

THE MAJURO CONSULT

The Micronesian innovator is not simply one who contributes to a new way of doing things, he is also the one who contributes to a new way of thinking about things.

Carl Heine, Micronesia at the Crossroads

MAJURO CONSULT

The Institute of Cultural Affairs, at the invitation of Marshallese leaders and businessmen, will focus on creating a comprehensive development plan for the future of the Marshall Islands in a consult to be held on the Majuro Atoll from September 9 - 15, 1974.

LOCAL SPONSORSHIP

The Majuro Consult is sponsored by the United Church of Christ in the Marshall Islands, in cooperation with the Kwajalein Import and Trading Company. KITCO, a publicly-owned Micronesian corporation serving the Marshall Islands will host a 20-member team from the Board of Consultants and staff of the Institute of Cultural Affairs, a Chicago-based social research agency. Staff of the Institute have been doing consultation with business and education institutions on Majuro for several years. The 20-member team will be made up of selected businessmen and professionals from the mainland United States who have particular expertise that is relevant to the future development of the Marshall Islands.

FUTURE DEVELOPMENT

The gathering of the team of consultants is a response to the complex variety of issues which must be considered in preparing effective proposals for the future development of a community. The team will consider these paramount issues: claiming the local and global resources for the development of the Marshall Islands; increasing the productive capacity of the ocean, land, and people; expanding the context and focus of education; and enabling local structures to implement such programs.

**MARSHALL
ISLANDS**

The Marshall Islands lie at the center of the Pacific within a million-square-mile ocean area which presently constitutes the eastern-most district of the U.S. Trust Territory of the Pacific Islands. Majuro is the District Center with an urban population of 10,000. The balance of the 30,000 Micronesian population is scattered over 20 inhabited places among the 34 coral atolls and islands of the Marshall group. The U.S. administration, established under a United Nations trusteeship following World War II, is the latest of four periods of dependent status. The Marshall Islands were administrated by a Japanese mandate after World War I; they were under a German economic administration before World War I; and they were part of the Spanish exploration of the western Pacific prior to that time. Currently, with the ending of the American administration in accordance with the intent of the trusteeship and an emerging capacity for self-government, the Marshallese are facing independent status.

**INCLUSIVE
INTENT**

The principal concern of the consult is to discuss the relationship of the Marshall Islands to the world economy and to determine their given and potential ability to become self-supporting while making a significant contribution to the resources of the globe. The consult team will include expertise ranging from oceanography to banking, agriculture, and environmental health and will include the key areas for the development of an ocean community. Through the engagement of global expertise with local representatives, the consult will focus global care on Majuro and enable the unique role of the Marshall Islands in modern global society.

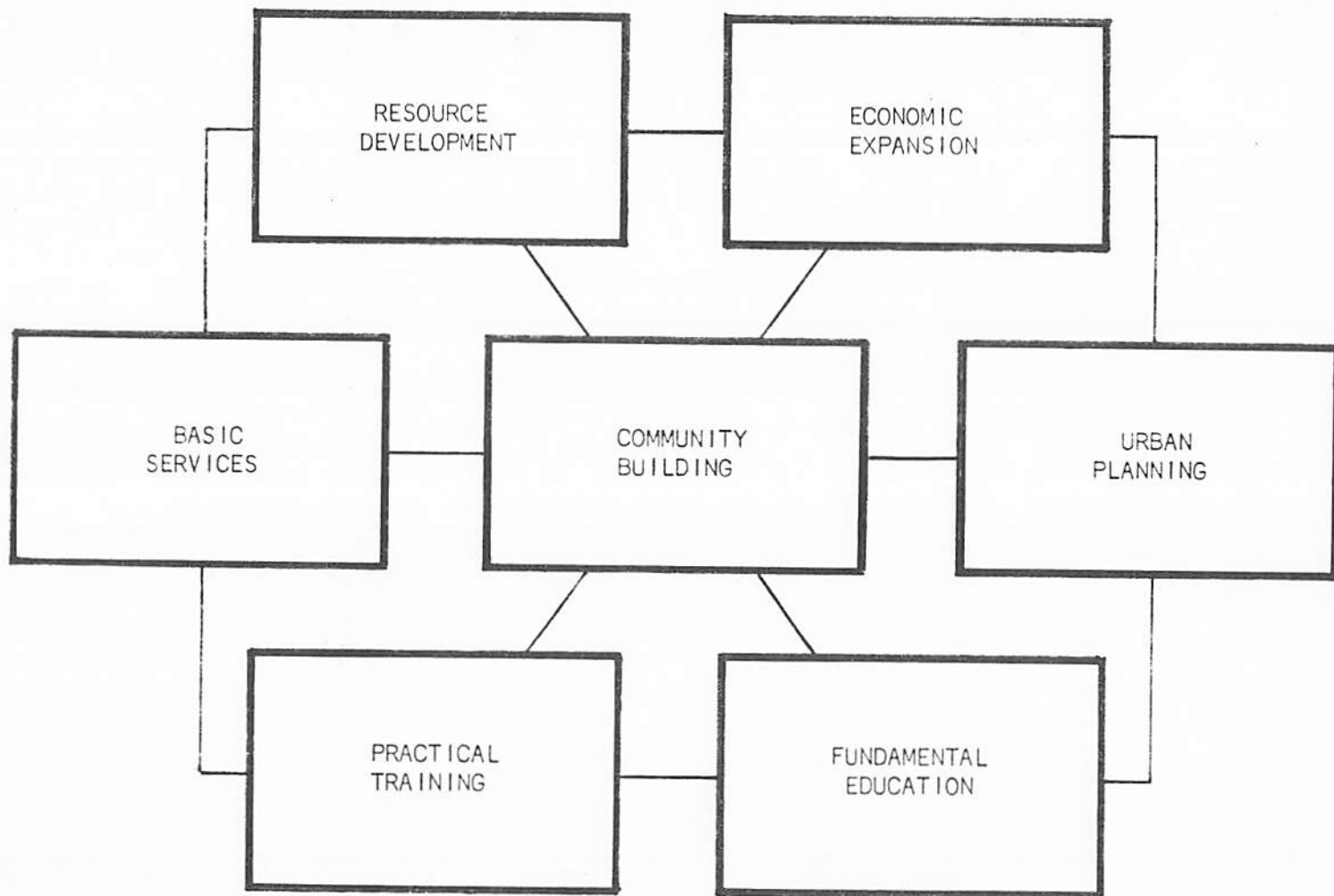
**EXPECTED
RESULTS**

The ocean's resources remain untapped, yet are the greatest economic potential for an ocean people. Agricultural and industrial production are unorganized and untooled, barring the possibility for self-sustaining food production and leaving the labor pool unemployed. Vocational training, articulation of the Marshallese heritage in the context of the 20th Century, and the expansion of basic educational facilities are needed. During the field-visit construct, the consultation team will talk with leadership and businessmen in both formal and informal meetings, conferences and gatherings. Thus, the consult will blend specialized experience, a synthesis of perspectives, and a comprehensive overview that utilizes the practical wisdom of local man. The result of the consult will be practical proposals for the development of the Marshall Islands including proposals for the further development of human resources and training of manpower, as well as proposals related to long-range growth in productive capacity and world trade. The proposals will spell out steps for local implementation and for follow-up, including the acquisition of development capital and the application of technical know-how and training.

**EVALUATION
COMPONENT**

Following the consult in Majuro, the team will do an extensive evaluation. The evaluation will include a review of the objectives, the degree of success of the consult format, and a timed projection for the practical implementation of the resulting proposals. The consult will also be evaluated in terms of its use as a practical tool for planning and development in other areas of the world. The evaluation of the consult will be a crucial part of the team's work in order to refine the methods and produce a Consult Manual. The consult is a replicable model which can be used wherever local leadership requires the service of global expertise in meeting future needs. Therefore, the Majuro Consult concerns not only the Marshall Islands, it concerns every local community around the globe.

THE MAJURO CONSULT
toward building an ocean nation for the world



Sept., 1974

THE MAJURO CONSULTATION

the briefing			the arrival	the consult	the depart	the defriefing		
Sept 6	Sept 7	Sept 8	Sept 9	Sept 10 - Sept 12	Sept 13	Sept 14	Sept 15	Sept 15
T R A V E L	H O N O L U L U U G	Cross Inter- national Date Line	T R A V E L	M A J U R O C O N S U L T	T R A V E L	E V A L U A T I O N	P R O J E C T I O N	T R A V E L
CO 601 Arrive Honolulu	Kaimana Beach Hotel	CO 667 Leave Honolulu 8:00am	Arrive Majuro 11:00am	Eastern Gateway Hotel	CO 669 Leave Majuro 11:15am Arrive Guam 4:10pm	Guam Continental Hotel	PA 842 Leave Guam 11:25pm	

THE MAJURO CONSULTATION

ARRIVAL	THE CONSULT			DEPARTURE		
	INITIATORY	SUSTAINING	PROJECTORY			
	7	COLLEGIUM	COLLEGIUM	COLLEGIUM	7	CLOSING PLENARY
	8	WORKSHOP	FIELD VISITS	WORKSHOP	8	
	9				9	
	10				10	
	11				11	
MAJURO TOUR	12	LUNCH	LUNCH	LUNCH	12	TRAVEL
	1	WORKSHOP	FIELD VISITS	WORKING PLENARY	1	
	2				2	
	3				3	
	4				4	
HOSTED DINNER	5	HOSTED DINNER	DINNER	MARSHALLESE FEAST	5	
	6				6	
OPENING PLENARY	7	BUSINESS MEN'S PLENARY	WORKSHOP	PUBLIC RECEPTION	7	
	8				8	
	9				9	
monday	tuesday	wednesday	thursday	friday		

THE MAJURO CONSULT

ARRIVAL	T I M E	CONSULT			T I M E	DEPARTURE
		BUSINESS	DISTRICT	COMMUNITY		
Airport 11	7	Breakfast & Greetings	Breakfast & Planning	Breakfast & Planning	7	Closing Session Airport 10:30
	8					
	9	Context & Issues PSU	6 District Labs	Proposals PSU		
	10					
	11					
Eastern Gateway Hotel	12	Luncheon & Plenary	Luncheon & Break	Luncheon & Plenary		
Majuro Tour	1					
	2	Contradictions PSU	6 District Labs	Proposals PSU		
	3					
4						
Interlude	5	Interlude	Interlude	Interlude		
	6					
KITCO Board Businessmen's Dinner	7	Planning & Delegation Visits	Address at Uliga Protestant Church - Dinner	District Community Celebration		
	8					
	9					
MONDAY 9		TUESDAY 10	WEDNESDAY 11	THURSDAY 12		FRIDAY 13

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THE MAJURO CONSULT
Rational Scheme for the Ten Session

1974 Sept. 10-15

MON		TUE		WED		THU		FRI		SAT	
AM	PM	AM	PM	AM	PM	AM	PM	AM	PM	AM	PM
S-I		S-II	S-III	S-IV	S-V	S-VI	S-VII	S-VIII	S-IX	S-X	
ARRIVE MAJURO	ORIENTATION TOUR	SITUATION issues & objectives				RESOLUTION contradictions & tactics				SUMMATION PLENARY	DEPART MAJURO
		LUNCH PLENARY		LUNCH PLENARY		LUNCH PLENARY		LUNCH PLENARY			
		BASIC PLANN'G	FIELD VISITS	DISTRICT BRIEFING FIELD VISITS		DISCERNING BLOCKS GESTALTING DATA		FORMING PROP'SL	BUILDING TACTICS		
		DATA GATHERING COMMUNITY & CONSULTANTS						SYSTEM BUILDING CONSULTANTS & COMMUNITY			

III. Creation of Power Bases

Revolutionary doesn't attack political head on. You are not interested in political revolution but in change of power.						
No sociological development save do economic at same time			Must walk in both private and public structures at same time			
ECONOMIC ↔		SOCIAL	PUBLIC ↔			PRIVATE
TASC Trans Act Service Corporation	TASC Trans Act Service Corporation	MCAA Micronesian Community Action Agency	LOCAL	REGIONAL	INCLUSIVE	"200 IRON MEN"
Not for profit service corp. equivalent to Human Development Corporation in 5th City.		Not for profit agency already set up by government.	Political Symbolic Economic	Marshall Island Trust Terr.	U.S. Dept. of Interior	100 citizens to back the M.H.D.C.
TASC Document -- Moral covenant between 8 companies		Fishel hired as director	Letter of Authorization	Letter from Johnston	Letter from Carpenter	Statement of Interdependence

IV. Implementation of Tactical System

PRINCIPLES	TACTICS	MIRACLES
1. Get money coming in.	Increase exports. Every community needs to build its own local possibility system	Corpra Lagoon System
2. Keep existing capital in.	Produce small industry; buy goods locally; train local people; set up repair centers.	TSIP Task Small Industry Program
3. Increase the circulation of capital within Marshall Islands.	Transport the produce (corpra) between islands; pay with money--not barter goods.	Corpra Lagoon System
4. Do Social and Economic together.	Preschool, university on ship Heritage tourism - involve elders, develop heritage & make \$ off tourism.	MTCP Micronesian Trans Corporation Program

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TUESDAY				WEDNESDAY				THURSDAY			
DATA GATHERING				LAB WORK				PROPOSAL BUILDING			
THE ORIENTATION	P L E N A R Y	FIELD VISITS	C E L E B R A T I O N . G R O U P S	FIELD VISITS	P L E N A R Y	FIELD VISITS	C E L E B R A T I O N . D E A C O N S	FIELD VISITS	P L E N A R Y	THE PROPOSALS	C E L E B R A T I O N . D I S T R I C T

THE PLANNING										THE SUMMATION	
AM		PM		AM		PM		AM		PM	
	Lunch				Lunch				Lunch		
			Dinnr				Dinnr				Dinnr

MONDAY
RECEPTION
DINNER

7:00 - 9:00

FRIDAY
PRESENTATION
BREAKFAST

8:00 - 10:00

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Team construst.

RESOURCE DEVELOPMENT.	Eugene Back Barbara Caruso Fred Lamphear David White
ECONOMIC EXPANSION	Lae Early Clancy Mann Arthur Smith Jon Thorson
BASIC SERVICES	Jim Reed Jay Antenen Victor Axelrod Duane Mitchell
COMMUNITY REBUILDING	George Holcombe Randy Johnston Judy Montgomery Oscar Spearsted
URBAN PLANNING	Blanche Axelrod Ray Caruso Bob Hartsfield Steve Laxdal
PRACTICAL TRAINING	Lyn Mathews Carol Walters Larry White Rod Wilson
FUNDAMENTAL EDUCATION	Nancy Hoff John Montgomery Kathleen White Jim Wiegel
PRACTICAL IMPLEMENTATION	Leah Early Mike Hoff Roberta Spearstad Priscilla Wilson

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RESOURCE DEVELOPMENT.	OCEANOGRAPHY	HORTICULTURE	HUSBANDRY	CRAFTS
ECONOMIC EXPANSION.	FINANCE	INDUSTRIES	TRADE	BUSINESS
BASIC SERVICES	COMMUNICATIONS	MECHANICS	TRANSPORTATION	CONSTRUCTION
COMMUNITY BUILDING	STORY	HERITAGE	POLITY	STYLE
URBAN PLANNING	SPACE DESIGN	INTER-ISLAND RELATIONSHIPS	PUBLIC HEALTH	TOURISM
PRACTICAL TRAINING	TRADES	LANGUAGE	CLERICAL	MANAGERIAL
FUNDAMENTAL EDUCATION	PRE-SCHOOL	PUBLIC SCHOOL	YOUTH	ADULT

Sept., 1974

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September 10-14, 1974

he world

URBAN PLANNING		PRACTICAL TRAINING		FUNDAMENTAL EDUCATION	
LAND USE	Current Possibilities	TRADES	Personnel Skills Bank	PRESCHOOL	Facilities
	Inclusive Future Plan		Needed Skills Grid		Staffing
	Architectural Style		Equipment Inventory		Recruitment
	Use Control (Zoning)		On-the-Job Training		Funding
INTER-ISLAND RELATIONS	National Consciousness	LANGUAGE	Conversational English	PUBLIC	Faculty Training
	Common Services		Occupational Vocabulary		Curriculum Resources
	Mutual Dependences		Teaching Materials		Community Engagement (Liaison)
	Long Range Future		Writing Skills		Private Schools (Special Educ.)
PUBLIC HEALTH	Sanitation Systems	CLERICAL	Crash Typing Course	YOUTH	Advanced Education
	Medical Facilities		Bookkeeping Basics		Vocational Opportunity
	Health Education		Office Procedures		Travel
	Pollution Control		Work-Study Program		Scholarship
TOURISM	Publicity	MANAGERIAL	Task Battleplanning	ADULT	Literacy Training
	Tourist Attractions		Time and Space Designs		Social Skills
	Marshallese Village		Employee/ Employer Relations		Heritage Courses
	Travel		Motivation Methodologies		Staff

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Rational Scheme for the Ten Session

1974 Sept. 10-18

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		BASIC PLANN'G	FIELD VISITS	DISTRICT BRIEFING		DISCERNING BLOCKS		FORMING PROP'SL	BUILDING TACTICS		
		DATA GATHERING COMMUNITY & CONSULTANTS		FIELD VISITS		GESTALTING DATA		SYSTEM BUILDING CONSULTANTS & COMMUNITY			

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THE MAJURO CONSULT
toward building an ocean nation for
THE ARENAS OF THE MAJOR ISSUES

RESOURCE DEVELOPMENT		ECONOMIC EXPANSION		BASIC SERVICES		COMMUNITY BUILDING	
OCEANOGRAPHY	Fishing	FINANCE	Stable Monetary System	COMMUNICATION	Telephone	SYMBOL AND STORY	Historical Outline
	Hydroponics		Sources Investment Capital		Satellite TV		Global Role (New Story)
	Minerals		Savings and Loan		Radio		Dramatizing Events
	Sea Hunting		Banking		Mail		Emblem Slogan and Song
AGRICULTURE	Sustenance Crops	INDUSTRY	Copra Processing	MAINTENANCE	Mechanic	HERITAGE COURSE	Curriculum Outline
	Cash Crops		Assembly Plants		Utilities		PSU List
	Experimental Crops		Manufacturing		Public Works		Resources List
	Production Improvement		Other Industry		Private Sector		Projected Schedule
ANIMAL HUSBANDRY	Swine Improvement	TRADE	Imports	TRANSPORTATION	Inner Island	LEADERSHIP AND POLITY	Grid to Wards
	Chicken Intensification		Exports		Inter Island		Ancient-Present Polity Model
	Experimental Animals		Marketing		Air		LCC Model
	Intensive Cattle Breeding		Shipping		Ocean		Groupings Chart
CRAFTS	Cash Income	BUSINESS	Retail	CONSTRUCTION	Housing	STYLE	5th City/Majuro Structural Model
	Home Industry		Co-ops		Public Facilities		Time Calendar
	Indigenous Crafts		Merchandising		Materials		Social Process Plotting
	Exportable Products		Warehousing		Labor Market		Proposed Structural Model

THE MAJURO CONSULTATION
ISSUES

August 20, 1974

CLAIMING LOCAL/GLOBAL RESOURCES		DEVELOPING PRODUCTIVE CAPACITY		PROVIDING INCLUSIVE EDUCATION		DEFINING NATION/WORLD ROLES	
DEVELOPING THE OCEAN	commercial fishing	CAPATILIZE INDUSTRIAL DEVELOPM'T	pilot assembly plants	APPROPRIATE NATIONAL HERITAGE	heritage course	BRACKETING POLITICAL STATUS	Marshalese "No"
	hydroponics (ocean plants)		copra processing plants		elders consult		local autonomy
	magnesium/oil mining		product shipping		outer-island net		watchful policy
	economic boundaries		private sector		national polit. consciousness		wait and see
UTILIZING THE LAND	agriculture land	INTENSIFY AGRICULT'L PRODUCTION	copra production	FUNDING EDUCATION FACILITIES	preschool education	FORMING LEGAL BASE	land ownership
	industrial sites		truck farming		basic school		water rights
	tourist attractions		meat production		adult education		international trade
	residential patterns		organizational supervision		recreation facilities		commerce processes
PRODUCING THE EXPORTS	industrial labor pool	ORGANIZING LOCAL MARKETS	developing local exchange	EXTENDING INFORMATION SERVICES	television installation	PRIORITIZE PUBLIC SERVICES	transportation systems
	cottage crafts		inter-island exchange		telephone system		sanitation services
	high value crop		local cooperatives		upgrade movies		space design
	tourism service		trans- shipping		publication services		manifest symbols
PRIORITIZE THE IMPORTS	managers/organizers	EXPANDING LABOR SKILLS	developing local-exchange	COMPLEXING EFFECTIVE RELATEDNESS	family effectiveness	EMPOWERING LOCAL POLITY	Nitijela
	technical knowhow		professional skills		travel opportunities		Sub-Districts
	facilities (resid.-commer)		pay roll subsidies		english language		Iroij System
	essential materials		service roles		20th century images		commercial cooperatives

FIRST MAJURO CONSULT
Lolwelapalap

September 1974

A CONSULT DYNAMICS		B DIRECT CONSEQUENCES		C LONG RANGE EFFECTS		D MOVEMENTAL RESULTS	
I CONSULT PREPARA- TION	History	V FINAL PRODUCT	22 Programs	IX SOCIAL METHODS	Prim/Oper Model	XIII MARSHALL ISLANDS	Past History
	Summer 74		Abstract Vision		Practical Vision		Soc. Amnesia
	August Work		Contextual Pps.		Contradictions		Ocean Island
	Honolulu		Three Systems		Soc. Meth. School		Third Time
II CONSULT CONSTRUCT	Personnel	VI INCLUSIVE IMPACT	Local Author	X DEMONST. CONSULTS	Basic Purpose	XIV MAJURO ATOLL	District of T.T.
	Practices		Consult Model		Pract. Function		Kings & Traders
	Hosts		Local Motivity		Time Context		Urban & Inter Is.
	Format		Guard Ntwk		In. Ted. Dynamics		Global Sign
III CONSULT OPERATION	Time Line	VII NEXT STEPS	Level Down	XI GLOBAL STRATEGY	Nat'l Demonstra.	XV AGANA REGION	Soc. Demonstra.
	Team Construct		110 Paragraphs		Staffing Issue		Agana House
	Methods Flow		Miracle Quart.		Project/Ntwork		Reg. Development
	Oper. Dynamics		Tactical System		Glob. Dem. Prior.		Island Trip
IV CONSULT POSTLUDE	Necessity	VIII PRACTICAL FOLLOW-UP	Specialists	XII GUARDIAN NETWORK	Oct. Meeting	XVI MAJURO HOUSE	Assignments
	Model Work		Funding		Fut. Maj. Conslt.		Three Teams
	Comm. Cult'vtn		Letters-Contact		Other Consults		Acceleration
	Fut. Planning		Future Consult		Extend. Order		Constant Contact

MARSHALL ISLANDS

COMPREHENSIVE HUMAN DEVELOPMENT PLAN

September 1974 The Majuro Consult ICA

1 PLAN 3 ARENAS 5 SYSTEMS 22 CONSTRUCTS 88 PROGRAMS		1974		1975				1976	
		PLAN		SYSTEMS IMPLEMENTATION				DEVELOPMENT	
		INITIATION		PROGRAM ENACTMENT		CONSTRUCT COMPLETION		CONSOLIDATION	
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
		CREATING MAJURO CONSULT	RAISING PRACTICAL SIGNS	WIDENING COMMUNITY INVOLVEMENT	LAYING DEVELOPMENT FOUNDATIONS	FOSTERING INCLUSIVE ENGAGEMENT	LAUNCHING DEMONSTRATION PROJECTS	FORMING COMMUNITY STRUCTURES	CELEBRATING THE THIRD TIME
VOCATIONL DEVELOPMT	I	Management Services- Business Trng.- Tech Service-				Apprentice System- Journeyman Guild-			
EDUCATIONL DEVELOPMT	II	Demonstration Education- Preschool- Teachers Guild-							
COMMUNITY DEVELOPMT	III	Heritage Course Community Struc Citizens T/F-				Adult Education- Housing Experiment-			
PRODUCE DEVELOPMT	IV	Agricultural Expansion-				Mariculture Demonstration- Produce Commercialized-			
BUSINESS DEVELOPMT	V	Fiscal Expansion- Centralized Purchasing-				Coordinated Shipping- Industry Development- Tourist Promotion-			

MARSHALL
ISLANDS

COMPREHENSIVE HUMAN DEVELOPMENT PLAN

September 1974 The Majuro Consult ICA

1 PLAN
3 ARENAS
5 SYSTEMS
22 CONSTRUCTS
88 PROGRAMS

A TRAINING ARENA humanity & technology		B SOCIAL ARENA	C ECONOMIC ARENA resources & exchange	
VOCATIONAL DEVELOPMENT skills & services I	EDUCATIONAL DEVELOPMENT upgrade & expand II	COMMUNITY DEVELOPMENT III	PRODUCE DEVELOPMENT sea & land IV	BUSINESS DEVELOPMENT trade & industry V
1 BUSINESS TRAINING	6 TEACHING GUILD	9 HERITAGE RECOVERY	15 AGRICULTURAL EXPANSION	18 CENTRALIZED PURCHASING
2 MANAGEMENT SERVICES		10 ADULT EDUCATION		19 COORDINATED SHIPPING
3 APPRENTICE SYSTEM	7 DEMONSTRATION EDUCATION	11 COMMUNITY STRUCTURES	16 MARICULTURE DEMONSTRATION	20 INDUSTRIAL DEVELOPMENT
4 TECHNICAL SERVICES		12 COMMUNITY SETTLEMENT		21 FISCAL EXPANSION
5 CRAFTSMEN GUILD	8 ISLAND PRESCHOOLS	13 ISLAND COMMUNICATIONS	17 COMMERCIALIZED PRODUCE	22 TOURIST PROMOTION
		14 CITIZENS TASK TEAMS		

Tactics-Butcher Paper Work

Majuro Consult
Sept. 1974

COMMUNITY DEVELOPMENT

I COMMUNITY PSU	II COMMUNITY AWAKENMENT	III COMMUNITY IDENTITY	IV COMMUNITY TRAINING	V COMMUNITY CELEBRATION	VI COMMUNITY RESTORATION	VII COMMUNITY ORGANIZATION
Heritage PSU	Displays & demonstrations	Arts & Crafts Workshop	LLNS	Community Celebration	Housing Assistance Teams	DRU 18 Kwelok
1		6	9	12	15	19
Housing PSU	4	Ancient Skills Training	Methods School	Community Calendar	Work Days	Board of Managers 20
2	media Publicity	7	10	13	16	Clergy Collegium
Environ- mental PSU		Unifying Symbol Display	Global Language School	Heritage Arts group	Decorative Signs	21 Job List Center
3	5	148	11	14	17	22

Tactics-butcher Paper Work

Majuro Consult
Sept. 1974

EDUCATION

I SIGNALS	II SUPPORT	III TRAINING	IV ENGAGEMENT	V RECRUITMENT	VI PLANNING
School Symbolic Life	Regular Parent Participation	Imaginal Education Colloquies	Regular Faculty Meetings	Strategic Course Participation	Basic Guild Designs
1	6	11	16		24
Common Demonstration Symbols	Marshallese Language Translations	Course Followup Consults	Guild PSC System	20	Comprehensive Training Constructs
2	7	12		Preschool Student Enrollment	25
Preschool Symbolic Life	enabling supply designs	Regular Guild Training	17	21	School Tactical System
3	8	13	Regular Education Celebration	Preschool Staff Formation	26
Time/ Space Signs	demonstration Experiment Funding	On-Job Faculty Training	18	22	Demonstration Preschool Initiation
4	9	14			27
Signal Facility Procurement	Signal Establishment Authorization	IEC Pedagogy Weekend	Guild Taskforce System	Education Guild Members	Guild Auxilliary Core
5	10	15	19	23	28

RESOURCE DEVELOPMENT

I GUIDE	II EXPERIMENT	III INFORMATION EXCHANGE	IV DEMONSTRATION
Fishing Trade Guild 1	Feed & Fertilizer Feasibility Study	Micronesia Desk at CANTHUS 10	By-Product Soil Building 15
Resource Development Workshops 2	Nutrient Value Studies	Guardian Consult Board 11	Crop Livestock Production Project 16
Island Production/ Distribution Grid 3	7 Mariculture & Fish Site Survey & Pilot Experiment	Local Data Bank 12	Reefer Van & Freezer Expansion 17
Implement Feed & Fertilizer Production 4	8 New Crops & Production Methods	Expert Contact List 13	Guaranteed Local Fish Buyer 18
Farmers Guild 5	9	Search out Existing Information on Tropical Agrict. & Maricult. Systems 14	Small Volume Transport Project 19

COMMERCIAL SERVICE CENTER

I IMPACTING BUSINESS COMMUNITY	II DESIGNING TRAINING PROGRAM	III RESEARCHING SERVICE BASE	IV PROVIDING COMMUNITY SERVICES
PUBLIC IMAGE	operational manuals	skills survey	Stenographers Pool
1	4	9	12
Promotional materials	5 Facilities Procurement	Wage Standards	Team Consultations
2	Staff rationale	10	13
Participant recruitment	6 Symbolic life	Financial Support	In-Service Training
3	7 Style Demonstration	11	14
	8		Referral Service
			15

VOCATIONAL

I RECRUITING THE PROGRAM	II FORMALIZING THE TRAINING	III FUNDING THE PROGRAM	IV DEVELOPING THE FACILITIES	V RELATING THE VISION	VI COORDINATING THE EFFORTS	VII CELEBRATING THE JOURNEY
Recruit Trainees for Vocational Training	Determine Job Position 5	Develop Revenue for Vocat. Training and Demonstration Project	Arrange for Location of Training Center	Create Story of' Vocational training	Identify Available Vocational Center	Set Regular Guild Meetings and Celebrations
1	Develop Training Model		13	17		
Recruit Master Mechanic	6 Create Operative Model for 7 Demonstration		Training Equipment Aids	Create Story for Demonstratn Project	21	
2	Create Operative Evaluation Model 8		14	18		
Select Participant for Demonstratn Project	Create Guild Format 9	Locate Guild Meeting Place	Create Guild Image & Story	Coordinate With Existing Local Vocational Training Centers		
3	Develop Guild Training Models 10	15	19			
Locate and Invite Childsman	Create Feed Back System	Select & Procure Equipment & Tools	Symbol for Journeyman to be Created	22	23	
4	11	12	16	20		

BUSINESS

I FORMING OPERATIONAL STRUCTURES	II CATALYZING BUSINESS SKILLS	III PROMOTING MARKET OPPORTUNITIES	IV IDENTIFYING BUSINESS OPPORTUNITIES	V PROVIDING BUSINESS SERVICES
1 Establish Broad Based Participation	Hire & Train Staff for Para Corporation	Establish Promote Office Complex 11	Research Local Business & Industry Opportunities	Establish Centralized Purchasing Service
2 Create Vehicle Entity	7 Hire & Train Personnel for Copra Plant	Arrange for Raw Copra 12	18	Coordinate Shipping Schedule
3 Establish Credit System	8	Improve B. of A. Services 13	Outline Outer Island Shipping Net	17 Establish Basic Consulting Services
4 Establish Second Bank	Train Manager for Outer Island Trade	Promote Shipping and Trade System 14	19	23
5 Establish Small Finance Company	9	Improve Air Service 15	Outline Retail Trading System	Facilitate Construction of Copra Plant
6 Develop Recreational Facilities	Train Managers for Hotel Operations 10	Accelerate New Facility Construction 16 Promote Through Media 17	20	Upgrade Existing Tourism Facilities 25

	DAY 1	DAY 2	DAY 3	DAY 4	DAY 5	DAY 6	DAY 7	DAY 8	DAY 9	DAY 10
E V E N T S	Flight 1st location Material set-up Troops Gathering	Exposure to - Island Culture Briefing	C R O S S I N G	Welcome by the Islanders Bus trip around the island 1st meeting with local leadership over meal	Formal convermal at breadfst Whole team contexted and briefed team assign- ments	Appointments with agencies Meals with reports Cultural events Team work	Workshops Public Reception Tactics Writing up the report	Workshops Proposals Tactics Writing up the report	Departure (send-out) Final Evaluation Getting the report published	Staff meeting with local businessmen
D Y N A M I C S	Anticipation level high	Team became functional Experienced cultural transition	D A T E	Synthesis with local man Marshalese story telling Getting the feet on the ground Excitement Overwhelmd	Concepts of team process of visioning	Grasped their task Expanded course of situation Getting the Church's nod	Concretely relating to the situation Vision Expanded Corporate wisdom forged	Deep into the situation Corporate Committment Higher mood	Experience of Acceptance of the task Sense of corporate power	Implementatn Follow up Rite of Beginnings
A C C O M P L I S H M E N T S	Set up for Briefing All in one place	Group was briefed Exposure to the methodology Got Acquainted with issues Received basic concepts	L I N E	Direct Encounter with the land and the people Nod and announcement for consult	Begun in earnest Clarificat'n of the task Saw and talked to Marshalese power structure	Public acceptance by Church New set of Procedures	Public acceptance Learned and used workshop methodology	Created a proposal and a plan	Official closing of the consult Document finished	Acceptance of the document by the business leaders

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Schedule of Events

MONDAY - September 9

- 11:00 AM Team arrives via Honolulu on Air Micronesia. Greetings at the airport.
- 12:00 Noon Team proceeds to Eastern Gateway Hotel on MIECO bus. Time to settle in rooms and have refreshments.
- 1:30 PM Bus tour of the Majuro Atoll with stops along the way and snacks at the beach on Laura.
- 4:30 PM Time for relaxation, a swim and preparation for the evening.
- 7:00 PM The KITCO Board and Management will host the team and businessmen from Majuro and Ebeye at the KITCO Restaurant.

TUESDAY - September 10

- 7:00 AM Breakfast and greeting. The team and the KITCO Board and Management begin the first day of the Consult at the Eastern Gateway Hotel.
- 8:30 AM Businessmen and others join Consult for a contextual statement and first working session.
(Invitations have been extended to 20 businessmen, the 20 district personnel who will be meeting with team delegations on Wednesday, and many other community leaders.)
- 11:30 AM Break
- 12:00 Noon Lunch and first reporting session.
- 1:30 PM The second working session convenes.
- 4:30 PM Interlude. Handicraft shopping?
- 7:00 PM Dinner for the team. Some delegations will be visiting in the community.
- 8:00 PM Planning for Wednesday.

WEDNESDAY - September 11

- 7:00 AM Breakfast and laying out the day. Team and others.
- (Lab sessions have been set up on specific problem areas that district personnel are actively concerned with. A lab will have 2 district officials, 2 team members, 2 KITCO people and 2 other participants. There are 6 labs in the morning and 6 in the afternoon.)
- 8:30 AM Proceed to labs (see separate schedule of lab assignments and locations)
- 9:00-11:30 Morning labs
- 12:00-1:00 Buffet lunch available at Eastern Gateway for lab participants; there are also local restaurants. Morning lab groups may want to lunch together.
- 1:30-4:00 Afternoon labs (see separate schedule of lab assignments and locations)
- 4:30 PM Interlude. Preparation for evening.
- 6:00 PM The team will be guests at the Uliga Protestant Church Wednesday Night Service. Greetings by Rev. Jude Samson and an address by Dr. Joseph W. Mathews. Dinner follows.

THURSDAY - September 12

- 7:00 AM Breakfast. Team and others.
- 8:30-4:30 The same schedule will be followed as Tuesday during the day. Beginning at 8:30 businessmen and district personnel will join the sessions.
- 4:30 PM Interlude. What haven't you seen yet?
- 7:30-9:00 The team and all participants will be the guests at a community reception at the Eastern Gateway given by the District Administrator in conjunction with the Nitijela and the Chamber of Commerce. The DISTAD and many key people will be on Eniwetok this week. A representative of the DISTAD, of the Nitijela, and the Chamber President, Kirt Pinho, will be the hosts for the evening.

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RESOURCE DEVELOPMENT

This arena encompasses the development of the Primary Resources already available, such as the ocean, the land, food-producing animals and cottage industries:

1. Exploration of the known and potential production of the ocean in terms of fish, shell fish, hydroponics and the future of the department of Mineral Resources and Oil Exploration.
2. Agriculture -- We will be looking for ways whereby the Marshallese people will be able to expand their agricultural productivity with improved species of coconuts and experimentation with other crops such as Rice/Peanuts, Root Plants (Kasava), and coconut oil processing.
3. Animal husbandry -- In this arena, we would be focusing attention on the experimentation that has been going on in pig and chicken production and looking at the possibility of building a small cattle feed lot, and using copra cake as a basic food for cattle and pigs, under intensive management. We may look at the possibility of feeding fishmeal to the pigs for protein intake.
4. The fourth arena has to do with the development and expansion of the Home Industries, such as Arts and Crafts and other Cottage Industries.

ECONOMIC EXPANSION

In this arena we will be looking at Financial Resources; trade and industrial possibilities. Financial resources will encompass defining arenas of available finance for:

1. The development and improvement of the economic productivity of the Marshall Islands and Majuro with the assistance of loans and subsidies over both short- and long-term periods to get production underway.
2. The prioritization of development of various industries on the Island using the raw materials available. To facilitate this development, the cooperative form of business enterprise may be the most enabling structure through which this development may take place.
3. The development and expansion of economic productivity export avenues. These will need to be opened up to provide markets for the exportable surplus of the Islands, which will then give some feasibility in the prioritizing of imports.
4. The intent of the consult would be to analyse the current situation in relation to existing businesses and cooperatives in order to formulate a vision, necessary models, and proposals for expansion whereby the economic picture would change from that of dependency to self-sustenance.

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BASIC SERVICES

The provision of basic community services will provide effective means of communication with the outer islands, Pacifica, and the world; transportation, health services to care for basic needs, and imports of commodities and tools needed for comfortable living, maintenance of facilities, and effectiveness in job engagement. Arenas of concern include:

1. A study of possible ways and means to have more effective and frequent communication with the world through regular arrival of current publications, broadened access of telephone system and radio reception, and planned program of movies used to inform the Marshallese of the 20th Century world.
2. The maintenance of public utilities crucial to the ongoing life of the community such as electric power, water supplies, buildings, public marina, etc.
3. The establishment of regular transportation on the island and to the outer islands, quarterly charter flights to Guam, Australia, and Hawaii (Philippines, Japan) and regular passenger service on the ships that service the islands.
4. The requirements and types of construction necessary to enable the Marshallese people to move into the 20th Century by providing the necessary housing and industrial facilities which would bring about economic stability and provide the impetus for expansion.

COMMUNITY BUILDING

The key to any people shaping their own destiny and playing their role in the global community is in their self-conscious willingness to join their ancient and contemporary wisdom to form the befitting structures and style and by projecting itself ahead through the telling of a new story which releases the energies of the people to work at the task of creating a new future.

This centers in the reworking of the symbols and symbolic life of the people both in grasping the depth of their ancient and present significance and in articulating and dramatizing these meanings both verbally and non-verbally. The spirit of the people is thus enlivened to seek expression in sociological forms capable of building society out of the unknown future. The particularities of this task can be grouped as:

1. The creation of the story with both visual and verbal symbols that

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hold the total history of the Marshallese and point toward the future creation of a new Marshallese for the sake of Micronesia and the globe;

2. The creation of a Heritage Course which can express the dignity, hopes and human gifts of the Marshallese so as to present a new decision to live as Global citizens for the sake of all of history;
3. The recreation of the ancient polity system translated into contemporary forms where all can participate in the decision-making process and in the caring system; and
4. The establishment of institutions, time calendar, community groupings and roles which allow for planning and carrying forth the community's will and make up the new style of caring.

The consult's role is explained as follows:

1. The task of the consult relative to the story is to initiate a basic outline and broad suggestions relative to symbol and dramatizing events which could release participation and affirmation in the story.
2. The task of the consult relative to the Heritage Course is to rough out a 5-session course and to lay out steps toward its completion and in conjunction with the Marshallese, to project a schedule for the teaching of the course as part of an overall community reformulation plan.
3. The task of the consult relative to the polity is to build a chart with the elements of the ancient polity in relationship to the contemporary issues in a manner to suggest the ancient wisdom and point to future forms for use as part of an over-all community reformulation plan.
4. The task of the consult relative to style is to use the 5th City Model as a screen to sketch out a "picture" of the social forms necessary for the future of Majuro and Micronesia.

URBAN PLANNING

This arena has to do with space design, inter-island relations, public health and tourism facilities.

1. Space design will be concerned with largely three arenas -- commercial,

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residential, and agricultural. The agricultural land will remain largely the same, but prioritizing and allocating building space relative to the agricultural land and the harbor facilities are necessary.

2. The consult will draw out the ancient and existing design of relationships between the various island chains and project toward the future the relationships and steps needed to symbolize and practically relate the islands as an ocean nation.
3. Public health concerns include provision of doctor and hospital services to care for common illnesses, maternity and routine operations; dental services that would include systematic checkups for children through the public school system; out-patient clinic for pre-natal, post-operative and preventive care; and an educational program in nutrition, child care, and birth control.
4. The development of the tourist industry in the Marshalls through promotion and upgrading of facilities could prove to be a very large income earner for the Islands.

PRACTICAL TRAINING

Practical training will quickly enable post-high-school youth and young adults to equip themselves with employable skills in the arenas of basic trades, office skills, managerial expertise and global language.

1. Basic trades include a combination of formal and on-the-job training in carpentry; installation and maintenance of electrical equipment; bricklaying and cement pouring, plumbing installation and repair, and basic motor mechanics.
2. Global language requires a design to acquire proficiency in use of the English language, especially to enable job acquisition and broadened political and cultural relationships.
3. Office skills entail creating a six-month course designed to acquire a typing speed of 60 words per minute; facility in use of basic book-keeping systems and procedures; business English and business forms, and operational knowledge of commonly-used office machines.
4. Managerial skills involve creating a course designed to teach methods for effective management of any type of labor force: comprehensive layout of work, building timelines, arbitration of disputes, job delineation, team structure and operation, and motivation.

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BASIC EDUCATION

The consult will be concerned to look at the public school curriculum in its strength and weakness and draw up a practical plan for the initiation of a pre-school, adult continuing education, and a special emphasis on imaginably and practically working with the youth.

1. Pre-School

In conjunction with the public school at Rong-Rong, plans for the operation and financing of a pre-school will be drawn up that will imaginably educate and give beginning basic skills and relational modes to the pre-school-aged child.

2. Public School

A model public school education curriculum will be drawn up in relation to the particular needs of the Marshallese; needed educational tools will be promoted and a way to procure them delineated.

3. Youth

A special emphasis will be given to the situation of the older youth of senior high and post high school age, raising the question of both advanced educational opportunities (university and technical training) and broadening experiences (travel and other opportunities). Post-high-school preparation, financial support, and selection processes will be considered.

4. Adults

Another arena will be to devise various programs of formal and informal adult education, both advanced and remedial, practical and academic. A look will be given at the needs of the residents of the atoll and proposals created for educational programs. Funding possibilities, curriculum materials and leadership training will also be discussed.

RESOURCE DEVELOPMENT

1. Look into possible fresh vegetable production for Majuro.
2. Check out commercial fishing possibilities.
3. Introduction of new types of livestock.
4. Upgrading pig production.
5. Cash crops other than Copra.
6. Seek out markets for available crafts.
7. Ways to restore lost crafts (i.e. fishing)
8. Explore uses of Coral.

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ECONOMIC EXPANSION

1. Sources of financial capital.
2. Small business opportunities.
3. Needed commodities list.
4. Marketable export possibilities.
5. Copra processing.
6. Labor resource.
7. Employment.
8. Industry opportunities.
9. Coconut oil production.

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BASIC SERVICES

1. Are utilities adequate?
2. Maintenance of equipment.
3. Communication network.
4. Transportation network
5. Public services-water works-sanitation.
6. Telephone communications.
7. Microwave TV possibilities.
8. Emerging services -air ambulance-civil defense.

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COMMUNITY BUILDING

1. Materials for Heritage course.
2. Majuro art forms grounded in the events.
3. Grid to Ward level and if possible to Stake level.
4. Recapture Marshallese polity forms.
5. Global Consciousness.

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URBAN PLANNING

1. Program for tourist influx.
2. Atoll pollution.
3. Zoning equivalent.
4. Common architecture.
5. Long-range future.
6. Lalalaplup.
7. Survey equipment.
8. Hospital services.

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PRACTICAL TRAINING

1. Ways for practically training young men in Mechanical Engineering.
2. How to regain incentive to recapture fishing skills.
3. Auto repair
4. Carpenters
5. Electricians
6. Plumbers
7. **Need for secretaries and other clerical workers.**
8. Retail clerks
9. Bank tellers
10. Painters.

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FUNDAMENTAL EDUCATION

1. Possibility of a preschool.
2. Projects in Christian schools.
3. Trade college prep decision.
4. Basic education--adults.
5. Teacher upgrading.
6. Introduction of imaginal education.
7. Women's education.

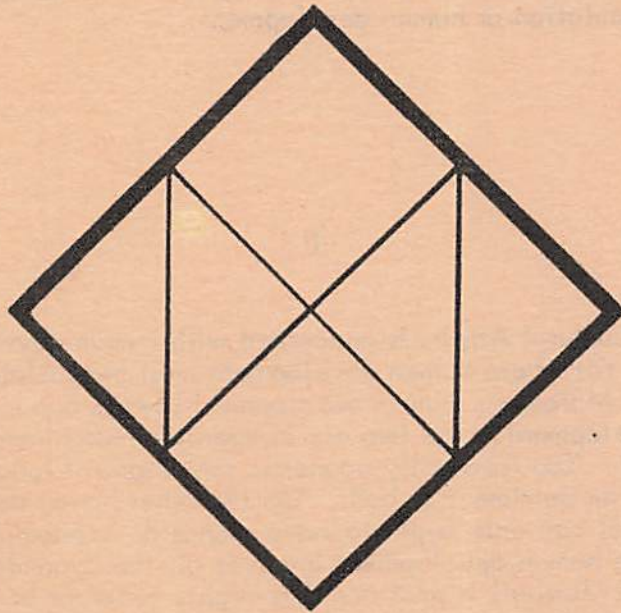
THE MAJURO CONSULT

September 1974

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COMPREHENSIVE HUMAN DEVELOPMENT PLAN

MARSHALL ISLANDS



THE MAJURO CONSULT

September 1974

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I

The Majuro Consultation on human development was held in the Marshall Islands for five days in September 1974. The consultation was jointly sponsored by the KITCO Board of Directors in Majuro and the Institute of Cultural Affairs headquartered in Chicago. A team of some 32 people met with the KITCO Board and leaders of the community. The team was comprised of people in law, construction, medicine, farming, public relations, oceanography, animal husbandry, urban planning, architecture, office administration, psychiatry, management, social work, merchandising, education and other fields. What allowed this diversified group to act as a single team was that they were all trained in the methodologies of community reformulation or human development.

II

The Institute of Cultural Affairs is concerned with human development on a global scale. Yet where human development must be initiated is on the local level. Moreover, human development always occurs in the midst of economic development. The two are inseparable--one cannot exist without the other. Too frequently economic development ignores human development to the detriment of both. On the other hand, development of human potential can only begin to move alongside economic development. Indeed, effective human development involves all the dynamics of society all at once. The Marshall Islands are at a mighty juncture in their history. After 500 years of occupation by foreign powers, they are preparing for a new time in their society. Socio-economic development is unavoidably required of these re-emerging people. The future hopes and plans of Lolwelaplap (Marshall Islands) and the specialized interest of the ICA created the Majuro Consult.

III

The Majuro Consult employed methods of community reformulation to discern, first, the primary contradictions to the social vision of the people of the islands. Secondly, it used methods to build overall social proposals relative to these contradictions. Finally, the consultants began the task of creating tactical systems for the actualization of these proposals. The intent of the Consult was not to discover something new but to build a comprehensive human development model out of what was already known. If activated totally and at the same time, this model ought to occasion an observable acceleration in the socio-economic development of the Marshallese people within a matter of months. Such change will relate to economic well-being and self-support; a sense of identity and corporateness; a release of individual and group motivity; and a sense of interior social stability and national expectation, plus more people working and with improved prowess. The single inclusive model is comprised of 88 programs. These programs are grouped under 22 constructs within 5 social systems or 3 arenas of society.

IV

The following summary report includes a master chart of the whole social model of 22 social constructs, plus a chart for each of the 5 social systems showing the total 88 social programs in the model. At a later date a written document will describe the 22 constructs and suggest the practical action through which they can be accomplished. Once again, the important matter is that all 22 constructs are done and done at the same time. A beginning time design is included along with some broad follow-up plans.

MARSHALL ISLANDS

COMPREHENSIVE HUMAN DEVELOPMENT PLAN

I PLAN
3 ARENAS
5 SYSTEMS
22 CONSTRUCTS
88 PROGRAMS

September 1974

The Majuro Consult

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A TRAINING ARENA humanity & technology		B SOCIAL ARENA	C ECONOMIC ARENA resources & exchange	
VOCATIONAL DEVELOPMENT skills & services I	EDUCATIONAL DEVELOPMENT upgrade & expand II	COMMUNITY DEVELOPMENT III	PRODUCE DEVELOPMENT sea & land IV	BUSINESS DEVELOPMENT trade & industry V
1 BUSINESS TRAINING	6 TEACHING GUILD	9 HERITAGE RECOVERY	15 AGRICULTURAL EXPANSION	18 CENTRALIZED PURCHASING
2 MANAGEMENT SERVICES		10 ADULT EDUCATION		19 COORDINATED SHIPPING
3 APPRENTICE SYSTEM	7 DEMONSTRATION EDUCATION	11 COMMUNITY STRUCTURES	16 MARICULTURE DEMONSTRATION	20 INDUSTRIAL DEVELOPMENT
4 TECHNICAL SERVICES		12 COMMUNITY SETTLEMENT		21 FISCAL EXPANSION
5 CRAFTSMEN GUILD	8 ISLAND PRESCHOOLS	13 ISLAND COMMUNICATIONS	17 COMMERCIALIZED PRODUCE	22 TOURIST PROMOTION
		14 CITIZENS TASK TEAMS		

MARSHALL ISLANDS HUMAN DEVELOPMENT PLAN

A: TRAINING ARENA

The first arena, Training, involves both Vocational Development and Educational development. In actuality, the two are one, for formal education and practical skills are both required for the new education needed today. As new structures and social forms are forged, the members of the community must retool themselves in order to creatively participate in the new structures. Both vocational and formal education must 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.

I. 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 programs to insure a supply of skilled workers. Five programs were designed in this arena: Business Training, in which commercial skills are developed; Management Services, which insure 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 Guild, which insures the betterment of all skills in the Marshall Islands.

II. 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 proposals for effecting this new creation are three: Teaching Guild, Demonstration Education, and Island Preschools. The first proposal is to form the educators of the community into a Teaching Guild for training and common planning in leading educational development. The second proposal 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 proposal, 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.

TRAINING ARENA
A

VOCATIONAL DEVELOPMENT

1 BUSINESS TRAINING	1 Secretarial School	supplying administrative secretaries
	2 Administration Skills	providing skilled business personnel
	3 Crash Typing	producing capable typists
	4 Business English	expanding basic English usage skills
2 MANAGEMENT SERVICES	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 verification
3 APPRENTICE SYSTEM	9 Apprentice Model	creating a technical training design
	10 Training Placement	providing in-service opportunity
	11 Supervisory Program	insuring competent training
	12 Vocational Guidance	enabling job opportunities for all
4 TECHNICAL SERVICES	13 Repair Center	illustrating equipment maintenance
	14 Parts Supply	maintaining basic parts inventory
	15 Maintenance Counsel	providing specialized expertise
	16 Equipment Specification	simplifying island equipment upkeep
5 CRAFTSMEN GUILD	17 Craftsman Development	recovering the artisan's role
	18 Skill Development	providing opportunity for advancement
	19 Quality Standards	improving service performance
	20 Labor Directory	making available skilled labor

TRAINING ARENA
A

EDUCATIONAL DEVELOPMENT

6 TEACHING GUILD	21 Imaginal Education	providing 20th century methods
	22 Resources Development	procuring materials and funds
	23 Comprehensive Planning	building island education
	24 Classroom Apprenticeship	structuring on-the-job training
7 DEMONSTRATION EDUCATION	25 Elementary Experiment	illustrating foundational education
	26 Secondary Experiment	practicalizing high school training
	27 Community Boards	engaging community support
	28 School Consults	sharing educational wisdom
8 ISLAND PRESCHOOLS	29 Majuro Preschool	establishing early education
	30 Teacher Training	developing qualified teachers
	31 Outer-Island Branches	extending early education
	32 Community Boards	involving parents and community

MARSHALL ISLANDS HUMAN DEVELOPMENT PLAN

B: SOCIAL ARENA

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. It is crucial that the social forms of the past 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.

III. COMMUNITY DEVELOPMENT

The Community Development Program with the local community directly involved is the foundation stage of all development efforts and necessarily covers a wide range of activities. The particular six basic programs 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 culture; 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 Citizen Task Teams care for the total community. While each of these programs could be done separately, each part will reinforce the whole and enable the community to plan and act out of its own integrity.

SOCIAL ARENA
B

COMMUNITY DEVELOPMENT

9 HERITAGE RECOVERY	33 Marshallese Arts	fostering traditional art forms
	34 Heritage Research	recording Marshallese custom & history
	35 Festival Restoration	recovering ancient celebrations
	36 Heritage Course	retelling the island heritage
10 ADULT EDUCATION	37 Language School	providing English language training for all
	38 Community Development	providing tools for building community
	39 Functional Education	equipping adults for the 20th century
	40 Secondary Certification	preparing for GED examinations
11 COMMUNITY STRUCTURES	41 Neighborhood Stakes	localizing community care structures
	42 Citizens Guilds	engaging the community in development
	43 Community Managers	coordinating the community program
	44 Town Meetings	creating local community consensus
12 COMMUNITY SETTLEMENT	45 Housing Design	developing low cost housing
	46 Model Housing	prefabricating island style housing
	47 Construction Team	erecting demonstration housing kits
	48 Town Meetings	creating local community consensus
13 ISLAND COMMUNICATION	49 Ferry Service	creating dependable passenger transport
	50 Communications Extension	providing island radio-TV service
	51 Island Library	encouraging wide reading
	52 Air Service	insuring emergency care
14 CITIZEN TASK TEAMS	53 Health Promotion	developing local preventive medicine
	54 Island Cleanup	organizing community workdays
	55 Public Works	landscaping public/private areas
	56 Consumer League	insuring buyer's price equity

MARSHALL ISLANDS HUMAN DEVELOPMENT PLAN

C: ECONOMIC ARENA

The second arena of the Comprehensive Human Development Plan is 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 Economic Development arena will be facilitated by two systems--Produce Development and Business Development. Within these two categories are four major issues, namely, increasing agricultural and ocean resource production; the implementation of social projects worthy of government or private funding; the development and expansion of tourism opportunities; and more efficient management of local business, which will save the community needless waste of funds. The Marshallese people were once self-sufficient; they can become so again.

IV. 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 programs were designed in this arena of need: Agriculture Expansion, in which island productivity is accelerated; Marine Development, which will insure 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.

V. 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 programs were designed to meet this area of need: centralizing the purchasing power of local merchants to maximize the buying power of the island; coordinated shipping, which will provide outer island trade, more adequate distribution of goods, and extended shipping potential; industrial development, which enables building the economic base of the community; fiscal expansion, which enlarges money flow to encourage the monetary exchange; and tourist promotion, which can of course further broaden the economic base.

ECONOMIC ARENA
C

PRODUCE DEVELOPMENT

15 AGRICULTURAL EXPANSION	57 Farm Demonstration	upgrading local production
	58 Marketing Agency	increasing agricultural production
	59 Farmers Association	organizing agricultural production
	60 Extension Service	providing field assistance
16 MARICULTURE DEMONSTRATION	61 Sea Farming	demonstrating sea utilization
	62 Marketing Agency	insuring commercial seafood supplies
	63 Exploration Projects	developing new sea life products
	64 Processing Facilities	building local sea products industry
17 COMMERCIALIZED PRODUCE	65 Export Development	locating available markets
	66 Feed & Fertilizer	utilizing local industrial by-products
	67 Development Capital	financing agricultural & marine projects
	68 Research Network	utilizing global expertise

ECONOMIC ARENA
C

BUSINESS DEVELOPMENT

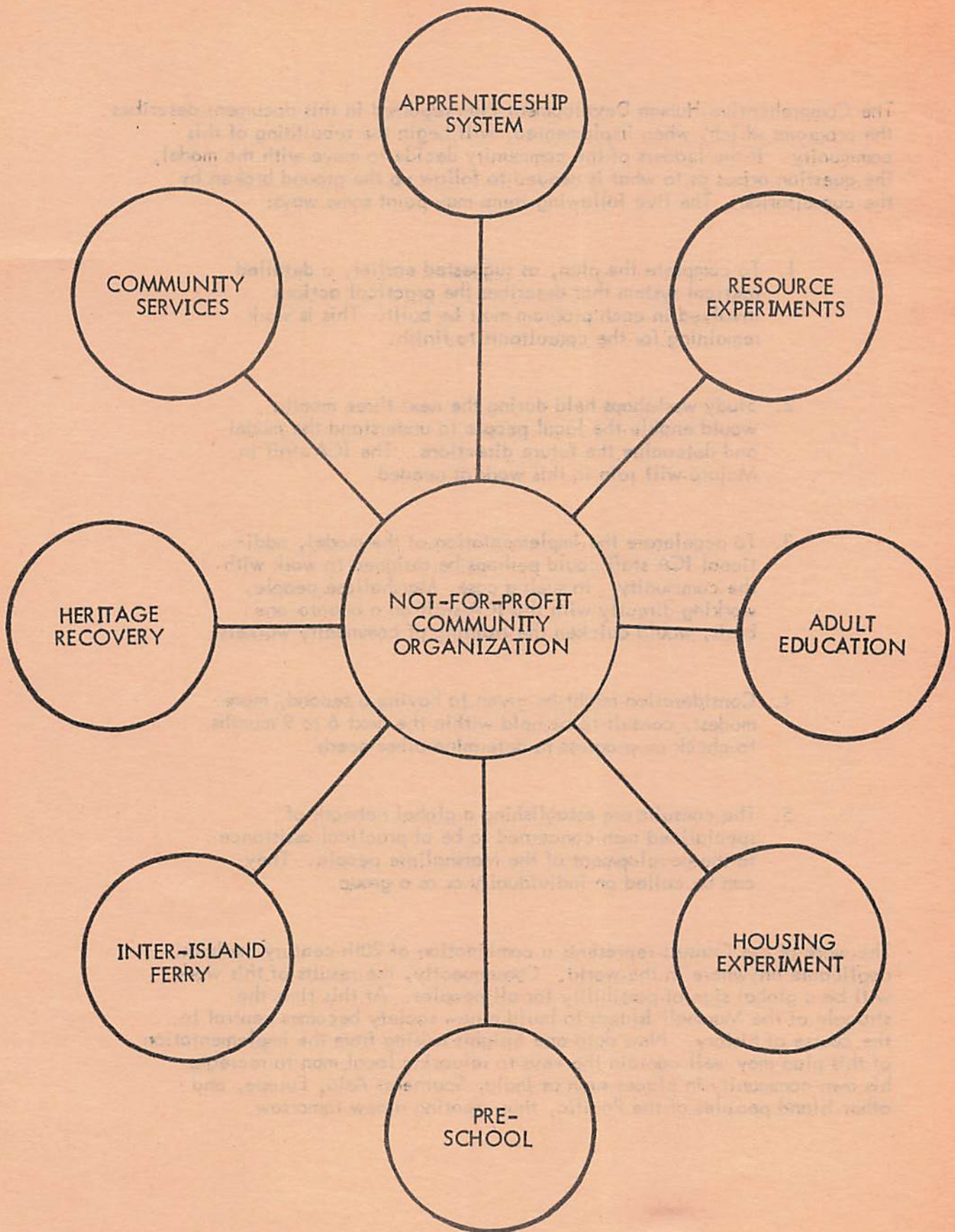
18 CENTRALIZED PURCHASING	69 Warehouse Facilities	enlarging dry storage and refrigeration
	70 Volume Buying	maximizing island purchasing power
	71 Commercial Credit	extending retailer operating capital
	72 Diversification System	intensifying merchandise specialization
19 COORDINATED SHIPPING	73 Lagoon System	increasing outer island trade
	74 Transshipment Capacity	developing distribution service
	75 Systematic Field Trips	maximizing shipping and trade potential
	76 Auxiliary Transport	supplementing inter-island contact
20 INDUSTRIAL DEVELOPMENT	77 Tuna Fishing	widening the economic base
	78 Coconut Processing	building the basic economy
	79 Home Industry	encouraging small scale production
	80 Light Industry	undergirding local production
21 FISCAL EXPANSION	81 Expanded Banking	stimulating local competition
	82 Loan Association	enabling personal loans
	83 Merchant Credit	enlarging consumer buying power
	84 Financial Development	acquiring outside money flow
22 TOURIST PROMOTION	85 Expanded Accommodations	developing hotels and restaurants
	86 Micronesian Attractions	exhibiting traditional culture
	87 Tourist Recreation	expanding tourist-related activities
	88 Advertising Board	encouraging tourist trade

The Comprehensive Human Development Plan reported in this document describes the programs which, when implemented, will begin the rebuilding of this community. If the leaders of the community decide to move with the model, the question arises as to what is needed to follow up the ground broken by the consultation. The five following items may point some ways:

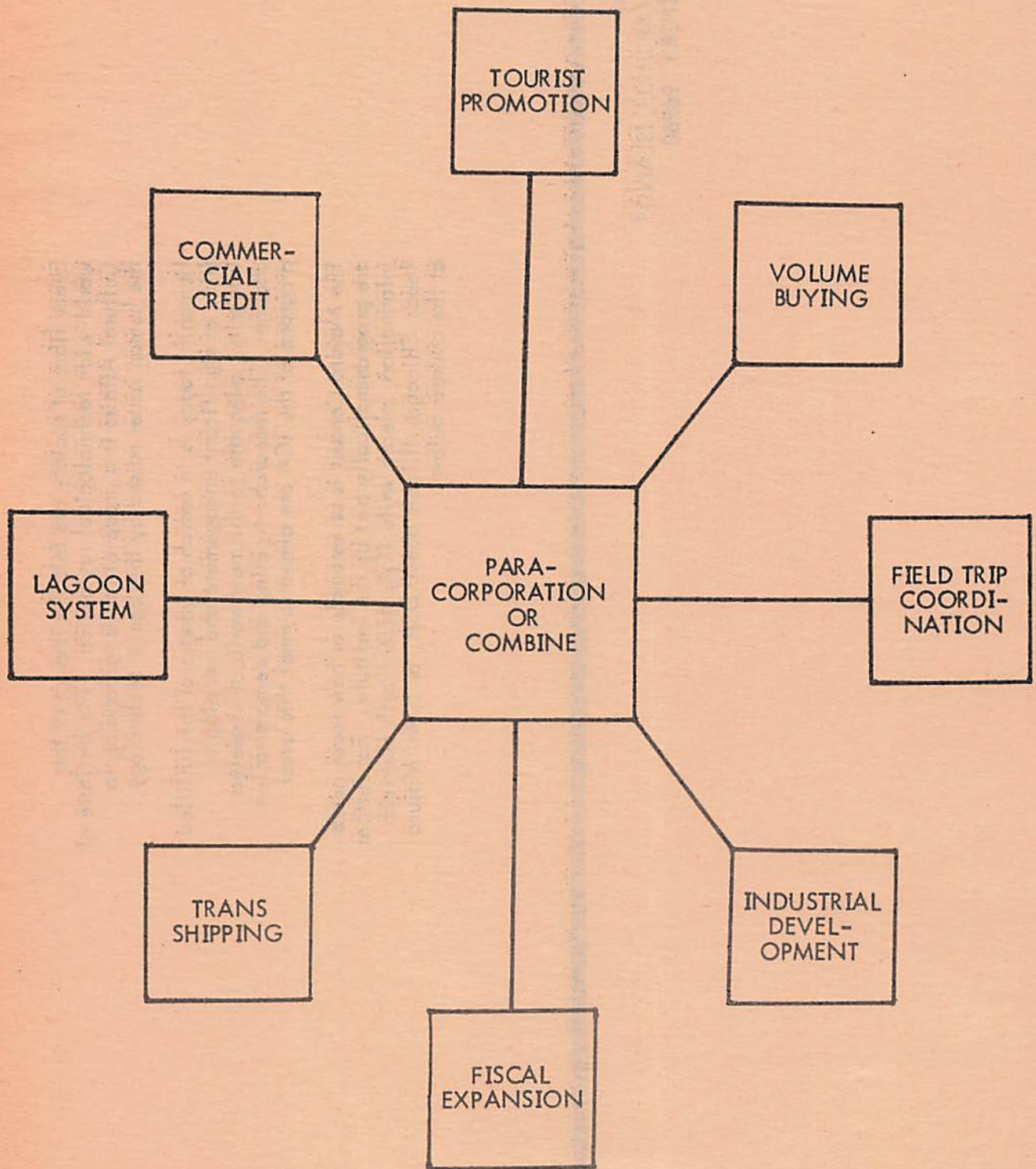
1. To complete the plan, as suggested earlier, a detailed tactical system that describes the practical actions involved in each program must be built. This is work remaining for the consultants to finish.
2. Study workshops held during the next three months would enable the local people to understand the model and determine the future directions. The ICA staff in Majuro will join in this work as needed.
3. To accelerate the implementation of the model, additional ICA staff could perhaps be assigned to work with the community. In such a case, Marshallese people, working directly with the ICA staff on a one-to-one basis, would quicken the training of community workers.
4. Consideration might be given to having a second, more modest, consult to be held within the next 6 to 9 months to check on progress to determine other needs.
5. The consults are establishing a global network of specialized men concerned to be of practical assistance to the development of the Marshallese people. They can be called on individually or as a group.

The work of the Consult represents a combination of 20th century methods applicable anywhere in the world. Consequently, the results of this work will be a global sign of possibility for all peoples. At this time the struggle of the Marshall Islands to build a new society becomes central to the course of history. New data and insights arising from the implementation of this plan may well contain the keys to releasing local man to recreate his own community in places such as India, Southeast Asia, Europe, and other island peoples of the Pacific, thus creating a new tomorrow.

MARSHALL ISLANDS COMMUNITY DEVELOPMENT: I



MARSHALL ISLANDS COMMUNITY DEVELOPMENT: II



Every fibre of society has felt the impact of the world-wide technological revolution. The Institute of Cultural Affairs is a group which is responding to the human issues raised by this age of technology.

Humanity today is in search of images of the fulfilled life, of significant engagement and meaningful integrity, adequate to this new world of ceaseless change. The research, training and demonstration programs of the ICA are aimed to meet this quest.

The Majuro Consult is an example of how local needs are programmatically met by the Institute. For further information, please write ICA, 4750 North Sheridan Road, Chicago, Illinois 60640 USA, or ICA: Majuro at the address below.

ICA, Box 341
MAJURO, MARSHALL ISLANDS
TRUST TERRITORY 96960

MAJURO CONSULT
POTENTIAL LOCAL PARTICIPATION

BUSINESS

Fred Narruhn	Manager of KITCO
Robert Riemers	Department store proprietor
Ajidrik Bien	General store proprietor/local legislator
Kurt Pinho	Construction contractor
Mary Lanwe	Businesswoman, Handicraft Cooperative
Nimwoj Kajimwe	Pres. Ebeye Cooperative Assoc. (food market)
Handle Dribo	Proprietor Ebeye/Member, Eco. Devel. Board/ Board of KITCO
Lino Korab	Pres., Board of KITCO (Ebeye)
Billimon Amram	General store proprietor, Board member UMDA

GOVERNMENT

Oscar de Brum	District Administrator-Marshall Islands
Rhine Brain	Supply officer (Lay Leader, Rev. Jude Samson church)
Lanny Lanny	Transportation officer
Atlan Anien	Speaker of local legislature
Ataji Balos	Representative-Congress of Micronesia
Lavoy Lakabung	District Agriculture
Ruth Harris	Health services (nurses)
John Hyman	Medical Director
Atjang Paul	District Finance Officer/Board of KITCO
Wilfred Kendall	Senator, Congress of Micronesia
Birash Joash	Magistrate
Jesse Lajuan	Arno Magistrate
Jiena Labin	Community Development officer/Head Legislator/ Chairman of Ways and Means Committee
Dennis McBreen	District Planner
Jim Pahrn	Public Works Officer
Kinja Andrike	Education Director

SYMBOL

Judge Kabua Kabua	Paramount King/V.P. KITCO Board/District Court
Senator Amata Kabua	Paramount King/Pres. Congress of Micronesia/ Pres. MIECO (corp. like KITCO)
Joba Kabua	Paramount King
Walkup Silk	Founding member on Board of KITCO/Copra Weigher (70 years old)

THE DEACONS

About 35 businessmen, laborers, government employees, and a king

OTHER PARTICIPANTS

The Reverend Jude Samson	Pres. United Church of Christ in the Marshall Is. Board member, KITCO
Kunar Abner	Hospital administrator-Majuro
Sata Lomaie	Pig farm on Eniabus Island, Kwajalein Atoll
Johannes Elijah	Public school principal on Ebeye Is., Kwajalein Atoll
Diem Tamon	Vice-Principal Uliga Mission School, Majuro

TRUK

Menchor Moses	Legislator/Teacher/Businessman
Rev. Anno Selifir	Chairman, Council of Ministers (Congregational)
Rev. Iori Lokoboj	Principal MCHS Rong Rong

THE MAJURO CONSULT
PARTICIPANTS

CLAIMING LOCAL/GLOBAL RESOURCES		DEVELOPING PRODUCTIVE CAPACITY		PROVIDING INCLUSIVE EDUCATION		DEFINING NATION/WORLD ROLES	
DEVELOP THE OCEAN	Eugene Buck Oceanographer Handle Dribo Economic Deve Board	CAPATIL- IZE INDUSTR'I GROWTH	Stephen Fleischer Banker <i>Clancy Mann</i> Dennis McBreen District Planner	APPROPRI- ATE NATIONAL HERITAGE	Leah Early Teacher Rev. Jude Samson President, UCC	BRACKET POLITICAL STATUS	Joseph Mathews ICA Dean Ataji Balos Representative, Congress of Micronesia
UTILIZE THE LAND	George Holcom Urban Planner Nimwoj Kajimwe President, Cooperative Association	INTENSIFY AGRICULT. PRODUCT'N	David White Animal Husband- ry Lanny Lanny Transportation Officer	FUND EDUCATION FACILITY	Michael Hoff Teacher Johannes Elijah Public School Principal	FORM LEGAL BASE	Clancy Mann Lawyer Atjang Paul District Finance Officer
PRODUCE THE EXPORTS	Rodney Wilson Business Management Fred Narruhn Manager, KITCO	ORGANIZE LOCAL MARKETS	Oscar Sperstad Retailer Rhine Brain Supply Officer	EXTEND INFORMATN SERVICES	Ray Caruso Advertising Executive Jesse Lajuan Arno Magistrate	PRIORITIZ PUBLIC SERVICES	Stefan Laxdall Radiologist Kunar Abner Hospital Adminis- trator
PRIORITZ THE IMPORTS	Victor Axlerod Contractor Kurt Pinho Construction Contractor	EXPAND LABOR SKILLS	Lee Early Management Consultant Mary Lanwe Handicraft Cooperative	COMPLEX EFFECTIVE RELATED- NESS	Jim Wiegler Sociologist Judge Kabua Kabua Paramount King	EMPOWER LOCAL POLITY	Larry White CPA Atlan Anien Speaker-Local Legislature

TEAM LEADERS

I	II	III	IV	V	VI	VII	VIII
Adult Dev.	Public Health	Comm. Issues	Early Ed.	Youth Training	Small Industry	Market Farming	Fiscal Oper.
Marilyn Crocker	Heidi Holmes	George Holcomb	Wanda Holcomb	Judi Wiegel	Joe Crocker	Theresa Lingafelter	Ken Hamje
Robert Fishel	Gene Bosworth	Leah Early	Kathleen White	Robert Jon Miller	Dan Tuecke	Jim Durst	Lee Early
	Bob True		Dorthea Jewell	Theo Mueller	Jim Baumbach		Rich Michael
Joe Trewyn	John Reed	*Jim Reed	Martha Henkleman	Ellen Rebstock	Jim Beebe	Melvin Durst	David Rebstock
Rhine Brain	Ruth Harris	Elmo Atting	Lee Mellon	Jibe Kabua	Amos Macquinn	Zachus Jacklik	Fred Narruhn

Sept. 1, 1974

THE MAJURO CONSULTATION TEAM

AGRICULTURE

Fred Lamphear
Horticulturist
Texas

David White
Animal Husbandry
Australia

BUSINESS

Art Smith
Merchandizing
Illinois

Oscar Spearstad
Retailer
Wisconsin

COMMUNICATION

Ray Caruso
Advertising
Illinois

CONSTRUCTION

Jay Antenen
Construction Co. Owner
Ohio

Victor Axelrod
Construction Contractor
Illinois

LAWYER

Clancey Mann
International Law
Illinois

David Wood
Law Partner
Illinois

MECHANIC

Duane Mitchell
Wisconsin

OCEANOGRAPHER

Eugene Buck
Alaska

PHYSICIAN/HEALTH

Randy Johnston
Psychiatrist
Texas

Stefan Laxdall
Radiologist
Wisconsin

Jon Thorsen
Ophthalmologist
California

TRANSPORTATION

Rodney Wilson
Operations Manager
Illinois

URBAN PLANNING

Bob Hartsfield
Architect/Urban Planning
Texas

Jim Reed
Real Estate Appraiser
California

CHICAGO CENTRUM

Joseph Mathews
Jim Wiegel
George Holcombe
Lyn Mathews
Carol Walters
Priscilla Wilson
Roberta Spearstad

THE MAJURO CONSULT

	RESOURCE DEVELOPMENT	ECONOMIC EXPANSION	BASIC SERVICES	COMMUNITY REBUILDING	URBAN PLANNING	PRACTICAL TRAINING	FUNDAMENTAL EDUCATION
CONSULT TEAM	Eugene Buck Fishery Services	Lee Early Investment Broker	Jim Reed Management Systems	Geo. Holcombe Community Development	Blanche Axelrod Fmly.Planning	Lyn Mathews Commercial Education	Nancy Hoff Adult Education
	Barbara Caruso Ofc.Mgmt.	Clancy Mann Internatl. Trade	Jay Antenen Industrial Construction	Randy Johnston,M.D. Prev. Psy.	Ray Caruso Public Communication	Carol Walters Office Adminstrn.	John Montgomery Public Ed.
	Fred Lanphear Applied Horticulture	Arthur Smith Practical Merchandizg.	Victor Axelrod Gen. Contr.	Judy Montgomery Comm.Councilr.	Bob Hartsfield Urban Dev.	Larry White Public Accountant	Kathleen White School Adm.
	David White Animal Husbandry	Jon Thorsen Business Development	Duane Mitchell Mstr. Mech.	Oscar Sperstad Sales/Service	Stefan Laxdal, M.D. Health Care	Rod Wilson Transportatn. Operations	Jim Wiegel Curriculum Development
	Judge Kabua Kabua	Atjang Paul	Matan LokJohn	Rev. Jude Samson	Handle Dribo	Lepty Leviticus	Queenie Ria
COMMUNITY LEADERS	Fred Narruhn	Andrew Heslah	Kirt Pinho	Walkup Siik	Ajidrik Blen	LanIn Henry	Isaac Lanwi
	Sam Leone	Robert Reimers	Isikeru Wase	Elmo Ailing	Henry Samuel	MolIk Ishuguru	Rhine Brain
	Wilfred Kendall	Ninbuloj	Billimon Amram	Albattor Jamore	Marty Jenkins	Reiva Samuel	Phil Kabua
	Tuloro Lomaie	Tebrikdrik Samuel	Oscar Miine	Kabinmeto Rusin	Ekapap Siik	Saklos	Mattan Lanwe

ASSIGNMENTS

	ECONOMIC ARENAS			ARENAS
COMMUNITY ISSUES	LIGHT INDUSTRY	MARKET FARMING	FISCAL AFFAIRS	OPERATIONS
Housing & Ferry	Research & Promotr	Land & Sea	TASC & EDGE	
JIM REED Urban Planning CEET THOMAS Sanitation CHUCK LAPP Shipping Analyst JOHN STAHL Construction	SHERRY THORSEN Comm. Relations DAN TOWNSEND Electrician SHARON ROBERTSON Merchandising	MELVIN DURST Farmer JIM BEEBE Farm/Management JOE PUSATERI Librarian	DAVID REBSTOCK Accountant BRUCE ROBERTSON Banker SALE ANESI Accountant	ROBIN COLTHURST Student
JOE CROCKER PRISCILLA WILSON	JIM BAUMBACH KEN HAMJE	BILL NEWKIRK	RICH MICHAEL	TERESA LINGAFELT JIM WIEGLE JOE MATHEWS
LARRY WHITE DEBRA DURST	DAN TUECKE ROGER WILLIAMS	JIM DURST EUGENE BOSWORTH	LEE EARLY ROBERT MILLER	DON BAKER ROBERTA SPEARSTAD NANCY BOYE
JOE CROCKER LARRY WHITE JIM REED	KEN HAMJE DAN TUECKE SHARON ROBERTSON	BILL NEWKIRK JIM DURST JIM BEEBE	RICH MICHAEL LEE EARLY BRUCE ROBERTSON	DON BAKER JIM WIEGLE ROBIN COLTHURST

Lolwelaplap

September 10-15, 1974

THE MAJURO CONSULT

Task Force Assignments

Arena Participants	RESOURCE DEVELOPMENT	ECONOMIC EXPANSION	BASIC SERVICES	COMMUNITY REBUILDING	URBAN PLANNING	PRACTICAL TRAINING	FUNDAMENTAL EDUCATION
CONSULT TEAM	Eugene Buck Fishery Services Barbara Caruso Office Management Fred Lamphear Applied Horticulture David White Animal Husbandry	Lee Early Investment Broker Clancey Mann, J.D. International Trade Arthur Smith Practical Merchandising Jon Thorsen, MD Business Development	Jim Reed Management Systems Jay Antenen Industrial Construction Victor Axelrod General Contractor Duane Mitchell Master Mechanic	George Holcombe Community Development Randy Johnston Preventive Psychiatry Judy Montgomery Community Councilor Oscar Sperstad Sales and Services	Blanche Axelrod Family Planning Ray Caruso Public Communication Bob Hartsfield Urban Development Stefan Laxdal, MD Health Care	Lyn Mathews Commercial Education Carol Walters Office Administration Larry White Public Accountant Rod Wilson Transportation Operations	Nancy Hoff Adult Education John Montgomery Public Education Kathleen White School Administration Jim Wiegel Curriculum Development
COMMUNITY LEADERS	Judge Kabua Kabua Fred Narruhn Sam Leone Wilfred Kendall Tujoro Lomale	Atjang Paul Andrew Hesiah Robert Reimers Nimbuioj Tebrikdrik Samuel	Matan Lokjohn Kirt Pinho Isikeru Wase Billimon Amram Oscar Milne	Rev. Jude Samson Walkup Silk Elmo Alling Albattor Jamore Kabinmeto Rusin	Handle Dribo Ajidrik Bien Henry Samuel Marty Jenkins Ekpap Silk	Lepty Leviticus Lanin Henry Molik Ishuguru Reiva Samuel Sakios	Queenie Ria Isaac Lanwi Rhine Brain Phil Kabua Mattan Lanwe

PROPOSAL FOR SEED MONEY
to actuate the
MARSHALLS HUMAN DEVELOPMENT PROJECT
by
The Institute of Cultural Affairs

Marshall
Islands

1. The Marshall Islands District of the Trust Territory in Micronesia occupies one million square miles of ocean in the heart of the Pacific. The Marshallese people are at a destinal juncture in their history as they move toward self-sufficiency. This requires a comprehensive program of social and economic development. And it ought to be initiated immediately. The Marshallese are eager to pick up the major responsibility for such an undertaking. They can do this but they are going to need assistance. The Institute of Cultural Affairs of Chicago has been requested to provide this assistance.

Development
Consultants

2. The Institute of Cultural Affairs is a research, training, and demonstration group concerned with the human factor in world development. Toward this end the Institute is engaged in planning and actuating community development projects. The ICA is a not-for-profit corporation with tax exempt status, registered in the state of Illinois. Although headquartered in Chicago, it has over 100 outlets in the major cities of the world in some 23 different nations. The parent corporation for the ICA is the Ecumenical Institute, also a not-for-profit organization with a board of directors chartered in Illinois. In addition the ICA has a board of 100 consultants who semi-annually meet to plan and review matters pertaining to program development and implementation. The support of the ICA comes from governmental department and agencies on the federal, state, and municipal levels; from private foundations, major corporations, denominational bodies, and concerned individuals. (Note appendix VI)

Inclusive
Model

3. In September, 1974, the Board of Directors of the Kwajalein Island Trading Company (KITCO) along with Marshallese leaders invited the Institute of Cultural Affairs to set up a consult on Community Development in the Marshall Islands. Out of this 10 day meeting the Marshalls Human Development Project (MHDP) emerged. The project is aimed at the social and economic betterment of the Marshallese people toward their own self-sufficiency. The consult built an inclusive model of socio-

economic development for the Marshalls which is described in Appendix I. The model consists of 22 complex programs with four sub-programs under each. This total of 88 programs intend first, to develop an inclusive, relevant community training construct; second, to develop community structures and upgrade social services, and third, to develop a progressively balanced, privately managed local economy.

Supporting
Network

4. A systematic follow-up of the Majuro consult established authorization networks involving both the public and private sectors on the local, territorial, and federal levels (Appendix II). 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 Mitijela, Mr. Atlan Anien. It has the participation of most of the major business leaders, such as Mr. Robert Reimers, Mr. Henry Samuels, and Mr. Ajidrik Bien. Finally, on the local scene the Iroj, the traditional leadership of the Marshall Islands, such as Kabua Kabua, Jaba Kabua are firmly behind MHDP. Most important the people at large are highly enthusiastic about the new possibilities the project offers. On the territorial level the High Commissioner, Mr. Edward Johnston, the Deputy Commissioner Mr. Peter Coleman and the departmental staff are putting both monies and services into the development project, which hopefully can be later replicated in the other five districts of the Trust Territory. Finally, Mr. Stanley Carpenter and his office in the Department of the Interior on the federal level are fully supportive of the plan. Other agencies and departments in the national government have also expressed interest in cooperation in the project.

Tactical
Programs

5. Since the first Majuro consult, forces working together on the several levels have built tactical systems to activate the inclusive plan of MHDP. These actuating tactics have been organized into two phases covering two years. There are 8 tactical programs for each phase. In each case 4 programs relate to economic development and 4 to social development. The four for phase one in the economic arena, described in Appendix III, are TASC Small Industry Program; The Copra-Lagoon System; Multi-Purpose Repair Center; and The Majuro Business Center. The four in social development are described in detail in Appendix IV and are labeled the Marshall Islands Ferry System; The Marshallese Training Corps; The All-Island Pre-School; The Heritage-Tourism Project. The ICA believes if all of these are done all at once, discernable evidence of socio-economic revitalization will occur by the end of 1976 or before.

Seed
Money

6. Some \$120,000 will be needed to actuate MHDP. This is popularly called "seed money". In brief, seed money is for the dual purpose of initiating the operation of the programs and obtaining the necessary funding for the programs. The first involves research, development, and training. Specifically, it means planning programs, acquiring specialized staff, building broad authorization, assembling required data, obtaining needed experts and expertise, forming evaluation designs, providing specialized training in social methods essential to the project as a whole as well as to particular programs. The budgets for the eight programs and anticipated sources for the funding are in Appendix V. The total program money needed in the first phase of the project is about one million dollars. This is to be located in both the public and private sectors on the local, territorial, and federal levels.

Actuating
Budget

7. Relative to a budget for the seed money, because the Institute is a not-for-profit corporation its interest is in covering actual expenses. This is a matter of estimating man hours, travel expenses, office costs, and the amount of outside expertise that will be required. The ICA will use its staff, and related volunteers in many centers of the globe to provide the services necessary to the launching and funding of MHDP. The estimated number of paid man hours required is 10,400. At \$5 per hour this comes to \$52,000. The estimated travel costs, including airfare and expenses comes to \$36,000. The office expenses will be low due to already existing structures and facilities, which is set at \$8,000. The outside specialized assistance needed is estimated to be \$24,000. This includes at least one in-the-field consult with experts in a variety of fields relating to the program. The total cost of actuating phase one of the project then comes to \$120,000 which is roughly 10% of the program monies to be located.

Matching
Funds

8. The ICA proposes that the actuating or seed money be provided by a complex matching grant formula involving both the public and the private sector. The government agencies will cover one-half of this total on a fund-matching basis. One third of the government allotment will come from the federal level; one third from the territorial; and one third from the local. This means that \$60,000 must be raised from the private sector. It has been suggested that the private funds might be shared between Hawaii and the mainland. The ICA, therefore, is committed to obtain \$30,000 from foundations, corporations, and concerned individuals on the continent. The other half is being requested of two trusts in the State of Hawaii, where as Ambassador Williams suggests there is growing interest in the future of the Pacific.

(4)

Specific
Request

9. The Institute of Cultural Affairs is in immediate need of \$30,000. for seed money toward the actuation of the Marshalls Human Development Project. This is a part of the matching grant of \$120,000. described in paragraph 6 above. Any further information or endorsement needed the Institute will be pleased to forward. The Marshallese people are very excited about the future possibilities that the project promises. The staff of the Institute is convinced of the workability of the models as are the governmental officials. The ICA wishes to express appreciation for your consideration of this proposal and hopes that it will find a place in your concerns and objectives. If such a grant is found possible, the Institute will of course supply progress and evaluative reports. Indeed it would be most pleasing if sometime in the future you would visit Majuro and look at this effort of a people to develop their future.

MARSHALLS HUMAN DEVELOPMENT PROJECT

Consultants:

The Institute of Cultural Affairs
4750 North Sheridan Road
Chicago, Illinois 60640