

IMPLEMENTATION PROCEDURES

The second movement of the consult deals with guidelines for project implementation over the next twelve months for each arena discerned in the assessment phase. This involves first of all discerning and listing the effective options for movement in that arena and holding them over against screens which ensure their viability. The next task is to spell out the concrete vehicle or form of action required. This involves considering the possible structures and support systems and plotting the potential of each possible action. This is the application of the six serving men. This thinking must be spelled out in prose with appropriate contexts to give crystal clarity to the specific indicative directions required. This must be written and critiqued and rewritten so as to preanswer in the recommendations as many questions as possible. Field trips will also be required to check out possibilities and specifications and in some cases to obtain initial assent to move. These reports will need to be published in final form for the Saturday plenary.

On Thursday the total consult will gather for a plenary. This plenary is the midpoint in the consult. The arenas of impact or action discerned by each team will be reported out and discussed. Additions and clarifications will be made by the group as what is required for the coming year. New procedures will be explained for constructing implementary recommendations for each arena. The intent here is to spell out foundational strategic practical guidelines for the total project which focus on key arenas and also give concrete direction.

THURSDAY

1. Following the plenary, teams will be transported to the team locations. Review the plenary data relating to the assigned arena. Edit the data and integrate into the previous work. List at least 20 practical options or courses of action for moving in each arena. By units investigate each option in terms of the steps involved, its impact potential and effectiveness in implementing the arena. This may involve additional field work to gather data and to discover the practicality of an option. Using this data discern the most effective options.

2. Over dinner report the results of the field work. Delineate any major decisional concerns of the whole arena, using the afternoons' work. List ten practical recommendations for each program, and five immediately accomplishable steps toward the full implementation of each program.

FRIDAY

3. After breakfast the teams will meet in team locations to plan the day. By units, begin to refine the recommendations. Indicate the specific steps involved in each recommendation, checking to see that none have been omitted. Articulate the specific direction of the recommendation, its impact, and its effectiveness in implementing the program in this situation. Include consideration of funding, time and effort involved, the support systems necessary for its maintenance. Delineate the forces needed throughout.

4. As a team review the morning's work on the recommendations. Using the recommendations and their component parts phase the entire arena. Indicate major procurements as well as each step. Name the initial miracle that will signal the arena's implementation, and the form of the recommendation, is whether it be a course, major machine

prose description of the recommendation.

5. In the evening complete the writing. Exchange the work, check for omissions, clarity, practicality. Return the work to the unit for rewriting and polishing. Create a time-line for each arena. Collect all back-up material and publish the documents.

PRODUCT II

Each of the eight teams will write approximately a ten page prose statement delineating their practical arenas and detailing the advice they have. The teams will have some latitude in terms of the amount they have to communicate. This must be a careful statement of foundational points - not trivia or theory. It must be a practical spelling out of the 4-10 things that must be done and by whom. The six honest servingmen must be our guide. We want to spell out what, why, when, where who, and how. The title of the document will be Interim recommendations and guidelines towards the increased effectiveness of the MHP. The document will spell out the specific implementary directions and actions for the projects. It will contain a rational implot indicating the arenas of concern in an area and listing the basic implementaries or supplemental tactics required in each arena. The document prose will reflect uncovered priorities in relation to guaranteed do's and long shots. Each paragraph will be structured around a chain of reasoning which deal with every aspect of an arena under question by resolving it through cautions and ambiguities into implementable actions. The chain will begin with the clearest direction to move, then weave through the aspects of the arena to the least clear and most puzzling aspects of the arena. These also will be resolved into implementary suggestions. The total document will delineate what at this point in time is necessary and effective in relation to the existing project.

PROJECT CONTEXT

PROGRAM IMPLICATIONS

II. LEAP FORWARD

(CATALYTIC PROPOSALS)

I. GIVEN NEWNESS

III. ANTICIPATED RESULT

CURRENT SITUATION	IMMEDIATE IMPLICATIONS	A	B	C	D	DESTINAL IMPLICATIONS	FUTURE PROTECTION
VISION REHEARSED	PRIMAL CONTRADICTIONS	SITUATION ANALYSIS 1. available resources 2. potential resources 3. actual constraints				PROGRAM THRUST (gestalt of do's)	PROGRAM COST (dollars, manhours)
PROGRAM ACTUALIZATION (new society) (accomplishment)	PROGRAM CONTRADICTIONS (particular manifestations of primal contras.)	STRATEGY RECOMMENDATIONS 1. viable strategies 2. feasibility analysis 3. particular recommendations				PROGRAM IMPACT (relation of proposals to ongoing program activities)	PROJECT IMPACT (effects on all other programs)
TACTICAL SUCCESS	CONCRETE NEEDS	PRACTICAL PROPOSAL 1. concrete do's 2. materials, equip. 3. allocated forces				PROGRAM EFFECTS (anticipated changes)	CONTRA-DICTION TRANS-FORMATION (primal primal contras.)
FUTURE DIRECTIONS	ANTICIPATED BLOCKS (to meeting needs)	ACTUATING TIMELINES 1. start times 2. end times 3. imaginal phasing				CONTRA-DICTION TRANS-FORMATION (program contras.)	ACTUALIZATION REPORT (accomplishment during consult)

	THE ASSESSMENTS			THE ADJUSTMENTS			
	FIRST	SECOND	THIRD	FOURTH	FIFTH	SIXTH	
MORN	TRAVEL	PLENARY I 1. assignments 2. image of final document 3. operating guides 4. preliminary situation screens	NEEDS T/F FIELD 2 Comprehensive list of concrete actual needs 1. personnel 2. materials, equip. 3. money how WHY do you need that?	PLENARY II ★ cross gestalt all steps to remove blocks CREATE MHDP MIRACLES not tied to programs	DO THE SIGN T/F FIELD 5 Field work - actualize initial implementaries	CLOSING PLENUM 1. task force reports 2. replication principles	MORNI
AFTER	CONSULT ORIENTATION final setup	ON SITE T/F FIELD 1 FAMILIARIZATION 1. program status report 2. tactical successes 3. future directions 4. current up againstness	BLOCKS T/F FIELD 3 data on blocks to meeting needs	FEASIBILITY T/F FIELD 4 implications of miracles for programs	DO THE SIGN T/F FIELD 6 continue field work	CONSULT CELEBRATION	AFTER
NIGHT	OPENING PLENUM 1. present situation in social demo. 2. rehearse vision and primal contras. 3. review new docu. 4. BRAINSTORM - what's happening in Marshall's today	ACCOMPLISH T/F PLANNING 1 1. future oriented accomplishat 2. principles of effective tactical implementation 3. needs assessment plan for third day	WRITE PART I GIVEN NEWNESS T/F WRITING 1 1. progress report (current situation) 2. IMMEDIATE IMPLICATIONS 3. steps to remove the blocks	IMPLEMENTARIES T/F PLANNING 2 program modification WHO WHAT WHERE WHEN WHY HOW	WRITE PARTS II, III LEAP FORWARD ANTICIPATED RESULT T/F WRITING 2 1. PROPOSALS for bringing off miracles 2. DESTINAL IMPLICATIONS 3. FUTURE PROTECTION	TRAVEL	NIGHT
	NEW SOCIETY	PROGRESS REPORT	PRACTICAL PROPOSALS	MIRACULOUS LEAP	INITIAL ACTUATION	REPLICATION IMAGE	

MHDP
CONSULT
TWO

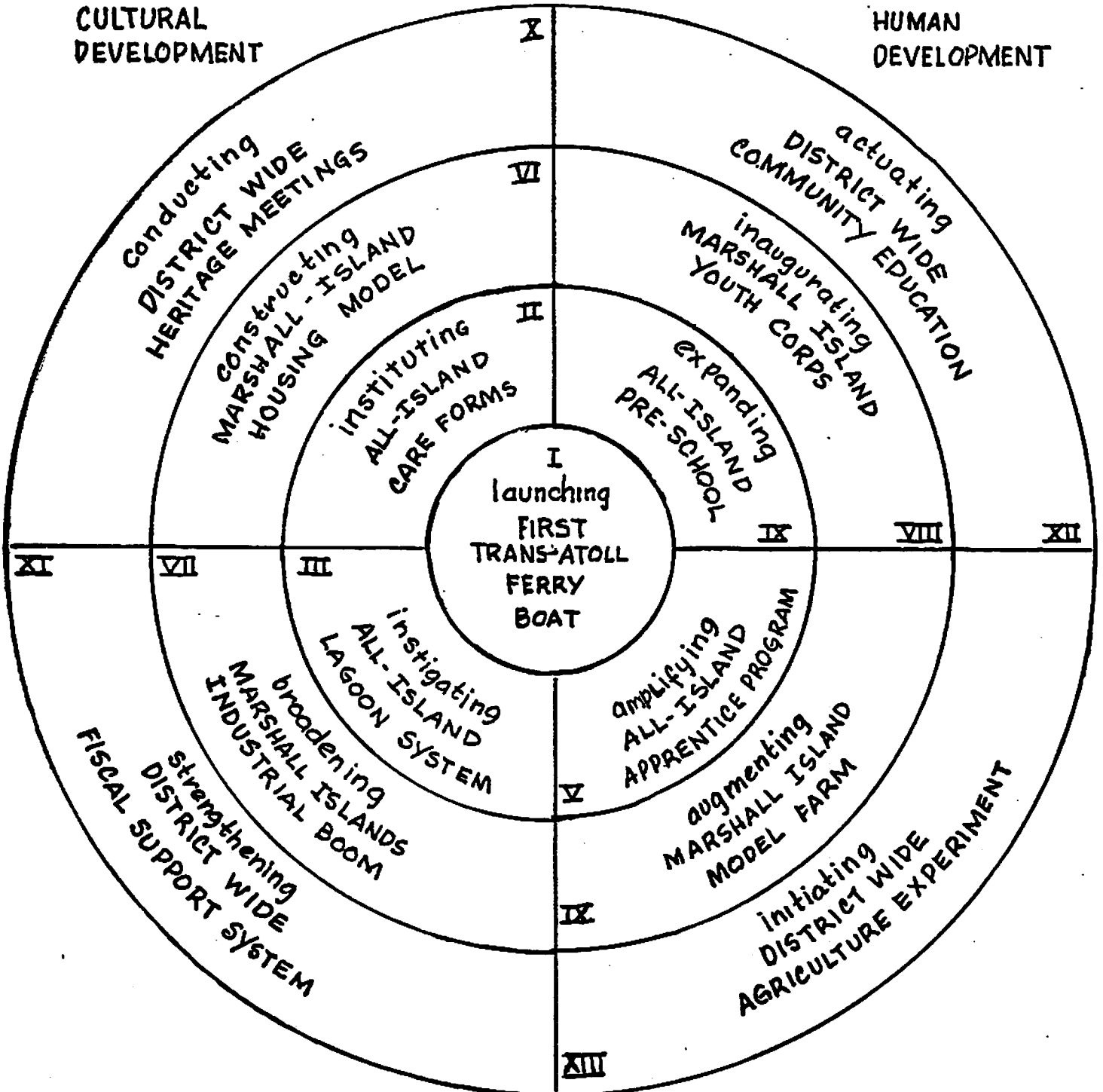
FOCAL ARENAS
IN
IMPLEMENTING PROJECT TACTICS
recommendations toward the second orbit

MATURO
FEBRUARY, 1976
ICA CONSULTANTS

more toward
CULTURAL
DEVELOPMENT

more the social

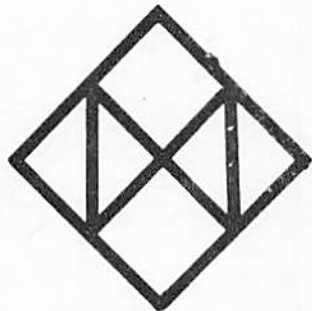
more toward
HUMAN
DEVELOPMENT



more toward
COMMERCIAL
DEVELOPMENT

more the economic

more toward
RESOURCE
DEVELOPMENT



**MARSHALLS
CONSULT
II**

JOHN L. MCCLELLAN ARK., CHAIRMAN
WARREN G. MAGNISON, WASH.
JOHN C. STENSONS, MISS.
JOHN G. PASTORS, R.I.
ROBERT C. EYRD, W. VA.
GALE W. MC GEE, WYO.
MIKE MANFIELD, MONT.
WILLIAM PROXMIRE, WIS.
JOSEPH M. MONTONA, N. MEX.
DANIEL K. INOUYE, HAWAII
ERNEST F. HOLLINGS, S.C.
BIRCH BAYH, IND.
THOMAS F. SAGLETON, MO.
LAWTON CHILES, FLA.
J. BENNETT JOHNSTON, LA.
WALTER D. HIDDLESTON, KY.

MILTON R. YOUNG, N. DAK.
ROMAN L. KRUSKA, NEBR.
CLIFFORD P. CASE, N.J.
HIRAM L. FONG, HAWAII
EDWARD W. BROCKE, MASS.
MARK O. HATFIELD, OREG.
TED STEVENS, ALASKA
CHARLES MC C. MATHIAS, JR., MD.
RICHARD S. SCHWEIKER, PA.
HENRY BELLMON, OKLA.

United States Senate

COMMITTEE ON APPROPRIATIONS
WASHINGTON, D.C. 20510

February 3, 1976

JAMES R. CALLOWAY
CHIEF COUNSEL AND STAFF DIRECTOR

Dr. Joseph Mathews
Chief Executive Officer
Institute of Cultural Affairs
4750 North Sheridan Road
Chicago, Illinois 60640

Dear Dr. Mathews:

It was a pleasure visiting with you again and hearing your report on the social deomnstration projects. Your initial success is very promising and I hope your staff will continue to keep my office apprised of continuing developments.

I would like to assure you of my continuing support for the Marshalls Human Development Project and the provision of \$1.8 million in federal assistance for this program. I have been advised by staff of the Senate Interior Committee that the authorization bill will reach the floor of the Senate early this month. I am confident that the bill will pass the Senate as amended. I also believe that it will be approved by the House of Representatives. As a member of the Senate Appropriations Committee, I intend to see that the project receives careful consideration there and am hopeful that funding will be approved before the end of the fiscal year.

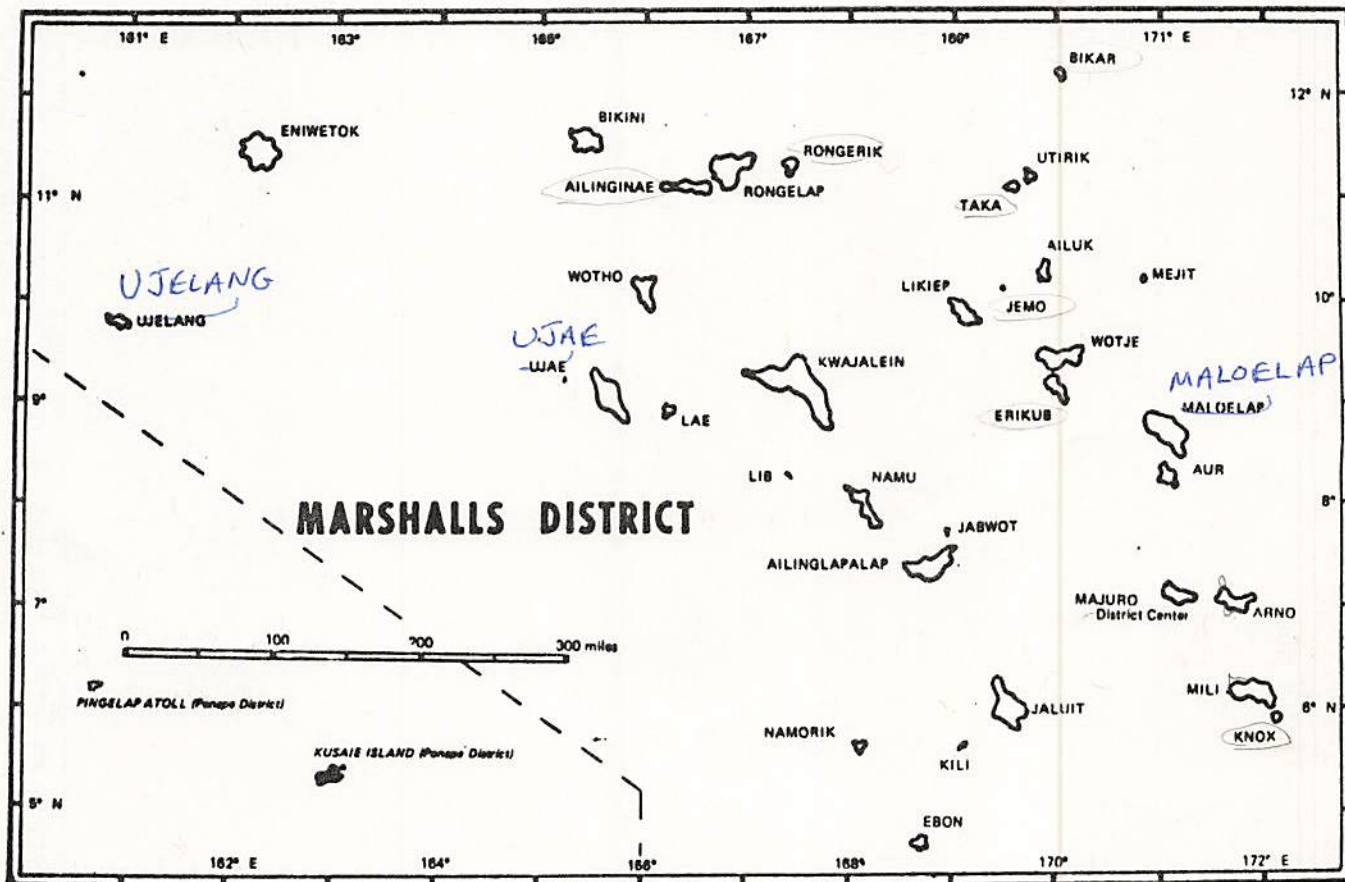
I wish the I.C.A. and the peoples of the Marshall Islands a most productive consult. I am certain your labors will be of great benefit to all the peoples of Micronesia and will continue to receive the full support of your Congress.

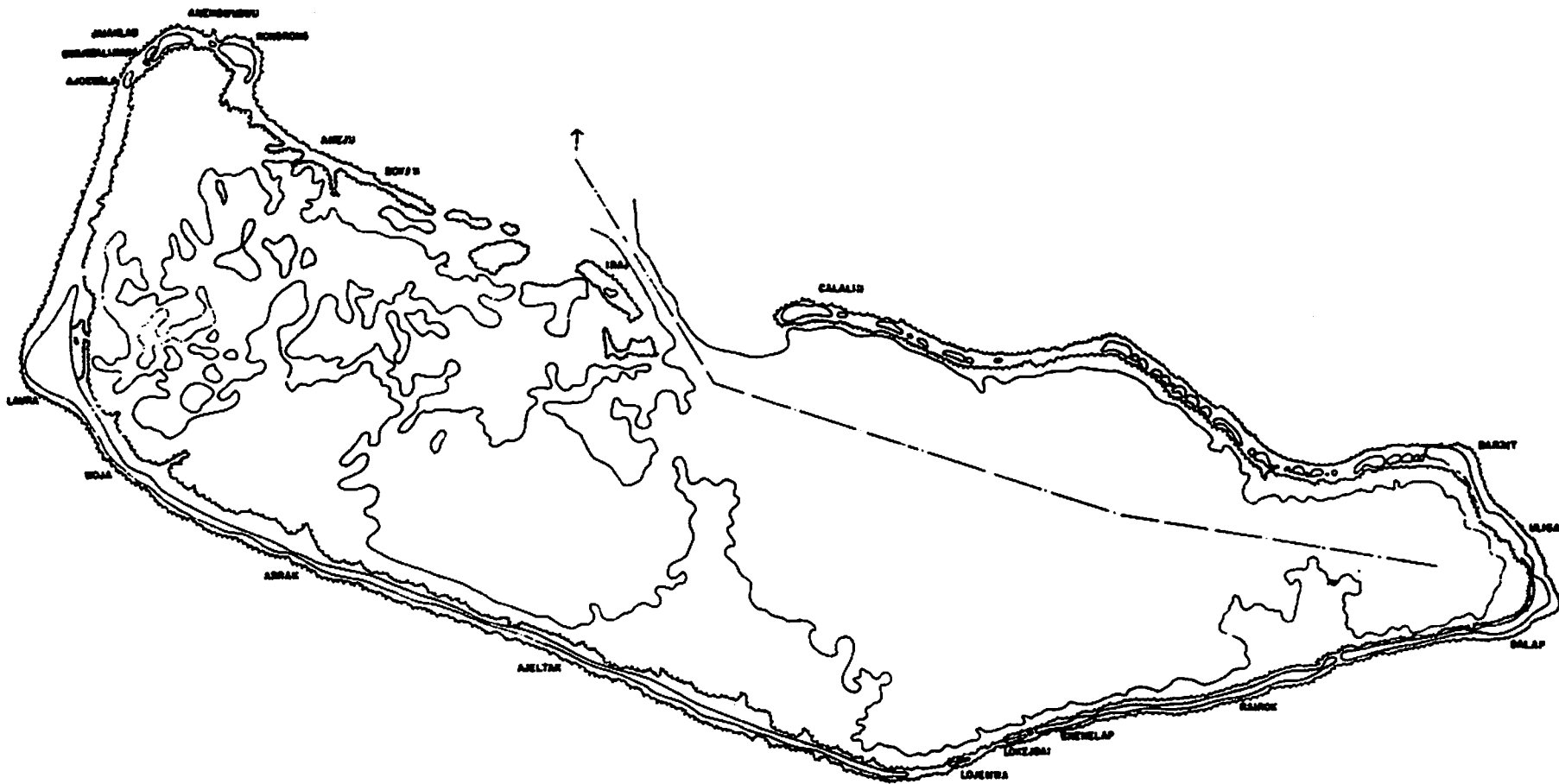
Sincerely,



Mark O. Hatfield
United States Senator

MOH:ti





MAJURO ATOLL



ICA CONSULTANTS

MAJURO
FEBRUARY, 1976

EVALUATIVE CONSULT

MARSHALLS HUMAN DEVELOPMENT PROJECT

days time		FIRST DAY	SECOND DAY	THIRD DAY	FOURTH DAY	FIFTH DAY	SIXTH DAY	days time	
I F O R M A T	M MORNING	TRAVEL	MORNING BREAKFAST : CONSULTATION				CLOSING PLENUM	M MORNING	I F O R M A T
			PLENARY I	FIELD T/F	PLENARY II	FIELD T/F			
	A AFTERNOON	CONSULT ORIENTATION	NOONDAY LUNCH : TASKFORCES				CONSULT CELEBRATION	A AFTERNOON	
N NIGHT		OPENING PLENUM	EVENING DINNER : TASKFORCES				TRAVEL	N NIGHT	
			PLANNING T/F	WRITING T/F	PLANNING T/F	WRITING T/F			
II FUNCTION		PART ONE: THE ASSESSMENTS reviewing the project			PART TWO: THE ADJUSTMENTS advising the project			II FUNCTION	
		The Evaluative Consult: a unique, constructive device toward insuring the effectivity of a comprehensive socio-economic development project							

MHDP
ICA Consultants

Majuro
February, 1976

CONSULT DAILY TIME DESIGN

MORNING

7:00 Breakfast by Total Consult
8:00 Break
8:30 Meet back for Plenary or Taskforce Work

AFTERNOON

12:00 Lunch by Taskforce
1:00 Break
1:30 Meet back for Taskforce Work

5:00 Break

NIGHT

6:00 Dinner by Taskforce
7:00 Taskforce Work

10:30 Evening's Adjournment

MARSHALLS HUMAN DEVELOPMENT PROJECT

WANEN WONMANLOK KØ ILO AILING KEIN

MATTAN KO NAN KATAKIN armij ro im kilen ko		MATTAN KO NAN MOUR IBEN DRON wonmanlok ilo jukjuk in ber	MATTAN KO NAN MAKITKIT IN JERAMMON jerammon ko im wia kake	
WONMANLOK IN VOCATION kabel ko in jiban ko	WONMANLOK IN JELALOKIJEN kowappen in erero lok	HERITAGE RECOVERY bar bukot mour in etto ADULT EDUCATION katakin in ritto	WONMANLOK IN MONA lometo im inne	WONMANLOK IN BUSINESS wia kaki im men in walok
BUSINESS TRAINING katakin an business	TEACHING GUILD drolul in ri kaki		AGRICULTURE EXPANSION kabablok jermal in kalip	CENTRALIZED PURCHASING koba in wia iben dron
MANAGEMENT SERVICES jiban nan ri lale	DEMONSTRATION EDUCATION kwalok kabel in jelalokjen	COMMUNITY STRUCTURE drolul an jukjuk in ber	MARICULTURE DEMONSTRATION kwalok kabel in men ko ilo lometo	COORDINATED SHIPPING elajrak in ial ion lometo
APPRENTICE SYSTEM lelok kabel ko jen ritto ro nan youth ro		COMMUNITY SETTLEMENT jikin an jukjuk in ber		INDUSTRIAL DEVELOPMENT kokomonmonlok men in walok ko
TECHNICAL SERVICES jiban nan kabel.	ISLAND PRESCHOOLS preschool ko an Ailing kein otomjej	ISLAND COMMUNICATION konono im makitkit in Ailing ko	COMMERCIALIZED PRODUCE kalib mona nan wia kake	FISCAL EXPANSION kalablok money ko ar
CRAFTSMEN GUILD drolul in ri jermal		CITIZEN TASK TEAMS drolul in jermal an ri Ailing ko		TOURIST PROMOTION kalabaok makitkit nan ri lotok

**TACTICAL PROGRAMS IN
SOCIO-ECONOMIC DEVELOPMENT**

	A. Wonmanlok in Mour Iben Dron		B. Wonmanlok in Makitkit in Jeramon	
PHASE: JUON 1975	I. <u>The Inter-Island Ferry System</u> Juon system in ial belakin Ailing kein. Program in, ej juon key nan aoleb program ko jet.		I. <u>The Small Industry Program</u> Juon program kin wonmanlok jet business ko erik im kokommonlok jikin men in walok ko.	
	II. <u>The Marshallese Training Corps</u> Juon program kin katakin youth ro in kabel ion juon wa ekilib.		II. <u>The Copra-Lagoon System</u> Juon program kin kalablok wawen komon waini ko ilo Ailing ko elik.	
	III. <u>The All Island Preschool</u> Juon program in jelalokjen nan ajiri ro erik ilo year ko jila, emen im lalim.		III. <u>The Multi-Purpose Repair Center</u> Juon center nan marmir aoleb men ko einwot wako im ear ko im truck ko.	
	IV. <u>The Heritage-Tourism Project</u> Juon program nan ritto ro, rej maron bar bukot moye in, etto im kalablok makitkit nan ri lotok.		IV. <u>The Majuro Business Center</u> Juon program kin jerbak in jiban nan ri lale ilo business koba iben juon school kin kabel ko nan business.	
PHASE: RUO 1976	I	III	I	III
	The Inclusive Apprenticeship Program	The Adult Education Program	The Marine Farm Demonstration	The Coconut Processing Plant
	II	IV	II	IV
	The Demonstration Housing Project	The All-Islands Health Service	The Tuna Fishing Enterprise	The Demonstration Land Farm

MARSHALLS HUMAN DEVELOPMENT PROJECT

1. Armij in Marshall rej armij in kotor ilo wawen bwebwenato ko air jen etto ilo wawen air emmakit jen jikin non jikin. Men in ej kwalok bwe je ailuiji jet program ko rebo lemeier ilo ar mour iben dron kab ilo ial in kakomonmon wia kake ilo jukjuk im ber kein ar. Ilo men in jej aikuji wot kio bwen wor juon kon im melim bwe emol emotlok jen ien bwen kar ijino men kein. Dri Marshall elap an itok limoier non air make bok eddo ko ikijier make. Ijoke, jijaikuij wot jibon jen rein jej lo aer monono in jiban kij.

2. Institute of Cultural Affairs, dolul in ej itok jen Chicago non jibon bukot kilen onmanlok ko ilo jukjuk im ber kein ar, rej juon jar in etale im ekkatok, bukukot, im jerbai kake itok limo ko an armij ilo kotobar ko ilo belakin lol in. Itok wot non tore in dolul in ej bok konan im lomake im libjerjer e men in onmanlok ko an juon jukjuk im ber. Dolul in im rej nae etan ICA ejab juon dolul in komon profit non ir make ikijen money in ewoj ko, dolul in emoj an registered ilo Illinois America. Ijoke office eo air elap ej ber ilo Chicago, im ebar wor enanin 100 bar office ko air ilo jikin ko jet ilo 23 lol ko ilo belakin lol in. Non men in kotobar eo air (ICA) non bukukot ial in komonmonlok wia kake im bwen edek im rej bareinwot jab komon profit ko, im enin karok an board of director ro air ilo Illinois America. Non kobaik tok, (ICA) ewor 100 iuwan board of director ro rej dri bebe im komon ien kwelok ko air ien otemjej im etale ta ko rej men onmanlok im remeron jibon armij kokomonmonlok program ko air. Jibon ikijen program ko an ICA rej itok ken Kien, ra ko jet an kien eo na etan Federal, America, Municipal council ko, business an kajjojo armij, drolul ko, naetair Corporation, Kabun ko, im kajjojo armij.

3. In September, 1974, Board of Director eo an KITCO eo, ij ber Majuro, im jet ian dri tol ro an Marshall rar kir tok ICA, bwe re maron komon juon jar in bebe ilo Marshall in. Jen jar in MHDP ear jebar. Project in, ej ieoke lok wot unin lomnak in kin wawen mour iben dron im komonmonlok ial in wia kake lok non armij in Marshall ekkar non meron eo air. Armij ro, rein bok konon ilo jar in bebe eo, rej komon juon wawen mour in jerbai iben dron ikijen onmonlok ko an ailing kein ar. Wawen in ej ber kin 22 wawon jerbai ko im ebar wor emen ra drik ko ikijen kajjojo wawen naj jerbai kaki. Ewor naj 88 program ko, juon, komono juon emakit eo ikijen kaminene, ruo, kokomonmonlok ekkal ko im kwo wappenf lok jet men emoj air ijino, im jilu, kokomonmonlok jerbai in wia kake ko ilo ailin kein. (Lale ilo paper kein lol.)

4. Ekkar non onmanlok ko an dolul in ilo Majuro einwot ke emoj an ijino im kilen im tokjen ko rej jimor non aolep im bareinwot kajjojo armij ilo lajrak kein ar ilo ailin kein, Trust Territory, im kien eo Federal. Ekkar non jikin kein (MHDP) emoj an bok karuwinene im karejar jen komja eo ar Mr. Oscar deBrum, Senator Amata Kabua im Speaker eo an Nitijela, Mr. Atlan Anien. Ebar einwot moj an jet ian Company ko ar bok konaier, dri tel ro ar ilo jukjuk im ber kein bareinwot, Iroi ro an ailin kein. Enanin aolepen ro rej imar ilo jukjuk im ber kein ar, elap an itok limoier kin aolepen wawen kein rej walok ilo jet ian jermal kein. Ekkar non lajrak in ilo Trust Territory High Commissioner, Mr. Edward Johnston, Deputy High Commissioner, Mr. Peter T. Coleman im aolepen ro rej iuan staff eo an rar bareinwot bok konaier ilo wawen jermal kein rej komoni im ewor kejatrikrik bwe Marshall in enaj key non bareinwot kebelok wawen jermal kein rej walok non District ko jet. Tu ijo ilo Kien eo juon (Federal), Office eo na etan Territorial Affairs ilo ra eo na etan Interior, emoj air kwo wappen lomnak kein. Bareinwot ra ko jet im dolul ko jet ilo ejja ra ko an Kien ilo U.S.A. im lol ko jet emoj air kwalok air itok limoier ilo ejja wawen kein wot, ilo juon dolul eo ej make jermal ilo elon wawen ilo menin jibon.

5. Tokelikin jar in bebe eo jen Majuro, rar koba ippen dron im lomake ta kijkan im wawen bwe en jino jutak wawen ekkatok ko non bukot kilen kokomonmonlok mour im jikin ber an armij ilo ailin kein. Ekkatok in ikijen etale ta ko rej menin kokomonmonlok jukjuk im ber kein an armij ar walok ilo ruo mottan ko ilo ruo year. Ewor dualitok mottan ko ilo jermal in kabel ko ilo kajjojo ra kein ruo. Ilo ra kein ruo ewor dualitok mottan ko rej ekkejel ie im ilo ra eo makta ej walok emen mottan ko rej kwalok kin menin kilen wia kake im ko emen rej kwalok kin mour ippen dron. (Lale ilo paper kein lol.) Elane men kein renaj dredelok ilo juon wot ien, inem, enaj kanouij in alikar air lo im naj kile oktak eo enaj walok mokta jen ruo year ko.

6. Project (MHDP) in ej aikuuj jibok ko jen jet ian dolul ko im bareinwot ra ko jet an kien. Mokta, ej maron itok jen ijoko jikir, ikijen district eo ar, ilo Nitijela im kab kien eo ar, eo ej imanlok ilo kejemoj jermal ko. Kein karuo, money jen kajjojo dolul ko, ilo jikin kein ar im bareinwot dolul ko jet jen lol ko ilikin. Kein kajilu, aolepen jermal ko ilo project kein rej aikuuj in lablok im kajur ilo air naj make lale ir im kejberoki ilo jukjuk im ber kein ar ilowan wot ruo year. Non kalikar lok, juon fal in jibon ikijen money emoj an dedelok non jibon MHDP ilo Marshall in.

7. Non etale jet tokjen ko ilo (MHDP) ejjab aikuij bwen tobrak non dri Marshall in wot, ak en bareinwot non aolep lol. Ilo kalimjekolok jermal kein rej ieoklok wot jermal in wia kake im wawen kilen mour ippen dron ilo ar bok konar im kokomonmonlok jukjuk im ber kein ar. Ilo bar juon wawen jermal in ekkatok kilen jermal ko non dri tel ro ar ilo ruo year otemjej, eaikuij in wor. (MHDP)
Ruo, ekkal ilo juon berber in tomak eo ebin, eo enaj jermal einwot an bwijin armij eo enaj jelet bar district ko jet ilo Trust Territory in, eo ej kabwe jet wawen katok ko non komonmonlok aolepen men in aikuij ko einwot non ailin ko jet ak lol ko ilikin ailin kein. Elik tata, ilo naj 1976 (MHDP) jermal in kokomonmonlok mour in jermal ippen dron enaj juon "WAN JONOK" ilo Trust Territory nan armij ro in wonmonlok belakin lol in.

I C A THE INSTITUTE OF CULTURAL AFFAIRS

What it is

- (1) Institute eo an Cultural Affairs ej juon jermal in research, training, im demonstration. Drolul in, ej bok kunan kake mottan armij ro ilo jermal in womanlok ilo lal in. ICA eo, ej juon buru kuk im jab non komon orlok, im ejab komon ewooj im bar men ko eirlokwo. Ej lor charter eo an jen State eo an Illinois. Headquarter eo an drolul in ej ber ilo Chicago, botab elon lok jen jibuki office ko an, rej ber ilo jikin ko relap belakin lal in. 52 office ko an, rej ber ilo North America. Office ko an relap ilo United States, rej ber ilo New York City, Houston, San Francisco, im Chicago.
- (2) Ewor 15 year ko, ICA in ear juon division in program an Ecumenical Institue eo ilo Chicago. Institute in, ej bareinwot juon buru kuk im ej jab non komon orlok. Bareinwot charter eo an ej jen State eo an Illinois. Ilo 1973, ICA, ear komon buru kuk bwe juon drolul en jebil. ICA in ej juon coordinate group ibben EI eo. Jonan jermal eo an ICA ej rebakbak im elon area ko relap. Rej jermal in katakin seminar ko kake management non dri business ro non project ko im aolep community development ilo jet jikin ko. Men in elap tokjen ilo program otemjej, ej kilen ko non rotobrak motivity eo an armij, makitkit ibben dron, im wewin komone juon kilen komakit.
- (3) Support eo an program ko an ICA ej itok jen ra kien, foundation ko, corporation ko, drolul in ekklesia, im armij ro ami make. Bareinwot ej itok jen income program. Ewor ruo board ko an director non ICA: Board eo an Trustee ko im board eo an consultant eo etan officer ro an board eo an Trustee, rej jeje ijin ilal. Member ro an board eo an consultant, rej represent jet field ko an jermal im rej koman juon network eo an elap jen rebuki eman ro im kora ro jen business im profession ko. Dri bebe rein, rej kwelok ibben dron ruo alen ilo juon year non elij im bebe kin program ko an Institute.
- (4) Research otemjej an ICA, ej nae program arena ko. Kio ewor lalim program ko an.

What it does

(a) COMMUNITY DEVELOPMENT

Program an social demonstration eo an ICA in, ej juon ekatak kin wonmanlok eo ilo social im economic im ej kalikar kilen ko an makitkit im bebe. Wanjonak eo an program in ej ber ilo Chicago. Etan project in 5th City. Kio emoj an laplok jen 10 year ko. Kilen ko rar katak ilo project in, rej kejerbali ilo project ko an community development jen jikin kwelok ko relap ilo North America non jikin kwelok ko an armij in Aboriginab ilo Australia. Ilo Ailing kein, MHDP, ej einwot juon.

(b) LENS, LIVING EFFECTIVELY IN THE NEW SOCIETY

ej juon seminar eo non management planning non dritto ro jen business im drolul ko jet rar konan katak makitkit emman. LENS, ej kwalok kilen im tobrak non wawin armij, rej maron lemnak im bebe ibben dron, kin kilen eo non motivity (rejan)

(c) LOCAL COMMUNITY FORUM

ej juon program in kwelok im bebe an armij ilo jikin kwelok bwe en jiban ir bok kunair ilo lemnak kin wonmanlok in jikin kwelok ko air. Ilo ejja wewin wot kemem eo an American bicentennial, lalim thousand program ko, etan town, meeting '76 renaj walok belakin United States. Bareinwot ejja ilo ien in wot, project in enaj walok ilo Canada, etan Community Forum Canada.

(d) SOCIAL METHODS SCHOOL

ej lalim ran laboratory in katakin kin kilen institution ko an. SMS ej juon program kin kilen komon jonak, lajrak in men bobrae wonmanlok ko kin kommon proposal ko, koman bebe ko, im motivity eo an drolul. Kilen kein rej maron kejerbali ilo business ko ilo drolul im mour ibben dron im ilo jikin kwelok ko.

(e) PLANNING CONSULTATION

ko an jilu ran ko ak laplok buru kuk ko ak drolul ko jet im jikin kwelok ko renaj maron kajutak iben staff eo an ICA. Ilo jar in bebe eo, rej katakin kin kemelelein mejen kajik ko an drolul eo rej katakin komane system ko in tactic non makitkit in emmon non mejen kajik in.

THE EVALUATORY CONSULT

1. The second consult of a Human Development Project is a unique, constructive evaluation technique. The initiatory consult placed the project in orbit. The evaluatory consult is something like a mid-course correction of the project. It is devised to service a community development approach that emphasizes actuation and effectivity. The evaluation of this device does not begin with a list of abstract criteria but with the practical plans of the project itself. It seriously involves the wisdom of the local people in evaluating the project as well as external expertise. Its intent is not primarily to make a judgemental report, be it good or bad, on the state of the project but to significantly contribute to its actuation.
2. The evaluatory consult organizes itself around the actuating programs, though its focus is not upon these. Its immediate attention is given to the tactical systems and the organizational dynamics that implement them. The concern is basically with the tactics because they are the activities delineated by the initiatory consult that will realize the futuristic proposals created to release the underlying contradictions to the latent vision of the local people articulated at the beginning of the first consult. The objective experts in the evaluation process, along with the local people participating with them, therefore do not use an abstract screen in assessing the project. The primal, comprehensive screen employed is from within the process itself. Such a screen involves of course the futuristic proposals, the operating vision, but most of all it is comprised of the underlying contradictions chart. The broad assessments made relate to the degree that these underlying contradictions have been released. However, this screen is used indirectly. By focussing on the state of implementation of the tactics the contradiction screen operates relative to assessment of the project. Further it is by concentrating on the tactics that the functioning of the operating forces and procedures are constructively evaluated.
3. The evaluating consult is comprised of local leaders, the catalyzing staff and a group of experts from outside chosen relative to the practical requirements of the project. These consultants are divided into task force groups roughly coinciding with the actuating programs. Each of the task forces operates for the most part independently. They first collect subjective data in their area. This has to do with the mood of the people relative to the project and to the motivity that the project has generated or failed to generate. Second they gather and sort out the objective data relative to their assignment. This includes methods being used, necessary equipment, operating procedures, local support, supply lines, the

catalyzing forces, the fiscal state of affairs and matters relating to continuing planning. Third they assess the situation in light of the data, determining the current state of progress, deficiencies and possibilities. Fourth and most important the group thinks through a series of detailed recommendations relative to the effective actuation of the project. This work is written up in essay form for the whole consult to review.

4. The consult is designed to cover four full working days plus a half day for orientation and at the end a half day to draw the consult together. The working days are comprised of two basic dynamics. The first two days are spent collecting the information and assessing the project. The last two days are given to preparing the recommendations for the future. The consult works in task force groups for most of the four days. During each of the two day periods they spend one morning and two afternoons in the field. In the evenings they are planning and writing in workshops. The two mornings are plenary sessions where the whole consult meets together. In the first one the reflection is on the over-all state of the project. The second one considers the over-all possibilities of the project. During the final half day the first draft of each of the task forces is made to the whole group who begin to draw them together into a single comprehensive evaluatory report. This report will indicate the mid-course corrections required for the effective actuation of the project.
5. The purpose of the evaluatory consult is primarily what has been said above several times - the mid-course correction of the project. There are, however, several other functions this second consult provides. First of all this kind of an evaluation injects further power into the operation. The power meant here is motivity. The consult brings further incentive to the local people and encourages the catalytic staff. It communicates hope through its stress of the seriousness and practicality of the project. Second the consult is both directly and indirectly engaged in shoring up and extending the back-up systems for the project. This is more than a matter of seeing more clearly what needs to be done. Each of the participating external consultants becomes an effective plank in the support lines. Lastly the consult provides an excellent opportunity for the practical consideration of the replication stage of the project. Such was much more difficult to realistically conceive during the initiatory consultation.
6. The recommendations of the consult are in no wise intended to replace the project model or plan. They are tools to accelerate it, increase its potential effectivity, to broaden its

scope, to more adequately entool it. To do this requires several steps. First the consult must become acquainted with the initiatory document, particularly with the five major charts: operating vision; underlying contradictions; practical proposals; tactical systems; and the actuating programs. Second the contradictions must be given special consideration. This is the key to sensing the community's subjectivity and the basic source for the over-all impressionistic and rational sense of the accomplishments and inadequacies of the project. Third the tactics behind the actuating programs to which a task force is assigned must be dealt with in detail. Something like a chart must be built showing which tactics have been implemented and to what degree. Fourth the group must discern the reasons why some have been done, some partly, some poorly and some not at all. These four steps enable the task force to offer its assessment of the programs of the project assigned to it. This dynamic consumes two days.

7. The work after the assessment of the programs is building concrete practical recommendations which will provide a further overlay of the project relative to building the implementaries for the next quarter and for the next year. This involves first indicating which tactics now have special priority. Second it requires that all of the tactics receive comments toward immediate and effective implementation. Third, and quite related to the above, the six honest serving men must be employed as a screen: what and where and how and why and when and who. This is not a matter of doing the concrete implementaries but providing broad guidelines relative to building such concretions. Fourth these recommendations need themselves to be prioritized and indeed to be valenced. Some may be quite small but needed immediately in order to make way for some much larger and more significant action. The intent throughout, however, must always be to emphasize effectivity and never be primarily for the sake of efficiency.
8. The report of the evaluatory consult has already been roughly described. In more precision the reporting document would be in three parts. The first part would be the introduction or prologue. This would contain a statement relative to the particular project and the constitution of the body of consultants. Perhaps this can be done in three to six paragraphs. It would also deal with the nature of this particular kind of evaluative instrument. This would be like the present paper and could be done in perhaps five to ten paragraphs. Finally the introduction would describe the rest of the report; how it was created and the anticipated effects of it. Perhaps this could be done in three to six paragraphs. Part two of the

document would contain the assessment and recommendations of the task force teams. The number of these statements would vary from consult to consult of course - six or eight or twelve. Each would be maybe twenty-four paragraphs in length. The third part of the document would summarize all of the team reports giving an over-all assessment of the project and the broad corrections required. This could maybe be done in twelve to eighteen paragraphs. The total document would consist of between fifty to seventy-five pages.

9. For many years serious community developers have been frustrated by evaluation procedures. It is not that they do not believe that evaluation is necessary, indeed crucial, to the very success of their project. It has to do with the abstract, irrelevant, inadequacy of the evaluating devices. What is the issue? First, the criteria are from the outside. Second, it is abstract from the situation. Third, it is concerned with an ideology rather than people. Fourth, it ignores changed communities and individuals because it has no way of mathematically measuring them. Fifth, it is overly concerned with statistics and not life. Sixth, it is biased toward the concept that to have an idea is to do, or to know is to accomplish. Seventh, it takes more seriously the "no's" than the "yea's" so that one critic has the same valence as a thousand supporters. Eighth, such systems have built in the invisible conviction that nothing can happen, local man is inadequate, that the deprived can't decide his own life. Ninth, it mixes up decision and the provisional techniques for actuating decisions. Tenth, it ignores that "other than" impact that is required to authentically live one's life and to create the future.
10. In summary, how is "effective" evaluation conducted? It must involve the local participating people as well as outsiders. The evaluational criteria must come from within the project and not from the outside. Concern must be with effectivity and not with efficiency. The intent must be with the project "coming off", not with judgmental opinions about the project. The basic climate is one of adjustment and not that of negating or redoing. It is to advise relative to the successful continuation of the project versus the critical report that destroys it. The review must be concerned with the contradictions to the operating vision, not with either the vision or the practical proposals. The question is whether or not the contradictions are being released. This means that the evaluation is not goal orientated, but contradiction focused. Next the evaluation becomes itself a part of the project. For instance, it not only looks for drive or motivity, it rejects it. It lends prestige and credibility to the project by communicating the concern and interest of outside forces.

MAJURO - EVALUATORY CONSULT

HONOLULU BRIEFING -- February 7, 1976

- I. Global Social Demonstration
 - Expansion next year.
 - Job to do for the globe during consult
- III. Introductions
 - Arenas of expertise
- III. Marshalls - Diamond of the Pacific
 - Picture of the 26 islands
 - The three times.
- IV. The Initiatory Consult in Majuro
- V. Evaluatory Process
 - After effectivity
 - Tactical systems as screen for process
- VI. What has happened in Majuro in past 16 months
 - Catalytic instruments
 - TASC/MCAA
 - Demonstration Frame
 - Expansion to Outer Islands
 - Consult II

DAY I -- February 9, 1976

Consult Team planning:

1. Time plan of week
2. Team Rationale
3. Projection of final Document.
 - Introductory
 - Describe program/arena
 - Who in group
 - Particular assignment
 - How did it.
 - Statement of opinion
 - Recommendation
 - Conclusion
 - Relation to total project
 - Consequences
 - What anticipate this will do to other programs
4. Closing plenum
 - Report of task forces
 - Spell out Evaluatory process--statement of philosophy
 - Task forces reflect on whole of reports
 - Later write this up---summary of consult
 - set of priorities
5. Plenary I and II
 - Discussion of procedures
 - Reports
6. Breakfast Conversations
 - What happened the day before

Guardians--Tour of Majuro/ Laura Land Farm/ Picnic

MAJURO - EVALUATORY CONSULT

DAY II -- February 10, 1976

5:00am Collegium

1st task - isolate major arenas for opinions/assessments
What out to do--mid-course correction only one thing.
Team Spaces
Plenary Plan
Breakfast Plan

Breakfast:

Songs

Rev Jude Samson - opening prayer

Meal

Rev. Jude Samson - statement on trip to Kwangware (in aMarshallese)

Oscar DeBrum - statement on need for econom/social development re private sector

Dennis McBreen - statement on District plan for the Marshalls

JWM - statement on Global Social Demonstration

Local Dignitaries introduced

Introduction of Consultant Team

Consult Packet walk through

lay out day

Song

Plenary:

Song

JWM

History of first Consult

Principles of Evaluatory Process

1. Inside Criteria 2. Local People

Task For 3. Futuric Construction 4. Effectivity

Team Assignments/Space Assignments

Task Forces:

Reflective Conversation

1. What did you see yesterday (addressed to Guardians)

2. What did you see happen in last 16 months (addressed to Marshallese)

3. What does the group need to look at this week--crucial issues.

Begin looking for arenas of assessment through screen of tactical system.

Evening reception and dinner

Host: District Administrator, Oscar DeBrum

Menu: Marshallese products - Heart of Palm salad, turtle, fried breadfruit,
baked breadfruit, pig, cocunut milk

DAY III -- February 11, 1976

5:00am collegium

Reflection on reception/dinner

MAJURO - EVALUATORY CONSULT

DAY III -- February 11, 1976 (continued)

What out to do:

Can not question yellow book, therefore question can't be "what".
Question must be "how". Raise question of "which" and then "how".
By Friday out to find underlying master tactics that must be done
1st in order to release 26 others. Prioritize the "hows"

Reflection on yesterday:

- went well
- fun
- frustration--tension, but touching what need to touch
- data came quickly
- get out picture of many arenas--touch one, bottom dropped out.
began to ask how question.
- 2nd level leadership emerging, men that old men have spent time with.
- re-entering tactical arena after wading around in structures for awhile
- really only scratched surface of what has happened in past 16 months.

What are things on team level that perturb:

- =small industries, decide which, then how
- apprenticeship program most critical , next to ferry
- don't draw conclusions too fast
what do we need with these opinions
- if hold our opinions another 24 hours focuses too much on why/what
- ferry system---money in the Marshalls, boats here--how coordinate/schedule
- ferry possibility--sailing schooner with aux, engine

What is it we're here for:

after the hard miracles that will let it all loose

Today:

Areas of opinions--in teams
Check list--~~taskxforx~~ lunch in plenary

TEAM:~~taskxforx~~

1. Brainstorm tentative arenas -- walk through tactics if not done yesterday.
2. Brainstorm issues for each arena
3. Sub-groups - each arena
refine/push

Write down the two most critical things to get done for 2nd orbit of project:

(number 2 response)

- | | |
|--|---|
| -moving to outer islands with programs | -fishing fleet |
| -inter-island transportation, fishing | -local food processing plant |
| -copra-lagoon system | -local history museum |
| -farm guild | delineated service area for major companies |
| -improve price of copra | -vocational training |
| -transportation to outer islands | -5 acres of farm produce on market all the time |
| -TM in Marshallese | -apprenticeship |
| -copra crusher for oil | -farm on outer islands |
| -adequate storage on outer islands | -investment capital |
| -low-cost housing | -short term credit acceable |
| -small industry on every island | -elemtary education |
| -pre-school on every island | -secondary education expanded |
| -ferry system | -2 9' ferry boats |
| -fishing system | -vocational associations/guilds |
| -coordinate schools | -26 atoll industries |
| -all island planning twice a year | -classes on nutrition and health care |
| -heritage recovery | -local people travel globe |

Majuro
February, 1976

Opening Plenary - Tuesday, February 10, 1976

Rev. Jude Sanson opened with words in Marshallese, making reference to his visit to Kawangware.

Mr. Oscar deBura, District Administrator for the Marshalls District of the Trust Territory of the Pacific Islands, then addressed a word of welcome:

Friends, Joe Mathews, traditional leaders of the Marshall Islands, distinguished visitors from the United States and from outerislands of the Marshalls, I will speak first in English to say how happy we are, and we welcome you officially to the Marshall Islands for this Consult II project. Ever since the arrival of the Institute of Cultural Affairs representatives in our District in the Marshalls, we have contributed in some ways some ideas and suggestions that we thought, blending together with theirs and working together, would help the development of the Marshall Islands -- and Micronesia too. The development of the islands of the Marshalls and throughout Micronesia has been somewhat heavy on ~~the~~ one side -- that is, I feel that we have had too much political development and emphasis on that development. The other aspects are equally important facts of life -- that is, economic development, the development of the private sector has been somewhat slow and somewhat neglected. I do feel strongly that with the help of the Institute we have been able to encourage and stress the importance of the development of the private sector so that the development will both the importance of political development and the emphasis. By working jointly we can really

Marshall Islands. We have come a long ways. We do have some recommendations, and I hope the time has come now for us to transmute these recommendations into an action program. I do have with me my District Planning Officer, Mr. Dennis McBreen, who will be sharing with you some of these program plans that we have and that were recommended to our Congress for action. He will be inviting your comments and constructive criticism so that we can share all the wisdom of the opinion. Just a few words in Marshallese --

THE EVALUATORY CONSULT

1. The second consult of a Human Development Project is a unique, constructive evaluation technique. The initiatory consult placed the project in orbit. The evaluatory consult is something like a mid-course correction of the project. It is devised to service a community development approach that emphasizes actuation and effectivity. The evaluation of this device does not begin with a list of abstract criteria but with the practical plans of the project itself. It seriously involves the wisdom of the local people in evaluating the project as well as external expertise. Its intent is not primarily to make a judgemental report, be it good or bad, on the state of the project but to significantly contribute to its actuation.
2. The evaluatory consult organizes itself around the actuating programs, though its focus is not upon these. Its immediate attention is given to the tactical systems and the organizational dynamics that implement them. The concern is basically with the tactics because they are the activities delineated by the initiatory consult that will realize the futuric proposals created to release the underlying contradictions to the latent vision of the local people articulated at the beginning of the first consult. The objective experts in the evaluation process, along with the local people participating with them, therefore do not use an abstract screen in assessing the project. The primal, comprehensive screen employed is from within the process itself. Such a screen involves of course the futuric proposals, the operating vision, but most of all it is comprised of the underlying contradictions chart. The broad assessments made relate to the degree that these underlying contradictions have been released. However, this screen is used indirectly. By focussing on the state of implementation of the tactics the contradiction screen operates relative to assessment of the project. Further it is by concentrating on the tactics that the functioning of the operating forces and procedures are constructively evaluated.
3. The evaluating consult is comprised of local leaders, the catalyzing staff and a group of experts from outside chosen relative to the practical requirements of the project. These consultants are divided into task force groups roughly coinciding with the actuating programs. Each of the task forces operates for the most part independently. They first collect subjective data in their area. This has to do with the mood of the people relative to the project and to the motivity that the project has generated or failed to generate. Second they gather and sort out the objective data relative to their assignment. This includes methods being used, necessary equipment, operating procedures, local support, supply lines, the

catalyzing forces, the fiscal state of affairs and matters relating to continuing planning. Third they assess the situation in light of the data, determining the current state of progress, deficiencies and possibilities. Fourth and most important the group thinks through a series of detailed recommendations relative to the effective actuation of the project. This work is written up in essay form for the whole consult to review.

4. The consult is designed to cover four full working days plus a half day for orientation and at the end a half day to draw the consult together. The working days are comprised of two basic dynamics. The first two days are spent collecting the information and assessing the project. The last two days are given to preparing the recommendations for the future. The consult works in task force groups for most of the four days. During each of the two day periods they spend one morning and two afternoons in the field. In the evenings they are planning and writing in workshops. The two mornings are plenary sessions where the whole consult meets together. In the first one the reflection is on the over-all state of the project. The second one considers the over-all possibilities of the project. During the final half day the first draft of each of the task forces is made to the whole group who begin to draw them together into a single comprehensive evaluatory report. This report will indicate the mid-course corrections required for the effective actuation of the project.
5. The purpose of the evaluatory consult is primarily what has been said above several times - the mid-course correction of the project. There are, however, several other functions this second consult provides. First of all this kind of an evaluation injects further power into the operation. The power meant here is motivity. The consult brings further incentive to the local people and encourages the catalytic staff. It communicates hope through its stress of the seriousness and practicality of the project. Second the consult is both directly and indirectly engaged in shoring up and extending the back-up systems for the project. This is more than a matter of seeing more clearly what needs to be done. Each of the participating external consultants becomes an effective plank in the support lines. Lastly the consult provides an excellent opportunity for the practical consideration of the replication stage of the project. Such was much more difficult to realistically conceive during the initiatory consultation.
6. The recommendations of the consult are in no wise intended to replace the project model or plan. They are tools to accelerate it, increase its potential effectivity, to broaden its

scope, to more adequately entool it. To do this requires several steps. First the consult must become acquainted with the initiatory document, particularly with the five major charts: operating vision; underlying contradictions; practical proposals; tactical systems; and the actuating programs. Second the contradictions must be given special consideration. This is the key to sensing the community's subjectivity and the basic source for the over-all impressionistic and rational sense of the accomplishments and inadequacies of the project. Third the tactics behind the actuating programs to which a task force is assigned must be dealt with in detail. Something like a chart must be built showing which tactics have been implemented and to what degree. Fourth the group must discern the reasons why some have been done, some partly, some poorly and some not at all. These four steps enable the task force to offer its assessment of the programs of the project assigned to it. This dynamic consumes two days.

7. The work after the assessment of the programs is building concrete practical recommendations which will provide a further overlay of the project relative to building the implementaries for the next quarter and for the next year. This involves first indicating which tactics now have special priority. Second it requires that all of the tactics receive comments toward immediate and effective implementation. Third, and quite related to the above, the six honest serving men must be employed as a screen: what and where and how and why and when and who. This is not a matter of doing the concrete implementaries but providing broad guidelines relative to building such concretions. Fourth these recommendations need themselves to be prioritized and indeed to be valenced. Some may be quite small but needed immediately in order to make way for some much larger and more significant action. The intent throughout, however, must always be to emphasize effectivity and never be primarily for the sake of efficiency.
8. The report of the evaluatory consult has already been roughly described. In more precision the reporting document would be in three parts. The first part would be the introduction or prologue. This would contain a statement relative to the particular project and the constitution of the body of consultants. Perhaps this can be done in three to six paragraphs. It would also deal with the nature of this particular kind of evaluative instrument. This would be like the present paper and could be done in perhaps five to ten paragraphs. Finally the introduction would describe the rest of the report; how it was created and the anticipated effects of it. Perhaps this could be done in three to six paragraphs. Part two of the

document would contain the assessment and recommendations of the task force teams. The number of these statements would vary from consult to consult of course - six or eight or twelve. Each would be maybe twenty-four paragraphs in length. The third part of the document would summarize all of the team reports giving an over-all assessment of the project and the broad corrections required. This could maybe be done in twelve to eighteen paragraphs. The total document would consist of between fifty to seventy-five pages.

9. For many years serious community developers have been frustrated by evaluation procedures. It is not that they do not believe that evaluation is necessary, indeed crucial, to the very success of their project. It has to do with the abstract, irrelevant, inadequacy of the evaluating devices. What is the issue? First, the criteria are from the outside. Second, it is abstract from the situation. Third, it is concerned with an ideology rather than people. Fourth, it ignores changed communities and individuals because it has no way of mathematically measuring them. Fifth, it is overly concerned with statistics and not life. Sixth, it is biased toward the concept that to have an idea is to do, or to know is to accomplish. Seventh, it takes more seriously the "no's" than the "yea's" so that one critic has the same valence as a thousand supporters. Eighth, such systems have built in the invisible conviction that nothing can happen, local man is inadequate, that the deprived can't decide his own life. Ninth, it mixes up decision and the provisional techniques for actuating decisions. Tenth, it ignores that "other than" impact that is required to authentically live one's life and to create the future.
10. In summary, how is "effective" evaluation conducted? It must involve the local participating people as well as outsiders. The evaluational criteria must come from within the project and not from the outside. Concern must be with effectivity and not with efficiency. The intent must be with the project "coming off", not with judgmental opinions about the project. The basic climate is one of adjustment and not that of negating or redoing. It is to advise relative to the successful continuation of the project versus the critical report that destroys it. The review must be concerned with the contradictions to the operating vision, not with either the vision or the practical proposals. The question is whether or not the contradictions are being released. This means that the evaluation is not goal orientated, but contradiction focused. Next the evaluation becomes itself a part of the project. For instance, it not only looks for drive or motivity, it rejects it. It lends prestige and credibility to the project by communicating the concern and interest of outside forces.

MARSHALLS CONSULT II: CONCLUSIONS

CONSULT II

The ICA was invited to hold a second consult to evaluate the Marshalls Human Development which has been in operation over the period of the last sixteen months. On February 9-13, therefore, Marshalls Consult II was held in Majuro with approximately 100 in attendance. Composed of Marshallese and non-Marshallese from Majuro and several of the outer islands and about 35 consultants from the United States, Australia, and Hong Kong, the Consult consisted of examining the current state of the project and making recommendations for its accelerated implementation. This was done over a five-day period with outside consultants and local people working together as teams in thirteen focal arenas. Following is a statement of the broad conclusions or insights drawn from the recommendations of the thirteen teams relative to the arenas in which they focussed their work.

ALL-ISLAND FOCUS

Probably the most astounding insight of the Consult was related to the outer islands. While Consult I dealt, in principle, with all of the Marshall Islands, the actional focus was clearly on the atoll of Majuro, the District Center. Over the past year, activities on Majuro plus the Irujimmon An Ailing Kein (All-Island Survey Trip) have called the MHDP to the attention of people on all atolls. It is the opinion of the Consult that the major focus of the next phase of implementation is in moving to these outer islands. To enable this, the ferry system, of course, becomes of prime importance, which means a suitable boat must be acquired. Also of crucial importance is the translation of the Consult I report into Marshallese to be used as a handbook for the project, particularly on the outer islands where there is limited English facility.

SOCIAL EMPHASIS

The second major insight of the Consult was related to the whole arena of social development. Due to both the history of the MHDP and the present need of the Marshalls, the major thrust thus far has been in the arena of economic development. The consensus of the Consult is to put a major emphasis on the social programs in order to further broaden the base of the MHDP. This means that particular attention will be given to filling out the model for the project by establishing the social development programs both in the arenas of education and of society. For this to happen, the development of access lines into the adult community is critical.

INCREASED MOMENTUM

The third conclusion of the Consult is much more difficult to articulate than the other two. Consultants and local staff alike--indeed, even outside observers--noted the increased pace in Majuro. There seems to be a new sense of purpose broadly manifest on the atoll. This showed up in three ways primarily. First, it showed up in the people. The whole pace and bearing and attitude of the people has changed. They walk faster and stand straighter. There is new life in their faces. Second, a shocking amount of effort has been expended in efforts at developing the Marshalls that is quite independent of the direct thrust of the MHDP. There is an accelerated momentum in the established structures of the Marshalls, in both the private and public sectors. Third, a new kind of disciplined informal leadership has emerged. This was most evident in the local participation at the consult. The number of local people who participated in the consult was greatly increased in comparison with Consult I. But, beyond this, the type of participation of the local people was qualitatively different. Many worked 15 hours a day for 5 days, often carving this time out of other pressing responsibilities. Participation in terms of input was greatly increased. The conclusion here

is something like this: the broad and growing momentum toward the human development of the Marshall Islands, which has accelerated in the last sixteen months since Consult I, must begin to find substantial form which will allow its geographic and social extension throughout the Islands. Programs launched in the first sixteen months must be formalized or made operational in order to extend them to the other atolls and to accelerate the task of training local leadership for them. The issue here is with training, but it is much more than simply holding courses. It is turning over the project to local leaders, but it is more than this. It is objectifying the structures of participation, but it is more than this also. It is developing, out of concrete engagement in the project, (not by any means limited or even remotely related to job holders in project related activities, though not excluding them) a new kind of already-engaged leadership who, though particularly engaged and particularly skilled, grasp themselves as part of an informal body of people moving together toward the comprehensive human development of the Marshall Islands.

SUPPORT SYSTEMS

The fourth conclusion arrived at by the consult was related to outside support systems. It is evident that the initial stages of the project can be carried out with relatively low inputs of specialized expertise and funds. Not only can they be, the fact of the matter is that they have been. However, as the project becomes established, program implementation accelerates and becomes more complex. This acceleration and increased complexity necessitates broader and more responsive external backup. Therefore, it is the opinion of this consult that major action needs to be taken toward the establishment of these support systems and, more importantly, toward their effective operation. Special attention needs to be given to broadening its base, particularly to the east, and to its ability to carefully track and coordinate its efforts with the ongoing local implementation of the project. For this to be accomplished, detailed and coordinated sets of implementaries must be built jointly by the local auxiliary and the coordinating center of the external support system in Chicago.

BUSINESS OPERATIONS

The fifth conclusion that the consult came to was in the arena of business operations. The acceleration and expansion of economic activity was noticeable to those who had lived in Majuro as well as those who had returned for the consult. Eighteen new industries have started. TASC (Trans Atoll Service Corporation) grew in membership, particularly in relation to the stores on the outer islands. While the prices have dropped in the stores, however, retail operations are not in good financial shape. Many of the industries are still borderline in their operation. The need, after this initial surge of activity, is to sustain the influx of businesses, to strengthen the operation of TASC, and to accelerate the turn-around of small businesses to where they can stand on their own. These needs will be met, primarily, through establishing common procedural guardrails for the operation of TASC and other small businesses which will allow growth to continue while a firmer foundation is laid for their long-term effective operation. These guardrails are also the key to the training of Marshallese leadership or middle management personnel to operate the various enterprises. This lack of middle management, as was pointed out by Dennis McBreen, District Planning Officer, is one of the crucial problems in the development of the Marshall Islands District at this time.

III WHAT WE HAVE LEARNED ABOUT DOING SOCIAL DEMONSTRATION

Prior to Consult II the consult team and guardian consultants will find it helpful to familiarize themselves with a checklist outlining the broad arenas by which general project assessment during the consult can be focussed. The checklist is intended to include both impressionistic, reflective and interpretive categories in relation to the role of the auxiliary, the participation of local community and the impact of the project as a whole on the local situation. The following sample indicates general arenas to which greater detail can be applied as the consultant team works to sharpen arenas of focus.

PROGRESS EVALUATION CHECKLIST

LEVELS OF DISCERNMENT

ITEMS

IMPRESSIONS ABOUT:

General appearance of village
Number of local people involved in project
Testimony of local officials
Initial raw impressions

REFLECTIONS ON:

Increased general prosperity
Local vitality
Unified thrust of auxiliary
What people talk about

INTERPRETATION OF:

Local residents' response to project
Local leadership evidence
Access lines available
Degree to which HDP blends in with community life
Degree of discernible catalysis
Evidence of changed lives

ACCESS LINE FORMATION

The creative use and rapid expansion of lines of access into the adult community is crucial to building the momentum of project implementation. The channels which are viable means for catalyzing local participation in the project are often initially difficult to discern and require sensitive exploration prior to a direct invitation for involvement in a specific project or program. The auxiliary, by broadly integrating its activities with those of the established social institutions of the community can begin to sense after lines of access which are already open. By engaging in informal conversations with local residents, by using friendly greetings in passing on the street, by displaying attention to local children and by learning community residents' names the auxiliary can begin to identify the degree and locus of local interest and readiness to move. It is helpful for the auxiliary to quickly become acquainted with the social ~~relationships~~ relations which already exist in the community as well as the operating rhythm of community life. These serve as guidelines in deciding whom should be invited to participate in what activities and when those events can be scheduled to provide greatest involvement. Perhaps the most helpful tool in developing access lines is the daily weekly

time design which objectifies week 1 and week 2, day 1 and day 2 activities. This opens up possibilities for many different kinds of relationships which if intentionally cultivated, enable the auxiliary to move beyond dependence upon one group of people or one social institution. A helpful rule of thumb is to assume that all existing organizations and institutions are ready for creative permeation during the project initiation phase, and that those which play a particularly influential role in the life of the community are a high priority for attention and strategizing.

RESPONSIBLE
FINANCIAL
OPERATIONS

The context for responsible, effective handling of the fiscal matters of a human development project is understanding the HDP as radically accountable before a public which represents the whole globe. Because the global band of eight social demonstrations is affected by what happens in any one of the projects it is clear that guarding the comprehensive and creative objective guidelines is both necessary and expedient. A transitional model consensed by the auxiliary collegium and supported by procedural guardrails such as realistic projections and simple by adequate bookkeeping systems are key to lending objectivity to financial operations. Regular, accurate record keeping, weekly reporting and accountability to the post relative to specific battleplans guard against subjectivity. There are at least two perversions that can quickly sink a demonstration into a fiscal quagmire: the first is a maverick styled attempt to evade the real limits set by the given economic system; the other is a naive capitulation to the established financial modes of operation. The former devies the wisdom of responsible regulation; the latter denies the possibility of the responsible innovation intended by the HDP. It is helpful to rehearse the common story that in relation to the economic arena as well as the cultural and the political, the HDP seeks to renew from within the given structures of society; this demands becoming thoroughly familiar with and deciding to honor the requirements of and procedures for sound fiscal operations.

LOCAL
AUXILIARY
ROLE

The role of the auxiliary staff in a social demonstration is threefold: 1) as the bridge between the local community and the model it catalyzes local engagement in implementation 2) as the repository of practical expertise and skill in social methods it trains local leadership for moving the project; and 3) as the embodiment of radical expenditure, it symbolizes the presence of radical responsibility for community care. The pain of engaging self-consciously in social change and providing support for the whole project increases the necessity for structures and methods which interiorly sustain the auxiliary without mitigating the quality or quantity of its focused expenditure in the external task. The wearing of the blue, the corporate morning collegium and the daily rehearsal of the office are crucial practices which both sustain the interior motivity that^{un}blocks paralysis and demonstrates the radical care that provides the community with a new story about its future.

The creation of time-lined implementaries by the local auxiliary immediately following Consult I has been seen as key to actuating the HDP in the local situation. The experience of Consult I underlined the importance of this step and provided new clarity of the procedures for elementary building, which previously had been left up to each

auxiliary to design. During the time spent with the Majuro auxiliary in discussing implementation procedures, experience in the tactical modification of the LCE and the 5th City experience of writing tactical implementation paragraphs became crucial points of reference. The following attempts to summarize the conclusions and insights concerning HDP implementation.

WHAT: Time-lined implementaries are the means by which all the tactics of the project are activated all at once. They represent a discernment of what must be done rather than what can be done. They consist of paragraphs of prose; yearly-quarterly-weekly timelines for implementary actions; individual subtactic battleplans; and projected miracles.

WHO: Time-lined implementaries are designed by the local auxiliary assisted by outside consultants when possible.

WHEN: Time-lined implementaries are written immediately following Consult I and require quarterly revision on the basis of the yearly intent paragraphs, weekly modification during the corporate collegium and daily reviewing of the total task in the form of a comprehensive checklist.

HOW: 1) Walk through the battle of implementing each subtactic, identifying the broad steps and actions required and anticipating responses to those actions in order to test their objective feasibility.

2) Write out the implementation plan in two paragraphs: the first describing the what and why (this provides the yearly context); the second broadly indicating the who, when, where and how (this provides the context for a quarterly modification of the battleplan for each subtactic.

3) Working by program arenas, place on a time-line by quarters. Then expand first quarter implementaries on a detailed weekly and daily timeline using week 1 and 2, day 1 and 2 modules.

4) Assign auxiliary forces to program arenas

5) Corporately decide miracles

6) Design procedural plan for weekly modification and daily plan-check to keep future orientation

7) Create warboard.

Miracles are part of the implementation of the HDP and therefore, always emerge from the context of the tactical systems. Although miracles are intentionally planned, they are named as such after the fact and in relation to the impact they have had upon the given social context, and the degree to which they have catalyzed sustained effects. A miracle is a visible, motivational tool which elicits local engagement. It can be performed in relation to and with the intention of impacting various forces and contexts (such as the globe, the nation, the community, the auxiliary itself). It contains an element of non-contrived mystery which surprises and appears impossible to the beholder, thereby permitting one to stand over against the mystery of life itself. The planning of a miracle requires the careful building of implementaries to ensure its happening.

TACTICAL IMPLEMENTATION PROCEDURES

MIRACLES

SECOND
ORBIT
MOVE

Moving into the second orbit of a social demonstration has to do with the fine honing of tactical implementation in order to quickly dramatize the project as a showpiece. It marks a shift from the broad permeation of a community to systematic saturation. If the first orbit launches the HDP from the base of the given local situation, the second orbit accelerates and moves to replicate the project from the base of the new situation created by the first year of project actuation. Both the first and second orbits require assessment and corrective recommendation on the basis of the same model. The second orbit, in its heavy emphasis on local training radicalizes the social dimensions of the project and begins to move toward the systematic phasing out of auxiliary personnel as local leadership is put in place.

The implications of the Consult II to social demonstration. Consult II is held at a point in the project timeline when the demonstration has already been initiated and society is moving. Its intent is to focus on the arenas of substantial accomplishment and those indicating vacuum which, if moved, in a new direction, will pin down concrete possibility. If consult I meshes specific insights into a common model, Consult II uses the corporate model to focus individual insights, thereby breaking open new solutions. The interior response of the Consult II participant is a sense of sobering responsibility for panaceas are exposed as no longer realistic. At least 4 arenas of implication emerged out of the teams reflection on Majuro Consult II:

CONSULT II
IMPLICATIONS

GLOBAL POST CONSULTANT TEAM: The need for periodic, objective input to lend perspective to the ongoing work of the local auxiliary in a social demonstration was underlined. Consult II is one way this objectivity is provided. It is the recommendation of the Consult team that a consulting team from the Post at Centrum be present on location for a period of 3 months following the consult to shore up the transition into second orbit. It is also recommended that consideration be given to circulating such a team at project locations for a short period during the year prior to Consult II. in order to lend objectivity and expertise.

ASSIGNMENTS REFOCUS: Following Consult II there appears the need to shore up expertise in various focal arenas which emerge out of the Consult work. The reflections of Majuro Consult II seem to indicate that while phase 1 of a demonstration requires a wild attack on all fronts that allows the battle to move dramatically, phase 2 requires a deepened spirit discipline for sustaining acceleration and the move toward expansion or replication. Values held in selecting new personnel after Consult II include practical expertise in arenas of evident need and mature, discipline and skill in the methods of corporate life. These values are heavily influenced by the cruciality of the auxiliary moving as one body to catalyze one project in the midst of its many ramifications.

CONSULT II GUARDIANS: Consult II requires carefully selected guardians who possess expertise in each of the defined program arenas. It is beneficial to have some guardians who participate in Consult I return for Consult II. Expertise becomes more important than "general humanness" for the guardians attending Consult II have many opportunities during and following the consult to engage in practical

tasks within their expertise arenas which are crucial to significantly boosting project implementation.

CONSULT III AND PHASING OUT: The event of Consult II points the way to Consult III and the creation of a plan for phasing out auxiliary personnel at the same time momentum and local leadership training are accelerated.

III WHAT WE LEARNED ABOUT CONSULT II

GUARDIAN ROLE

In Consult II the role of the guardian consultants shifts from that of Consult I. Though they still fulfill the role of symbolizing the globality of social demonstration there is greater necessity of their being selected more carefully on the basis of usable expertise. Since Consult II is more intense, it is desirable that the consultants have a high degree of maturity as well. If at all possible it would be helpful if they had a continuity with Consult I and in any case be thoroughly acquainted with the Summary Report from Consult I and with subsequent reports from the Project. Their role would not terminate with the conclusion of Consult II but would best continue first on the scene for the week following and secondly, as integral participants with specific tasks as part of the support systems.

PHILOSOPHY OF EVALUATION

Consult II carries out its evaluatory functions by first assessing the total situation through the screen of the total model of the project rather than out of an abstract idealism of what ought to be. Its perspective is from within the project, not from the outside looking in. Its intent is not head-on accountability, nor is it to build another model for the project, but it is to discern with sober practicality how the implementation of key tactics can be accelerated in such a way that the whole project is put into a second orbit. Therefore, though it assesses what has been done and acknowledges the great achievements, its recommendations are primarily focused on the immediate future. Its operating assumption is a trust of the model, that the tactics are right, and that all the tactics are to be done, all at once. Its concern is with how identifiable pressure points of stagnated implementation can be moved on to effectively implement the whole project. It sets out to bring objectivity to the whole project, and to recommend specific action for the implementing forces. In so doing, Consult II claims for the Human Development Project everything that has happened in the community which relates to the project model in any way and then delivers the Project back to the community with objective implementary recommendation.

CONSULT DESIGN

Consult II is designed into parts, first, discerning the arenas which call for opinion and action, and second, writing the recommendations and implementation of recommendations and pushing deeply into unfrozen arenas. In Majuro this design covered approximately eight days and in the next Consult II may profitably utilize two weeks. Pre-research in the form of through orientation with Consult I document, subsequent project reports and with the community are to be included in the overall design. Most of the time in the Consult is spent in teams which operate more on the image of feet on the table discussion than on workshops, and less time is spent in the field than in Consult I. Only very specific issues necessitate field research. The consult is made up of local community leaders, local people engaged in the project, the catalyzing staff, or auxiliary (whose participation is exceptionally crucial to the effectiveness of this consult) and of a group of experts external to the community who are chosen on the

basis of the relation of their expertise to the practical requirements of the project. This latter group of consultants need only to be few in number, one or two per program arena. All of the participants are divided into task forces and teams, roughly coinciding with the actuating programs. Each task force operates for the most part independently of the others but all function within a common time design. The teams within the task forces also may work independently according to assigned arena, but occasionally will meet by task force for a miniplenary for the purposes of reporting and corporately determining the general direction each team needs to take.

Each team first collects subjective data in its arena. This has to do with the mood of the people in relation to the project and to the motivity that the project has generated, or failed to generate. Second, the team gathers and sorts out the objective data related to its assigned arena. This includes methods being used, necessary equipment, operating procedures, local support, supply lines, the catalyzing forces, the fiscal state of affairs and matters related to continuing planning. In order for these two steps to be done effectively, careful study must be given to the tactics, sub-tactics and programs of the project and ample time given to oral and written testimony, as well as to the careful preparation of questions used in field visits. The depth issues are to be sought quickly to allow the team to make its third step - the assessing of the situation, determining the actual state of implementation the deficiencies and possibilities, and rendering its profound opinion within its arena. Fourth, and most important, after the team has reported its opinion to the whole consult and received a corporate critique, it proceeds to think through a series of detailed practical recommendations for the effective actuation of the project. This work is written in prose form for the further review of the whole consult, and for the implementary planning of the actuating forces of the project.

CONSULT
PROCEDURES

The major product of Consult II is an exhaustive report of the findings of the consultants including specific prioritized models designed to refocus implementation of the project, lists of concrete ways in which the support systems can intensify operations and a wealth of specific practical advice. It is important that the implementaries appear in prose to assure that they be well thought through in crisp, practical logic. A secondary product is the happening of the consult itself which reinterprets the project to the whole community and provides a new basis for implementation.

CONSULT
PRODUCT

Majuro Consult II was a profound happening in the life of the community of the Marshall Islands. Perhaps the key to its impact lies in the fact that the human development project was given to and received by the community in a brand new way. Part of this had to do with the dual role of the Summary Statement in Consult II: as the symbol and practical grounding of the project. Part had to do with the Consult's push for present assessment and future recommendation whereby the seriousness of the whole project was demonstrated. Part had to do with the Consult's methods by which an expanded number of local people were given access to the model of Consult I and its first phase of implementation and thereby received training in social methods for human development. The consult, in exposing the profound need of the Marshall Islands, mitigated - by lending objective perspective - surface problems and focussed the

PROFOUND
HAPPENING

community's attention and passion on the major underlying contradictions. Through the happening of the Consult, local leadership symbolized a new affirmation of the project and, in the words of one local leader, "the people of the Marshalls have moved from awakenment to hope." Beyond this, the Consult allowed for the expertise of the North American guardians to be employed in accomplishing some of the project's implementaries. For example, one guardian taught the first course in the Island Living Skills Curriculum designed as an implementary for extending adult training opportunities to the outer islands. Finally, the consult re-exposed the local Marshallese to what is happening globally and demonstrated that the Marshall Islands are dependent upon the whole globe, not by virtue of weakness, but because of the immensity of the task of developing human society across all the islands for the sake of the whole world. The fact that three Marshallese decided to participate in the March '76 Isla of Dongs Consult in London dramatizes the reality of a deepened commitment and a new resolve to engage.

Certain issues emerged from the first attempt to do a second consult which form the substance of future brooding and model building for the post. They are summarized as follows.

THE PRODUCT

1. What report form is needed for future consults?
2. How can the present report be best used?

STAFFING

1. How can project status briefing be done more quickly and effectively, in order to provide the total practical picture?
2. What are the requirements of a Consult II team and what models are needed for training such personnel for future consults?
3. What coordination designs and values need to be held in leaving short-term consultant task forces on the scene after Consult II?
4. How can personnel experienced in Social Demonstration be utilized maximally across the globe to catalyze both the project acceleration and intensified order training.

FUTURE ISSUES

GUARDIANS

1. How can the expertise needed be made available?
2. How can guardian expertise be maximally used in project implementation both during the consult and at points following the consult?

FUTURE SCEDULING & PHASING

1. How is the time for consult II determined?
2. At what point or in relation to what circumstances should Consult III be scheduled?
3. What implications do any of the above have for Summer '76?

AUXILIARY

1. What effect does the participation of a visiting auxiliary in Consult II have on the refocussing of his local implementation?
2. What tools are required to enable the deepening of spirit life required to both carry the project momentum and open up new human depths?

ACTUATING PROGRAMS PROGRESS REPORT

MARSHALLS HUMAN DEVELOPMENT PROJECT

February, 1976

**Consult Working Document
Consult Use Only**

1. MARSHALLESE TRAINING CORPS

This program is in a holding pattern pending funding of the \$1,8 million bill now being considered in the U.S. Congress. Other funding possibilities exist through the Congress of Micronesia and Senator Amata Kabua, who is the prime mover and principal author of this program. The most suitable vessel appears to be the ALY "Phoenix" reconstructed on an LST hull now located in the Bremerton Ship Yard in Seattle. Senator Kabua and a Marshallese delegation toured the ship last August under the auspices of Congressman Lloyd Meeds. The "Phoenix" was recently retired from active service and has not been placed on the list of ships to be used as a spare parts inventory nor been scheduled for "moth balls." The ship is operational with little refitting expense required. It contains a complete machine shop, carpentry shop, spare parts and metal inventory. Bunks, heads and kitchen facilities will need repair.

2. ALL ISLAND PRESCHOOL

The Marshall Islands Preschooling Institute, the MCAA Head Start Program, and the Cooperative Preschool in Dalap provide the base for early education in Majuro and for preschools throughout the Marshalls. The Uliga Center of the Marshall Islands Preschooling Institute was opened in October, 1974, with 50 students and expanded to 100 in January, 1975. Enrollment was designed for three, four and five year olds; operating costs were covered by tuition of \$5.00 per month per child. CETA provided salaries for the Marshallese teachers, and through inkind donations of goods and services by parents, businesses and global guardians the Center was decored and furnished and the playground was constructed. Both the Head Start Program and the Marshall Islands Preschooling Institute expanded services in the fall of 1975. The Rita Center was opened, and Head Start began a Center in Laura. Previous to these expansion moves, an ICA consultant was hired as Head Start Director. In August, a comprehensive teacher training session was held with over 130 participants, including Preschooling Institute and Head Start Staff, as well as teachers from ten other atolls. When the expansion moves occurred, the Head Start program was able to offer free tuition and lunches and began teaching five year old children. Enrollment increased from 180 children two half-day per week sessions to 300 children four full days per week. Due to these services and the teaching of five year old children in Head Start, the enrollment in the Preschooling Institute for five year olds dropped. Rita, Uliga, Dalap, Laura and Arno are locations for the Preschooling Institute and Head Start Programs.

The phasing out of the CETA salaries and the demand for radical expansion indicate the need for foundational funding for the Preschool. The expansion of the National School Lunch Program in October to cover all costs for feeding all school children will motivate the expansion of both programs to the other islands. The intention of the Ebye Preschool to relate to the Head Start Program and Preschooling Institute makes possible a coordinated early education program throughout the Marshalls.

3. COMPREHENSIVE APPRENTICESHIP PROGRAM

The proposal for the apprenticeship program was submitted in March, 1975, to the Trust Territory Office of Personnel Training to receive funding through the Comprehensive Employment Training Act (CETA). While immediate funding was denied, suggestions were made as to what was necessary (i.e., active support from the District Administration) for resubmittal the following year. CETA, however, did fund the salaries for trainees in the Multi-Purpose Repair Center, the Preschool, Community Development, Shark Fishing, the Business School, and various District Departments. The Comprehensive Apprenticeship Program is included in the MHDP proposal currently before the U.S. Congress. The initiation of this program awaits only the receipt of the funding, as the structures through which this training will be effected are already in operation and prepared to begin the apprentice training.

4. ADULT EDUCATION PROGRAM

The District Department of Education is offering courses to District personnel in English, Math, Typing, Mechanical Skills, and Political Forms. Political Science, Math, English and Automotive Mechanics are open to the general public. Credit is given and GED examinations can provide high school equivalency degrees. MCAA is continuing courses in sewing, and food and nutrition, and broadcasts weekly radio information programs throughout the Marshalls. Staff has been hired on 8 atolls (Aur, Maloelap, Namu, Ailinglaplap, Lib, Jaluit, Wotje and Likiep) to expand adult education and community planning skills education. A 3-week training program is planned for the three weeks following Consult II. Training of MCAA staff has occurred through regular staff planning, the Early Education Training Conference in August, and the participation of staff members in the ITI and GRA, as well as HEW Regional Training Programs for Head Start and CAA.

5. MULTI-PURPOSE REPAIR CENTER

The MPRC was established operationally in January, 1975, with the arrival and installation of the KITCO refrigeration unit. Shortly thereafter, KITCO made available its abandoned repair garage for the Center. The garage was refurbished, and miscellaneous tools and equipment were gathered and used to initiate the program. Ten CETA (Comprehensive Employment Training Act) trainees were employed in April. The ICA provided a master machinist, an electrician, and a refrigeration consultant. An operational agreement was made with KITCO which made the MPRC an operational division of the company. Needed diagnostic and testing equipment arrived in December and January. KITCO has invested in concrete floors, roofing, office facilities, equipment, spare parts, tools and payroll. The MPRC serviced the Toyota dealership for KITCO as well as KITCO's Evinrude dealership. The grand opening of the MPRC was held on January 19, 1976, with free oil changes, music, punch, and gold uniformed employees. The MPRC has been a key factor in repair and maintenance of equipment for island merchants, the Transportation Department of the Trust Territory, and the TASC Small Industry Program. With the arrival of a business manager, needed tools and equipment, and a spare parts inventory, the MPRC is now capable of comprehensive repair service.

TASC arranged a \$5,000 EDLF (Economic Development Loan Fund) loan for the MPRC to purchase needed diagnostic and testing equipment.

6. BUSINESS SERVICE CENTER

There are two major divisions within this program, each having two divisions within it. The Marshall Islands Business School (MIBS) deals with formal business education and office skills, while it also performs on-the-job consultation. The other major division deals with financial certification and analysis while it also deals with accounting procedures and systems installation.

MIBS' first class, in secretarial skills, was held during November, 1974, with additional classes in bookkeeping, business English and typing started in January, 1975. Twenty students attended these evening and Saturday classes held at the Marshall Islands High School. KITCO received an audited, certified financial statement for its year end, and financial models were built for the coming year. The second quarter for MIBS began with three rented IBM typewriters and donated office equipment next to the KITCO General Office with thirty students. MIBS also prepared SBA applications for TASC, MIECO, ITSCO and AWC. An audited, certified financial statement was published as of March, 1975, for TASC, and eleven additional balance sheets and income statements were published for all the then existing TASC companies. Twenty TASC member company financial statements were published as of June 30, 1975, and daily field visits were continued to update, revise, create and install accounting systems and procedures. MIBS enrollment increased to thirty-two for Quarter IV, thirty-one for Quarter I.

The operational focus of MIBS for Quarter II shifted from formal classes to on-the-job training and management services. The reason for this shift was the expanded activities of the High School and community college.

7. SMALL INDUSTRIES

TASC has acted as a service corporation to small industry development efforts by providing seed money and loan services and by locating space, equipment and consultative services. In some cases, such as in the case of the Alele Shop and the Multi-Purpose Repair Center, KITCO has played the supportive role. These two, and the Chippery and Taila Shop operated by local women, are self-sufficient. Shark fishing needs continued research and marketing help, as well as financial back-up. A sawmill, a machine shop, and marine farming experimentation are in the initial stages of development. A tuna boat, purchased after near typhoon winds sank it last October, will probably be leased to a local fisherman as an addition to his three-boat tuna fishing business. Present research seems to indicate the economic infeasibility of coconut rope, coconut charcoal, sea shell collection, fish larvae cultivation and commercial lobster export. Areas of interest are plastic construction facilities, coconut flour, fish silage, coconut soap and shampoo, and furniture assembly.

EDLF loans were secured for Bako and the MPRC and are in place. Frito Lay: Hawaii has expressed interest in the snack chip industry and will provide a consultant for start-up operations for \$25,000 plus travel and expenses. Loan proposals are in process for the sawmill, the machine shop, and the Chippery. A capital base for seed money is required to begin the start-up of small industries during the lag time between loan proposals and cash for equipment on line and during the development of local investment.

8. COPRA LAGOON SYSTEM

On the Island Survey Trip the operational vision of copra lagoon system within the atolls was shared with the people. Their affirmation was concretized in thirteen new member companies joining TASC. Presently there are TASC members on four of the eight central circuit atolls where Atoll Human Development Teams are planned for this year, and member companies on six other atolls. The Kalo Trading Company, Jaluit Atoll, has the first copra lagoon boat under construction in Majuro using the new fiberglass boat building shop and has completed plans for a copra warehouse behind its store. The Namorik Trading Post has a copra warehouse adjacent to its store. The local exchange of handicrafts and ocean and agricultural products which will be one function of the copra lagoon system has already begun on a small scale with TASC companies sending salt fish and coconut syrup into Majuro on copra-trading field trip ships. Since the success of the copra lagoon system is dependent upon regular supply of goods and copra and other export pick-up, two experimental trips were made on regular field trip runs to distribute TASC goods to the companies. These trips gave an indication of the potential volume and of the impact and effect which the availability of wholesale goods to the TASC stores will have.

Feasibility studies, cash requirements, and trade good credit line requirements are known. A portion of the \$1.8 million is designated for the copra lagoon system. The effect of TASC distribution to the other islands on present distribution patterns will require further study.

9. OCEAN FISHING PROGRAM

Ocean fishing has always been a source of local food supply throughout the Marshalls. The recent increase in foreign fishing activity in the Trust Territory has expanded the interest in this industry locally. Japanese companies have stepped up their fishing activity in Marshallese waters, and Van Camp is just beginning new method experimentation in this area. Until now, lack of adequate refrigeration facilities has been a key contradiction to the expansion of this industry by the Marshallese. Now, however, there is a 500 ton reefer plant at the new dock in Majuro currently under construction. Bako, Inc. (with EDLF funding) began shark fishing operations in August, 1975, with a converted tug boat. This new company has the potential to supply meat to the local market, as well as exporting jaws, fins and hides to already established markets in Honolulu and Japan. The present catching capacity does not yet meet the demand for exportable products. A 25-foot tuna fishing boat was acquired by the small industry program in October. It was overhauled, repaired and is now ready for operation. Arrangements are being made with a local fisherman to use this boat in his already established three-boat, seven-man, tuna fishing

enterprise. The consultative efforts of Dr. Eugene Buck resulted in new designs and methods for increasing the shark catch and netting methods to increase catch of other varieties of saleable fish (all of which are still in the experimental stages). At the present time, most of the fishing is on a subsistence and individual basis. However, there is a visible trend toward expansion and development of ocean fishing as an industry for the Marshallese.

10. COCONUT PROCESSING PLANT

Capital investment has been secured for the construction of a copra processing plant in Majuro, under the auspices of the Marshall Islands Development Association (MIDA). This plant will have the capacity to process all the copra produced in the Marshalls. Present plans call for this plant to be in operation by August, 1976. Therefore, the focus of this program of the MHDP has turned to coconut by-product development. Research in the areas of coconut rope, soap, candy, charcoal, copra cake and animal feeds is being developed as new small industries is being done.

11. MARINE FARM DEMONSTRATION PROGRAM

Practical progress in the arena of marine farming began in December, 1975, with the arrival of Dr. Eugene Buck from Anchorage, Alaska. The previous year's research began to take concrete form with the discovery in Majuro of what may be Eucheuma seaweed. The world market price for Eucheuma is \$600/ton. A site was located, and nets were set to begin test-growing methods. At the same time, samples were sent to Marine Colloids in the United States for testing. Other projects, such as the building of fish traps by MCAA (Marshalls Community Action Agency) and the construction of coconut crab traps, were commenced. These are yet in the experimental stage. Many other possibilities have come to light, such as the harvesting of sea urchin roe (eggs), primarily for export to Japan, and sea cucumbers, bait fish and spiny lobster. Methods were developed by Dr. Buck for these projects, but experienced supervision and management are not presently available in order to fully initiate the program.

12. DEMONSTRATION LAND FARM

A major subject of conversation on the Majuro Atoll in the past few months has been the formation of the Laura Land Farm on Laura Island, an important demonstration to provide health and nutrition for the Marshallese people. This island which contains the major land area in Majuro has not been used to its full potential since the Japanese times.

Sixteen people are presently working on 73 acres committed to the Laura Land Farm. This work is principally located on about twelve acres which have been cleared. The produce from the farm is being transported to Majuro by

truck and marketed to local people at reasonable prices. The produce includes taro, melons, Chinese cabbage, radishes, head cabbage, pumpkins, limes, bananas, papaya and coconuts.

A constant source of seeds, fertilizer and replacement equipment will be crucial to the successful operation of this local project. Thus far, seeds have been secured from samples given by major seed suppliers. Fertilizer remains an unsolved problem. The present equipment is old and is rapidly wearing out.

A major financing proposal for \$50,000 has been approved subject to legal opinion on the leases for the land and interviews with the owners. This financing will enable additional expansion of horticultural production, experimentation, and the establishment of a corporation.

13. INTER-ISLAND FERRY SYSTEM

Extensive research has been made on the type, size, cost and location of ships which could be used in creating a five-ship fleet for the inter-island ferry system. Several possibilities have been followed to the point of proven infeasibility, and at present there are no boats that have been secured for this system. However, designs are in hand for the boats most highly recommended, as well as a plan for an interim system for leasing equipment. Personnel are readily available and could be employed immediately. A tentative initial schedule for the system has been sketched out. The symbolic and practical value of getting the ferries running is still the best, most crucial thing that could happen in the Marshalls. The possibility of replication hinges on the actualization of this program.

It has been recommended that further research and pursuit of the implementation of this program await the disposition of the proposal for \$1.8 million before Congress. Upon action on this bill, an approach needs to be made to the U.S. Navy to secure these ships at little or no cost. New construction of five ferro-cement boats will cost between \$350,000 and \$450,000 f.o.b. factory at Truk.

14. HERITAGE TOURISM PROJECT

A signal event in tourist promotion occurred in the spring of 1975 with the opening of the new International Airport Terminal in Majuro. This facility introduces tourists to the "new" Majuro, yet preserves the past through the sale of traditional handicrafts in the lobby. With routes through Majuro, Western Rivers Tours and Micronesian Adventure Tours bring an increasing number of vacationers to Majuro each year. Thousands of dollars of traditional Marshallese handicrafts are being sold by the Busy Hands Shop, the Marshall Islands Handicraft Shop, KITCO's Handicraft Hut, and the new Alele Shop. The Alele Shop produces exclusively baskets of a special design that is traced back to the earliest history of the Marshall Islands. Skin diving and shelling continue to

be popular pasttimes with visitors coming from Japan and America to the Majuro Lagoon. Today's tourists are insisting on fine facilities, even on remote islands. With this in mind, the new Hotel Ajidrik opened in September, 1975, with nine rooms. The Eastern Gateway recently changed ownership and announced plans for improvements and expansion of rooms. New and improved facilities designed to appeal to the tourists include the new ITSCO Restaurant and Lounge, the remodeled KITCO Bar, the remodeled MIECO Bar, the new Reef Bar, and the Marshallese decored Whitney Brothers Restaurant. Whitney Restaurant has nearly completed a new outdoor patio featuring Marshallese food. Transportation facilities on Majuro have been improved with the addition of 50 new rental cars and low 20¢ taxis; a boat marina and charter seaplane provide service to all the other islands. Work in heritage recovery has been indirect. Through the Irujimmon An Ailing Kein Survey Trip the story of the Diamond of the Pacific told by elders is now known by many of the people throughout the Marshall Islands. This recapturing of the history of the Marshalls is a critical issue for the youth who are seeking to identify with their heritage. Ways are being sought to do this within cultural guidelines.

A funding proposal is submitted for the development of an ancient Marshallese Village where the skills, crafts and traditions of the Marshallese can be preserved for future generations.

15. DEMONSTRATION HOUSING PROGRAM

On-site consultative services of Sheldon Hill (architect), Orvis Agee (construction), and Joel and John Stahl (Stahl wall prefab processing) have left a legacy of structural designs and alternative material possibilities. The community's response to this program has been affirmative. The District Administration has funds available for housing. Market surveys and feasibility studies are required prior to finalizing the decision to fully initiate this program.

16. ALL ISLAND HEALTH SERVICES

Primary health care in the Marshall Islands is presently made available through government medical services and public health programs. Efforts have been made during the past sixteen months to facilitate these ongoing services through certain structural aids. The first leg of the Island Survey Trip, a 16-day voyage to ten atolls in the other islands, permitted a health team to gather important base line data, such as the first handicap census. On that trip a public health team also immunized 800 children, a task which otherwise would have required several months to complete. In addition to the trip, training programs have been held through MCAA to equip the staff of various local agencies to inform community residents about practical health care methods. The May 1975 medical report of Dr. Kenneth Gilbert, ICA consultant, recommended that emphasis be placed in the areas of nutrition, sanitation and transportation in order to complement ongoing public sector service in other areas. The Laura Land Farm, the water-sealed toilets project, and the National School Lunch

Program have been responsive to this need. Local production and the import to Majuro of atoll produce through TASC have been encouraged, and MCAA adult education programs dealing in the recommended arenas have been made available. Other atoll health care improvement measures continue to depend largely on the development of a rapid, regular transportation system. A small seaplane now operates which provides emergency evacuation service throughout the Marshalls. The Community Health Planner's and MCAA's efforts to promote interagency cooperation have made the services of outside medical specialists, now more frequently visiting the islands, widely available.

The funding of health improvement projects is readily available through a number of sources. As priorities become clarified through base line data collection and analysis of needs, monies for proposed projects can be forthcoming. The Island Survey Trip functioned, in part, to initiate such required priority setting.

17. SOCIAL ORGANIZATION - MCAA

The Marshalls Community Action Agency (MCAA) has played a catalytic role in the Marshalls in terms of its relations with other structures in the community, both in the District Center of Majuro and the other islands. MCAA has worked closely with the traditional leadership in the Marshalls on weekend beautification and clean-up projects for the past 36 weekends. These projects cover such community events as weto clean-up, building repair, street beautification, sanitation projects, garden creation, beach pick-up, crop cultivation and land reclamation. It was the co-sponsor of such programs as youth employment through the Comprehensive Employment Training Act (CETA) which provided jobs in sidewalk construction, fish traps, fishing, machine maintenance and repair, community planning, adult education, headstart and preschool teacher training. The key tactic of the four month Island Survey Trip (IAAK) has lead to the creation of the Atoll Human Development Teams on eight of the atolls and islands on the central circuit. These teams consist of five local residents of an atoll: a community planner, an adult educator, an early educator, a copra warehouseman, and a store manager. The first two--the community planner and the adult educator-- have been hired by MCAA, and the completion of these teams is in process. Through the impact of the MHDP and its staff, the local image of MCAA has shifted from one of service restricted to Majuro to one of comprehensive service to all the Marshalls and the Trust Territory as a whole.

18. EXTERNAL TRADE - TASC

TASC has provided two major services to local businesses over the past year. First, two forms of credit have been utilized by local businessmen. Supplier credit allows TASC to stock warehouses in Majuro and Ebeye in order that business have a constant supply of inventory. Supplier credit also allows TASC to ship goods to the other islands and provide trade goods on board field trip ships on a consignment basis, payable on a per ship per trip basis. The second form of service provides cash for field trip operators to purchase copra. In addition, other cash resources have been made available for purchase of trade goods and

needed equipment. TASC now supplies Majuro and Ebeye direct from the United States, Japan and Australia in vanload quantities, thereby making direct supply available and reduced prices thus far not otherwise available to the majority of the local merchants. This serves to stimulate competition and bring the global marketplace to the Marshalls. Shipping services have also increased, making a greater variety of goods available on a much more dependable schedule. Various member companies have been able to re-establish trade credit and retire old debts through the service relationships of TASC with its suppliers.

In terms of fees, loans, investment and supplier credit, TASC has brought into the Marshalls \$1,917,000 in "outside money." Volume buying brought in \$1,185,000 in trade goods; short term financing amounted to \$599,000; financing in the small industry program amounted to \$28,500; and investments amounted to over \$100,000.

THE LOGICAL FRAMEWORK

The Logical Framework is primarily a project planning device, which is also used for re-examination of the original design of ongoing projects as a necessary prelude to evaluation, i.e., it sets the stage for determining and validating whether or not the project outputs are being produced, whether these outputs are serving to achieve the project purpose, and whether this achievement is making a significant contribution, as originally planned, to the higher goal.

The logical framework is ethically neutral. It gives no guidance on questions of socio-economic equity or benefit incidence, unless such aspects have been explicitly included in the statements of goal or purpose.

The Logical Framework is programmatically and technically neutral. It gives no guidance on proven strategies and techniques, cost and feasibility of replication, etc.

The methodology introduces order and discipline into the intellectual processes of the planner. It is a convenient planner's tool which visually displays the project design elements so they can be assayed and communicated. The process allows a unified structuring of a set of project design elements.

The Logical Framework is objective-oriented--it does not describe the actions, activities or processes which transform means into ends.

The method rests upon the designer, finally, in terms of the level of effort in collecting and analyzing data, and the specificity with which the project is defined.

+++++

The attached pages attempt to define some of the terminology used as a means of directing attention to the type of data being asked for. Some of the other terms not defined overtly are:

ASSUMPTION: A situation or condition which must be assumed to exist if and when the project is to succeed, but over which the project management team may have little or no control. (ex: increased crop yield (project purpose) will contribute to expanded export of agricultural crops (sector goal) only if price and market conditions are favorable (assumption)).

OBJECTIVELY VERIFIABLE INDICATORS: Pre-established criteria or measures of an explicit and specific nature designed to provide objective assessment of project progress. Progress indicators should be objectively stated so that both a proponent of a project and an informed skeptic would agree that progress has or has not been as planned. These help focus discussion on evidence.

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><u>Program or Sector Goal: (broader objective to which this project contributes)</u></p> <p>What significant, permanent change will be made in the lives of the target population by the comprehensive program to which this project relates? (Ex: Increased per hectare yield (project purpose) is intended to result in expanded exports of agricultural crops (sector goal).</p>	<p><u>Measures of Goal Achievement:</u></p> <p>What factual evidence will prove that the Program Goal (significant, permanent change) has taken place?</p>	<p><u>Means of Verifying Goal:</u></p> <p>What documents or other sources of information will provide the evidence listed as "objectively verifiable indicators"?</p>	<p><u>Assumptions for achieving goal target:</u></p> <p>All assumptions relative to expected changes in the situation of the target population and the role of the comprehensive program in effecting those changes.</p>
<p><u>Project Purpose: (what project is to accomplish by itself)</u></p> <p>What will this project achieve by itself? How large is the target group? What facts or data describe accurately the current situation of the target group? How great a change in these data should the project effect? (Ex: An irrigation network and associated facilities and services (outputs) are intended to produce increased per hectare yield (project purpose).</p>	<p><u>Conditions which will indicate purpose has been achieved;(end of project status)</u></p> <p>What will be the situation of the target group at the conclusion of a successful project?</p> <p>What is the project termination date?</p> <p>What is the cost-effectiveness of the project?</p>	<p><u>Means of Verifying Purpose:</u></p> <p>What sources or evaluation procedures will provide data that reflect the change effected by the project on the situation of the target group?</p>	<p><u>Assumptions for achieving purpose:</u></p> <p>All assumptions relating to the achievement of the project purpose and the accuracy of evaluation.</p>
<p><u>Outputs: (results of input processing)</u></p> <p>What will be created, purchased, established, built or set up by the use of inputs as a means to achieve the project purpose? These are the Intermediate Objectives: steps between the inputs and the purpose. (ex: Manpower, training, machinery and building materials (inputs) can be managed to produce an irrigation network, trained staff, a water utilization schedule, etc. (outputs).</p>	<p><u>Magnitude of Outputs:</u></p> <p>With regard to outputs: How many? How big? In what stage of completion? How widespread? Of what quality? In what condition?</p>	<p><u>Means of Verifying Outputs:</u></p> <p>What will give proof to an evaluator that the answers to the questions under "Magnitude of Outputs" have been realized?</p>	<p><u>Assumptions for achieving outputs:</u></p> <p>Assumptions about the activities and processes that will achieve project purpose by means of outputs; assumptions about effectiveness of outputs; assumptions about the situation or environment in which outputs act or are acted upon.</p>
<p><u>Inputs: (minimum resources and amounts)</u></p> <p>MEN (including volunteer labor, expatriate personnel, administrators, organizational structures, et al) MONEY (how much, from whom, when to be received, etc.) MATERIALS (type, furnisher, value, delivery schedule, etc.) OTHER (including "hidden" inputs, such as material aid, freight costs, etc)</p>	<p><u>Implementation Target:(Types/Quantity)</u></p> <p>What is the schedule for using the inputs?</p> <p>What is the total value of the inputs-- i.e., the total cost of the project?</p>	<p><u>Means of Verifying Inputs:</u></p> <p>How can delivery, quantity, quality, and appropriateness of inputs be verified?</p>	<p><u>Assumptions for providing inputs:</u></p> <p>Such assumptions as furnishers; transportation and freight; storage; quality, condition and appropriateness of inputs; timing of delivery and use of inputs; activities and processes that convert inputs into outputs; environmental and situational factors that could effect those activities and processes.</p>

Social Development

Adult Development	Public Health	Community Development
Marilyn Crocker *Marie Armstrong Alice Balos Robert Fishel Harris Lijon Ishoda Iroi Mo Jitiam Dora John Abija Kaious Yosi Kilma *Louise Lobaun Rev. Hansen Lalimo Jorbi Lanitok *Mary Lanwe Roberta Lapp Betra Majmoto *Queenie Ria Diam Robert Kabinmeto Rusin Loje Samson Katnar Tima Joe Timlin Joe Trewyn	Heidi Holmes Bohanny Gene Bosworth Tony Edwards *Fr. Hacker Ruth Harris Jitiam Ellen Jorkan Milson Kamo Chuck Lapp Kathleen Lavin Jabmejmej Makby *Dr. Momotaro Rudy Muller Labon Rakmeto Jim Reed John Reed Andrik Renna Henry Tano Chet Thomas	George Holcomb Flmo Alling Kanki Amlep Bethwell Domingo deBrum Leah Farly Flsie Flbie *Flena Fleben Betty Johnston Ledrikdrik Ron Levy Clancy Makroro James McAfee Dennis McBreen Dona Milne Victor Milne Ellen Rebstock Carla Reed Robert Reimers Walkup Silk Smith Ysawa

MARSHALLS CONSULT II
Task Force Assignments

Foundational Education

Basic Education

Wanda Holcombe
Rhine Brain
Hernes de Brum
Eleanor Durst
Charles Eko
*Elitha Enoch
Bob Foster
*Nema Helgenberger
Martha Henkelman
Dorthea Jewell
*Adalina Joash
Joe Jorrout
Metwan Kare
*Elkur Keju
*Wina Lalimo
Jina Lavin
Mac
*Neijaja Makbi
Elizabeth Mea
Lee Mellon
Newi Nathan
Mable Nelson
Andrik Renna
Taro
Kathleen White

Youth Training

Judi Wiegler
Arine Alik
May Alling
Benice Andrew
*Ruth Caesar
James Capelle
Robin Colthurst
Ruth Foster
Percival Henkelman
Isaac
Joseah
Jibe Kabua
Rose Beth Langter
Kenja Majner
Fr, McGrath
Robert Miller
Theodore Mueller
Ninbot
Pomare Richino
Amram Timothy

MARSHALLS CONSULT II
 TASK FORCE ASSIGNMENTS

ECONOMIC DEVELOPMENT

LOCAL INDUSTRY	MARKET FARMING	FISCAL EXPANSION
<p>Joe Crocker</p> <p>Aliksa Andrike Jim Baumbach Helmet Bethwell Tadradrik Dam Jerry Hensley Altan Jema Lieonbit Jorbit Barwell Langrin Molton Lanwe Lomoto Laria Lillian Makby Amos McQuinn Kijalot Mwejitin Nathan Note Sharon Robertson *Abuit Samson O. J. Sperstad *Fnoch Tarkeim Sharon Thorsen Dan Townsend Dan Tuecke Reed Typhoon *Aluis Ysawa</p>	<p>Theresa Lingafelter</p> <p>Sarah Alik Joe Baxter Jim Beebe Misao Capelle Cornet de Brum Pomecio Jim Durst Melvin Durst Grant Gordon Neilom Hamilton Kaian Junairi Labwe Dorothy Lorek Roger McGuire Oscar Sperstad Amram Timothy Timur Doug West</p>	<p>Ken Hamje</p> <p>Bolikiej Andrike Polson Anrak *Amos Asheel Ajidrik Bien Andrew Bilimon Sue Colthurst Lee Farly Tom Getty Andrew Hisaiah Molik Ishiguro Rosina Jennor Helena Jormeale Shumiko Lana Dorothy Lee Sam Leon Rich Michael Fred Nerruhn David Rebstock *Jackeo Rilang Bruce Robertson</p>

CONSULT EXPERTISE LIST

1. Alik, Arine
human development team
2. Alik, Jima
community services
3. Alik, Sarah
community development
4. Alling, Elmo
heritage recovery
5. Alling, May
heritage recovery
6. Altan, Jemor
business development
7. Amlep, Kanki
community services
8. Andrew, Benice
social services
9. Andrike, Alexis
industrial development
10. Andrike, Bolikiej
business development
11. Anesi, Sale
business development
12. Anrak, Polson
atoll development
13. Armstrong, Maria
retailing methods
14. Asheal, Amos
small industries
15. Baker, Don
fulltime enablement
16. Balos, Alice
community services
17. Baumbach, Jim
water resources
18. Baxter, Joe
market farming
19. Beebe, Jim
inventory control
20. Bethwell
human development team
21. Bethwell, Helmet
industry development
22. Bien, Ajidrik
community development
23. Bilimon, Andrew
management practices
24. Bohanny
marine resources
25. Bosworth, Gene
business expansion
26. Boye, Nancy
evening enablement
- x 27. Brain, Rhine
social services
28. Caesar, Ruth
economic development
29. Capelle, James
technical training
30. Capelle, Misao
marine resources
31. Colthurst, Robin
secretarial services
32. Colthurst, Sue
preschool education

MHDP

Majuro
February, 1976

- | | |
|---|--|
| 33. Crocker, Joe
community development | 50. Fishel, Robert
community development |
| 34. Crocker, Marilyn
education training | 51. Foster, Bob
dentistry care |
| 35. Dam, Takradrik
small industries | 52. Foster, Ruth
nursing care |
| 36. deBrum, Carnet
social services | 53. Getty, Tom
business methods |
| 37. deBrum, Domingo
economic development | 54. Gordon, Grant
economic development |
| 38. deBrum, Hernes
community services | 55. Hacker, Father
community services |
| 39. Domecio
marine resources | 56. Haizaya, Andrew
business development |
| 40. Durst, Deborah
operations | 57. Hamje, Ken
industrial development |
| 41. Durst, Eleanor
health care | 58. Hamilton, Neilom
community services |
| 42. Durst, Jim
market farming | 59. Harris, Ruth
public health |
| 43. Durst, Melvin
diversified farming | 60. Harris
marine resources |
| 44. Edwards, Tony
community services | 61. Helgenberger, Nema
early education |
| 45. Eko, Charles
elem. education | 62. Henjum, Joanne
evening enablement |
| 46. Elbi, Elsie
human development team | 63. Hensley, Jerry
co-op accounting |
| 47. Eleben, Elena
secretarial services | 64. Hermios, Murjel
human development team |
| 48. Enoch, Elitha
early education | 65. Hinkleman, Don
evening enablement |
| 49. Fishel, Judy
elem. education | 66. Henkelman, Percival
communication operation |

mid. 1970
February, 1970

67. Henkelman, Martha
home management
68. Hoff, Michael
evening enablement
69. Holcomb, George
community education
70. Holcomb, Wanda
elem. education
71. Isaac
marine resources
72. Isaac, Hilmer
marine resources
73. Ishiguro, Mokik
tourist business
74. Ishoda, Lijon
adult education
75. Jacklik, Zachias
fishing industry
76. Jekin, Anko
human development team
77. Jemnor, Rosina
social services
78. Jewell, Dorothea
elem. education
79. Jinuna, Jonas
retail business
80. Jitiam, Iroj Mo
retailing methods
81. Joash, Adaline
early education
82. John, Dora
human development team
83. Johnston, Betty
heritage crafts
84. Jorbit, Lieonbit
small industries
85. Jorkan, Ellen
shipping services
86. Jormele, Helena
social services
87. Jorrout, Joe
agricultural development
88. Joseah
community safety
89. Kabua, Jibe
counseling services
90. Kaios, Abija
community development
91. Kamo, Milson
marine resources
92. Kare, Metwan
early education
93. Karian
community services
94. Keju, Elkur
early education
95. Kelen, Robert
early education
96. Kilma, Yosi
human development team
97. Labaun, Louise
office methods
98. Labwe, Junairi
agricultural development
99. Lalimo, Rev. Hansen
family services
100. Lalimo, Wina
early education

MHDP

Majuro
February, 1976

- | | |
|---|--|
| 101. Lana, Shumiko
business development | 118. Lingafelter, Theresa
merchandising methods |
| 102. Langrin, Barwell
industry development | 119. Lorak, Dorothy
social services |
| 103. Langter, Rosebeth
clerical training | 120. Mac
marine resources |
| 104. Lanitok, Jorbi
elem. education | 121. Majmoto, Betra
adult education |
| 105. Lanwe, Dr, Isaac
health services | 122. Majna, Kenja
elem. education |
| 106. Lanwe, Mary
adult training | 123. Makbi, Neijaja
elem. education |
| 107. Lanwe, Motton
industrial development | 124. Makby, Helenteen
evening enablement |
| 108. Lapp, Chuck
transportation analyst | 125. Makby, Jabmejmej
community development |
| 109. Lapp, Roberta
home nutrition | 126. Makby, Liklol
operations |
| 110. Laris, Lometo
economic development | 127. Makby, Lillian
economic development |
| 111. Lavin, Jina
educational planning | 128. Mathews, Dr. Joseph
community development |
| 112. Lavin, Kathleen
health services | 129. McAfee, Jim
community planning |
| 113. Ledrikdrik
human development team | 130. McBreen, Dennis
community planning |
| 114. Lee, Dorothy
social services | 131. McGrath, Father
education training |
| 115. Leon, Sam
economic development | 132. McGregor, Mary Lou
operations |
| 116. Leviticus, Lepty
community services | 133. McGuire, Rodger
cooperative farming |
| 117. Levy, Ron
managerial services | 134. MacQuinn, Amos
small industries |

MHDP

Majuro
February, 1976

- | | |
|--|---|
| 135. Makroro, Clancy
economic development | 152. Paul, Atjung
community development |
| 136. Mea, Elizabeth
early education | 153. Pusaturi, Joe
market farming |
| 137. Mellan, Lee
educational planning | 154. Rakmeto, Lebon
health improvement |
| 138. Michael, Rich
fiscal affairs | 155. Rebstock, David
accounting systems |
| 139. Michael, Smith
vocational training | 156. Rebstock, Ellen
family management |
| 140. Miller, Robert John
accounting methods | 157. Reed, Carla
rural health care |
| 141. Milne, Dona
business development | 158. Reed, Jim
construction planning |
| 142. Milne, Victor
tourist development | 159. Reed, John
family medicine |
| 143. Momotaro, Dr.
health services | 160. Reimers, Robert
business development |
| 144. Mueller, Theodore
special education | 161. Renna, Andrik
social development |
| 145. Muller, Rudy
transportation planning | 162. Ria, Queenie
social development |
| 146. Murphy, Joe
news reporting | 163. Richino, Pomare
community care |
| 147. Mwejitin, Kijabot
small industries | 164. Rilang, Jackeo
economic development |
| 148. Narruhn, Fred
economic development | 165. Robert, Diem
social services |
| 149. Nathan, Newi
social services | 166. Robertson, Bruce
financial management |
| 150. Ninbit
economic development | 167. Robertson, Sharon
production scheduling |
| 151. Note, Nathan
atoll development | 168. Rusin, Kabinmeto
economic development |

169. S., Athlena
human development team
170. Samson, Abuit
warehousing methods
171. Samson, Loje
social services
172. Samuel, Henry
transportation services
173. Silk, Lee
radio coverage
174. Spearstad, Oscar
agricultural methods
175. Spearstad, O.J.
agricultural methods
176. Spearstad, Roberta
operations
177. Tano, Henry
tourist business
178. Tarkeim, Enoch
warehousing methods
179. Silk, Walkup
heritage recovery
180. Taro
atoll development
181. Thomas, Chet
sanitation development
182. Thorsen, Sherry
merchandising development
183. Tima, Katnar
economic development
184. Timlin, Joe
anthropological research
185. Timothy, Amram
farming development
186. Timur
marine resources
187. Tipon, Isao
retailing methods
188. Townsend, Dan
electrical distribution
- X189. Trewyn, Joe
secondary education
190. True, Bob
health care
191. Tuecke, Dan
industrial development
192. Typhoon, Reed
atoll development
193. West, Doug
cooperative farming
194. White, Kathleen
early education
195. White, Lawrence
accounting methods
196. Wiegel, Jim
operations
197. Wiegel, Judy
education training
198. Williams, Roger
technical services
199. Wilson, Priscilla
community development
200. Ysawa, Aluis
economic development
201. Ysawa, Smith
economic development

EVALUATIVE CONSULT DESIGN

EVALUATIVE CONSULT DESIGN							
PREPARATION	CONSULT FRAME						FOLLOW THRU
	CONSULT HEARINGS						
	PRELIMINARY HEARINGS: PROJECT ASSESSMENT			FINAL HEARINGS: RECOMMENDED ACTIONS			
	OPENING	HEARING TESTIMONY	WRITING OPINIONS	GATHERING EVIDENCE	MAKING JUDGEMENTS	CLOSING	
PRE	I MON	II TUES	III WED	IV THURS	V FRI	VI SAT	POST
LOCAL WRITTEN TESTIMONY	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	LOCAL IMPLEMENTATION
EVIDENCE EXHIBITS	ARRIVAL	PLENARY HEARINGS -Arguments -Testimony -Cross Exam.	TEAM HEARING HEARINGS	PLENARY HEARINGS THE OPINIONS	TASKFORCE HEARINGS INITIAL JUDGMENTS	PLENARY HEARING THE FINAL OPINIONS	
OUTSIDE QUESTIONS EVIDENCE	TOUR	TASKFORCE HEARINGS	UNIT HEARINGS	TEAMS: GATHERING EVIDENCE ON POINTS AT ISSUE	TEAMS FINAL EVIDENCE	CELEBRATION	OUTSIDE FINAL DOCUMENT
	STUDY	EXHIBIT STUDY	INITIAL OPINIONS	TEAMS: EVIDENCE	TEAMS: FINAL OPINIONS	DEPARTURE	

EVALUATIVE CONSULT DESIGN

CONSULT FRAME							
PREPARATION	OPENING	CONSULT HEARINGS				CLOSING	FOLLOW THRU
		PRELIMINARY HEARINGS: PROJECT ASSESSMENT		FINAL HEARINGS: RECOMMENDED ACTIONS			
		HEARING TESTIMONY	WRITING OPINIONS	GATHERING EVIDENCE	MAKING JUDGEMENTS		
PRE	I	II	III	IV	V	VI	POST
LOCAL WRITTEN TESTIMONY	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	LOCAL IMPLEMENTATION
EVIDENCE EXHIBITS	ARRIVAL	PLENARY HEARINGS -Arguments -Testimony -Cross Exam.	TEAM HEARING HEARINGS	PLENARY HEARINGS THE OPINIONS	TASKFORCE HEARINGS INITIAL JUDGMENTS	PLENARY HEARING THE FINAL OPINIONS	
OUTSIDE QUESTIONS	TOUR	TASKFORCE HEARINGS	UNIT HEARINGS	TEAMS: GATHERING EVIDENCE ON POINTS AT ISSUE	TEAMS FINAL EVIDENCE	CELEBRATION	OUTSIDE FINAL DOCUMENT
EVIDENCE	STUDY	EXHIBIT STUDY	INITIAL OPINIONS	TEAMS: EVIDENCE	TEAMS: FINAL OPINIONS	DEPARTURE	

TASK FORCE ARENAS RE PROGRAMS

SOCIAL DEVELOPMENT			FOUNDATIONAL EDUC.		ECONOMIC DEVELOPMENT		
ADULT DEVELOP.	ESSENTIAL SERVICES	COMMUNITY DEVELOPM'T	BASIC EDUCAT'N	YOUTH TRAINING	LOCAL INDUSTRY	MARKET FARMING	FISCAL EXPANSION
ADULT EDUCATION	INTER-ISLAND FERRY SYSTEM	HERITAGE TOURISM	ALL ISLAND PRE-SCHOOL	MARSHALLS TRAINING CORPS	SMALL INDUSTRY DEVELOPM'T	MARINE FARM	TRANSATOLL SERVICE CORPORATN
		COMMUNITY ACTION AGENCY		INCLUSIVE APPRENTICESHIP PROGRAM	MULTI-PURPOSE REPAIR CENTER	LAND FARM	BUSINESS SERVICES CENTER
					COCONUT PRODUCTS PROCESSING		COPRA-LAGOON SYSTEM
					OCEAN FISHING ENTERPRISES		

INITIAL OPINION ARENAS

For Consult Use Only
Working Draft

SOCIAL DEVELOPMENT

FOUNDATIONAL EDUCATION

ECONOMIC DEVELOPMENT

ADULT DEVELOPMENT	ESSENTIAL SERVICES	COMMUNITY DEVELOPMENT	BASIC EDUCATION	YOUTH TRAINING	LOCAL INDUSTRY	MARKET FARMING	FISCAL EXPANSION
Comprehensive Adult Vocational Curriculum Design	Coordinated Transport System	Heritage Recovery	Expanding All-Island Early Education	Apprenticeship Training	Outer Island Industries	Marine Farm Demonstration	Copra Lagoon System
Vocational Engagement Service	Housing Demonstration Model	Social Forms			Commercial Fishing Operations	Farm Marketing	Amplification of External Trade
Local Community Methods Training	Utilization of Tourist Resources	Guild Dynamics	Expanding Cooperative Efforts in Educational Structures	Marshall's Training Corps	New Industries Initiation	Demonstration Land Farm	Business Consultation & Training Services

ARENA TITLE Comprehensive Adult Vocational Curriculum Design

INITIAL OPINION

In the arena of concern is a comprehensive adult vocational curriculum design. This has to do with the writing of a total plan of vocational experiences aimed at developing the fully functional adult. Included would be a general Island Living Skills and Language training in authentic English and Marshallese. Involved would be the underlying philosophy, specific educational objectives, a rationale of sequence and relationships, a listing of vocational arenas and instruction resources. The present situation reveals the cruciality of this arena. Adult Training Curriculum at this time is largely unpublished and fragmented. This nearly eliminates the possibility of Marshallese assuming teaching positions. The whole MHDP is at stake in terms of the emerging variety of programs (farming, shipping, processing, mechanics, office work, construction, etc.). Every actuating program has requirements and needs training manuals. At a time when island living skills required for vocational engagement in the outer islands of the Marshalls are in danger of becoming abandoned, a design which incorporates these as authentic vocation is crucial. Such a comprehensive design will, also, functionally bridge the economic and social dimensions of the project. In comprehensively identifying existing training structures, it would relate the MHDP to other programs in the Marshalls and abroad. Therefore, we are of the opinion that this arena cannot be delayed if the MHDP is to have any over-all picture of adult development and if the practical training sub-tactics are to be implemented.

ACTUALIZATION ISSUES

Writing
Structures

A structure and method of insuring that specific manuals and lesson procedures get written will need to be insured. This will be particularly necessary for business center purposes.

Immediate
Procedures

How to quickly create lesson procedures for training already in operation, such as the Business Center and Repair Center training programs

How to get an accurate picture of what other training structures and organizations are doing in various arenas

Practical
Research

How to undertake building the curriculum design as a serious research project while at the same time discerning its practical implementation

University 13
Applicability

How to utilize appropriate wisdom contained in the University 13 curriculum prospectus

ARENA TITLE Vocational Engagement Service

INITIAL OPINION

In the arena of Vocational Engagement Service, an organization whose specific functions are to conduct periodic job and skills surveys, to create and maintain a program of in-service training to have adequately trained, skilled labor available, to help create new jobs, and intensify vocational awareness is needed. This VES organization must be centrally located, adequately staffed and utilize all communication facilities for wide promotion of the service. Imminent industrial expansion in the Marshalls and the need for significant social roles of community engagement point to the cruciality of a vocational Engagement Service in doing the tactics of the MDDP. This service is also critical for the local people who are actualizing the adult development project and to all actualizing programs as they demand opportunities for engagement. We are of the opinion that this service must come into being immediately, for vocational engagement is the key to develop- in educated adults in Micronesia.

ACTUALIZATION ISSUES

GOVERNMENT
COOPERATION

Eliciting the cooperation of the government Department of Personnel which is responsible for the areas of job development and employment.

SUPPLEMENTAL
FUNDS

Creatively dealing with local cash shortage by developing outside supplemental funds to assist employers in paying stipends during the initiating period.

LOCAL CONTROL

Gaining local control of CSEA funds available by law for experimen- tation in job development

COMPENSATION
REBAGGED

Breaking externally imposed image that people won't work unless they get paid

SURVEY UPDATING

Creating viable method to update survey

SUPPORT
SYSTEM

Intensifying support systems (like the guardian network) that provide consultant expertise and equipment

FLEXIBLE
PRECISION

Keeping iron-clad precision and direction in on-the-job training yet maintaining open adaptability to new job demands

MHDP
CONSULT II

TEAM Adult Development
TASK FORCE Social Development

ARENA TITLE Local Community Methods Training

INITIAL OPINION

The arena of Local Community Methods Training involves creating curriculum, course manuals on social methods of community development, organization, planning and actualization, operational systems of how training gets done, and training Marshallese to continue development in local community. During the first year of MHDP, informal methods training took place in relationship to specific tasks and in conjunction with projects. This has to be expanded, rationalized, and formalized in order to comprehensively train Marshallese in social methods, which are key and critical to the MHDP. Formal training in Local Community Methods allows people to reflect on their engagement in doing the MHDP. To further the MHDP, the increasing need for people effectively working together implementing tactics can be met by Local Community Methods Training as it directly deals with building local community functionally. To accelerate the MHDP, Local Community Methods Training will impact both the social and economic poles and hold them in tension together. To any program providing social services, LCMT gives comprehensive rationale of why services are needed. In economic development, the LCMT provides supportive tools and methods. LCMT is related to every vocational arena by allowing reflection on significant engagement. Therefore we are of the opinion that LCMT should begin immediately as it is the key to welding the project together and accelerating its progress.

ACTUALIZATION ISSUES

INFORMAL
OCCASIONS

How to get methods training done informally in non-group-organized communities--this will require discerning the applicability of methods training as a special dimension of specific community projects.

MANUAL
TRANSLATION
EMPHASIS
PRIORITIZING

How to get translation done.

Prioritizing emphasis in situations where much could be taught but time is limited

TEACHING
REPLICATION

How to get depth training done so that teaching methods can be replicated by local teachers elsewhere in the Marshalls

ONGOING FOCUS

How to keep abreast of what is happening in weekly meetings across the islands in order to enable sharp focus on real issues

FERRY
DEPENDENCE

Dependence on the ferry for this arena's implementation in the outer islands

URBAN
PROMOTION

How to communicate need for methods training in urban centers

ARENA TITLE Coordinated Transport System

INITIAL OPINION

All aspects of life in the Marshalls District are affected by the availability and regularity of transportation. Improved transportation services of various types were proposed in the initial MHDP Consult. Additional effort is required to meet these and other transportation needs. Consult II is dealing with a coordinated transport system which recognizes the overriding needs of all areas. This is a matter of concern to all providers and consumers of service.

Since the initiatory Consult there has been much progress in rationalizing and expanding transportation services: Direct shipping of goods via two lines from the West Coast of the U.S. with reduced rates and a line each from Japan and Australia have started; the T.T. Department of Transportation has set up a ship position tracking board and published three month schedules; a one-stop copra pickup schedule has been initiated to speed up the circuits of government ships from lagoon to lagoon; several proposals for the inter-island ferry system have been researched and a project for obtaining and using ferry ships is awaiting funding; emergency medical evacuation through an air charter service has started. The effectiveness of current shipping is limited by the difficulty in coordinating the private and public sectors in transportation. Although government shipping has improved in scheduling, the existing equipment is unable to provide the service needed. Private shipping is underutilized due to dependency on the economics of single runs between Majuro and outlying islands. Private ships have to compete with subsidized government services

ACTUALIZATION ISSUES

Comprehensive Transport	No detailed "solutions" to the several transport problems should yet be considered; it is more fruitful to think about needs in a comprehensive manner because of the possibilities of innovative solutions from such a mix.
Service Standards	All services below should be reliable, frequent, and effective to all populated parts of the Marshalls; this may imply that fares should be affordable by most of the Marshallese.
Copra Transport	Copra needs to be picked up from lagoons and moved to an atoll storage facility, and moved from each atoll to a central processing or transloading point.
Inbound Goods	A flow of goods needed by each island community should be maintained.
Outbound Goods	Articles "manufactured" on each atoll should be picked up and transported to a central collection, storage, processing, or transloading point.
Medical Services	Health maintenance services must be delivered to all populated areas. Sick or infirm people must be delivered to care centers. Medical emergency cases must be expeditiously transported to an emergency center.
Passenger Services	Passengers need to be regularly delivered between atoll and island origins and destinations.
Youth Service Corps	The Youth Service Corps Project must be able to work with, train, and make use of the services of all Marshallese youth. This implies

INITIAL OPINION

(Opinion Cont.)

on potentially profitable routes or make unscheduled charter service runs only to islands where scheduled service is otherwise not profitable. Private shipping is dependent on the economics of the world copra trade, and public shipping is dependent on equipment and budgets decided upon at a great distance from the District. It has been difficult locally for both sectors to complement each other in coordinated service to the islands.

This arena more than any other is crucial to the advancement of the MHDP because it cuts across almost all arenas of the Marshallese society. Copra production, food distribution, accessibility of health services, initiation of community development projects such as small industries and preschool centers are all dependent on transfer of people, goods and services between atolls. Without such transfers, outer island residents are relegated to subsistence living characteristic of the pre-technological era, and the natural and human resources of the islands cannot be developed in a coordinated and synergistic fashion. While the efforts of the public and private sector have resulted in some improvements in services, the approach is fragmented and fails to recognize the foundational importance of a basic transportation system which is greater than the sum of the individual services being performed.

Therefore, we are of the opinion that concerted effort on the part of all sectors, public and private, local, territorial and federal, in the establishment of a coordinated transport system must occur.

ACTUALIZATION ISSUES

	<p>a mobile training and processing facility useful to the economic community as well as to the youth.</p>
Educational Services	<p>Transport needs of preschool through adult education programs must be adequately met.</p>
Resource Development	<p>The above services should facilitate resource development such as fishing and other mariculture and small business and manufacturing growth, along with the other transport sales.</p>
Inclusive Transportation	<p>Transportation services need to meet the requirements of all basic arenas of the MHDP; the proposal for each arena should include transportation requirements for a fullscale, as well as a minimal, operation.</p>
Transport Expenditures	<p>Passengers and goods should be delivered between the Marshalls, other Districts, and major continental areas in such a manner that shipping costs are much lower, and that expenditures for these services stay in the Marshalls.</p>
Planning and Scheduling	<p>Should cooperative ownership, control, and scheduling of ships and boats be considered in order to make the above concepts feasible?</p>
Government Implementation	<p>Should government subsidize be considered as an investment to enable operation as the economy begins to "wind up" (partly as a result of improved transportation)?</p>
Feasibility Study	<p>A detailed economic and financial study needs to be made of the comprehensive transportation needs of the Marshalls including cargo projections (taking into account future mariculture, manufacturing</p>

and processing operations and timelines), passenger revenue projections, and operating costs. Five year proforma income statement and balance sheets need to be constructed as a part of the feasibility study.

Intermediate
Technology

This study should take into account the several aspects of intermediate technology, efficient, effective operations, possible use of state-of-the-art sailing techniques, and the basic requirements that operating revenues as well as expense monies stay in the Marshall Islands to the maximum practicable extent.

Communications
and Trans-
portation

Good communications between all populated areas of the Marshalls may well be considered as an inexpensive substitute for, or adjunct to, transportation needs.

ARENA TITLE Housing Demonstration Model

INITIAL OPINION

For low cost housing to be made available to the MHDP, it is necessary to present viable alternatives in design and cost for selection by the people. The construction of demonstration models must be done. Several designs using local materials (wood), concrete block, and plastic moduls have been presented. However, no models have been built to date due basically to a lack of funds. The population of the District Center, Majuro, has increased by approximately 2000 persons in the last two years, indicating a growing need for low cost housing. This population increase also is placing a strain on the requirement for sanitation. A maximum of \$5000 loan is available from the T.F. to those persons who qualify. However, the average current cost of a concrete block, 3 room home is approximately \$15,000, making it exceedingly difficult to build a home. By placing emphasis on low cost housing at this time, there will accrue benefits not only to the individual home buyer but it will also provide additional jobs and infuse new monies into the local economy. The entire MHDP will be accelerated by the symbolic value of new housing which is cost effective and culturally acceptable. Therefore, we are of the opinion that a housing demonstration model must be constructed and promoted which will either meet or exceed all of the requirements.

ACTUALIZATION ISSUES

Housing
 Prototype
Material
 Acquisition

Seed Money
Construction
 Forces
Sanitation
 System
Electrical
 Systems
Promotional
 Techniques
Contractual
 Arrangements

What are the feasible alternative housing designs that should be selected for the demonstration house?

Which of the feasible materials can be demonstrated, and how quickly can this be done?

What are the sources of funds to build the demonstration houses?
Who is available to construct the houses?

What are the human waste disposal systems to be incorporated in the model house?

What electrical systems should be included in the basic design?

What are the means of acquainting large numbers of people with the new housing possibility?

What methods of financing, purchase and construction will enable the demonstration housing to be put into general usage?

ARENA TITLE Utilization of Tourist Resources

INITIAL OPINION

In order to anticipate and constructively direct tourist resources to the maximum effective benefit of the Marshalls economy and society, serious attention needs to be given to the arena of Utilizing Tourist Resources. In the past year, improvements in tourist facilities and services have been completed and more have been planned. A new International Airport Terminal has been opened, several restaurants and lounges have been improved and new facilities are under construction. New craft industries making products that attract tourist dollars, such as Alele weaving, black coral gathering, and shark handicrafts are underway. An increase has been noted in the number of tourists coming through the Marshalls. More airline destinations and space are becoming available both to and through the Marshalls. Ajidrik Hotel opened and a large expansion of the Eastern Gateway is planned. Turning on the arena of tourism facilities is a critical arena for the development of the MHDP in that it can accelerate the establishment of small businesses and bring more money into the Island economy which, if not capitalized upon in the next few months, might be lost permanently to outside concerns. Most of all, expansion of tourism facilities would provide a major arena for acceleration of the heritage program reflected in decisions by the Marshallese on the quality of tourist experience on the Islands. The other indirect benefit, which could bring in more financial resources, is the opportunity to intentionally expose visitors to the Marshalls as the exciting, thriving community building its own future that it is, rather than as some imagined isolated island

ACTUALIZATION ISSUES

(opinion cont.) Therefore, we are of the opinion that in order to anticipate and constructively direct Tourist Resources to the maximum effective benefit of the Marshalls economy and society that serious attention be paid to the arena of Utilization of Tourist Resources to which the following issues are directed.

TOURISM
ENTERPRISES

What mix of private and community programs should direct the tourism development?

ANTICIPATORY
PLANNING

Who is going to do the planning for tourist growth in order to direct tourist growth constructively?

building a traditional Marshallese Village for tourism purposes?

COMMUNITY
ORDINANCES

What are the building codes, zoning laws and investment regulations that will allow the local community to encourage, direct, and control tourist facility growth?

IMMEDIATE
TOURIST
POSSIBILITIES
CRAFTS EXPAN-
SION

What are small business opportunities for tourist activities for current visitors to the Islands?

How can the quantity and authenticity of local crafts generate a significant tourist market?

ARENA TITLE HERITAGE RECOVERY

INITIAL OPINION

Intentional Heritage Center and inter-island heritage research, staff and curriculum is that which will rehearse the journey of the Marshallese people and their spirit, sense of time and space that make them a unique people of particular gifts in arts, skills, and drama. During the past year this area has had some research with elders, but has not been formed into a curriculum construct. During the island tour, the island tour, the story of a related group of islands was rehearsed as elders told of the Diamond of the Pacific. A specially designated space is needed for research, crafts and arts where all people of Marshalls know there are people working on Heritage Recovery. The Nitijela is presently using the Heritage Museum space until a new facility is ready. The work days have been an extremely effective catalytic way to clean up what was here and affirm the beauty of the space. In general, the Heritage program dynamics have received, proportionally, less attention in order to launch the economic catalization that has been required. Heritage recovery is crucial to acceleration in that it provides the glue with which the pioneer spirit of the Marshallese people is held. It will provide the broad based support necessary to bring off profound economic development and sustain the creative edge of guild development. Reclaiming the heritage calendar will give a sustaining rhythm and form to the community year. Therefore, we feel that heritage recovery is key to what it means to be a profound human being in the midst of a unique heritage.

ACTUALIZATION ISSUES

Symbolic Space	The space for the heritage center must be clearly defined so that it is symbolic to the whole nation as where the past wisdom is preserved. Since the Nitijela presently is using the space previously assigned for the museum, a joint use plan must be worked out.
Marshallese language	The old stories should be told in Marshallese to dramatize the unique richness of the language. If available in both written and verbal form, the language use will be strengthened and the stories will be more universally understood.
Teacher selection and training	A plan will be devised for choosing Marshallese who are available, willing and capable to circulate among the islands to teach the heritage. A training construct for these individuals will also be created.
Imaginal Impact	It will be helpful to have some pictorial images of heritage recovery when circulating among the islands to attract people's attention the way the island paintings and MHDP symbols did during the first survey.
Inter-island Interchange	In order to gather and disperse heritage data among all the islands, some forms of inter-island communication or transportation is necessary. If inter-island ferrying is available, a Town Meeting or similar format could be held on each atoll to gather data and later teachers to go to each island to hold courses. If ferrying is impossible, each atoll will have a time to broadcast their data on the radio station to teach their unique memory to the other atolls.

ARENA TITLE Social Forms

INITIAL OPINION

In the arena of building structural social forms the present situation is that only a few people see themselves as participating in only particular aspects of the Marshalls Human Development Project and at the same time the whole implementation of the project depends on a self-conscious group which sees itself as responsible for the whole project for the whole of the Marshall Islands with possibilities for replication elsewhere around the globe. Particular structures need to include daily collegiums for motivating and battleplanning with the core; regular work days to accomplish specific tasks; weekly Kweloks a planning meeting on each island or atoll; and quarterly Drus or celebrative future planning events. The crucial nature of building such meeting structure has to do with assuming responsibility, holding accountability and sharing wisdom throughout the islands for the whole Marshall Human Development Project. Therefore, we are of the opinion that in the arena of structural social forms we need to have regular, intentional and catalytic meetings to build a set of social structures where leadership can exercise its decision to care for the Marshall Islands by practically planning, holding accountability and daily checking and symbolizing this self-conscious decision. For without this structure there is no way for the Marshall Islands to become a self-sufficient island nation.

ACTUALIZATION ISSUES

Support
Systems

Meeting
Times

Participant
Invitations

Leadership
Methods

Leadership
Mobility

Models must be created to insure transportation of Marshallese across Majuro and among the atolls. Housing of participants from other islands and districts must be arranged and available. It must be determined what rhythm or frequency of meetings is most helpful in eliciting effective community participation. Meetings must be publicized among all the Marshallese to draw leadership from a broad grassroots base. Alternative ways to publicize include radio broadcasts, and newsletters. A leadership journey plan is necessary to teach leadership methods to emerging leadership. There must be a way for Marshallese leaders to circulate among the atolls.

ARENA TITLE Guild Dynamics
INITIAL OPINION

Nothingless than every single man, woman, and child's creativity is needed in the building of this ocean nation. The activities of creating common stores, symbols and celebrations focusing on the importance of each role in the total development picture is the Guild Dynamic. During the past year the small industries businesses have engaged, employed, trained and up graded skills of workers throughout the related programs of the Marshalls Human Development Project. Over 500 persons have become directly engaged and many, many others have indirectly participated in creating the mounting consensus that collectively the Marshallese people are on the move. If the Marshalls Human Development Project in all its aspects becomes available to all the people of the Marshalls, the arena of implementing forces of the project becomes a life or death issue. Therefore, we are of the opinion that the Guild Dynamic be named and fully actualized during the next year.

ACTUALIZATION ISSUES

Symbolic Activities	The crucial activities that hold the guild dynamic need to be discerned so that they can be implemented in a way relevant to Marshallese style.
Prioritizing Development	The timeline of which guilds are initiated at what time must be outlined considering the activity going on in each vocational arena.
Guild Staging	The steps in initiating the activities of a guild must be outlined.
Guild Space	A meeting place for each guild must be assigned for a symbolic center.
Training Arenas	The skills necessary for guild training must be listed.

ARENA TITLE Expanding All-Island Early Education

INITIAL OPINION

The arena has to do with engaging the community in providing all the children of the Marshalls with foundational tooling for living effectively in the world. During the past year the existing Head Start program increased its enrollment and opened a new center on Lae, the Marshall Islands Preschooling Institute opened two centers on Majuro, and the Ebeye Center continued operation with Nitijela support. An Early Education Conference and the Island Survey Trip during the summer provided teacher training and revealed strong local support on the other islands. Other support exists in both U. S. and local government funding and the new USDA Food Services Program can be implemented immediately with Head Start acting as the agent. This area requires consistent attention because it will begin the upgrading of the total education of the Marshalls by focusing on children during the crucial early years when their basic development occurs; it will signal possibility for directing available resources and developing new resources to more effectively meet the need; and it will demonstrate that first rate education is possible now. Therefore, we are of the opinion that Expanding All-Island Early Education requires immediate and dramatic action now.

ACTUALIZATION ISSUES

Inter-Island Transportation	An inter-island transportation system is essential to carry out the expanding all-island Early Education Program. How does this happen without regular transportation?
Summer Program	How could you use Early Education Summer Programs as a form of initiating step?
Adapting Program	The form of programs and buildings needed on each island must be adapted to the particular situation -- such as its isolation and population.
Phasing Criteria Program	How do you do all the schools at the same time, and who will do it?
Relationships	How does this program relate to Atoll Human Development Team and to the other school structures on the islands?
Increasing Support	How do you broaden the base of support for this program -- funding from public, private resources and in-kind? Local participation and authorization on each island will be the initial step.
Commonality Development	How do you develop commonality among the All-Island Early Education Programs?

ARENA TITLE Expanding Cooperative Efforts in Educational Structures
INITIAL OPINION

The arena of expanding cooperative efforts in educational structures has to do with upgrading the quality of education throughout the entire educational system. During this past year, the Island Survey Trip allowed teachers from many island schools to participate in planning for the needs of the Islands. As a result of this trip there is a heightened consciousness of the needs and the possibility for upgrading education. The Early Education Conference drew participants from the staff of the demonstration pre-school program, the Head Start Program and participants from ten other atolls who indicated interest in replicating early education programs. In the Islands at the present time there are 60 elementary schools, 5 high schools, and 8 early education centers. These are operated by the public school system, at least 3 different church bodies, the Head Start Program, the M.I. Preschooling Institute and other private groups. Few, if any, opportunities exist for the staff of these programs to plan together or consolidate their resources and efforts to strengthen the total educational program. There is a Curriculum Learning/Training Center operated by the Department of Education which makes its services available to parochial and private schools. This a crucial arena because of the immediate demand for Marshallese with basic education and vocational skills necessary to implement the economic and social programs required for the self sustenance of the Islands. The trend toward urbanization and mobility which requires a more sophisticated level of training than was required of people who spent their entire life in one place doing one thing has contributed to the cruciality. In order to maintain

ACTUALIZATION ISSUES

(OPINION CONT.) the educational momentum which is created in an early education program, the elementary level must be of comparable quality. Research has shown that otherwise the benefits of early education programs are apparently wiped out by the time the child reaches third grade. Therefore, we are of the opinion that expanding cooperative efforts in the educational structures is a crucial arena that must be dealt with in order to upgrade the quality of education for all Marshallese children.

Teacher

Cooperative
Cooperative
Arena

How do you enable sharing of educational wisdom?

How do you determine areas of cooperative effort -- curriculum planning, common events, common methods, on-going teacher training, solving current issues, resource sharing?

Teacher's
Guilds

How does it relate to other guilds?

Other

Relation-
ships

How does this coordinating effort relate to other programs such as Adult Development, Community Development, Apprenticeship and Training Corp.?

ARENA TITLE Outer Island Industries

INITIAL OPINION

The arena of outer island industries includes the development or initiation of such industries as copra processing, coconut by-products, scrap iron and tourism. During the past year a coordinated ship schedule was published, a seaplane was put into service for medical purposes and commercial chartering. Additional tourist services included the Western River Tours and tourist weekends out of Kwajalein. In the copra industry a contract was signed for a processing plant by a corporation formed and controlled by Nitajela. The Marshall Islands Development Association (MIDA) by direction of the Nitajela researched the copra markets and assessed the potential for copra profitable production. The scrap industry is once again profitable and the outer islands have been contacted by Marshall Scrap Corp. Undergirding the development of inter-island lagoon boat ferry system and other boat requirements is the newly formed Island Fiberglass Co., a division of the Island Construction Co. which can build to order and service crafts up to 60 feet. The major factors presently affecting the outer island industries are the irregular field trip ship schedules, the coop stores on the outer islands suffering from lack of shipping support, goods and credit and infrequent shipping which causes copra weight loss. Lower production of copra can be linked to the irregular shipping schedule due to loss of weight as the copra dries during extended storage before pickup. The price of copra in Japan is based on weight of the processed material. The future development of self sustaining outer island economics depends on each island having its own local economy well developed. The rapid expansion of income and employment are necessary to retain & utilize existing artisan skills, triple the income level and afford better opportunities for the younger island inhabitants. Therefore it is our opinion that the present production of copra is severely limited by irregular collections and fluctuating prices and is insufficient for self-support of the outer islands. Other industries that supplement the copra industry will require a regularly scheduled field trip ships which will be an impetus to all outer island industries. Regular shipping services will provide the essential climate for industrial operations on every island.

ACTUALIZATION ISSUES

Selecting Industries	Industries to be initiated on the outer islands must be selected out of the following criteria: easily implementable, of the intermediate technology type, self-sufficiency, and of the high value of finished product versus low priced raw material.
Transportation System	The transportation system requires procuring boats of the proper size and design for the ferry and copra lagoon systems. Included in the overall service is an adequate repair and maintenance of the field trip ships. During unscheduled boat outages (breakdowns) the ship owners on other lines must be flexible enough to pick up extra shipping demands. Presently the comprehensive schedule for regular copra pickups is not being used and indicates that cooperation between ship owners may be a serious concern.
Schedule Implementation	The principle factors affecting the actualization of a regular shipping schedule are the pricing of copra on a weight basis and ships diverted from scheduled pickups due to emergencies and fluctuating copra prices.
Coordinating Functions	The means of raising capital and coordinating the movement of the product from the outer island to Majuro must be considered at the Copra Plant is being built. Management by Marshallese will require training to carry on the shipping and trading between the growers and the processing plant.

ARENA TITLE Commercial Fishing Operations

INITIAL OPINION

The Commercial Fishing Operations area is concerned about actualizations of catching the export market.

It was noted that the refer plant owned by the Trust Territory Government will be completed and ready to use within this month. There is available on Majuro through Maton Lines, 5 refer containers at an established 41 cents a lb. for shipping frozen fish to the already established Hawaiian market thru a local agent. There is presently in operation one small local full time fishing enterprise who is marketing his fish locally and employing seven local Majuro fisherman. In addition there is a local shark fishing operation which employs 3 apprentices and 2 commercial fishermen. The shark meat is marketed locally and the shark teeth are exported to Hawaii. Local manufacturing of fiberglass boats of four variable sizes is beginning in Majuro and employs 8 Marshallese men. At the present time there is no established fleet of ocean-going fishing vessels and equipment to serve the existing export market. We see that when a commercial fishing operation becomes a reality a larger segment of the islands employable men will be technically trained to earn an income thru their established vocation. These men will have apprentice fishermen on their ship as part of the youth corps continuing in the training program. It is crucial that every island have the opportunity to be self sufficient and this operation will expand their local industrial base.

ACTUALIZATION ISSUES

(OPINION CONTINUED)

Therefore it is our opinion that having no ocean going fishing vessels is the block to the development of an ocean fishing industry and believe that it is necessary to immediately procure and put into operation the ships that are needed especially since all the backup facilities are here and ready to go!

FINANCIAL
PROCUREMENT

Very substantial capital will be required to purchase the ocean going vessels. This will require the eliciting of Marshallese capital, large capital investment from outside sources and monies from a variety of other places; bank loan, TDF, and the Fishing Co-Op.

OPERATIONAL
PROCEDURES

The existing Majuro Fishing Co-Op must organize and co-ordinate the shore operations. The Fishing Co-Op along with the ship owners will organize the crew and ship expenses. When the need arises the in air fish spotting can be organized thru this office.

CONTEXTUAL
EDUCATION

Men need to step forward and risk themselves in the purchase of a shipping vessel. It will be necessary to create ways to develop and tell the story that being a fisherman is a crucial significant vocation for all the Marshall Islands and the globe.

ARENA TITLE New Industries Initiation

INITIAL OPINION

The initiation of new industries is a primary thrust in the economic development of the MHDP. During the past year 18 new industries have become visible and have created 62 new jobs with a total annual payroll of \$125,000. Industries have been established in the arenas of tourism, crafts, service and manufacturing. These industries are utilizing local raw materials for domestic consumption and export. As well, imported raw materials are being used in the manufacturing of completed products for local usage. The tourism industries that have been established are: Air Service, a new hotel, and a marina. The crafts industry is the Alele Shop, specializing in a high quality traditional Marshallese basket design. The service industries created are: Auto Rust Proofing, Reefer Storage, Auto & Marine Repair, Auto Body, Accounting and Bookkeeping, Secretarial Training, and Cable T. V. Small manufacturing companies that now exist are: Laura Land Farm, The Sewing Shop, Shark Fishing (Bako, Inc.), Island Fiberglass, and Cola Bottling Plant. In addition, three industries are under development: The Saw Mill, Copra Processing, and the Iron Works. The New Industries Initiation Arena is crucial because it has been a sign of action to the Marshallese community and an expansion of the economic base in relation to an imbalance of the import/export ratio. Therefore, we are of the opinion that new industries have had a substantial impact on the economic and social development of Majuro and must be supplemented with additional new industries that can be expanded to the outer islands.

ACTUALIZATION ISSUES

Industry Spin-off	The issue behind development of industry spin-off is the process required to move from the initiatory stage of development to complete Marshallese management and control.
Industry Selection	The issue is the selection of necessary industries that will expand upon local employment and maximize the use of local industries.
Market Development	The issue is the market development and how products are moved to market, whether it be domestic or export market.
Investment Capital	The issue has to do with how the amounts of investment capital needed are attracted to develop a wide divergence of types of industry.
Marshallese Management	The enterprising spirit of the Marshallese needs to be released through exposure to 20th Century management training.
Communication Network	The issue has to do with drawing on the technical resources of the whole world through the use of the ICA and the Guardian Network.
Technical Expertise	The issue has to do with the pooling of available, trained Marshallese with outside consultants for the purpose of industry initiation.
Ferry System	The issue is the implementation of the adequate, rapid and consistent movement of people, ideas, monies, and goods throughout the islands.
Maintenance Services	The issue has to do with the machinery maintenance, skills and facilities backed up by a parts supply network.

Arena Title Marine Farm Demonstration

Initial Opinion

The marine farm demonstration is the practical cultivation and harvesting of animal and plant crops from the ocean to demonstrate how the ocean can be farmed. Research has already begun in such areas as Eucheama (seaweed) production, fish traps, coconut crab production, and delicacies from the ocean. This industry calls for such participation by U.S. and Japanese merchants in marketing and enablement of new and old sea products. Because the Marshalls are surrounded by 1,000,000 square miles of water, the profitable utilization of this resource could provide a needed industrial base for economic growth. Therefore, it is our opinion that the marine farm demonstration needs continued research and development to follow-up on research and work already done.

Actualizing Issues

Eucheama
Nets

Are they still there, who is to check and do follow-up?

Coconut
Crab

What is the market in Hawaii?

Shark
Production

How does shark fishing evaluate last month's catch?

Show and
Tell

How does practice of marine farming get taught?

Research
Response

How do we get immediate answers to research questions via mail?

ARENA TITLE Farm Marketing

INITIAL OPINION

The arena of farm marketing involves the introduction of new produce into the local and inter-island markets. Both markets have proven themselves existent, and locally grown produce is already marketed. There is a reliance in the outer islands upon boat transport for export of produce to other islands and for the import of supplies. There exists a need for refrigeration facilities in local markets for keeping produce fresh. Increased agricultural production without a sufficiently developed market leads to wasteful use of time and resources and discourages further production efforts. Therefore we are of the opinion that locating, developing, and maintaining local and inter-island markets is necessary to invigorate production and facilitate distribution of local foods.

ACTUALIZATION ISSUES

Specialty
Crops

What is the Marshall Islands production grid, and what is the role and advantage of specialty crop development?

New
Products

What new products can most successfully be introduced into existing markets?

New
Markets

How can outer island markets be developed?

Adequate
Processing

What processing systems are needed?

Consumer
Education

What methods are most effective for stressing the importance of local fruits and vegetables in the diet, and who can best do this education?

MHDP
CONSULT II

TEAM Market Farming
TASK FORCE Economic Development

ARENA TITLE Demonstration Land Farm

INITIAL OPINION

The demonstration land farm arena is to demonstrate new farming practices utilizing corporate business structure and modern growing methods and machinery. In its four months of operation, it has introduced new vegetable crops, improved propagation of existing crops, obtained agricultural machinery and seed, hired an employee, and cleared ten acres for production. In order to more effectively demonstrate modern techniques and methods, the procurement of equipment, seed, fertilizer, pesticide, and herbicide has become necessary. It is and will continue to be an example of what is possible for the future of agriculture in the Marshall Islands. The farm also allows a unique opportunity for practical training and expanded employment, and focuses people's interest into an effective common effort. Therefore, we are of the opinion that the demonstration land farm is critical to the future of the Marshall Islands because it provides needed experimentation, training, and demonstration essential for agricultural development throughout the Marshalls.

ACTUALIZATION ISSUES

Capital
Investment

Where and how to obtain needed funding for expansion.

Land
Leases

How to speed up the process of getting leases signed so money can be released.

Acquiring
Specialists

How to obtain essential information and current upkeep on new agricultural data.

Training
Program

What would a six month agricultural training program look like, and how would it be supported?

Launching
Pad

How can the land farm's structure and staff be used to initiate agricultural extension?

New
Products

What are the unexplored or undeveloped products, i.e., small stock, fruit plantations, that will maximize integrated farm systems?

ARENA TITLE Agriculture Extension

INITIAL OPINION

The arena of agricultural extension involves the introduction of new agricultural methods on all islands to increase the production of local food. In the past year we have seen the introduction and export of volume crops in Wotje, the first use of mechanization in Laura, and the continuing use of small family gardens and livestock on the outer islands. The use of new agricultural technology will depend upon its adaptation to local conditions, a practical training scheme, and a cooperative agricultural service organization. The marketing of excess produce is contingent upon a scheduled shipping system. Without this extension the human and natural resources of the islands will remain undeveloped; the foundational base upon which other industry can emerge will not exist. Local agriculture allows money to work longer in the economy and decreases imports. It provides employment and a more adequate diet. Therefore, we are of the opinion that agricultural extension is key to the socio-economic development of the islands.

ACTUALIZING ISSUES

Cooperative
Management

How do you develop a farming association? What is its function?

Interest
Development

How do you develop, engage and maintain local interest?

Existing
Structures

What existing structures can be involved, and how do we do it?

Management
Development

What would a one year manager training program look like?

Supply
Network

What supply and shipping system can immediately be used?

Social
Pattern

What role can cultural tradition play in agricultural development?

Actualizing
Vehicle

What is the vehicle for massive initiation?

ARENA TITLE Copra Lagoon System

INITIAL OPINION

This arena deals with the total economic development support system within the Marshall Islands. It is fundamentally a distributorship system which will utilize the basic resource of the islands. Presently one of the ingredients of the system is partially in place. TASC has stockholding companies on ten of the fourteen islands of the central and southern field trip circuits. Two "delivery" trial runs were made to stores of the southern circuit last year to test the economic feasibility, the service aspects and the effectiveness of at least a part of the system. One of the significant objective factors related to this arena is that copraproduction is the basis of the current economy. Production in the Marshalls represents 51% of the total copra income of the T.T. However, there is minimal economic activity in the outer islands and only sporadic economic linkage with the "outside world." Because of irregular and undependable collection of produce, copra continues to be harvested in a subsistence style, and as much as 75 % of the potential crop goes unharvested. Regular and frequent collection of produce will stimulate local production and income of each producer, as well as assure an adequate basis for the operation of the processing plant to be installed in Majuro within the next ten months. There are six field trip ships now in operation. The present system requires a field trip ship to make several stops in one atoll. The establishment of a lagoon system will allow a one-stop operation in each lagoon, thereby doubling the effective-

ACTUALIZATION ISSUES

Delivery
System

1. Will the copra lagoon system economically support field trip operational expenses?
2. How will a coordinated shipping schedule be handled?
3. What shipping agreement is needed between the present ship owners?
4. Should TASC lease the Ralik Ratak and Evangeline?
5. Can the present six ship fleet service the system?

Economic
Impact

1. What impact will the system have on present field trip traders?
2. What is the anticipated trade good volume?
3. What other services can the managers of the system stores provide, i.e., ferry agent, farm agent, transfer agent, atoll development team member, housing agent, tour guide?
4. Can reefer facilities provide the backbone for a commercial fishing enterprise?

Physical
Ingredients

1. What is the design of the store, warehouse, and manager's residence?
2. What is the design of the lagoon boats?
3. How much will the physical facilities cost?
4. How are they financed?
5. What additional equipment, i.e., radio, is needed?

ARENA TITLE Amplification
of External Trade

INITIAL OPINION

External trade relationships must be improved and expanded to link the Marshalls with the global economy in order that the need for goods and services and a balance of trade be satisfied.

During the past year a volume buying service has been initiated. Trans Atoll Service Corporation has involved 29 retail enterprises in credit acquisition (\$1,900,000), capital input (\$1,185,000) and availability of general retail goods. Suppliers of these goods have been in the U.S., Japan, Australia, Hong Kong, Taiwan and the Philippines.

The isolated islands still have an intense need for a much more diversified supply of goods. The merchants need an extended line of credit. A consistent supply of goods to be paid for on a regular basis and turned over quickly is a must. Some balance of export/import must be sought in order to retain more profit within the islands.

Therefore, we are of the opinion that fiscal expansion cannot take place without amplifying external trade. An intensified effort to strengthen and expand our relationship with outside suppliers, opening up a new line of extended financing while creating a new market for Marshallese goods around the world will bring the balance of trade into perspective.

This can best be accomplished by providing Edge with the means of becoming a full service supply dynamic to this and other global demonstrations around the world.

ACTUALIZATION ISSUES

1. Permanentized capital must be obtained through 60-90 day supplier credit arrangements or continuous bank line financing.
2. What is the role of Edge?
3. How does Edge serve social demonstration projects?
4. What is the role of TASC to the volume buying program?
5. What is the total market potential and how or should TASC try to supply the total market?
6. What form of guarantee can TASC or its members be expected to give?
7. How can EDGE be financed?
8. How can TASC and EDGE shift to the offensive posture of selling the market to suppliers?
9. What other service functions does EDGE offer?(parts, repairs, etc.)
10. Can TASC utilize a computer to analyze its yearly volume by
11. Accurate purchasing data must be given to prospective suppliers.
12. Systematized purchasing must be established.
13. Complete and accurate purchasing records must be kept.
14. Constant price monitoring must continue - retail and supplier prices.
15. Effective and rapid communication must be established with suppliers.
16. Who does the volume buying program?
17. How much mark up should TASC charge?
18. Should TASC open a wholesale warehouse to call retailers or just TASC members?
19. What does it take to get EDGE in full service immediately.
20. How can EDGE circumvent established distribution channels?

ARENA TITLE Business Consultation & Training Services

INITIAL OPINION

A crucial action arena involves providing services to many businesses including consultation and both formal and on-the-job training in a wide range of business matters from such basic skills as typing and fundamental record keeping to operating models in financial planning and decision-making. Signal activity in this arena during the last year included formal and on-the-job training in several key business and accounting areas through MIBS and a shift in operational focus to on-the-job training and management services within a few key companies. Objective factors relating to this arena include service commitments to 29 TASC companies; numerous businesses other than TASC to be served; several large and very complex operations are demanding heavy emphasis; the necessary levels of theoretical and practical training skills in finance, accounting, management, and business operations are relatively low; and the nature of economic activity in the Marshall Islands is presently dependent upon erratic outside forces which undercut the rational perceived effectiveness of business planning and training methods.

The envisioned future situation will involve greatly increased economic activity, the establishing of new business enterprises, the involvement of more enterprises in TASC, the direct involvement of many more people, including more at least 16 new locations in the outer islands, and the economic soundness of key Marshallese businesses. Training and general upgrading of manpower skills takes time, it is not done overnight. Activity in this arena not only is necessary to sustain the future which is coming but is necessary now to bring that future into being.

Therefore, we are of the opinion that Business Training and Consultation Services needs to be reactivated immediately to a level and breadth commensurate with the anticipated increased level of economic activity.

ACTUALIZATION ISSUES

- | | |
|-----------------------|---|
| Effort Focus | 1. What is the advantage to concentrating efforts instead of servicing many businesses? |
| Training trainers | 2. Should Marshallese be trained to go into the field and train others? |
| Training materials | 3. What type of training material is appropriate and which language should be used? |
| Practical Tools | 4. What should be the practical tools of training? |
| Before/after CLS | 5. Should there be a mass effort to train all the people before the Copra Lagoon System goes into effect? Or should on-the-job training be effected after the CLS is operational? |
| Operating guidelines | 6. What fundamental operating guidelines are needed for store clerks? |
| Performance standards | 7. What five things are needed to perform on the job effectively? |
| Small industry skills | 8. What other level of skills are needed for small industry? |
| Diversified skills | 9. What business skills are needed for land farming and mariculture? |
| Grassroots expertise | 10. What needs to be done to involve island expertise to raise skill levels? |
| Space mangement | 11. What training is needed to teach care of facilities and use of space? |
| Tourist training | 12. What new skills will be necessary to effectively operate businesses within tourist trade? |
| Mix of training | 13. What is the balance, relationship and mix of formal and on-the-job training? |
| Training numbers | 14. Should one on one training be employed over group training? |
| Consultation context | 15. What context is needed to actuate a consultation? |
| Image block | 16. Does TASC present an image block in the training of Marshallese? |

