

MARSHALLS HUMAN DEVELOPMENT PROJECT

PROGRESS REPORT

on the

First Majuro Consult

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describing the authorization and support
for the Development Project from both the
public and private sectors on all levels:
local, territorial and federal

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A FOLLOW-UP REPORT
RELATIVE TO THE MAJURO CONSULT
ON HUMAN DEVELOPMENT IN THE MARSHALL ISLANDS

submitted by the Institute of Cultural Affairs

November, 1974

PREFACE

- ICA
1. The Institute of Cultural Affairs (ICA) is concerned with the human factor in world development. ICA is a "not for profit" corporation originally chartered in the State of Illinois. Though it is headquartered in Chicago the Institute works in 101 outlets throughout the world in some twenty-one different nations. It receives its support from national foundations, government agencies, business corporations and from concerned private groups and individuals. The concrete work of the ICA is focused on research, training and demonstration in the fields of community development and managerial effectivity.
- MARSHALLS
2. Over the past five or six years, several Marshallese attended International Training Institutes held by ICA staff in Singapore, Hong Kong, Kuala Lumpur, Fukuoka and Seoul. In reply to a request from these participants, the Institute sent school teachers to Majuro. Later, ICA was asked to supply a manager and a certified public accountant for the bankrupt Kwajalein Import and Trading Company (KITCO). Within a year, KITCO was completely turned about and is now a profitable operation, and in the process, a Marshallese was trained as an effective manager. During this time, ICA also held Management Training Seminars on Majuro for the local businessmen. As a result, the KITCO Board of Directors and other civic leaders invited the ICA to set up the first Majuro Consult on Economic and Social Development in the Marshall Islands.
- CONSULT
3. The Majuro Consult was held during the first five days of September, 1974. The Consult was comprised of the KITCO Board of Directors and other local leaders in Majuro and a team assembled by the Institute of Cultural Affairs. The members of the team, some thirty-two people, were chosen from fields of law, construction, medicine, farming, public relations, oceanography, animal husbandry, urban planning,

architecture, office administration, psychiatry, management, social work, merchandising and education. The group was able to act as a single team because all were trained in the methodologies of community reformulation and human development.

MODEL

4. The Consult plotted the primal socio-economic contradictions in the social fabric of the Marshalls and built proposals toward their creative resolution. These were forged into a comprehensive model composed of some twenty-two inclusive programs, holding together both economic development and social development. Since these dynamics of society are inter-dependent, any effective development program must do both at once. The ICA believes that if all of the twenty-two projects are done, and done at the same time, that within two years dramatic consequences relative to the revitalization of the Marshallese people will be clearly observable. Such an effort would require the cooperation of both the public and private sectors on the local, territorial and federal level.

SUPPORT

In brief, what is being proposed is the Marshalls Human Development Project (MHDP) dealing with both the economic and social dimensions, to be initiated in the next six months and substantially actualized in the following twelve months, making it a comprehensive community development "show-piece" by July, 1976. The role of the ICA will be to continue the practical research and planning necessary for the programs. It will assume responsibility for activating the total project, using the already existing structures in both the public and private arenas. ICA will rigorously train Marshallese counterparts to carry on the project to its completion. The local support from the Iroj, business leaders, district administrators and the people at large has already been developed, including an understanding that able Marshallese shall be assigned to the staff members of the ICA so that within two years they can replace the ICA staff. ICA can and will provide consultation services as long as necessary.

FOLLOW-UP

6. Below is a brief survey of the specific follow-up efforts of the ICA since the Majuro Consult. The follow-up began with conferences in Washington and San Francisco, followed by meetings in Honolulu, Majuro, Guam, Saipan and back again to Honolulu, San Francisco and Washington. The report firstly covers these exploratory conferences on the federal, territorial and local level in both the private and public sectors. Secondly, the report outlines the first phase of the activation and funding the initial projects of the total plan.

PART ONE: THE FOLLOW-UP CONTACTS

FEDERAL

INTERIOR

7. The follow-up began with conversations with Ambassador Franklin Haydn Williams and Mr. Stanley Carpenter, Director, Office of Territorial Affairs, Department of the Interior in Washington. Both men were excited and intrigued by the MHDP and suggested that ICA talk with the High Commissioner of the Trust Territory immediately. Mr. Carpenter set up an appointment for Dr. Joseph Mathews, Chairman of the ICA, with High Commissioner Ed Johnston by telephone.

AGENCIES

8. ICA also met with Mr. Miller and Ms. Janice Johnson of the Department of Interior. Ms. Johnson, in Honolulu, was most helpful in her understanding of the situation in the Marshalls and in her appreciation of the need for such a development project. Exploratory visits were also made at the suggestion of the Interior to agencies in Washington such as Health, Education and Welfare, Housing and Urban Development, Office of Economic Opportunity, Navy Research, Commerce, Labor, Transportation. The counterpart of these agencies in Region IX located in San Francisco were visited. Without exception, interest in and desire to help the development project was evidenced.

PRIVATE

9. Because the ICA believes that the private and public sectors must work together in effective community development, a start was made toward interesting private groups. Executives in financial organizations such as the Bank of America and the Bank of Hawaii were visited along with Small Business Administration officials relative to extending the credit lines of Marshallese companies. Research laboratories and foundations were contacted in Hawaii and on the mainland relative to developing the resources of the Pacific and establishing local industries. Chairman McNaughton and several vice presidents of Castle and Cook met with us to discuss a tuna plan for the Marshalls. Toward cultivating the assistance of private foundations, Mr. Frank Midkiff and his son, Robert, of Honolulu were visited. They were most excited by the comprehensive development plan for the Marshalls, and they invited ICA to submit proposals to two of their foundations and suggested other sources on the mainland.

TERRITORIAL

10. The meeting with the High Commissioner, Ed Johnston, and his deputy, Mr. Peter Coleman, was most encouraging. Both men were intrigued with the possibility of such a comprehensive socio-economic development plan for the Marshalls District. Mr. Johnston saw the necessity of testing it in a circumscribed area like the Marshalls towards reduplicating it later in other districts of the Trust Territory. Both men affirmed the principle of comprehensiveness of the plan and of doing all of the programs all at once. The High Commissioner invited the ICA staff to a luncheon with his department heads and affirmed the project. He agreed to write letters to the appropriate people on both the local and federal levels confirming his interest and the support of his office in further developments.

HI-COM

11. The ICA met later alone with Mr. Peter Coleman, the Deputy Commissioner, who went over the details making most helpful suggestions about both the content of the project and the means of rapidly implementing it. Mr. Coleman then personally set up appointments with the staffs in the eight departments of the Trust Territory: Education, Health, Finance, Personnel, Public Affairs, Resources and Development, Public Works and Transportation. The results of these conferences will be described below. Mr. Coleman then promised his personal attention to any request that would later be made through the territorial government departments. The same response came out of conversations with Mr. Dwight Heuie at the Saipan headquarters.

COLEMAN

12. The conversation in the Department of Health Services was held with Mr. Hal Bernshaw and a committee of Departmental staff. A major portion of the discussion was devoted to providing adequate care to the inhabitants of the outer atolls. The projected scheduled ferry service was hailed as the most significant contribution to health services possible. The ferry would enable visits by medical personnel to each atoll on a scheduled basis and allow the transportation of people in need of services to the two District hospitals, reducing the demand for emergency evacuation by United States military sources. The Health Service felt that the comprehensive development plan would allow for the expansion of the data bank covering the whole family which would enable a community preventive medical scheme. A long discussion was held with Chief Nurse Ruth Harris relative to the upgrading and training of the outer islands health assistants. She discussed with the ICA the possibility of returning to Majuro upon her retirement next year to train health servants.

HEALTH

13. The Director of Public Affairs, Strik Yoma, and his Community Development Project Officer, Bill Jackson, met with ICA staff in Saipan to discuss the comprehensive human development plan and the work of the Marshalls Community Action Agency. They were excited by the possibility of the MCAA and various governmental agencies cooperating at the local level. Voicing concern at competitive community development efforts that have happened in the past, they stressed the importance of the comprehensiveness of the human development plan in enabling the coordination needed at the local level. The area of youth development and the redirection of the ongoing OEO programs were also discussed, and the use of grant-in-aid funds for cooperative community projects was promised. Trans Atoll Service Corporation and MCAA efforts in developing low cost housing in the Marshalls was vigorously encouraged as current housing loan money has not been utilized by the citizens of the Marshalls District.

DEVELOPMENT

14. ICA consultants met with the Director and a committee of the Division heads of the Department of Education. The general picture of education and the specific contradictions on the Marshall Islands were the topics of fruitful conversation. The comprehensive human development plan was presented and excitedly discussed relative to the possibility of upgrading overall teaching skills through the use of imaginal techniques coupled with mobile demonstration classes and continual self-improvement through the creation of a teachers guild concerned with the comprehensive problem of social development. Special attention was paid to the plans to develop further vocational and apprenticeship training in the District. The ICA was offered the curriculum resources of the Micronesian Occupational Center for use in the development of such programs. Once again concern was expressed over the educational needs of the outer Islands. The ferry system was of deep interest relative to upgrading education in these Islands. Adult education and work with elders was also discussed as an urgent need in all the Islands.

EDUCATION

15. Mr. Joe Beatles, the Director of the Transportation and Communications Division of the Trust Territory was very helpful in terms of confirming the basic transportation contradiction in the Trust Territory and of locating inactive ships which could be used for the ferry service and expanded field trip operations. He was particularly interested in the proposed ferry system. He set up an appointment in San Francisco with his associate, Mr. Robert Laird, who showed ICA the inactive ships on the West Coast. Mr. Beatles also offered to lend two machinists to Majuro as maintenance consultants and trainers to insure continuous operation of reactivated naval ships. Mr. Beatles indicated that a RYF ship could be made available for the field trip service and perhaps two other YF's in the inactive yards in Guam. The Department further offered their services in getting the ferry boats, warehouse barges, the youth training ship and others to the Marshall Islands.

TRANSPORTATION

RESOURCES

16. Mr. Dudley Dambacher and Mr. William Stewart in the Resources and Development Division of the Trust Territory were excited about several possibilities. Mr. Dambacher will be confirmed this month as Acting Chief of the newly formed Coconut Agency in charge of developing uses of the entire coconut tree. He was very interested in the development of the "lagoon system" that will more than double the copra harvest. He further indicated that he would support a pilot coconut oil processing plant in Majuro, and he affirmed the proposal to develop some twenty-four other small industries in the Marshalls over the next few years. Mr. Stewart was excited over the possibilities of a mariculture farm on Arno and was especially interested in the potential of growing marine colloids. He would prefer that ICA conduct the research using practical, tactical methods with the local people instead of using "outside experts" who tend to produce abstract, technological reports.

PUBLIC WORKS

17. Conversations having to do with the cooperation of the Public Works Department also took place. Mr. Peter Coleman, Deputy Commissioner, talked of accelerating the outer Islands development by having CAT immediately begin constructing copra warehouses for the lagoon system plan. Constructive conversation was held over speeding up the effort to obtain buoy lights at all the deep water passes into the atoll lagoons so the ferry system could be more efficient by operating both night and day. Long range plans for small aircraft fields to be developed on the major atolls was discussed.

LOCAL

DISTRICT

18. Follow-up work also had to be done on the local level. On the way to Saipan the ICA spent five days in Majuro to confirm the cooperation of the District officers and agencies, the business leaders, the Iroj as well as the public at large. The meetings with both the Iroj and District officers were most encouraging. Legellan Kabua and Joba Kabua are interested, though they tend to work through representatives. Both Senator Amata Kubua and Judge Kabua Kabua are directly and excitedly engaged in the total project. Senator Kabua participates in the para corporation through MIECO and is one of the initiating members of the Committee of 100 Citizens, described below. Judge Kabua likewise is in the para corporation through KITCO and is also a founder of the Citizens Committee. The conference with Oscar DeBrum the District Administrator, was particularly helpful. He, of course, was most interested in both the economic and social development of his District and promised the full cooperation of his office in both arenas. His concerns were with the coordination of

the present social services, private and public, and with the upgrading and expansion of all of them. He was most supportive of the copra production plan, of the establishment of the ferry system and of promoting a variety of small industries. The climax of the conference came when, as a private citizen, the District Administrator became one of the original signers of the Committee of 100.

19. The master model of the MHDP, toward implementing the programs for economic development, called for the creation of a holding company or para corporation. The Trans Atoll Service Corporation (TASC) is now in existence, organized under the laws of the Trust Territory of the Pacific Islands. The corporation is registered in Saipan with the Office of the Attorney General. Articles of Incorporation, Bylaws and Stock Statement were filed November 8, 1974. Though the corporation is open in membership to any company totally owned by Marshallese, it was initiated by Malik Ishiguro, Amata Kabua, Ajidrik Bien and Fred Narrulin. The inclusive intent of TASC is to enable cooperation among member companies in order to promote economic development in the Marshall Islands, to the mutual advantage of the several member companies and toward the general service of the entire island community. An attached document describes the corporation in detail.

TASC

20. The instrument for implementing the social development programs was to be a local not-for-profit organization. ICA discovered that such a corporation already exists in the form of Marshalls Community Action Agency (MCAA). MCAA is a private, not-for-profit corporation formed by concerned local citizens of Majuro to foster the social development of the Marshall Islands. The ICA staff met with Leander Mellon, Robert Reimers, Rhine Brain, Lester Talley and Kanane Yanianurra of the MCAA Board of Directors to discuss the consultative assistance of ICA for MCAA. The Board met and hired Robert W. Fischel of the ICA staff as Director of MCAA and charged him with the responsibility of training a Marshallese to assume the role at the end of that time. The Department of Trust Territory Government concerned with Community Development encouraged the broadening of the program and urged ICA to foster cooperation and coordination between the private and public sectors in development efforts. The Director of Public Affairs, and the Program Development Officer for Community Development voiced special interest in the projected plan for expanding MCAA's funding base.

MCAA

21. In order to provide the broadest base of support possible for the total human development plan and to coordinate the economic development efforts of Trans Atoll Service Corporation as well as the social

THE "100"

development thrust of the MCAA, a Committee of 100 Citizens has been initiated. The charter members are Amata Kabua, Jude Samson, Kabua Kabua, Ajidrick Bien, Atlan Anin, and Oscar DeBrum. The Committee of 100 will be composed of Marshallese citizens representing each atoll and a cross section of the key leaders in the life of the District and the Sub-District centers. This committee will serve as the informal consensus creating body, representing the concerns of the Marshallese and supporting the actualization of the comprehensive human development plan. It will also serve as a primary liason between the District Office, the Nitijella, and the private sector. In Majuro and in Saipan, the idea of this committee received broad endorsement as a vehicle for local cooperation and coordination. The above original members of the Committee of 100, along with representatives of MCAA's Board, gave a letter to ICA which is attached relative to its role in the MHDP.

PART TWO: THE NEXT STEPS

First Phase

TACTICS

As was suggested earlier, all the programs in the development project need to be done at once if adequate motivity in the Marshallese people is to be awakened and sustained toward actualizing the total model. The target date for the initiation of all the programs is July, 1975. By July, 1976 they should be actualized, though of course by no means completed. Such a schedule requires getting under way immediately and moving with full intensity. Prioritizing the tactical steps required is extremely crucial to the final success of the inclusive effort. Further research and planning is necessary to do this kind of scheduling in breadth and depth. Nevertheless, the necessity for the immediate actualization of certain programs is clear. Others can wait for awhile and still others will take longer to initiate. The crucial matter in community development is that the planning and groundwork for all programs is rapidly processed.

SOCIAL

The programs relative to social development of high priority are four. (1). The Inter-Island Ferry System: Regularly scheduled service for passengers and small cargo to all atolls. This is the foundation for all programs. (2). The Youth Corps Ship: Combining care for youth and increasing the copra harvest through vocational training on a ship moving from island to island. (3). The All-Island Preschool Network: Early schooling for four and five year olds throughout the Marshalls to work against the general educational deficiencies. (4). The Heritage Recovery Project: A complex program enabling engagement of elders, preserving tradition, training adults and promoting tourism.

ECONOMIC

Toward the beginning of the economic development effort there are also four programs which need to be initiated immediately. (1). The Copra-Lagoon System: Creating warehouses and stores on the atolls, initiating regular coordinated field trips toward tripling copra production, and serving the outer islands. (2). The Community Business School: Toward training businessmen and young people in bookkeeping, business methods and skills to upgrade effective management. (3). The Multi-Purpose Repair Center: Maintenance of diesel and gasoline engines, refrigeration units and small appliances which will provide vocational training as well as to serve a most urgent need in the community. (4). The Para-Corporation Support Plan: Involving research and planning toward developing a variety of local industries which will upgrade the economy in the Marshall Islands.

Second Phase

PROGRAMS

A series of other programs must be under intensive research and planning toward getting them underway during the first half of 1975. In the economic area they include: (1). The Marine Farm Demonstration. (2). The Tuna Fishing Enterprise. (3). The Coconut Processing Plant. (4). The Demonstration Land Farm. The programs in the arena of social development that fit in this category are: (1) The Inclusive Apprenticeship Program. (2). The Demonstration Housing Project. (3). The Adult Education Program. (4) The All-Islands Health Service. Many other aspects of the 88 socio-economic dynamics spelled out in the master community development model created during the Majuro Consult will automatically be realized by the planning and actualization of these some sixteen major tactics.

PLANNING

What has been termed Phase II is only second in terms of on the ground action. Actually these programs begin along with those in the first phase in terms of planning and research. The oceanographer must lay out his plans. Funding for those plans must be developed, along with establishing relations with centers of ocean research. The same is true for the persons in charge of the demonstration land farm and of the apprenticeship program. Work in both the private and public sectors must be started relative to the housing project, the tuna fishing, the copra plant and so on. Location of adequate training staff must be started along with funding their Marshallese counterparts. All this and more must be initiated now if the time line is to be met. In this sense all aspects of the program will be actualized at once.