuro. Next steps will include design and construction of the processing plant and the purchase and installation of machinery. Local labor will be employed with on-job training in construction carried out in conjunction with the Marshallese Training Corps. It is essential that a manager with expertise in coconut processing, administration and marketing be obtained early in the implementation of this program and that he work with three Marshallese persons to quickly train them in operational techniques. When the processing plant begins production, raw material will be provided through the Copra Lagoon System. The development of auxiliary products will be initiated in relation to the TASC Small Industry Program.

MHDP

Program 10

Plate 5J

FOUR YEAR PLAN
PROGRAM BUDGETS

COCONUT PROCESSING PLANT

ICA Consultants

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Equipment (Wanger)	150,000			
	2 Plants	80,000			
subtotal - capital		230,000	-0-	-0-	-0-
II Pay and Allowance	Manager	12,000			
	Associate Manager	6,000			
	Fringe Benefits	2,000			
	Consultative Services	10,000			
subtotal - pay		30,000	-0-	-0-	-0-
III Current Expenses	Consumable Supplies	380,000			
	Operating Expenses	4,000			
subtotal - current		384,000	-0-	-0-	-0-
Total Program Cost		644,000	-0-	-0-	-0-

ECONOMIC DEVELOPMENT: Actuating Program 11

MARINE FARM

The Marshalls are an ocean nation which in recent times have harvested little from the sea, yet the ocean offers tremendous potential with 95% of the land and shelf area of the islands being protected lagoon waters. These lagoons offer a wide range of conditions for maricultural applications, from totally protected land-locked pools to near open-sea conditions on the shelves in the many passes. The Marine Farm Demonstration program is designed to establish several plant and animal species on the islands for which there is a substantial export market. Both the establishing and operation of the selected maricultural practices will be packaged such that they can be readily learned by the Marshallese people.

In order to introduce maricultural systems into the Marshall Islands, an extensive Aqua-environmental Assessment will be necessary. This first component of the program will analyze the chemical and biological content of the lagoons to determine the adaptability for growing stock. The second component is the Species Supply program. The initial crop can possibly be the red algae, *Eucheuma*. Once established, the culture will be culled regularly for stock improvement and seed stock for expansion purposes. Third, half-acre Demonstration Mariculture Plots for each algal crop will be located initially on the Majuro atoll. Areas will be selected and prepared for animal species. The fourth component is the Marine Marketing Agency. Markets will be identified and developed, transportation costs and import-export restrictions researched. All local use and export will be transacted by the agency.

The Marine Farm will require appropriate ocean tidal and climatic conditions and extensive species analysis. Marine biologists, with the assistance of the UNFAO, the U.S. National Sea Grant program and independent agencies will determine the crop potential for the selected waters. Once the appropriate location has been selected, species may be selected and acquired. These will be located in distinctly marked plots where they can be tended and be isolated from predators and infiltration by alien species. Finally these will be harvested, processed and marketed. Marketing research will locate buyers, negotiate costs, handle import-export regulations and where appropriate arrange for local retailing.

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ICA Consultants

FOUR YEAR PLAN
PROGRAM BUDGETS

Program 11

Plate 5K

MARINE FARM DEMONSTRATION

years categories		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Office Furniture	1,200			
	Equipment	22,000			
	Larval Rearing Facility	18,900			
	Holding Enclosures	10,000			
	Boat and Motor	3,000			
	Seed Stock Procurement	5,000			
	Initial Market Support	10,000			
subtotal - capital		70,100	-0-	-0-	-0-
II Pay and Allowance	Director	12,000			
	Asst. Director	6,000			
	Secretary	1,500			
	16 Trainees	800			
	Fringe Benefits	3,045			
	Consultant Services	3,000	3,000		
subtotal - pay		26,345	3,000	-0-	-0-
III Current Expenses	Travel	7,000	7,000		
	Space	1,200			
	Consumable Supplies	2,750			
subtotal - current		10,950	7,000	-0-	-0-
Total Program Cost		107,395	10,000	-0-	-0-

ECONOMIC DEVELOPMENT: Actuating Program 12

THE DEMONSTRATION LAND FARM

Nine thousand acres (95%) of usable farmland today is engaged primarily in the basically unplanned production of coconuts. A wide range of crops for local consumption can be grown on this land. During the Japanese years, this land produced abundant vegetables for the people of the islands, and even for export to Japan. The Demonstration Land Farm will catalyze intensified usage of farm lands by reintroducing the planned production of a wide variety of desired foods. Tropically adapted fruits and vegetables with high year-round yields will be emphasized. This intensified agricultural production will cut the capital drain from the islands substantially by reducing the imports of food products. The nutritional standards, especially of the outer islands, will be substantially upgraded by increased protein production.

The Demonstration Land Farm is an integrated program of expanded crop production which will catalyze the radical expansion of agricultural production. The demonstration farm plots will introduce new vegetable crops and upgraded varieties of traditional crops. Incorporation of traditional wisdom with new technology in mulching, fertilizing, and land management, and creation of a pool of appropriate farm machinery will enable the crucial task of land development and proper soil preparation. Extensive soil studies will be carried out in relation to the intended crops in order to build up and maintain arable land for long-range optimal crop production. A farmers' cooperative program will provide the purchasing and marketing services needed by an expanding agriculture.

The Demonstration Land Farm will be initiated at Laura by engaging a number of land owners and farmers in the cooperative use of their land. A pick-up truck, tractor and appropriate land preparation and planting equipment will be acquired for use on this land. Seed will be secured for a wide range of tropically-adapted varieties of vegetables and staple foods and feed crops. An intensive program of soil building will be initiated. Pooled purchases of farm supplies and cooperative marketing of the products will be the key services of the farmers' cooperative. Sharing methods and materials with farmers throughout the Marshalls will take place by regular visits to the islands, visits of the islanders to the Laura farms, and within a short period of time the implementation of demonstration plots on every inhabited island.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 12

Plate 5L

DEMONSTRATION LAND FARM

ICA Consultants

categories \ years		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Horticulture Experiment		50,000		
	Equipment		30,000		
subtotal - capital		-0-	80,000	-0-	-0-
II Pay and Allowance	Director		,000	7,000	
	Asst. Director		4,000	4,000	
	Bookkeeper		1,200	1,200	
	4 Employees		5,600	5,600	
	Fringe Benefits		1,400	1,400	
	Consultant Fee		6,000	-0-	
subtotal - pay		-0-	25,200	19,200	-0-
III Current Expenses	Travel		6,000	6,000	
	Land Rent		3,000	3,000	
	Maintenance		3,000	3,000	
	Marketing (2,100)		13,870	13,870	
	Depreciation		(10,400)	10,400	
	Consumable Supplies		3,000	3,000	
subtotal - current		-0-	39,270	39,270	-0-
Total Program Cost		-0-	144,470	58,470	-0-

SOCIAL DEVELOPMENT: Actuating Program 13

INTER-ISLAND FERRY SYSTEM

The Inter-island Ferry System is foundational to every other program in the development model and to the project as a whole. The advantages of a ferry system to the development of the Marshallese are obvious: it will reduce the movement of people to the District Center, which is already overcrowded; it will strengthen effective district administration; it will facilitate the operation of the Nitijela; and it will make the "subdistrict concept" into an operational reality. The Ferry System is the key to district-wide economic development and will provide a viable means by which the Marshallese people can build a common future together in Micronesia. In removing the isolation which has traditionally blocked programs of health, education and social welfare, it will redirect the practical shape and destiny of the previously remote outer islands.

The Ferry System must be efficient and inclusive from its inception. First, an all-weather fleet of five boats capable of functioning in heavy Pacific waters will provide the backbone of the system. Four of these vessels will be in service at a time; one will be held in reserve for emergency and maintenance. Second, the Cruise Operation Corps comprised of trained Marshallese will man the system and perform routine maintenance. Third, auxiliary inter-island communications will provide a radio link, allowing the interchange of information and requests for emergency and charter service. Finally, a twenty-four hour transport system will be initiated as soon as lagoon channel lights are installed to illuminate the entrance points of the atolls.

Implementation of the Ferry System will begin with the requesting of a small ship from the Department of Transportation. This craft would be used in checking routes, timing and loading facilities; in selecting land personnel; and in surveying the copra potential on the outer islands. Five army "T" boats refitted for the sea will be requested from the Territorial Government and the United States Department of the Interior. The assistance of the Department of Transportation will be required during the first year to provide engineers and a trained mechanic to oversee maintenance and accelerate the installation of channel lights. Minimal rates will be set in consultation with the district office; then schedules will be designed and financial arrangements secured. Finally, employment, training and supervision of personnel will be initiated, and apprentices selected and assigned.

MIDP

FOUR YEAR PLAN
PROGRAM BUDGETS

Program 13

Plate 5M

INTER-ISLAND FERRY SYSTEM

ICA Consultants

years categories		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Refitting Cost	30,000			
	Delivery Cost	40,000			
subtotal - capital		70,000	-0-	-0-	-0-
II Pay and Allowance	Manager	12,000			
	Asst. Manager	6,000			
	2 Clerk/secretaries	7,200			
	5 Shore Agents	24,960			
	15 Apprentices	9,000			
	15 Vessel Operators	69,000			
	Fringe Benefits	19,224			
	Consultants	6,000			
subtotal - pay		153,384	-0-	-0-	-0-
III Current Expenses	Consumable Supplies	166,030			
	Maintenance and Parts	12,000			
	Lightering Service	25,000			
	Promotion	3,000			
	Vessel Rental	5			
subtotal - current		206,035	-0-	-0-	-0-
Total Program Cost		429,419	-0-	-0-	-0-

SOCIAL DEVELOPMENT: Actuating Program 14

HERITAGE-TOURISM PROJECT

A natural development in the Marshall Islands is tourism. The unique history and traditions of the Marshallese, the attractive beaches and the predictably comfortable climate, the possibility of adventurous trips to little-known outer islands--all have a potential for drawing visitors. The Heritage-Tourism Project is designed to promote this natural advantage for the economic and social development of the Marshalls. Key to the economic base of the project is organizing and promoting the islands' geographic and cultural gifts for the purpose of encouraging travellers to schedule stops at Majuro. This program will provide the focal point for research and promotion of Marshallese heritage and the recording and demonstrating of tradition. It will provide incentive for handicrafts development and a market for products. Finally, it will enable the elders to preserve the nearly-lost ancient wisdom of the island peoples.

A primary component of the Project will be the construction of an authentic model Marshallese village. This construction will be engineered and supervised by the elders so that the space design will be in concert with traditional land use and illustrative of the ancient Marshallese society. Second, the myths, stories, dances, rites and traditional skills of the people will provide the basis for creating a Marshallese heritage course. This course will be made available to local residents of all ages that they might be commonly grounded in their archaic roots and be equipped to communicate their cultural gifts to those who visit the islands. Third, an intensive tourist promotion effort will be undertaken. Brochures will be created, contacts made with airlines, hotels, and tourist bureaus. Programs featuring indigenous art will be developed as well as recreational attractions such as fishing, swimming and under-water sports.

The construction of the model village and the researching of the ancient culture will be the initial implementing steps. The design of the village will involve both cultural research throughout the islands and the development of a construction capacity including machinery, skilled operators and a supply of indigenous materials. The heritage program will require extensive research throughout the islands. Elders whose memory can test the authenticity and inclusiveness of the program elements will be called upon to play a major role in these activities. Local dance groups and singers will be recruited and their repertoires refined and expanded. Concurrently, the promotion of the tourist industry will involve contacting ocean liner companies, airlines and travel bureaus in the United States and Asia, especially Hawaii, Japan and Australia.

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Program 14

Plate 5N

FOUR YEAR PLAN
PROGRAM BUDGETS

HERITAGE--TOURISM PROJECT

ICA Consultants

years categories		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Equipment	9,800			
	Production/shipping	4,500			
subtotal - capital		14,100	-0-	-0-	-0-
II Pay and Allowance	2 Program Managers	21,600	10,800	10,800	
	5 Sr. Citizen Co-ordinators	30,000	30,000	13,000	12,000
	2 Secretaries	9,000			
	3 Technicians	31,000	11,200	5,200	5,000
	10 Apprentices	6,000			
	Anthropologist	12,000			
	15 Village workers	15,000	15,000		
	Fringe Benefits	7,900			
Consultant Services		3,000	3,000	3,000	3,000
subtotal - pay		135,700	70,000	37,000	20,000
III Current Expenses	Travel	3,000	3,000	3,000	
	Space (housing)	15,000	5,000		
	Consumable Supplies	52,200	2,000		
	Marketing	2,000			
subtotal - current		72,200	10,000	40,000	-0-
Total Program Cost		222,300	80,000	77,000	20,000

SOCIAL DEVELOPMENT: Actuating Program 15

DEMONSTRATION HOUSING PROJECT

The Demonstration Housing Project is designed to meet the people's desire to combine traditional architectural style with the economic and constructional advantages of modern building techniques. At one time the style of Marshallese housing and the community space design arrangement reflected an ingenious and artistic adaptation of local materials. Today, that artistry needs to be duplicated in such a way that sanitation and water catchment problems are cared for, health hazards reduced, and adequate housing is made possible for all residents of the islands. Because the project aim is to provide well serviced houses through both traditional and modern low cost building materials and methods, it will provide an occasion for investigating the development of alternate local resources. The people of the community will participate in creating the design and selected families will demonstrate the feasibility of the new living space.

A comprehensive design is the first component of the housing project. An architect will consult with community people to forge a practical plan for the housing best suited to the environment and the values of the people. Second, an initial twelve units will be built on the old airport runway. These will honor traditional living and land-use patterns as well as illustrate inexpensive, modern building methods. Third, an integral part of this program will include the development and installation of appropriate sanitation and water catchment systems. Fourth, alternate sources for building materials, energy and maintenance will be researched and incorporated into the project. This will include the possible use of sun and wind for energy; indigenous building materials such as thatch, and supplies that can be manufactured inexpensively on the islands. Not only will the demonstration housing be of immediate residential use, but it will have practical creative effect upon other aspects of the community life.

Implementation of the project has already begun. An architect has been engaged and has prepared initial sketches of the first twelve-unit cluster. Working drawings will soon be obtained. The architect and a research assistant will investigate the feasibility of developing construction materials from local resources as well as using windmills for electricity and roof-top reflectors for solar water heating. Most of the labor will be provided through the apprenticeship program, which will give on-site training for local laborers. Common lavatories and showers will be installed at a convenient distance from the housing units and will be connected with the central water system from the airport drainage. A septic tank sanitation system will be installed and a feasibility study will be undertaken on creating a system for collecting methane gas.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 15

Plate 50

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DEMONSTRATION HOUSING PROJECT

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Equipment	5,000			
	Construction of 12 units	54,000			
	Practical Research Mater'1	10,000			
subtotal - capital		69,000	-0-	-0-	-0-
II Pay and Allowance	Research Architect	25,000			
	Research Contractor	20,000			
	Research Assistant	12,000			
	Consultant fees	10,000			
subtotal - pay		67,000	-0-	-0-	-0-
III Current Expenses	Travel	10,000			
	Space	1,800			
	Consumable Supplies	1,200			
subtotal - current		13,000	-0-	-0-	-0-
Total Program Cost		149,000	-0-	-0-	-0-

SOCIAL DEVELOPMENT: Actuating Program 16

ALL-ISLAND HEALTH SERVICE

In rural societies of the past, marginal illnesses were irritants, but did not necessarily incapacitate people of a community from significant participation in productive structures. However, like most developing peoples of the globe, the Marshallese, through their direct contact with the modern lifestyle of the twentieth century, have experienced the demand of increased vitality without which creative engagement is a mere dream. The All-Island Health Service will make readily available to all residents the care and the physical well-being requisite to socio-economic advancement. This program will upgrade nutrition, provide regular and preventive medical treatment and expand knowledge of practical health and hygiene, thereby altering the trend toward entrenched physical incapacity which for so long has impeded the peoples' involvement in the fullness of their time and culture.

The All-Island Health Service will improve the standard of medical care through four components. First, a Needs Assessment Survey of all the islands' populations will provide factual information about the extent of local need for dietary improvement, sanitation measures, immunization and care for chronic illness. Second, a system of Out-patient Clinics, functioning as satellites to the existing in-patient clinics on Majuro and Ebeye will be established. These will concentrate on administering effective primary medical services. Third, Emergency Transportation Service will be regularized and expanded to dispatch reliable care to patients in serious danger or in sudden need of specialized treatment. Finally, an All-Island Para-medical Corps will be created to provide the trained semi-professional forces required to practice on-going preventive medicine and to share skills in hygiene and knowledge of nutrition with the outer island residents.

The implementation of the All-Island Health Service Program will initially center on gathering and continually updating a reliable bank of information about health conditions. These data will be made available to the islands' trained professional and para-professional medical team for review and recommended action. A series of three survey trips scheduled to include the participation of the local leaders will provide the input for a comprehensive health analysis. The established practices and experience of presently resident medical personnel will be coordinated with the efforts to expand clinic services in selected locations. Measures to upgrade the local diet of the people will be regularly related to the findings of the experimentalists engaged in agricultural and maricultural development. The emergency services of a reserve boat in the ferry fleet will be augmented by obtaining an aqua ambulance or a helicopter to increase rapid service.

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Program 16

Plate 5P

FOUR YEAR PLAN
PROGRAM BUDGETS

ALL-ISLAND HEALTH SERVICE

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<div>years</div> <div>categories</div>		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Health Assessment Survey		40,000		
	Clinic Equipment		20,000		
	Paramedic Training		7,500	7,500	
subtotal - capital		-0-	67,500	7,500	-0-
II Pay and Allowance	3 Paramedics		30,000	30,000	30,000
	6 Nurses		30,000	30,000	30,000
	3 Staff		3,000	3,000	3,000
	Consultants		5,000	5,000	1,000
subtotal - pay		-0-	68,000	68,000	64,000
III Current Expenses	Travel System		100,000	100,000	100,000
	Consumable supplies		10,000	10,000	20,000
	Preventative Education		18,000	18,000	18,000
subtotal - current		-0-	128,000	128,000	138,000
Total Program Cost		-0-	263,500	203,500	202,000

EPILOGUE

I

GENERAL COMMENTS

RECOGNITION

Any comments on the findings of the Consult by the Institute of Cultural Affairs need to be prefaced by a word of appreciation to the offices of the High Commissioner and District Administrator of the Trust Territory who supported the Consult in many practical ways. This must also include the members of the local Committee of 100 which issued the original invitation to the ICA and without whose assistance the Consult would have been impossible. Special mention must be made of the cooperation, hospitality and creative participation of the islanders themselves, who served as local consultants and gracious hosts. What follows are the insights and recommendations of the ICA related to the costs and funding strategies of the project; the requisite implementing forces; the schemes of replication; the anticipated results; and the services the ICA is ready to provide in order to actuate the Marshalls Human Development Project.

CHARTS

Before considering more detailed matters an over-all summary of the Consult findings is useful. Although the methods employed in the social demonstration consultations are universal, the particular situation to which they are applied, such as the Marshall Islands, is unrepeatably unique. The clue to the uniqueness of the Marshalls is to be found in the five comprehensive charts and their accompanying explanatory paragraphs which comprise this Summary Report.

SUMMARY

The Operating Vision Chart, created by the Consult at the beginning of the week revealed a strong emphasis on the economic needs of the community. In dealing with the contradictions, major emphasis was on the lack of formal education and practical skills on the one hand and the lack of agricultural and business development on the other. Also crucial was the absence of positive images to capture the rich heritage of the Island cultures. In the Practical Proposals where the people were forging a realistic picture of their future possibilities, a more equal emphasis was given to the human and natural resource development although the greater need was held by the social. The Tactical Systems Chart

revealed a balance between economic and social development. The social development emphasized increased communications among the islands, training and educational development of all ages and the recreation of the cultural heritage. Economic development included the initiation of small industries, the expansion of agricultural output, and the instigating of training programs in mechanics, engineering and business skills. Coupled with the development of human skills and social forms these measures will provide the necessary demonstration of the kind of social change viable for islands throughout the Pacific.

II

PROJECT FINANCES

BUDGET

The Actuating Programs provide the means for the initial analysis of the costs of the project as well as the broad funding patterns. The cost analysis of each of the sixteen programs is illustrated in Plates 5A-5P which follow each of the program summary pages. Estimated costs for the project as a whole are shown in the Budget Summary Chart (Plate 6). This chart indicates that much of the capital needed for the first year will provide the basis for later development; as injected amounts taper off it is realistic to project that the programs complex will be self-supporting by the end of the third year. Much of the infused capital will remain directly in the Marshalls, either in the form of salaries or in the form of capital investment in machinery, buildings and real property.

FUNDING

An important aspect of the social demonstration is comprehensive funding. Only the local people themselves can successfully develop their community through participating in the planning, effecting the programs and assuming responsibility for the basic costs. The Marshalls Human Development Project is built on this understanding. Yet any serious effort in socio-economic development in the Trust Territory requires back-up assistance from both public and private sectors of the larger Marshallese and American society. Assistance involving a broad network of prominent people provides moral support, technical aid and contributions in time, skills and services; it also makes available financial assistance through direct funding, low interest loans and in-kind contribution. The MHDP needs the practical support of several congressional committees and governmental agencies. The overall requests for funds of the federal level are surprisingly low due to several factors. First, on the local level, existing funds in both the district office and the Nitijela, the local legislature, will be channelled into the project. Second, funding from the private sector on both the local and national levels can be

obtained. And third, most programs in the project are designed to be largely self-supporting or handled entirely by local sources within two years. In brief, a complex of matching funds has been designed to initiate the MHDP.

III

PHASING MODEL

PHASING

The actuating programs further allow for the broad phasing of the human development project. The project is phased over three years. The first year is one of initiation. Major emphasis will be placed on stimulating the local people's interest in total engagement. At the same time, and as a part of this motivating effort, all of the sixteen programs will be launched. The second year will stress the acceleration of the project programs and the initiation of replication on additional selected islands. Here particular emphasis will be placed on the training of able leadership. The third year will focus on stabilizing the project. This will be accomplished by firming up each program and turning over more of the total operation to the local leadership. Simultaneously, the gradual withdrawal of the auxiliary staff will occur. Within the three years, external assistance will be phased out as local initiative takes over. This is true in both the economic and social development programs.

ECONOMIC

The Project Funding Flow Chart (Plate 6B) shows the monetary input over three years. The federal money flowing into the island declines rapidly over the life of the project. The largest input occurs in the first year. Requests for immediate funding will focus on four arenas of socio-economic need: 1) small business capitalization; 2) occupational training for all ages; 3) acquisition of deactivated, small ocean-going vessels; and 4) specific demonstration projects in community development, agriculture and marine farming. The comprehensive scope of the project indicates the need for a consortium of public agencies working simultaneously to activate the programs. The islands' participation in economic input is initially small, but by the third year the strengthened agricultural and business activity will allow the Marshallese to support the full budget. This will be accomplished by intensifying the employment effort; by upgrading and expanding agricultural and marine pursuits; by introducing new light industry; and, perhaps most important, by accelerating and broadly circulating monies within the islands. In addition, measures will be taken to reduce the capital drain caused by the current lack of essential services. This expanded economic base will be sufficient to sustain and maintain the project efforts.

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SOCIAL

Half of the sixteen actuating programs emphasize the social development which undergirds a people's decision to bring about stable and authentic economic development. This includes the creation of structures in the arenas of medical care and education that provide services for every citizen. The training programs are focused on multiplying the vocational skills of individuals and broadening the base of operating skills to allow for creative participation in community life. Also necessary is the upgrading and expansion of public buildings and private housing and the provision of essential services. The recreation of the stories and symbols which sustain human motivity is also an important element. Community health, community education and community training are arenas in which practical forms will be forged to encourage the emergence of a new people and a new island society.

IV

IMPLEMENTING FORCES

GUILDS

The sixteen actuating programs provide the framework for the necessary organization of local forces. Through the presently existing structures of the island, all of the people interested in the human development project will be invited to work in one of the sixteen programs. It is, of course, desirable that eventually the total population become engaged in the project. This kind of task-oriented grouping represents the modern form of the guild. The guild as a social dynamic can be subdivided into task force teams to do special work, or can be joined by other guilds to undertake important efforts across the islands. In this fashion, all of the Marshallese can labor together for the social and economic well-being of the total island group. The function of the guilds is to accomplish necessary work and to do crucial planning in particular arenas for the future of the community. Guild members would meet to plan, make decisions, and evaluate together.

COMMISSIONS

Through the guild structures a representative local decision-making body could be called into being. The symbolic and official leaders would be reinforced by a council of local guild leaders who would represent the mind of the various ongoing guild meetings. Three commissions within the community body could be formed: one would focus its concern on training, the second on social development, and the third on economic development. Such commissions, comprised of guild and community leaders, would include both men and women, and youth and elders, thereby representing a cross-section of the whole community. This cooperation is vital to the success of effective village development. The commissions also

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would need to have representatives from the network of business and professional people who catalyze and support the project and from the resident auxiliary staff.

GUARDIANS

One of the most frequently mentioned concerns of the Consult was developing external support. This referred not only to strengthening the deep support that the government has already extended, but also to establishing relationships with private forces beyond the community. Any local community development project that intends to be effective must have the approval and assistance of the public sector on the national, territorial and local levels. For the Marshalls Human Development Project such supporting relationships across the nation and world would provide a source of needed expertise, contributions and moral support. These support lines organized around the actuating programs can be referred to as the Guardian and Patron Network.

AUXILIARY

Lastly the actuating programs delineate the form of the catalyzing force. Such a community development program cannot effectively operate without the ongoing presence and skill of such a group to work with the local people for two or three years, or longer if necessary. In the project at hand, such a force would at least need to include persons trained in agriculture, maritime, public health, preschool and primary school, business management, mechanical and technical skills, architecture, construction, adult training and engineering. The function of these catalysts, or auxiliary staff personnel, is, first, to motivate the islanders and, second, to train them in various arenas of expertise. Their basic intent is to replace themselves as quickly as possible. Each catalytic staff member will be assigned to train at least one Marshallese counterpart who could eventually assume his unique functions. The Institute of Cultural Affairs is ready to supply such an auxiliary staff for the pilot project. In the replication programs the catalytic forces can be developed from qualified people willing to contribute two years of their lives to the oceanic communities and thus to contribute to the development of the Pacific at large.

V

ANTICIPATED BENEFITS

Since the Marshalls Human Development Project, is intended as a demonstration which people would travel to visit, it is helpful to sketch an imaginal picture of the anticipated benefits of the project. Rather than a statement of the abstract objectives of the model, there follows in this section a glimpse of what a traveler would see as he moved about the atolls and over the waters. The hundreds of things that might be encountered are organized into eight simple categories.

COPRA

The Marshall Islands provides the vignette of a newly bustling copra industry. Central copra warehouses and merchandise centers are in vigorous operation on the major islands in each of the twenty-one atolls. A lagoon boat moves on a regular schedule between all the islands in its atoll, buying the copra now being harvested in greatly increased quantities and selling merchandise from the store to the islanders in return. Ten newly constructed lagoon boats along with a number of older ones serve this shuttle function. The warehouses on five of the major islands are reactivated Navy YFN barges, which provide excellent dry storage facilities for the copra until one of the six field trip ships arrives on its bi-monthly run and makes the copra-goods exchange.

MAINTENANCE

New repair-and-training centers have appeared at various sub-district locations. The steady maintenance of ships and refrigeration units, the servicing of other transport equipment and the repair of various small appliances make these centers extremely busy places. Dozens of islanders are in training programs here, working as apprentices to those who have already become skilled mechanics, electricians and refrigerator specialists. The increase of functioning equipment on the islands corresponds to the virtual disappearance of numbers of discarded and in-operative machines. Few copra boats are out of operation any longer while awaiting parts or service. When equipment breakdown does occur, mechanics consult the appropriate repair manuals, draw needed parts from a well-stocked warehouse and return the units to active service within a few days.

INDUSTRY

A coconut oil processing plant is in operation on the island of Majuro, employing nearly 200 islanders. The greatly expanded copra harvest is now processed entirely in this facility rather than being shipped off island to the Phillipines. Consequently, the islanders are able to purchase such products of the factory as cooking oil and animal feed at sharply lowered prices. In addition, large quantities of copra oil and an increasing amount of coconut oil are available to be sold

at good rates on the world market. Expansion of the factory is in evidence as supplemental modules begin to be constructed on other islands, and plans have been prepared for branching out into new copra-based products such as pressed board and high-quality charcoal.

MANAGEMENT

A group of young men and women gather at eight o'clock on weekday mornings at the new Majuro Business Center for classes on bookkeeping and auditing, for training in stenography and typing, and for the study of commerce and banking. In the evenings, older adults engaged in their businesses during the day take their places for courses in business English and management skills. One office in the Center is titled the Management Consultant Bureau, and throughout the day there is a steady stream of small businessmen coming and going, checking on the Center's latest information regarding the best available rates, suppliers and marketing possibilities, asking questions about ways to keep accurate accounting records, and investigating arrangements for the starting of new small industries on the islands.

MARICULTURE

At one point along the shoreline of Majuro, rows of different colored buoys and markers indicate the presence of marine culture experimentation. Over two dozen half-acre water plots are visible, each testing a different form of marine life. A motor boat moves carefully among the markers while those on board take copious notes on the progress of each plot and oversee their cultivation from nets anchored at the water level. In a larger plot nearby, a demonstration of techniques for harvesting red alga is provided for a group of Marshallese who have expressed interest in starting mariculture operations on other islands. Looking on and offering occasional advice are market representatives from Japan, the United States and the Phillipines.

HERITAGE

The one-day stop of a tourist ship has become a frequent enough occurrence for the people of Majuro, but it is still an occasion for widespread delight and excitement when upwards of 400 tourists pour onto the island. It is a chance for the elders of the islands to tell the old stories of their people to those who experience the wonder of them for the first time. It is a time for leading groups through an actual replica of a traditional village, meticulously constructed according to the old wisdom of the grandfathers. For the tourists, it is a chance to see and have explained artifacts and handcrafts created by skills passed on through unnumbered generations. Strict overseeing by the Elders' Guild of all items offered for sale ensures authenticity and produces respectful attention toward a people who have decided to honor their own culture and civilization. For visitors with even greater interest in the history

of this people, the Majuro Museum is becoming a treasurehouse of information, carefully gathered by the elders from throughout the islands, and including now taped recordings, pictures and slides, along with a variety of objects of verifiable antiquity. But most of all, the landing of the tourist ships offers the islands an opportunity for celebration. Through a traditional feast provided for these visitors and the performance of the ancient dances and songs of the islands, it is a celebration of a people's profound heritage within the setting of newly-formed relationships to the broader world of the twentieth century.

TRAINING

Nearly 1500 of the young men on the islands between the ages of fifteen and twenty are by now the proud graduates of the Marshalls Training Corps. They recount with obvious enthusiasm their adventures on the great LST during their six-month work-study project and how they have contributed to the islands' burgeoning copra industry. They were the ones, they point out, who made the initial voyages of exploration to the distant atolls, locating and cultivating the untapped sources of copra. They are the ones who brought back the unprecedented harvests which launched the copra-processing plant on Majuro and who planted available land with new stock. Many are now directly engaged in some aspect of the copra industry. Others have followed up on the variety of supplemental skills they learned in the ship's training programs and now serve the islands as carpenters, electricians or machine operators and repair men. Their obvious pride in their service to the islands' developing economy and their high degree of self-confidence indicate an esprit de corps among them which has lasted well beyond their six-month program.

TRANSPORTATION

A trip on the Inter-island Ferry expands one's sense of the space of this island nation. The five former Army "T" boats reactivated for this service now carry close to their full loads of fifty passengers on their regular ten-island circuits, as well as substantial supplies and light cargo. The trip provides growing diversity and mobility of Marshallese society. Passengers include islanders engaged in the copra and fishing industries, in various aspects of marine culture, and in the purchasing and supplying of the outlying merchandise centers. Maintenance men and members of the Nitijela, carpenters, and teachers, district administrators and medical personnel speak casually and with obvious familiarity about places that once were referred to simply as "the outer islands." Electricians call attention to the new lighting which has been installed at the entrances to lagoons previously considered unapproachable in the dark. There is a sense that these people no longer think of themselves simply as residents of a single island but as being at home in a greatly expanded society.

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In short, a visitor to the Marshall Islands would be likely to see changes too numerous to list. He would notice a new style of housing gaining popularity on Majuro and discover that it had found a way to incorporate the values of traditional Marshallese living patterns and at the same time be attractive, sanitary, use locally produced materials and be comparatively inexpensive. He might wish to visit the All-Island Preschool and observe the methods used in its coordinated early learning program. Or he might prefer to talk with established adults about their experience in enabling the transformation of idle young people into skilled and motivated construction workers, teachers and businessmen within the Apprenticeship Program. Perhaps he would be impressed by the new availability of medical resources anywhere in the islands through regular visits by paramedical personnel and the rapid emergency transportation to the central hospital facilities when needed. On at least one occasion, he would want to be on hand to watch the fishing fleets come in with their catches of shark and tuna. The visitor would feel he had seen many changes since his visit three years before, yet he might well also have the feeling that from now on, there would be many he would never fully see.

VI

REPLICATION SCHEMES

LOCAL

The Marshalls Project described here is a pilot project. It is intended to be a living demonstration of comprehensive socio-economic development of an island community. This means it is intended for replication in other locations. Even in the first year, replication can be started in nearby islands. In the following years, replication can take place throughout the Trust Territory. Local replication will involve six steps. The first is the systematic sharing of the pilot project in Micronesia through speaking engagements by the auxiliary staff and Marshallese leaders. Second, a visitation program will be devised whereby leaders and residents of the other islands would visit the Marshalls Project. Third, one-day local town meetings would be held during which local people would meet to discuss the challenges of their community and formulate working proposals for meeting those challenges. Fourth, concerned leadership would be trained in the project methods at a Social Methods Institute. Fifth, a mini-consultation, similar to the one held at Majuro, would be conducted for the other islands that decide to participate. Finally, replication will be initiated in the islands in consultation with the staff from the Marshalls Project.

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PACIFICA

A replication effort could be of signal value throughout the Trust Territory. It would benefit all of Micronesia by stimulating trade, developing new agricultural projects, enlarging the industrial base, increasing the circulation of monies, by producing capital from local savings, upgrading local technical and professional skills, increasing inter-island commerce and sharing the cultural richness of the Micronesian people. The practical steps of such a replication effort would require a promotional effort similar to that described in the preceding paragraph. This would motivate the local people, recruit the support of the private sector and excite public servants. Second, the prototype model would be replicated throughout the Marshalls and across Micronesia. Later, consideration of including in the project other communities across the Pacific could be made. The methodologies would be the same as those used in the Micronesian Islands.

PERSONNEL

Replication raises further questions about providing catalytic staff and training. Creating a network of model islands across Micronesia and the Pacific will require the assistance of a catalyzing auxiliary staff for a period of two years. They will live and work with the local people while training them in a variety of skills. All of the core staff would not need to be experts as such, but the group as a whole would need to have a degree of technical know-how in agriculture, mechanics, education, health care, management and other programmatic arenas. A qualification more important than sheer expertise would be passion for the development of the islands. The number of catalytic staff members needed for the mass replication would be proportionately much lower than that of the pilot project. Such core groups could be made up of persons already employed by the Trust Territory as well as those individuals from all arenas of the private sector who are addressed by the Marshalls effort. Of particular value would be university students and graduates as well as islanders who have grasped the significance of the project. The preparation of the staff for this work would require a unique practical training program in comprehensive community development methods. Each session of the training institute could be at least one month in length and would accommodate fifty to sixty trainees. A part of the training session would involve classroom work, but most of it would be practical field training in the pilot project location and local replication experiment.

The cost of the replication phases of the project will require a minimum of special funding over and above the training program expenses. Costs can be covered by the normal funds flowing into the islands, supplemented by loans of a favorable nature arranged by both the government and the private sector. The cost of establishing the pilot project, on the other hand,

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FINANCES

will require some special funding. Though these funds are relatively small, they should be borne by both the private and public sectors in the form of either cash grants or in-kind contributions. The local people can participate through matching contributions of in-kind labor, by providing small amounts of direct investments or by assuming favorable loans. Creating the prototype will need particular assistance in order to rapidly demonstrate the feasibility of the model.

VII

CONSULTING SERVICES

MARSHALLS

The Marshall Islands were chosen as the site of a Human Development Project in the Pacific Trust Territory for several reasons. First, they illustrate the dramatic need for assistance present across the Micronesian island groupings. Second, their location on an international air route and their potential as a tourist center make The Marshalls relatively accessible to visitors who wish to see Pacific Island development in process. Third, public and private sector representatives are supportive of the selection. Fourth, the Islands provide an appropriate occasion for the dramatizing of a new style of trusteeship which honors the human dignity of the developing people of the globe. Fifth, and perhaps most important, the Marshallese and their leaders are ready to move immediately toward socio-economic development.

CATALYSIS

The ICA is prepared to provide consultant services for the actuation of the MHDP. This kind of service requires direct engagement in the Project in several ways. The ICA is prepared to assign an international auxiliary staff highly trained in community development methods. In addition, they will possess carefully selected skills in pre-schooling, agriculture, adult education, public health, construction, mechanics, business management, mariculture, and other fields. The resident staff will work along with local people in all their activities so that every effort might contribute to the training of the islanders. Staff expenses have been written into various programs in which its members will be directly involved.

The ICA also stands ready to assist in procuring cash or in-kind contributions for program enablement and is ready to approach private corporations, trusts, foundations and individuals

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SUPPORT

for this kind of support. During the later phases of the Project, replication on other islands can be financed by normally allotted public funds and services, and by long-term, low interest loans from both the public and private sectors.

CONCLUSION

The ICA is interested in the replication of the pilot project, as indicated earlier. Discernible results of the Marshalls Human Development Project are anticipated before twelve months are out. Visitors will be invited to the demonstration throughout this period to observe the Project in operation and to prepare the way for replication.

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BUDGET SUMMARY CHART

First Fiscal Year

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Plate 6A

breakdown programs	Capital Costs	Salaries			Operating Expenses		Total
		Local	Aux.	Fees	Exp.	Travel	
1 Marshallis Training Corps	\$160,201	\$367,800	\$ 72,000	\$ --0--	\$257,200	\$ 10,000	\$ 867,201
2 All Island Preschool	9,600	17,490	10,800	--0--	9,000	1,600	48,490
3 Inclusive Apprentice Program	--0--	211,680	--0--	72,000	--0--	--0--	283,680
4 Adult Education Program	--0--	--0--	--0--	--0--	--0--	--0--	--0--
5 Multi-Purpose Repair Center	8,000	15,050	24,000	1,500	2,900	2,500	53,950
6 Majuro Business Center	10,400	18,720	9,000	2,000	4,900	2,000	47,020
7 Small Industry Program	3,500	11,700	18,000	22,000	11,550	24,000	90,750
8 Copra Lagoon System	507,000	122,580	16,800	--0--	381,820	10,000	1,038,200
9 Ocean Fishing Enterprise	--0--	--0--	--0--	--0--	--0--	--0--	--0--
10 Coconut Processing Plant	230,000	8,000	12,000	10,000	384,000	--0--	644,000
11 Marine Farm Demonstration	70,100	11,345	12,000	3,000	3,950	7,000	107,395
12 Demonstration Land Farm	--0--	--0--	--0--	--0--	--0--	--0--	--0--
13 Inter-Island Ferry System	70,000	130,584	16,800	6,000	206,035	--0--	429,419
14 Heritage Tourism Project	14,400	71,500	61,200	3,000	69,200	3,000	222,300
15 Demonstration Housing Project	69,000	--0--	57,000	10,000	3,000	10,000	149,000
16 All-Island Health Service	--0--	--0--	--0--	--0--	--0--	--0--	--0--
Total in \$	1,152,201	986,449	309,600	129,500	1,333,555	70,100	3,981,405

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PROJECTED COSTS

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over four years

Plate 6B

<div>years</div> <div>programs</div>	I	II	III	IV	Total Costs
1 Marshalls Training Corps	\$ 867,201	\$ 700,000	\$ 600,000	\$ 200,000	\$2,367,201
2 All Island Preschool	48,490	50,000	60,000	--0--	158,490
3 Inclusive Apprentice Program	283,680	200,000	150,000	75,000	708,680
4 Adult Education Program	--0--	73,600	63,300	63,000	1,999,000
5 Multi-Purpose Repair Center	53,950	50,000	--0--	--0--	103,950
6 Majuro Business Center	47,020	20,000	7,500	--0--	74,520
7 Small Industry Program	90,750	40,000	22,000	10,000	162,750
8 Copra Lagoon System	1,038,200	--0--	--0--	--0--	1,038,200
9 Ocean Fishing Enterprise	--0--	484,800	86,800	--0--	571,600
10 Coconut Processing Plant	644,000	--0--	--0--	--0--	644,000
11 Marine Farm Demonstration	107,395	10,000	--0--	--0--	117,395
12 Demonstration Land Farm	--0--	144,470	58,470	--0--	202,940
13 Inter-Island Ferry System	429,419	--0--	--0--	--0--	429,419
14 Heritage Tourism Project	222,300	80,000	40,000	20,000	362,300
15 Demonstration Housing Project	149,000	--0--	--0--	--0--	149,000
16 All-Island Health Service	--0--	263,500	203,500	202,000	669,000
Total Cost/Year	\$3,981,405	\$2,116,370	\$1,291,570	\$ 570,000	\$7,959,345

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PROJECT FUNDING FLOW CHART

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toward local self-sufficiency

Plate 6C

sources \ years		year one launching	year two expanding	year three resolving	year four rendering	Four Year Totals
I Special Federal Grants		\$1,826,785	\$ 913,392	\$ 446,696	\$ ** --0--	\$3,186,873
II Local Support Monies	1 Private Participation *	1,374,180	621,000	400,000	200,000	2,595,180
	2 Nitijela Support	114,660	125,608	135,304	145,000	520,572
	3 Program Income ***	665,780	456,370	309,570	225,000	1,656,720
	Total	2,154,405	1,202,978	844,874	570,000	4,772,472
Grand Total		3,981,405	2,116,370	1,291,570	570,000	7,959,345

* This includes both contributions and loans assumed by the Public Sector.

** By the fourth year the special injection of monies from the Public Sector will be unnecessary.

*** This is income from project programs in their initiation stage. When such a program is fully established its income and disbursements are not carried.