

Ob
1, b

PEACE CORPS/MICRONESIA

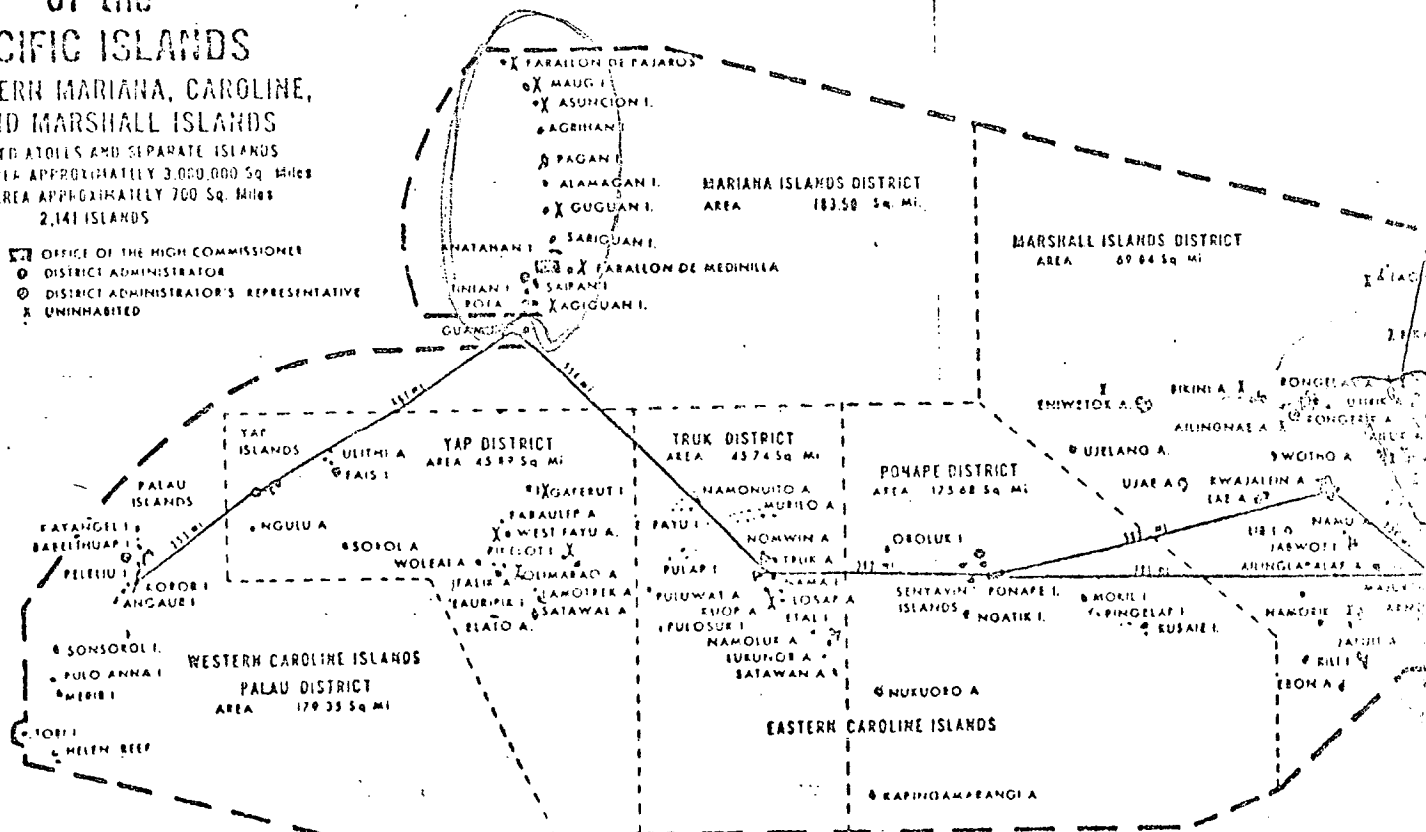
TRUST TERRITORY OF THE PACIFIC ISLANDS

Marianas District DISTRICT PLAN JUNE-1972

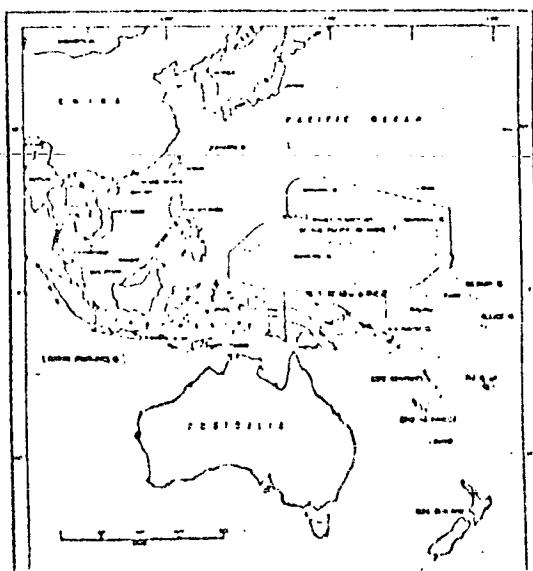
TRUST TERRITORY of the PACIFIC ISLANDS NORTHERN MARIANA, CAROLINE, AND MARSHALL ISLANDS

87 INHABITED ATOLLS AND SEPARATE ISLANDS
OCEAN AREA APPROXIMATELY 3,000,000 Sq. Miles
LAND AREA APPROXIMATELY 700 Sq. Miles
2,141 ISLANDS

- ☐ OFFICE OF THE HIGH COMMISSIONER
- DISTRICT ADMINISTRATOR
- ⊙ DISTRICT ADMINISTRATOR'S REPRESENTATIVE
- ✕ UNINHABITED



Scale: 1 inch = 100 Nautical Miles



Ob 03019

PEACE CORPS/MICRONESIA

MARIANAS DISTRICT PLAN

1972 - 1975

01-03020

By: David R. Garner
Deputy Director
Peace Corps/Micronesia
June 9, 1972

TABLE OF CONTENTS

INTRODUCTION

I. GENERAL DISTRICT OVERVIEW.	1
A. <u>District Review</u>	1
1. <u>Physical Development</u>	1
2. <u>Social Development</u>	2
3. <u>Economic Development</u>	12
4. <u>Political Development</u>	17
B. <u>Peace Corps Review</u>	19
1. <u>Background</u>	19
2. <u>Past Volunteer Programs</u>	20
3. <u>Program Accomplishments</u>	21
4. <u>Program Failures</u>	21
5. <u>Changing Attitudes</u>	22
6. <u>Current Volunteer Programs</u>	24
II. SECTOR ANALYSIS.	25
A. <u>Agriculture</u>	25
B. <u>Education</u>	28
C. <u>Health</u>	30
D. <u>Business Development</u>	31
E. <u>Professional Services</u>	32
F. <u>Community Development</u>	33
G. <u>Public Works</u>	35
H. <u>Ecology</u>	35
III. FINAL SUMMARY.	37
A. <u>Social Commentary</u>	37
B. <u>Economic Commentary</u>	37
C. <u>Political Commentary</u>	38
D. <u>Peace Corps Commentary</u>	38

ATTACHMENTS

Program Projections 1972-1975
Educational Enrollment Statistics
Statistical Atlas of Economic Indicators
District Budgets - Fiscal Years 1971-1978
District Government Organizational Chart

01-03021

MARIANAS DISTRICT PLAN

JUNE 1972

Introduction

At certain times in a society, there is an uncommon opportunity to participate uniquely in the fundamental development and building of that society. I judge that Peace Corps has, in its brief six years here, contributed substantially to the process of human development in Micronesia and the Marianas. This district plan will hopefully provide us with a balanced statement of those years and serve as a general guide to future program priorities for Peace Corps Volunteer service.

It is safe to say that, based on size, no other Peace Corps country has received more studies, reports, surveys and journalistic comment in such a compact time-frame than Micronesia. Research for this paper revealed more than 300 such substantive documents. These range from dittoed primitive legends to detailed and sophisticated planning proposals. Also of interest is the fact that the majority of these documents have been written within the past six years; the period of Peace Corps presence!

It is almost embarrassing and somewhat redundant to contribute yet another "salient and profound missal" to the already overcrowded and dusty shelves of the Peace Corps, Congress of Micronesia and Trust Territory Headquarters. A portion of my comments are based on, or substantiated by, a selected number of these reports which are listed in the enclosed bibliography. If economic development is a key to nation building, I would urge an early investment in pen, ink and paper industry.

In addition to library research, an equal portion of this plan is derived from three years of personal observation and numerous conferences, both formal and informal, with district and headquarters leadership. Included among this group are Volunteers, the Peace Corps "binationalized" staff, district legislators, members of the Congress of Micronesia, representatives of the business community and Trust Territory government officials.

The result of all this reading, talking and listening reveals a few consistencies and many points of view i.e. everyone agrees that the Marianas is headed toward a close political relationship with the United States, but none can agree on how or when it should go there. (Certainly not via Continental Air Micronesia)

The general strategy of Peace Corps in the Marianas during the past three years has been to respond to the program priorities as set forth by the "host government" - the United States Trust Territory of the Pacific Islands (TT). This plan will explore those priorities and the Peace Corps' responses. It should also be noted that the changing base of authority in the Trust Territory, called "decentralization" by some and "fragmentation" by others, demands a reexamination of the Peace Corps' response and lines of communication within the Marianas. This will be also be given special emphasis.

01-03022

The body of this plan will follow the logical guidelines established by the Program and Training Council in April 1971 with a few necessary deviations and simplifications. A conscious effort will be made to avoid too much literary flair, flip comments and fancy penwork. As a former Peace Corps Regional Director, Rus Davis, once said, "...we don't want poets for programmers". The body will include a GENERAL DISTRICT OVERVIEW, a SECTOR ANALYSIS and FINAL SUMMARY.

The GENERAL OVERVIEW includes separate sections covering a District Review (physical, social, economic and political development) and a Peace Corps Review. The SECTOR ANALYSIS summarizes the district's general problem areas and the potential for Peace Corps assistance under the seven commonly defined program areas of Agriculture, Education, Health, Business Development, Professional Services, Community Development and Public Works. An additional area has been added, called Ecology, to avoid burying this vital concern among the many programs in Health.

The FINAL SUMMARY provides an opportunity to forecast and do some abstract thinking - "a place for dreaming", according to Jerry Posman of the Peace Corps Program & Training Council! This will include subjective comment concerning the future of the Marianas and its relationship with Peace Corps, trends, potential staffing and host country contributions. It will also project specific programs that may need assistance through fiscal year 1975 regardless of whether or not Peace Corps remains in the Marianas.

01- 03023

I. GENERAL DISTRICT OVERVIEW

A. District Review

1. Physical Development

- Geology -

Stretching nearly 400 miles northward from Guam, a wholly owned yet geologically linked but separate U.S. Territory, the northern Marianas are the tips of a massive mountain range rising more than 30,000 feet above the ocean's floor. The southern islands in the district, to include Saipan, are lower than those in the north and have more gentle elevations. The northern group are "younger" volcanic islands with impressive, craggy peaks. Flat table reefs surround all the islands, with Saipan possessing the only sizable lagoon.

Temperatures range in the mid to high 80's with humidity averaging 80%. The rainy season arrives in July and ends in December; a period that usually coincides with typhoon activity. A rainy day is a rarity with rainfall usually appearing between 3 A.M. and 6 A.M.

Saipan is the governmental, commercial, transportation, communications and educational center of the Marianas District. It is also the headquarters for the Trust Territory and the "provisional capital" of Micronesia. The District consists of 14 islands, or island groups, with land area reported to be between 154 and 183 square miles. The largest islands are Saipan (46.6 sq. miles), Tinian (39.3) and Rota (32.9). The land mass of these islands are of volcanic origin and are covered with limestone. Saipan's central mountain rises to an elevation of 1,545 feet. Through erosion and sedimentation over 13,505 acres are suitable for cattle, vegetable and fruit production. *Available acreage on Tinian, Rota and Pagan increase this totals of over 37,000 acres.

- Infrastructure -

The Marianas chain separates the Philippine Sea and Pacific Ocean with Saipan possessing the only sizable lagoon. All three major islands have ship docking facilities, but the Saipan port is the most suitable for larger ocean-going vessels. Airports are functional on Saipan, Tinian, Rota and Pagan. Saipan and Tinian have the largest landing strips as a legacy from World War II. With few adjustments, these can accommodate the most modern jet planes. Overland transportation is, by island standards, the most advanced in the Trust Territory with pavlor improved coral road access to all populated areas.

Utilities, although in need of repair, serve most residents on all three major islands much to the credit of District Public Works.

2. Social Development

- Population -

Since 1521 the Marianas has been governed by Spain, German, Japan and the United States. In 1668 the population of the Marianas (including Guam) was reported to be as high as 100,000. By 1784 the population had dropped to 1,583 as a result of war with the Spanish, typhoons, suicides, infanticide and epidemics.

Between 1914 and 1939 the northern Marianas population grew to a peak of 48,000 (nine-tenth non-native) under Japanese dominion. After heavy fighting, enormous destruction and loss of life during the U.S. invasions of 1944, and subsequent repatriation of Japanese and other asian nationals, the population declined to 5,636 persons in 1948.

For the past twenty-four years of relative security the population steadily increased to the present 12,256 level:

Saipan	-	10,034	Pagan	-	66
Tinian	-	750	Agrighan	-	47
Rota	-	1,359			

Births per 1,000 of population shows a wide variation due in large measure to war and migrations. It varies from 41.7/1,000 in 1924 to a high of 55.7/1,000 in 1958. The birth rate in 1970 was 47.3/1,000 on Saipan.

According to a study by Hawaii Architects and Engineers, Inc.* the permanent population of the Marianas (not including Guam) will grow to a total of 19,500 persons by 1987 - a two-decade increase of 78 percent! This is a most significant factor that intensifies the need for exhaustive social and physical planning. The Hawaii study did not consider the impact of a major military commitment on Tinian. The residual effect on population and public services of this expected event are easy to imagine but hard to predict.

- Culture -

The Marianas District has two groups of indigenous residents: a large, dominant Chamorro population and an ethnically separate Carolinian minority. Chamorro means "noble of highest rank" and under almost all circumstances the Chamorro views all other inhabitants with something less than equal status. Throughout recorded history the Chamorros migrated, sometimes involuntarily, between Guam and the northern Marianas. Inter-marriage with Spanish, Germans, Filipino and Japanese have produced a fairly mixed ethnic stock with a variety of "borrowed" cultural and linguistic patterns and values. The Chamorros are now as Western as they are Oceanic.

07-03025

Generally, the Carolinians, who began migrating in 1815 from the Eastern Carolines and now represent about 30% of the population, are more conservative than the Chamorros in adjusting to changing conditions. The Carolinians view land as security and are not usually eager to sell, while the Chamorros consider land a potential source of economic gain. Over 90-percent of the population and nearly 100-percent of the physical development are found along the western lagoon edge of the island of Saipan.

One of the most important factors to consider for planned growth and distribution of population is the land tenure pattern. Almost 75% of the land is in government ownership or military control. Efforts are being made, through a "Land Cadaster Program" to survey and clear up land title disputes. Hundreds of parcels are pending clearance. The proper use of limited land resources should be a prime consideration of the government and private sectors. Twice within the past twenty-eight years this land has been swept clean by war and typhoon. Such devastation is hard to imagine, but the opportunity it offers for better land use and structure design are unique. However, this opportunity is slowly eroding with the passage of time through strip development and the lack of zoning and building codes. Architectural pollution is a growing-pains problem and efforts must continue to utilize scarce land resources with care and judgement.

- Pollution -

Water pollution is also a serious problem that has grave social and economic overtones. Although reference will be made to this problem again under the general heading of Economic Development, it is appropriate to note at every opportunity that pollution is a social problem. Wherever people congregate pollution propagates. The lagoon is polluted with a fecal count beyond what is considered safe for fish or friend.* More and more, both land and sea are becoming clogged with people's waste. Only the air remains relatively free from contamination except for the ever-present coral dust stirred up by traffic and distributed by the trade winds. With more industry, power generator plants and vehicles, the threat to the elements lays just across the horizon.

The High Commissioner, in an address to the Congress of Micronesia (Jan. 18, 1971), stated "...pollution, as it now exists, threatens the lagoons themselves, the actual integrity of the reefs and their huge harvest of sea foods. I think it is no exaggeration to say that today's pollution is the most serious threat we have to the traditional island way of life". Late in 1970, a Division of Environmental Health was established within the Trust Territory Department of Health Services, but the public is not yet sufficiently educated. Proper sewerage disposal is still on the drawing boards or in mid-stream. Pollution grows with the flush of every toilet.

* Murky Waters of Micronesia, by PCV Donna Scheuring and Nachsa Siren (1971)

0/- 03026

- Transportation -

A third serious social problem is transportation - too much transportation! Over 2300 vehicles now cruise the 90 miles of roads in the Marianas. This is pollution of space. In the past three years the vehicle population on Saipan alone has doubled.* The public's safety is being threatened by lack of proper traffic control, driver education and vehicle inspection. One only needs to look as far away as Guam to view the grim statistics of the future for the Marianas without controls on car imports, maintenance and conduct. Coupled with this is the need for government operated or controlled (mini-bus) transportation. This is no longer a walking society. Without public transportation the private vehicle is the only option. Vehicles now "pace" back and forth across a few miles of main road like bellowing tigers pacing in their cages. Alternatives should be explored and, if necessary, vehicle imports should somehow be regulated.

- Education -

Education is of primary concern in the social development of the people of the Marianas. For centuries these people did not have "schools", but that did not mean that their children were not educated. They learned about their history and culture through listening to the stories of their elders. "Vocational Education" was learned on-the-job by building, weaving, farming, cooking and fishing with their parents. Education was informal, but relevant. Every adult was a teacher to a greater or lesser degree.

With the advent of colonial rule independence and self-sufficiency gave way to the teaching of new values. The Spanish brought the (Christian religion. The Germans insisted on commerce, hard work and no play (learning). The Japanese provided the people with education, but limited it to the lower grades - and only Japanese could be written or spoken.

The United States, new to the role of colonial rule, imported its education administration, teachers and life-style curriculum to the Marianas. Little was done to define the question of what was relevant or what kind of society we were trying to build. The current system is geared to the "examination-set" and a sort of "Peter's Principle" for both teachers and students. The logic goes that, if the teacher is good, move him or her away from the student and into administration. And the basis of learning is to push the student population to achieve the next degree or lose face and respect. The U.S. cannot claim authorship of this approach. It has been more or less the habit of "western civiliziers" for centuries. The implication of all this is a quest for "white collar" jobs and the attitude that physical labor, agriculture production for example, is demeaning.

In summary there are too few and inadequately trained teachers, too few classrooms, too little to work with in the way of supplies and relevant curriculum, and the additional burden of teaching in English to elementary students who have difficulty with English comprehension and concepts. To top it all, there are too few jobs available for the majority of graduating seniors who cannot go to college, have not learned a trade skill and resist manual or farm labor opportunities. The educational planners' sights must be on the majority.

All is not gloom. While progress is slow, at least the rate of progress is itself accelerating. Sometimes, through impatience, we expect immediate results of new directions when it really takes a whole generation to see the effects of change. Vocational education has been "rediscovered" and recently boosted to top priority within the Marianas Department of Education. Three new vocational buildings are under construction and a modest cooperative education program for on-the-job training has recently been instituted. To quote a 1969 educational report, "...there is no reason why people cannot acquire vocational - occupational skills without sacrificing academic achievement or the ability to continue on in an academic program."*

More Micronesians are in college preparation now than ever before, although all but a few teachers have only high school training. In-service teacher training will be concentrated at one "model school" on Saipan next fall. Although forced to switch to "double-sessions", there is a commitment to eliminate this undersirable arrangement by the construction of 25 elementary classrooms by June 30, 1974.* * The financial burden of the operation of Mt. Camel Catholic School has been returned to private support. This should assist with the funding of the school bus system, rebuilding of the fire-damaged Chalan Kanoa School and add additional funds for needed supplies and books. However, a move to provide the 11th grade at Rota in FY'75 may be a counter-balancing consideration. Unfortunately, any student on other district islands who desires a high school education must divorce himself from his society and migrate to Saipan. Through recent curriculum changes, especially in math, science and social studies, efforts are being made to make education more "Marianas in content" and, to some extent, bilingual. Renewed efforts are being instituted to require a higher English language qualification prior to permitting students to advance to the high school.

In FY'71, a Special Education Program for children with hearing and speech impairment was started on Saipan at Chalan Kanoa School. This small beginning now provides training for 14 deaf-mute children; the first attempt at pre-school therapy for the handicapped. The school has one U.S. Coordinator, two Saipanese teachers and two teacher aides. The Saipanese will receive additional training at the University of Guam.

0/- 03028

The following statistical analysis* will provide a brief graphic illustration of the Marianas educational system: (a more detailed school, sex, age, grade analysis is attached to this report):

<u>STAFFING</u>		
<u>Year</u>	<u>Expatriot (does not include PCV)</u>	<u>Saipanese</u>
FY'72	27	239
FY'73	27	276
FY'74	27	284
<u>STUDENTS</u>		
<u>Year</u>	<u>Elementary</u>	<u>Secondary</u>
FY'72*	3596 (include Mt. Carmel)	1149
FY'73	2896	1653
FY'74	2927	1842
<u>SUPPORT</u>		
<u>Year</u>	<u>Operations Rate</u>	<u>Capital Improvement</u>
FY'72	\$1,101,000.	\$ 98,000
FY'73	\$1,149,000.	\$200,000
FY'74	\$1,389,000.	\$370,000.

- Social Services -

Other significant social concerns that fall conveniently under the often misleading title of Public Affairs include alcoholism, youth clubs, recreation activities, women's interests, public information and Community Action Agency programs. Alcoholic beverages account for more than 10% of all food and beverage imports. Unemployment, idleness of youth and young adults and the lack of supervised play activity, in or out of school, is a contributing factor to increased juvenile delinquency and youth arrests. The programs in this area are functioning, but there is room for much improvement. Outside the churches, the only private social service organizations now in the Marianas are the Boy Scouts and Girl Scouts.

* TT Program Memorandum - Marianas Dist. FY'74-'78 - Jan. 1972
 ** TT Headquarters - Basic Enrollment Statistics - Jan. 1972

Legal assistance has developed to the point where adequate legal resources are in ample supply. In addition to a district attorney, there are two private Micronesian attorneys, a public defender and para-legal assistants. In 1971 OEO Legal Services moved into the Marianas with a \$600,000 Micronesia-wide budget and no fewer than four attorneys living and working on Saipan. Their budget proposal for Fiscal 1973 is over \$950,000!

- Health -

Health care is also of continuing concern - particularly the lack of properly trained Micronesian doctors, nurses and paramedical personnel. Although pollution is a part of health within the Trust Territory, it is treated as a separate subject in this report for emphasis. It might be mentioned here that, according to the Marianas' Planning Officer, more than 50% of all homes in the Marianas are without flush toilets.

In a speech before the United Nations Trusteeship Council on May 30, 1972, the High Commissioner noted that improved health care is a top priority of the Trust Territory government. Both the High Commissioner and the Marianas District have stressed the importance of improved public health education and health care; especially to outer island populations. With an average annual birth rate of 47.3/1000, it is easy to assume that some form of birth control might be a subject for (heated) discussion within this catholic society! Improved training of health officers and clinical nurses is provided through the 70-student well-equipped T.T. School of Nursing on Saipan and in a cooperative nursing program with University of Guam. Dental facilities are substandard and no dental medical doctor is available in the Marianas. Three dental officers and one prosthetic technician handle all cases. There is a need for additional trained Micronesian paramedical personnel for placement on the islands of Pagan, Agrighan, Rota and Tinian. In addition, inadequate and unsanitary hospital facilities on Saipan, built in 1962, need renovation and expansion!

The following chart describes the current hospital capacity and staffing at the district hospital on Saipan. It should be noted that staffing includes two U.S. Medical Doctors and one U.S. Registered Nurse. The R.N. position will be eliminated in FY'73.

C3030

MARIANA ISLANDS DISTRICT
PUBLIC HEALTH SYSTEM PROJECTIONS TO 1975

ITEM	UNIT	FY 1972 Estimate	FY 1973 Estimate	FY 1974 Estimate
1. Population	No.	12,256	14,286	14,993
2. Patient-Day of Hospitalization	(m)	18.4	18.8	19.3
3. Outpatients Served (Visits)	(m)	41.5	43.3	45.0
4. Doctors	No.	8	9	10
Population per Doctor	No.	1,695	1,587	1,499
5. Nurses	No.	28	29	33
Population per Nurse	No.	484	493	454
6. Dentists	No.	4	3	4
Population per Dentist	No.	4,519	4,762	3,748
7. Hospital Bed Rates	Rate*	7.3	6.9	6.6

*Per Thousand

The most recent example of (the "Peters Principle") is the placement of a June, 1972 graduate (Saipanese), with a Master Degree in Hospital Administration, at Headquarters rather than at a District hospital where the need is greater.

- Marianas Manpower -

Early in 1971, Ray Carpenter, Consultant to the Trust Territory Manpower Advisory Council and planner for Nathan Associates, completed a preliminary territory-wide study of needed Micronesian manpower by training priorities to replace expatriate public and private employees. The study did not include Volunteer positions. The following were the initial results of that study (Carpenter/Manpower Advisory Council Subj: Manpower Training Priorities 1/6/71):

Priority	Field of Study	Expatriate Positions	Micronesians In-Training
1	Marine/Fish Tech.	127	2
2	Construction Trade Skills	262	159
3	Bus. Ad. & Acctg.	157	59
4	Engineering/Architecture	91	18
5	Public Admin/Secretarial Sci.	77	8
6	Education	204	148
7	Hotel/Tourist Mgt.	16	2
8	Computer Tech.	10	0
9	Medicine/Health Service	28	100

03031

The following is a breakdown of public and private employment for the Marianas:

<u>Area</u>	<u>Expatriate</u>	<u>Micronesian</u>
Public	297	1,647
Private	40	770

These figures should be updated in the near future as they are significant manpower availability guides. High contract and local turnover and accelerated "Micronization" of TI positions keep the manpower and program-planning machinery in constant turmoil. The same situation has affected the Peace Corps' program direction. The employment impact of the removal of the Headquarters from Saipan must also be considered in future planning.

In 1971, the Trust Territory government began a promising program of manpower training; funded through the Manpower Development Training Act of the U.S. Department of Labor. This program provides an opportunity for the in-service training of government employees in English, basic arithmetic, letter composition, typing and other job-related skills. Formal education backgrounds of participants range from third grade Japanese schooling to high school dropouts. The age range is from an 18-year old clerk/typist to a 55-year old carpenter. This program could branch out into adult retraining programs in a variety of agriculture and trade skills in cooperation with the Education Department.

A separate program was developed to upgrade the skills of mid-level administrators who have not completed under-graduate college education. During the summer of 1971 the Public Service Careers Project was instituted on Saipan. A Training Center was established, curriculum developed and Micronesians are going to be trained as instructors. Secretarial and mid-level administrative in-service training seminars have been very successful. The potential for a variety of such programs in the future is unlimited.

The following chart was assembled after compiling basic information supplied by the Trust Territory Scholarship and Student Affairs Officer. To our knowledge this is the first presentation of this basic manpower planning tool in this particular format. Just a few weeks ago a man from Saipan returned with a civil engineering degree, but the government had no funds to hire him. They forgot that they paid for his education! A similar situation exists with a man from Saipan with a doctorate in Entomology. The TT would hire him, but could not pay him over \$7500. So, according to the source, he returned to Honolulu and the TT transferred an expatriate to this position at a higher salary.

03032

PROSPECTIVE COLLEGE/TRADE/BUSINESS SCHOOL GRADUATES

MARIANAS - 1972-1975

Field of Study	Total	SEX		Year of Graduation			
		M	F	FY'72	FY'73	FY'74	FY'75
Pre-law	5	5	0	2	1		2
Law	4	4	0			4	
Pre-Med.	3	2	1			1	2
Medical	1	0	1		1		
Education	14	8	6	3		3	8
Engineering	10	10	0	1	2	3	4
Nursing	1	0	1			1	
Agriculture	2	2	0	1		1	
Gen'l AB/BA/BS	54	40	14	9	8	16	21
Pre-Vet. Sci.	1	1	0				1
Pre-Pharmacy	2	0	2		1	1	
Dentistry	2	1	1		1		1
Hospital Admin	1	1	0	1			
Med. Tech.	3	2	1	1	1	1	
Lab. Tech.	1	0	1			1	
Trade Schools:	10	9	1				
Police Sci.	2	2	0	2			
Navigation	2	2	0	1			1
Sec. Sci.	1	0	1				1
Electrical	3	3	0			3	
Mechanics	1	1	0			1	
Carpentry	1	1	0			1	
GRAND TOTAL	114	85	29	21	15	37	41

C3033

Several conclusions can be drawn from this analysis - (1) too little effort has been made to educate or counsel students toward a multiple of life's options such as agriculture and other vocational skills. This society needs builders, not accountants. (2) Too many students continue to graduate with "white collar" degrees; preparing generalists for a society which desperately needs technicians. Within a few years the local employment market for generalists will be filled and many of the underpaid and unemployed will drift in discontent, move to Guam, Hawaii or to the mainland as a direct loss of scholarship investment and manpower. Maybe they can wave at Americans who sail in the opposite direction for the same reasons. (3) Too few Marianas high school graduates are properly prepared to adjust to college scholastic requirements. The high attrition rate among those who go abroad for study supports this theory. This is also another justification for a basic re-examination of just what the student is prepared to do and what the society needs to have done. Somehow a modicum of physical, economic and manpower planning discipline must be injected into this wonderful "helter-skelter" developing island democracy. It needs the chance to better describe its needs and aspirations before prescribing higher education as a cure-all.

Other Agencies Serving the Marianas:

Community Action Agency
Territory Office on Aging
Neighborhood Youth Corps
USDA Food Program
Headstart
HEW Grants
Military Civic Action Team
Comprehensive Health Planning
Mental Health Services
Animal Health Services

The federal government has hundreds of assistance programs just waiting to be tapped by resourceful groups, agencies and departments in the Marianas. The neighboring U.S. Territory of Guam serves as an example of what can be expected in the future. The lure of familiarization trips to these "exotic islands" is most tempting to a chair-bound bureaucrat in some western regional office. The ~~opportunities for competing, overlapping and poorly coordinated~~ programs is limitless. The same is true of the untapped resources of private health, education and welfare services.

Prior to moving on to Economic Development more details on per capita income and projected government employment should be given. The per capita income for public and private employment in the Marianas is now approximately \$ 489.00. This compares with other areas as follows: T.T. Districts average \$ 224.00; Guam \$2,200.00 ; Japan \$ 1,800.00 ; Asia proper \$300.00.*

The following chart provides a breakdown of government employment. According to the District Administrator, a shift of the territorial headquarters to another district would remove people and jobs. However, a number of district government responsibilities, now included within the headquarters operationally, would be shifted to the new local government in the Marianas.

TRUST TERRITORY GOVERNMENT EMPLOYMENT-MARIANAS

DIVISION	Fiscal 1973		Fiscal 1974		Fiscal 1975	
	U.S.	MICRO	U.S.	MICRO	U.S.	MICRO
Office of DISTAD	2	30	2	30	1	31
<u>EDUCATION:</u>						
Elementary	14	202	14	208	14	208
Secondary	13	47	13	49	13	51
HEALTH SERVICES	2	173	2	174	2	174
<u>PUBLIC AFFAIRS:</u>						
Community Devel.	0	5	0	5	0	5
Other	0	22	0	22	0	22
<u>RESOURCES/DEVELOPMENT:</u>						
Agriculture	4	62	4	69	4	69
Economic Devel.	1	7	1	7	1	7
Land/Surveys	2	29	2	32	2	32
Land Commission	2	14	2	14	2	14
LEGAL AFFAIRS	0	70	0	74	0	75
PUBLIC WORKS	4	360	3	361	3	361
GENERAL ADMIN SUPPORT	0	22	0	23	0	25
Sub-Total	44	1043	43	1068	42	1074
T.T. HEADQUARTERS	253	635	253	635	253	635
Grand Total	297	1678	296	1703	295	1709

03035

3. Economic Development

- Background -

Economic development was non-existent until the Japanese period. During that time all development, except some commercial enterprises, was done by Japanese management and capital for the Japanese expansionist economy and with Korean, Okinawan and Filipino labor. The indigenous population was left on the sidelines, in the taro patches or back up in the hills. Sugarcane, rice, vegetables, fruits and mining operations flourished until destroyed by World War II. Until the mid-1960's, little or nothing was done to assist the people of the Marianas in a move from subsistence to economic independence.

Since that time large sums of money have been invested "...in a poorly planned fashion..." to quote Congressman Sasuo Haruo, Chairman of the House of Representatives Committee on Resources and Development, in a report to the Congress of Micronesia in January of 1972. The report did note that the Trust Territory government correctly identified agriculture, tourism and marine resources as the three greatest potentials for economic development. Development within these three areas and the modernization of supporting infrastructure are primary objectives of the Marianas District Administration. A brief review of progress in each of these areas is in order.

- Infrastructure -

Generally, infrastructure is a concept that includes the physical installations and institutions of common use which are essential to and facilitate the development and operation of the economy. Our reference is mainly directed to physical installations such as airports, roads, docks, utilities and public buildings.

The Marianas, and particularly Saipan, has by far the best developed infrastructure in Micronesia. Adequate airports are available and a 5-year 7.5 million dollar airport improvement program will provide the Marianas with FAA-approved facilities to handle the largest planes now operating. All utilities are in the process of overdue improvements. A utility company sales representative once remarked that the way to judge economic growth is by an examination and comparison of power consumption. The following is a chart for this purpose:

*Peak Load - KW	FY'72	FY'73	FY'74
Marianas	6,170	10,000	12,500
Marshalls	1,100	1,200	1,600
Palau	2,625	2,980	3,260
Ponape	1,625	2,525	2,650
Truk	1,800	2,200	2,600
Yap	1,800	2,200	2,600

03036

The government is concentrating a major portion of the FY'72-'78 budget to increase power, construct new primary and secondary sewerage treatment, replace all water piping (a major source of water loss is through leakage) and surface all roads to keep pace with consumer demand. In this and many other respects the Marianas is by far the most urban and westernized district in Micronesia.

Of equal importance is the other side of infrastructure. This includes efficient and stable government, available local or foreign investment, trained manpower and natural resources. These and a number of other developmental factors are not in ample supply. The concept of "decentralization" of government, first introduced late in 1969, was intended to place basic program and budget planning in the hands of each district. Although an excellent concept, it is still beset with problems of who, what, where, when, how and why.

Basic economic indicators such as population, per capita income, labor pool, import/export figures and other statistical information are scarce or of questionable accuracy. Steps are needed to correct this undesirable situation. Statistics is a vital tool to proper planning.

Outside capital investors are reluctant due to the uncertainty of political status and the "most favored nation clause" of the Trusteeship Agreement. This arrangement limits investments by nations other than the United States. According to Time Magazine, the Japanese foreign reserves have doubled in the last year to almost 17 billion dollars. They are eager for overseas markets and capital investments. Surreptitious Japanese money has been coming to the Marianas for years. One need only look as far as Guam to see the future of Japanese plans in the Marianas once status is resolved and restrictions on importing labor and capital are relaxed or removed. The whole pattern of development on Saipan will undoubtedly carbon what has happened on Guam i.e. military presence, consumerism, tourism and commercialism. Economic development need not have a negative connotation and, in fact, it is the expressed desire of the majority of the people.

One of the most praised infrastructure construction programs is the military Civic Action Team known to some as "CAT". This unit has been operating since late in 1969 on Rota, Tinian and Pagan - building and improving roads, airports, irrigation projects and a host of other community facilities at a yearly cost of \$115,000 per team (15 men) to the District in host country dollar support. All building materials are provided by the District.

In a sense the "CATs" are "paving the way" for the anticipated arrival of a large, permanent, United States Air Force contingent and a 50 million dollar air facilities renovation on Tinian. The enormous economic impact of this anticipated development for Tinian and the balance of the Marianas is obvious. According to the District Administrator, the military is eager to lease the entire island of Tinian. Then parcels would be leased back to the local population for farms and residences to avoid future land disputes.

03037

- Water Resources -

"The capacity of these islands to sustain life and the amount and types of life that exist will ultimately be determined by the quantity and quality of available fresh water. When the daily and annual use of water reaches a volume equalling the available supply, progress will halt unless methods of enhancing the availability of water are undertaken." *

Water is something that is taken for granted by most people. Like air, it is assumed that water is a guaranteed right. This assumption has been put to the test on these isolated islands. The water supply is a constant problem due as much to waste as anything else.

According to Land Resources, water waste and loss from the distribution system is as much as 50% of the current total capacity, or 900,000 gallons each day! The potential capacity has been estimated at 2,500,000 gallons per day. With annual rainfall varying from 59.8 inches to 134.5 water availability in the lean periods is critical. The production of one ton of dry vegetation per acre would call for a minimum use of 100,000 gallons of water. The implications for agricultural production are quite obvious. The immediate need is for an improved distribution system, water conservation education and additional water source exploration.

- Agriculture -

In a recent discussion the District Program and Budget Officer mentioned the three "M's" in development - Money, Manpower, Materials. Another factor that was discussed is the vital link called - attitude.

The potential for profitable agriculture production is apparent. There is excellent land, irrigation, year-round cultivation, local markets and easy access to foreign markets. An ad appeared in the Guam papers last week which read "U.S. Conchita Bananas - Just arrived by Air Freight". It tells a sad story of neglected local opportunity. The prospect of working in the hot sun raising fruits and vegetables for a good living rather than making a satisfactory living at a desk in an air-conditioned office is not a popular idea except to supplement the family's diet.

The following are export production figures in meat and vegetables supplied by the District Agriculturalist:

(Thousand of \$)

Island Exports	Fama** Acres	Meat		Vegetables		Copra	
		1970	1971	1970	1971	1970	1971
Rota	12,634	9.93	10.9	91.9	79.0	0	0
Tinian	10,058	89.8	81.8	64.0	51.3	0	0
Saipan	13,505	0	0	0	0	0	0
Northern Islands	1,758	0	0	0	0	20.0	3.0
District Totals	37,955	99.73	95.7	155.9	130.3	20.0	3.0

**Marianas Planning Officer/Hawaii Architects/Engineers; Pagan Land use proposal
*Ground Water Resources - Saipan by Norman P. Knott, Chief Branch of Land Resources - T.T. (April 1972)

According to District Agriculturalist, Les Weaver, a family could earn as much as \$12,000 per year on six-acres raising fruits and vegetables. A production test of tomatoes, planted on a 2/10th acre demonstration plot at Kagman Plant Industry Station in November of 1971, produced 4,266 pounds of marketable tomatoes within 26 weeks at a market price of 40¢ per pound!

A plant pathologist, entomologist and agriculture extension agents work at Kagman in vegetable variety experiments, insect control projects and dissemination of information to farmer. Extension work is also done on Tinian and Rota where vegetable farming is strongest. Local markets and the military and civilian population on Guam would buy every vegetable variety that could be produced. Through marketing cooperatives, local farmers on Saipan, Tinian and Rota have no problem selling their produce. The potential for agriculture to become a sound economic base and export industry will remain unexploited until basic attitudes are changed or foreign capital and labor are employed.

Through Marianas Development Corp. (MDC), the Guam-based J & G Enterprises (Ken Jones) has a 7500 acre government land lease and ranch on Tinian with 3,000 head of beef and 2,000 pigs. Within the past month a Japanese business combine has made a proposal to develop a sugar and sugar substitute industry on Tinian. The firm is called Overseas Agricultural Development Corp. operation. They propose "loaning funds" to the Tinian Taga Company for this development. The Starkist Company is also making a proposal for the development of fishing and vegetable production on Tinian.

Potential profits are also available in poultry, beef and swine. Egg production is being encouraged with a few "pet projects" on Saipan. The Trust Territory has recently hired a poultry management specialist to reduce to zero the current annual importation of 462,000 doz. eggs to the T.T. At present the territory-wide production is approximately 111,800 dozen/year with consumption at 718,800 dozen. With the market price of eggs at \$1.25 per dozen on Saipan, increased local production would mean increased profits to local farmers. Beef and swine can also be raised for a ready local market. The one serious drawback is the high cost of imported feed. Quality egg production and meat development depend on a high protein feed which is not always available on the islands. The District has been experimenting with feed and stock varieties at the Lito Animal Industry Station on Saipan.

Vocational Agriculture should be introduced as a major item within the high school curriculum. Adult retraining and agriculture extension seem to be insufficient to produce a major impact in this area. As indicated in the enclosed production charts, local agriculture production has shown a decline since 1967. The demand for trained farmers will grow with increased commercial farming. Imported farmers from Asia will be necessary if the local population does not respond.

- Marine Resources -

One of the most ludicrous situations is the import of hundreds of thousands of dollars worth of canned fish which are plucked out of Trust Territory and packed in Japan and purchased at local stores. This is just one area where the lack of local production has created an import-export ratio of more than 20 to 1. For every dollar earned locally, 20 dollars is spent on foreign goods.

Much of what has already been stated about agriculture can be applied with equal force to the lack of development of marine resources. Fishing is hard work, and as long as food and funds can be earned in easier fashions, the development of the fishing potential will remain unexploited despite all the rhetoric to the contrary.

At the moment a few small family boat operations fish and sell their catch to waiting customers at the end of each day. There is no marketing program because the catch is sold before it is frozen-guts and all. One successful and enterprising fisherman is building a large 38' boat through financial support from the Economic Development Loan Fund (EDLF) operated by the Trust Territory. Outside of this operation little or no local development is taking place.

Just to show that everyone is getting in the act, a \$38,000 dollar supplemental grant for a "feasibility study" of agriculture and aquaculture production and marketing was given to the Palau Community Action Agency. This may lead to an OEO, \$250,000 dollar grant for economic development. One wonders how many studies, and agencies it will take to discover that attitude and vocational training are key elements!

Comments on Agriculture and Marine Resources could be summarized by James T. Hiyane, former Marianas District Agriculturalist, in a study entitled The Role of Agriculture In Economic Development (1970), "It is better to train a contributing force of skilled labor than to educate an unemployed force of intellectuals who can parse the most complex of subjects."

- Tourism -

Tourism is a rapidly expanding "export" industry for the Marianas. In 1970 a total of 17,000 visitors came to these islands. The following graph shows the developments since that year:

ITEM	FY'70	'71	'72	'73(proj)
Hotel Room	127	127	127	300
No. of Tourist	19,428	22,557	25,000	30,000

Related commercial enterprises are rapidly developing to take advantage of tourist demands for tours, handicrafts and other goods and services. and government-controlled gambling has also been mentioned as a potential source of revenue and profit.

However, tourism should not be treated as a panacea. Generally only pocket communities profit from tourist trade. Tourist dollars tend to pass from tourist to travel agent to hotel to importer and finally out of the Territory. The travelers, especially the Japanese who have a "yen to travel," come here for a little peace, quiet, clean air and water. These environmental attractions may disappear with the advent of greater population and pollution unless total physical planning, zoning and rigid enforcement of health regulations occur. It may even be necessary to establish quotas on the number of tourists that can be admitted. This situation may be beyond control if the anticipated large influx of military and dependent personnel becomes a reality. With "tent cities", temporary runways and tons of bombs and planes now plugging Guam, the obvious conclusion to all but ostriches is that the miles of vacant Tinian airfields will soon be filled. Lease problems in Okinawa, Japan and the Philippines, plus dollar trade imbalance "overseas", should be the final "clincher". One does not need to be an expert to imagine the impact of all these changes on everything from transportation to tomato production!

According to Senator Edward Pangelinan, in his May 31, 1972, speech to the United Nations Trusteeship Council concerning the Marianas' move toward permanent affiliation with the United States, "...the United States has brought to the Marianas values we cherish and economic gains we desire,... and we are prepared to assimilate our culture in the process." I might add that, to take full advantage of these opportunities for the largest portion of the population, it will require vocational skills training and hard work! The people of the Marianas may not be able to support an affluent society, but they have the basic ingredients to support themselves.

4. Political Development

Through their elected officials - made up of Municipal, District and Congress of Micronesia representatives-the majority of the people of the Marianas District have repeatedly expressed the desire for a "close and permanent political relationship" with the United States government. Their values and goals were eloquently expressed at the recently concluded United Nations Trusteeship Council meeting in New York City - (1) Human Rights, (2) Political Stability and (3) Economic Development.

- Historic Status -

The following date periods outline the major political developments in this district that have occurred without consultation or concurrence of the people

- 1565--1898 - Spanish rule, subsistence economy and no self-government.
- 1898--1914 - German rule, subsistence economy and no self-government.
- 1914--1944 - Japanese rule, increased manual work and no self-government.
- 1944--present - United States Trusteeship rule, increased job availability/compensation, education, social services and participation in government.

C3041'

• Current Status -

- 1952 - Marked the beginning of municipal governments on Saipan, Rota, Tinian and the two-party system involving the Popular and Territorial Parties. Rota became a separate district. The Popular Party was based on interest for re-integration with Guam and reunion with their historic lineage - the majority of the people of Saipan are Chamorros like the indigenous population of Guam. The Territorial Party tended toward more involvement with the Carolinian minority and eventual annexation by the U.S. as a part of Micronesia.
- 1962 - The separate districts of Rota and Saipan were regrouped to form the Marianas District.
- 1963 - Marianas District Legislature was organized and Popular Party candidates won easy majorities. This marked the beginning of repeated resolutions to the U.N. and federal government requesting closer US ties and an amendment of the Organic Act of Guam to include the Marianas within that political unit.
- 1965 - The Congress of Micronesia was organized and, through lack of Popular Party interest, Territorialists were elected to all but one position.
- 1969 - Marianas referendum vote resulted in overwhelming support for permanent association with U.S. - the vote showed 1,942 for reintegration with Guam, 1,116 for association with U.S., 19 for independence, 1 voted for unification with Japan. At the same time 60% of those voting in an unofficial referendum on Guam turned down reintegration.
- 1970 - The Marianas political leadership began to draw away from the Trust Territory as a whole when the Congress of Micronesia rejected Commonwealth status. 1970 elections saw the removal of all Territorialists. This position was further solidified when the Congress of Micronesia insisted on the privilege of "unilateral termination" at any time after an agreement is reached.
- 1971 - Marianas District Legislature, with the exception of Rota representatives who have remained loyal to TT, passed a resolution to secede ("by force if necessary") from the Territory. The Congress of Micronesia building was burned soon afterwards, and no one has yet been identified as the perpetrator of that deed. The irony is that the Marianas, ~~in their desire for closer union with the U.S., must oppose~~ the Trusteeship - a creation of the US.
- 1972 - At the Palau Status talks the U.S. government resolved the first step in the long process of establishing closer union with the Marianas by agreeing to separate political status talks. The Marianas Political Status Commission was established in May of this year. It must now be formally recognized as a separate bargaining unit by the Congress of Micronesia.

C3042

- Future Status -

While there are serious hurdles, it is inevitable that the Marianas will permanently affiliate with the United States. The form and timing of that affiliation is yet to be resolved. The best estimate of local officials is three to six years. According to the Marianas District Administrator, Frank Ada, the Marianas status and the territory-wide Trusteeship Agreement will change at the same time, but neither he nor the High Commissioner have any idea of a time schedule. With the outside pressures of U.S. Military "national self-interest" and rising criticism among member nations to the U.N. Trusteeship Council (notably Russia, and next year China), there is ample evidence to expect rapid and dramatic changes in the relationship of the Marianas to the United States and the balance of the Trust Territory. The next three months will provide many of these answers.

The Marianas Status Commission will hold local Marianas hearing on separate status in June and July. The Congress of Micronesia Joint Committee on future status is now working out a draft compact. A substantive fifth round of status talks will be held in Washington in July to formulate a joint draft compact of agreement. The Congress of Micronesia will hold a special session in August of 1972 in Ponape to consider the compact and take appropriate steps to begin drafting a Micronesian Constitution.

B. Peace Corps Review

1. Background

The first "program document" that my research located came in the form of a cable from the High Commissioner to the Department of Interior on May 3, 1966. It read as follows:

"Congress of Micronesia members and District Legislatures have forwarded to my office requests for Peace Corps assistance in meeting needs of Trust Territory. Micronesian leaders recognize contribution Peace Corps has made in developing areas of the world and feel that many of the unique problems facing the islands of Micronesia can be solved with Peace Corps assistance. Micronesians are especially interested in help with elementary English language teaching, village health and sanitation, community development, village public works, agricultural extension and economic development...."

It is interesting to note that the final agreement for utilization of Volunteers and arrangements for their host country support was signed after the first contingent arrived.

In 1966 the Congress of Micronesia was still locked in fetal development. The district budgets were only able to maintain minimal services. Although Marianas infrastructure was far more sophisticated than other districts, needed repairs; expansion and improvement of plant and equipment were required.

The decision making was centralized at Trust Territory headquarters - isolated at the other end of the island. Few Micronesians played a major role in the management of their own affairs. Educational curriculum, learning materials and manpower were in a sorry state of affairs. Agriculture was almost a necessity for subsistence. Little effort was expended for economic development or to train the people in modern farming techniques. The only tourists were frequent junketing bureaucrats from the mainland. As late as May of 1970, Saipan was described as a "company store town" in an article written for the Hong Kong Standard (May 11, 1970). That article noted that the people "...owed not only their souls, but their property as well to one of the 'big three' merchants under the shield of the U.S. policy barring outside competition".

2. Past Volunteer Programs

In October of 1966 the first contingent of the army of peace "invaded" the Marianas with little planning and high expectations. Since that time 232 Volunteers have served in this district and 32.3% have terminated early. The following is a statistical analysis of Marianas' Volunteer programs:

MARIANAS DISTRICT - MICRO I-XI

November, 1966 - June, 1972

SECTOR	EOD	ET NO.	ET RATE (%)
Agriculture	11	4	36.4
Education	144	37	25.7
Health	10	9	56.3
Bus. Development	13	5	38.5
Professional Svc.	20	6	30.0
Community Devel.	25	12	48.0
Public Works	5	2	66.7
Ecology	0	0	0
Totals	232	75	32.3

There is little or no evidence that detailed program analysis preceded the Volunteers. The popular momentum for change and the popularity of Peace Corps as an "agent of change" provided the necessary conditions for acceptance of Volunteer programs in every phase of the district government's program. There is no evidence indicating that real efforts were made by either Peace Corps or the "host country" to define objectives, establish goals or to seek to clarify the aspirations of the recipients of our good intentions. Over the past seven years the northern Marianas have developed at a frantic pace by

03044

island standards. Like a growing child, though, changes are gradual and confusing, and progress is often obscured from the eyes of the resident observer. On the other extreme each successive wave of fresh recruits (TT expatriates, PC staff and Volunteers) have little "historic" reference, and they are often quick to chastise the former tenants for seeming lack of progress.

3. Program Accomplishments

Volunteers have made substantial contributions to the progress of the Marianas. Their efforts have not gone unrecognized. A good example of this was Carrie Oliver, a 63-year old Volunteer nurse, who was voted "Woman of the Year" in June of 1969. A total of eleven (11) nurses have worked at the hospital or taught nursing at the TT School of Nursing.

Other examples include eleven (11) lawyers who worked closely for six years with municipal and district government and the Congress of Micronesia to establish the legal framework for democratic government. Architects and engineers assisted Public Works and Land Management with the enormous tasks of cleaning up, designing and rebuilding in cooperation with a group of Japanese Volunteers after Typhoon Jean in 1968. Agriculture Extension Volunteers worked to improve farmers coops. Teachers who have taught English in every school in the Marianas, developed curriculum and trained teachers. A Volunteer veterinarian, Dr. Steve Nusbaum, established a small animal clinic and testing facilities for beef cattle. His job was absorbed when the district secured a military veterinarian - Steve resigned mid-way through his tour. A similar situation could have occurred with entomology and plant pathology requests that were cancelled by the District Agriculturalist four weeks prior to staging for this summer's training.

A group of Media Volunteers, headed by Fred Kluge, organized the MICRONESIA REPORTER, a quarterly journal still published by the TT Department of Public Affairs. It is considered one of the finest publications in the Pacific area in art layout, photography and message content. Volunteers also were at center stage in the mammoth job of organizing the first Micro Olympic Games in 1969. This was an enormous success and, for the first time, it brought the peoples of these far-flung island cultures together for competitive sports. Unfortunately, political unrest necessitated a temporary postponement of the second Micro Olympics in 1971. There were many other less spectacular, but equally important, tasks and, of course, a number of failures.

4. Program Failures.

There were a number of failures when reality collided with mythology in our programs. Volunteers assigned to the Marianas Housing Authority found that there was nothing to do. A couple assigned to advise and assist a local group publish a newspaper found little money and even less cooperation available. They went home. Volunteers spend many long hours writing a Business English Curriculum or a curriculum for slow learners. These were never used.

An impatient but highly-skilled older new-directions Volunteer assigned to Tinian, waits eight months for a tractor and some pipe to install an irrigation system, and finally leaves in disgust. It takes two more years and a CAT team to do this job. A "baker's dozen" of Volunteers are brought in to introduce a new math curriculum in co-teacher training roles, but nobody thought about a pilot project. The local teachers were unprepared, the Volunteers were underskilled and underemployed, and curriculum was underdeveloped. In 1971 and 1972 a total of six out of eleven Volunteers have terminated or transferred from the math to other programs. Other Volunteers put personal priorities above service and just quit.

To quote Mike Steward, a very successful and astute former education Volunteer, "It's all a lot like the man who kept pumping air into a tube that he hoped led to his flat tire. He pumped, and he pumped, and he pumped until another fellow came along, felt the tire and told him it would all work much better if he connected the tube to the tire!" One might not go so far as to say that there is anything wrong with the program process. Neither would a doctor conclude that you were senile simply because you had begun to have difficulty in recalling your name.

5. Changing Attitudes

Local attitudes, leadership, needs and resources have changed with the advent of relative affluence in the Marianas.

Peace Corps Volunteers have lost much of their novelty with the passage of time. Responses at the past three mid-service conferences reflect general Volunteer dissatisfaction. For example: "I'm just a slot-filler." "I get no cooperation from my co-teachers nor support from my supervisors." "The local people don't care, so why bother."

Local apathy toward Volunteers is a product of the times. In part, appreciation and respect must be earned, but to a larger degree it deals with the general low opinion of youth. It also has a relationship to the current social, economic and political status. There is an eagerness to emulate the more advanced status of Guam. Volunteer presence is, to many local people, a "put-down". The Volunteer tries to "live poor", but to many Marianas people he is stereotyped as just another "Rich American" who is playing games. The local people don't want "Rich Americans" to pretend to be what they are not. They would prefer a well-dressed, fully clothed and shod short-haired model of what they aspire to be, which is Rich Americans!

It is all something like the reaction of the leadership of depressed communities in the United States when the first VISTA groups arrived. "We don't want 'do-gooder' kids, we want roads, jobs and nice homes."

Socially and in an economic sense Volunteers are reminders to local and TI leadership that "things" are not right. Politically Volunteers are reminders of the fact that the Marianas is "foreign" when its expressed wish is to be "domestic". Some Volunteers note that when they seek to express their feelings or suggest improvements, they run into this negative attitude.

As one Volunteer put it, "I find us to be in much the same position as was the naive young army private (PCV?) who reported to sick call one morning complaining of intestinal pains. The old, grizzled army doc (DDE?) glanced at the young man's shoulder patch and then informed him: 'Generals have intestinal pains; Lieutenants have stomach aches; and you, Private, have a bellyache.'" In some cases maybe the doc was right, but what about the others?

May of 1970 was a time when Volunteers were being physically attached. Rape, beating and robbery are a reality of life that reached a peak at that time. This may sound unreal, but it was and still is occurring. A few weeks ago the most recent Volunteer rape victim brought her attacker to court and won. He was sentenced to five years in prison.

A Volunteer couple went to the northern island of Pagan in 1970 - a year after another Pagan Volunteer was severely beaten and terminated. They served for almost two years without incident. In October of 1971 a convicted murderer on Saipan was sentenced to spend the next few years on Pagan. Then in May of 1972 their friend, the Pagan District Administrator's Representative, was murdered by another individual on Pagan. The Volunteer couple returned to Saipan a few weeks later, very shakened, for completion of service processing.

A growing feeling among local officials, and shared by some Volunteers and Peace Corps staff, is that, "We (TT) would much prefer to hire assistance rather than depend on Peace Corps...because then we have more control...". The recent Peace Corps budget crisis, an agonizing period but a great "weight reducer" and rationale for HCC intensified the feeling of insecurity among Trust Territory officials. They have placed excessive dependence on Peace Corps as a "free-now-and-forever" personnel resource. In some T.T. programs the Peace Corps has become its very foundation. This is not good programming.

- Micronization -

The push to replace expatriates with Micronesians is now in full swing. Every section of the Marianas program memorandum refers to this fact by count and usually in the lead paragraph. This may appear premature and counterproductive to some experienced observers, but it is a fact of life in Marianas manpower planning. The problem is found in a shortage of qualified local manpower ~~to operate a creative and efficient society, but then expatriates have not~~ scored notable successes either.

To many the only way to distinguish between a Volunteer and contract employee is whether or not he wears zories! As a matter of fact seventeen former Volunteers now wear shoes, earn good contract wages in this district and often serve as the current Volunteer's supervisor. This is good in many respects, but it is a most disconcerting circumstance for Volunteers. An additional source of concern is the fact that a few current Volunteers are being subtly urged to resign from Peace Corps to accept TT contracts when local skills are not available. Although Peace Corps has an agreement to prevent this, it is an intolerable situation for some.

It is not unreasonable to suggest that the Marianas government recruit all expatriate staff by seeking contracts from terminating Volunteers who have served successfully in other districts in Micronesia. The Marianas' administration would be able to learn something about the prospect's potential, justify more line item operating budget by hiring, exercise more "control" and be assured of a more culturally-sensitive expatriate staff member. This presupposes the fact that Peace Corps Volunteers would not be requested for the Marianas.

6. Current Volunteer Program

The current program and the summer trainees already approved by the District Administrator is detailed below. All Volunteers completing service in June have been eliminated from this review:

MARIANAS DISTRICT PROGRAM ANALYSIS

SECTOR	VOL. NO. (COS 7/73)	SUMMER MATRIX TRAINEES 7/72	PROJ. VOL. 9/72
<u>AGRICULTURE:</u>			
Ext. Agt. Irrigation	0	1	1
<u>EDUCATION:</u>			
Elem. English (Outer Is.)	2	2	4
Elem. Math Teacher Trng.	6	0	6
Elem. Sci. Teacher Trng.	11	3	14
Secondary Math	0	1	1
Secondary Sci. Teacher Trng.	1	0	1
Secondary Soc. Studies	1	0	1
Secondary Science	1	0	1
Teacher Trng. School	5	2	7
Voc. Education	1	0	1
Indus. Art Teacher Trng.	0	1	1
<u>HEALTH:</u>			
Nurse Instructors (TT Hqt.)	0	2	2
<u>BUSINESS DEVELOPMENT:</u>			
Secretarial Trng. (TT Hqt.)	0	1	1
<u>PROFESSIONAL SERVICE:</u>			
	0	0	0
<u>COMMUNITY DEVELOPMENT:</u>			
Adult Ed. (NMS)	1	0	1
Youth Program Spec. (TT Hqt)	0	1	1
<u>PUBLIC WORKS:</u>			
	0	0	0
<u>ECNOLOGY:</u>			
	0	1	1
<u>GRAND TOTAL:</u>			
	29	15	44

03048

- Mid-Service Conference Analysis -

The following is an analysis, completed by the Action Office of Evaluation covering questionnaires completed by Micro XI Volunteers in May of 1972. Unfortunately, there is no analysis immediately available of questionnaires completed by early terminating Volunteers!

High percentile numbers indicate strength, and low numbers indicate weakness. According to the Office of Evaluation, the Marianas ratings have been made by comparison with a sample compiled between March, 1970 and April, 1971. For example: A percentile of 98 means that the Micro XI group rated strong on that item than 98% of the groups in the sample.

Summary Mid-Service Conference Questionnaires

MICRO XI - May 4-5, 1972

<u>General Attitude:</u>		<u>Placement/Training:</u>	
Likely to complete service	98	Technical Skills	77
Satisfaction	95	Language Skills	74
Achievement	77	Technical Training	74
Attitude toward hosts	40	Cross-Cultural Trng.	40
<u>Project Support:</u>		<u>Programming:</u>	
Availability of supplies	74	Project should continue	33
PC Tech. support	85	Site potential	52
Host Tech. support	91	Full work day	52
Relations with PC staff	74	Well-defined job	44

The following is a summary of early terminations for the past three groups who began Volunteer service in the Marianas:

Group	EOD	ET	OS	Ext.
MICRO VIII	15	5	8	2
MICRO IX	30	10	19	1
MICRO XI	34	6	-	-

- Program Pressures -

For the past years Peace Corps in Micronesia has been placed under increasing outside political pressure to reduce programs to a 250-300 level. How this magic number keeps cropping up is anyone's guess. It also appears that internal Peace Corps budget pressures, spelling doom only a short while ago, are now building to increase programs. This has not led to a very high esprit de Peace corps. These alternating pressures and rapid changes may be understandable to Peace Corps staff, but they are certainly difficult to interpret to Volunteers and host officials. In a way it is understandable that the Marianas District would prefer to hire its own assistance given the fickle state of Peace Corps' affairs.

II. SECTOR ANALYSIS

The seven basic areas that are commonly-used to describe Peace Corps activities are Agriculture, Education, Health, Business Development, Professional Services, Community Development and Public Works. Ecology has been added as an additional area to recognize its emergence as a basic and vitally important factor to island life and development.

Each of the above eight areas will be analyzed through a brief summary description of the Marianas problem areas, Peace Corps objectives in each problem area, method to achieve Peace Corps objectives and a sector summary of specific projects.

The Marianas district administrator, in a conference with Peace Corps representatives on June 1, 1972, specifically requested that future Volunteers be programmed solely in special skills in education. Recommendations for all other areas, except education, will, therefore, be directed toward identifying problems that may need assistance regardless of the source. District projects already approved but not yet filled, and those projects not yet filled that are programmed directly by the Trust Territory headquarters administration on Saipan, have already been graphically illustrated. Details are available through review of previously approved program 104's.

A. Agriculture

1. District Problem Areas

- Background -

The cost of imported food is extremely high. Local food production is low. Free local irrigated land is available and market demand for produce is high. The potential for profit is obvious. Development has been stunted by a lack of interest, especially among the younger generation. The existing programs for training of the local population in modern agricultural methods are inadequate. Although statistics are not available, the average age of the farmer population is estimated to be above 40. Young people have little interest in farming as a career, and the public school agriculture curriculum is

03050

Tinian has the largest concentration of beef and swine, but most of it is concentrated in private U.S. ownership. Feed is imported, expensive and often not available causing poor quality meat and occasional excess or premature slaughter of stock due to the lack of food. Egg production is increasing, but still in the developmental stage with imports running 4 to 1. The lack of locally produced feeds make the price of local eggs more expensive than imports!

- Objectives -

The TT objective is to produce, through private local enterprise, sufficient meat, fish, poultry, vegetables, fruit and eggs to reduce imports, satisfy the local market and increase exports. Although much of the problem with the development of marine resources is the same as agriculture, for purpose of analysis, it will be discussed under Business Development.

- Current T.T. Program -

The district operates demonstration projects with selected farmers and maintains research facilities in entomology, plant pathology and animal husbandry. Extension agents are trained to work with farmers in the field. Low or no-cost government land, irrigation equipment, seed, fertilizer and insecticides are available. Agriculture cooperatives and other marketing projects are promoted.

- Peace Corps Assistance -

The Peace Corps has provided general agriculture extension Volunteers in production, marketing, irrigation, entomology, horticulture and veterinary science. Within these projects, 36.4% of the Volunteers have terminated early and job dissatisfaction among the remainder has been low with the exception of the current agriculture extension horticulturalist.

Part of the problem centered on the low priority given to agriculture by the administration and local populace. A portion rests with poor Peace Corps program development and improper selection. The balance can be attributed to the insufficient support, program mismanagement and lack of highly-motivated employees within the District Division of Agriculture.

The one agriculture success can be attributed to an unusual combination of circumstances for a Marianas Volunteer - (1) ability to understand culture and respond to it; (2) excellent knowledge of language; (3) close and constant relationship with a bonafide counterpart; (4) ideal host family living and a secondary, but related, job in family gardening; (5) assignment directly related to the Volunteer's educational background and complemented his career plans.

- Potential T.T. Programs -

It does little good to increase the production of agriculture among older adults unless a new crop of young farmers are being trained. Such is not the case in the Marianas.

The district agriculturalist has proposed the organization of a "Farm School" to train underskilled and underemployed young adults as farmers.

If funding is available in FY'73, an effort will be made by the agriculturalist to hire a qualified vocational agriculture specialist for this purpose. The district has the support of a qualified staff entomologist for such a project. Ironically, the district already has an experienced vocational agriculturalist as the sub-district agriculturalist on Rota. Departmental organization and internal tensions seem to stand in the way of utilizing existing staff to the best advantage of the program. An additional headquarters' staff entomologist and plant pathologist are available in the district for consultation.

For reasons already stated Peace Corps does not anticipate being ask to provide future agriculture Volunteers. However, there are potential skills that could be hired in the future to help improve the general lot of Marianas Agriculture: (1) Cooperative agriculture teacher to teach high school students through financial, material and manpower partnership with the Department of Education; (2) Feed manufacture researcher to work in a cooperative effort with private feed companies, USDA, UN and the South Pacific Commission to develop suitable locally-grown feed substitutes. Fertilizer can also be produced locally. It can be said that each animal will produce its own food and fuel from womb to tomb without much capital investment. The possibilities of processing human and animal excreta, food remains and garbage for fertilizer should be explored. Recycling is not a new theory and its use in this manner might reduce farming costs and pollution at the same time; (3) Tropical animal husbandry expert as a "loaned executive" from Hawaii Department Agriculture to test animal varieties suitable for island meat production at reduced unit cost; (4) Agriculture club organizer trained by or on loan from the Future Farmers of America, National 4-H or other agency to work with younger children in home gardening and annual agriculture fair activities... to change local attitudes; (5) Agricultural cooperative farm organizer from Israel, or some other country that has experience in cooperative farming to establish a pilot commercial truck farm cooperative. The initial use of ~~prison-or-imported-labor-might-be-necessary-if-local-habit-and-custom-restrict~~ local support. This might be a far better option than watching outside private enterprise take the profits with imported or locally hired field hands. These are just a few off the cuff ideas to stimulate thought.

It is interesting to note that after all these years, the administration on Guam has in the past two weeks declared that Guam is going "all out" to change direction and develop local agriculture potential...with outside assistance from Taiwan. So the Marianas are not as far behind their Guam cousins as one might think.

As the old saying goes, "You can lead a hor-ti-culture, but you can't make her drink!"

B. Education

1. District Problem Areas

- Background -

The Marianas educational system, far advanced over other districts, still suffers from similar problems. There are too many inadequately trained and motivated teachers, too high a teacher turnover (50%), too few classrooms and incomplete and sometime irrelevant curricula. There is also an excessive amount of emphasis placed on academic rather than vocational learning. However, the problem of professional qualifications and staff turnover does not rest solely on the shoulders of the teacher.

The Marianas education administration also has difficulty maintaining and improving professional standards. Part of this is due to the current political fashion of placing Micronesians in positions without proper educational background and experience. The same is true of the placement of some expatriates into positions beyond their experience level. Another factor is the rapid turnover of the few qualified local and expatriate personnel within the district. These people either leave in frustration or are promoted to headquarters along with the best qualified Micronesians away from essential student and curriculum matters.

Examples of this are illustrated by the upcoming resignation of the Math Curriculum Specialist and the move of the Science and Teacher Education Coordinators to Headquarters. This comes at a point when these programs were beginning to show signs of progress. To make matters worse, the district schools are on double session. Qualified teachers are a scarce commodity. Short expatriate contracts (to include Peace Corps) and the urge to move the best Micronesian and contract employees away from the students is counter-productive.

- TT Objectives -

The District Department of Education objectives are to improve the quality of teachers and administration, increase the quantity of classrooms and provide a Marianas-oriented curriculum that is both academic and vocational in nature.

- Current T.T. Program -

Current programs include elementary curriculum development and revision and co-teaching curriculum demonstration in new math and science. In addition, less organized efforts are being made to develop Marianas-oriented social studies curriculum. The lack of materials and failure to introduce these programs (especially new math) on a pilot basis has caused frustration for the teachers and confusion for their students. TESL, reading and Cook Island writing are also part of the more advanced curriculum. English is still a difficult problem for many students. The Saipan Teacher Education Center (SAITEC) provides experienced teacher trainers to work with selected in-service SAITEC teacher-trainees in the elementary schools. In addition, school year and summer "content-courses" are taught to trainees at SAITEC's District Education Office.

03053

Secondary vocational education curriculum is being developed and a new half-million dollar vocational education center is in the final stage of construction. The current program operates junior and senior high school classes in agriculture, carpentry, woodworking, mechanics, electrical and home economics with limited enrollment in restricted quarters. Two experienced U.S. contract employees and ten inexperienced Micronesians cover these courses. A limited cooperative education program is provided to a small number of students in cooperation with the private business sector. Special education is also offered to fourteen deaf-mute children in a program started in 1971.

- Peace Corps Assistance -

The Peace Corps has provided a total of 144 Volunteers for every conceivable program within the Department of Education from teacher to principal. This is neither to the credit of Peace Corps nor the Trust Territory education system. By far the largest number have worked as classroom English (TESL) teachers until 1971. Because of the relative success with placing more Micronesians in this area, Volunteer programs in English have been reduced to a minimum. Future Volunteers will be programmed in this area only on the outer islands of Pagan and Agrighan and in those assignments the Volunteer is in reality a "general teacher" and "community developer".

Over the past years Volunteers have felt dissatisfied with roles as "slot-fillers" and often describe themselves as part of a "cheap labor pool". With more Micronesians available with some level of pre-service and in-service training and experience, efforts will continue to be made to place Volunteers in curriculum development, co-teacher and teacher-training roles. This goal has only been partially successful due to overly ambitious Volunteer numbers, under-utilization and lack of local teacher interest.

- Potential T.T. Programs -

Increased emphasis is needed in vocational and adult training in cooperation with other governmental departments. Guam's experience in these areas should be shared with the Marianas. Efforts should be continued to concentrate in-service teacher education at one "model school" location for better utilization of material and personnel.

2. Specific Peace Corps Objectives

To assist in the training of Micronesian elementary and secondary teachers through initial assistance in the development and implementation of new curriculum. Special Volunteer assistance should continue to be offered to outer islands that cannot otherwise secure needed contract teachers with the objective of identifying and training a counterpart.

3. Methods to Achieve Peace Corps Objectives

Provide short-term elementary and secondary co-teachers to introduce, test and train counterparts in new curricula in math, science, vocational and special education and provide teacher-trainers for SAITEC.

4. Sector Summary

The details of each program may be found in the Program 104's. Specific projects have been placed on the enclosed projection sheets. Efforts will be made to negotiate sizable district financial support for future programs. Volunteer job dissatisfaction will continue due to the many factors previously described. Future Peace Corps programs in education on Saipan should be highly selective. This will include short-term vocation education specialists to assist with the initial expansion of the program into new facilities. Planned termination of involvement in math and science is reasonable. It has been demonstrated that T.T. funding can be made available to hire small numbers of outside skills if the Department of Education considers the need essential. Efforts should be made to encourage the district to hire its own assistance. However, it is appropriate to provide initial impact for new or expanded programs with Volunteer assistance on a selective basis, with financial support from the district and only after detailed program analysis has been made.

C. Health

1. District Problem Area

- Background -

Health care is available to all the people. The quality of such care suffers from the lack of properly trained medical and para-medical personnel. Medical supplies are adequate, but stocks are poorly maintained. Sanitation is substandard and hospital facilities are overcrowded, poorly layed out and in need of extensive renovation.

Serious medical cases are evacuated to Guam hospitals. Guam's future facilities will be improved with the addition of a multi-million dollar church-supported hospital. It is being designed to service the northern Marianas as well as Guam and will be completed by 1974.

- T.T. Objectives -

To provide quality health care to all the people all the time by training and utilizing Micronesian medical officers, nurses and para-medical personnel supported by two resident U.S. medical doctors.

- Current T.T. Program -

The Department of Health Services provides medical and dental care, preventative medical services, public health education and nurse training.

- Peace Corps Assistance -

The Peace Corps has provided 16 Volunteers in public health, nursing and nurse training. The 56.5% Volunteer early termination rate in health programs is the highest of any sector. The majority of these Volunteers worked in nursing and nurse education. The low standards of health care and personnel difficulties within the Trust Territory School of Nursing were the major causes of Volunteer dissatisfaction.

- Potential T.T. Programs -

There are no suitable programs for Volunteers outside nurse education. Public health education, the training of better qualified Micronesian medical officers and para-medical personnel and better hospital administration are programs that the Trust Territory needs to improve. They have the financial resources to do this without Peace Corps assistance.

2. Specific Peace Corps Objectives

To upgrade the level of training of Micronesian nurses.

3. Methods to Achieve Objectives

Provide nurse instructors for the Trust Territory School of Nursing.

This assignment is well-supported with plant and equipment, and details can be found in the Program 104.

4. Sector Summary

Only one more Volunteer should be contemplated as a replacement in this assignment to assure an orderly withdrawal.

As long as Peace Corps is available as a free personnel recruiting resource, little effort will be made by the Trust Territory to hire its own skills. They have the financial capacity to hire outside assistance. The quantity of qualified Micronesian nurses is very low due to cultural problems and those that are available are needed in the hospitals.

D. Business Development

1. District Problem Area

- Background -

All the details of development have already been provided. Rapid service and consumer business development can be expected through increased tourism and military presence. Broad local participation in production and profits will continue to rise, but at a slow pace due to lack of skills, initiatives and capital.

- T.T. Objective -

To encourage economic development through private local enterprises in tourism agriculture and marine resources to reduce dependence on imports and government employment as sources of goods and jobs.

03056

- Current T.T. Program -

Provide technical assistance to businesses through business and tourism advisors and district seminars; provide manpower training and business loans through the Manpower Development and Training Act, Economic Development Loan Fund, and Small Business Administration; assist foreign investors, through the Economic Development Board, with applications to do business in the Marianas District.

- Peace Corps Assistance -

No Volunteers are currently involved with business development and none will be used in this category in the future. Past programs have not been successful and no further interest in Peace Corps as a resource is expected to develop. The district has indicated that it has the capacity and desire to hire all assistance.

The only exception to this is the placement of one Volunteer as a secretary trainer within the headquarters' training division. A Peace Corps Volunteer just ended a highly-creative and successful 18-month secretarial trainer program this month for the Division of Personnel. Another Volunteer has been programmed to finish the task of training a Micronesian counterpart trainer.

- Potential T.T. Programs -

A number of projects have been covered under other headings in this report. There are many creative ideas that could be initiated through public and private sources.

2. Specific Peace Corps Objectives

To improve Micronesian skills in office procedures and to train a counterpart to continue this program.

3. Peace Corps Methods

Provide secretarial trainer to assist with in-service manpower training.

4. Sector Summary

Quite frankly there is no justification for Volunteers in the relatively sophisticated business, commercial and industrial developments in the Marianas. Tourism does not need any assistance.

There is no Marine Resources program for a Volunteer to work within. However, requirements for highly technical people could change with the transfer of Headquarters Marine Resources from Palau to Saipan. Right now the few private economic developments don't need Peace Corps. It is also reasonable to assume that headquarters can hire its expertise as needed.

E. Professional Services

For reasons already described there will be no further Peace Corps requests for lawyers, engineers, architects or other professionally skilled people. There is no need to go into the details once more under this sector.

F. Community Development

1. District Problem Area

- Background -

The lack of social services and the means to provide community facilities created a need for public-supported material and technical assistance. Youth, not fully engaged in work, need organized recreation facilities. Adults lack the skills to cope with emerging modernization, sanitation and other aspects of human development.

- T.T. Objective -

To develop interest and participation by the community in describing its needs and to encourage community participation in meeting its own social obligations by material and technical assistance.

- Current T.T. Program -

The Division of Community Development provides technical advice and assistance as follows: (1) "Matching-fund" Grant-In-Aid; (2) Sponsorship of women's interest groups, Girl Scouts, Boy Scouts and Youth Club activities; and (3) Sports and recreation programs.

The Marianas Island District Community Action Agency (MIDCAA) also provides social and educational services to the "poor communities" in the form of Headstart programs, Adult Education and Community Centers which offer limited courses in vocational training and development of job opportunities. Churches also assist the community with special programs.

- Peace Corps Assistance -

A total of 25 Volunteers have been assigned to work with Community Development in a number of its programs since 1966. The high 48% Volunteer attrition could be attributed to lack of local interest but not from a lack of need. With all these services available, the communities have the basic ingredients to organize their own priorities and develop their own program, but little has been achieved to involve both adults and youth in planning and doing for themselves.

- Potential T.T. Programs -

There is a need for citizen-oriented overall social service planning. The present system appears to be a conglomeration of well-intent oned, but overlapping services. Little or no joint effort has been made to organize a "coalition" of a variety of public and private groups and talents to analyze community needs as a whole, establish priorities within available resources and implement cooperative efforts.

A volunteer (not PC) "Marianas Coalition" could become the parent or steering committee organization. Coalition sub-committees could develop for a number of island programs from physical planning to dog disposal. For example, an annual private fund-raising sub-committee would create greater awareness and commitment of the population as a whole to community development and all it entails. Funds could be allocated by a Budget Sub-committee according to needs and priorities.

The time is right for such a scheme and the potential is limitless. Such a project could eventually tie in with a similar organization that is needed on Guam.

Right now there is a desperate need for playgrounds and other youth activities in depressed Chalan Kanoa Village. Historic buildings could be attractively renovated for adult sewing and other crafts. The potential for Volunteer and SPP support is obvious, but to succeed these projects must be initiated by local leaders and supported by the community as a whole. Education Volunteers could come in to assist on a secondary and/or summer project.

2. Specific Peace Corps Objectives

Future Volunteers will not be needed in full-time positions in Community Development according to the DISTAD. The Peace Corps objective in the current program is to assist with the development of organized youth activities throughout the Trust Territory.

3. Methods to Achieve Objectives

Provide a Youth Program Specialist to the Trust Territory headquarters Division of Community Development as a "traveling program specialist" for all districts in Micronesia.

4. Sector Summary

The projected program has been fully described in a Program 104 and is outlined in the enclosed projections within the Marianas District.

The youth program specialty assignment may be very difficult from the point of Volunteer satisfaction. The lack of knowledge of the cultural, languages and people will be difficult to overcome. In addition, working with headquarters and side-by-side with paid U.S. contract employees may cause adjustment problems and add to job dissatisfaction. Future positions of this nature should be contracted by the Trust Territory - perhaps through former Volunteer.

The need for better-organized community services is apparent. In a constantly changing environment, new needs are inevitable and better directed social service programs are a necessity. There is no end to the possibilities, but the district leaders should look to their own human resources for solutions.

G. Public Works

For reasons already described there will be no future requests for Peace Corps assistance in Public Works. Past programs have not been successful, and the district now has every intention of hiring or contracting for expertise. However, a few comments are in order.

With Public Works cooperation, a more vigorous cooperative education program could be devised to provide high school students and young adults with the opportunity to "learn and earn". Meaningful acceptance of this approach may be difficult or remote at this stage of physical and attitudinal development in the Marianas. Large sums are being allocated for capital improvement now and for future projects. Contractors are eager for profits and they have little interest in education. Although Public Works is having difficulty just keeping up with utilities repairs (i.e. the power has been off for four days at this writing) the potential for on-the-job training is here.

There is also a desperate need for contract analysis and monitoring. Experienced job inspectors are needed to assure that contract specifications are followed. Cost overruns and unexpected contingencies are a way of life and additional profits to contractors. This situation is costing the government large sums of money.

H. Ecology

1. District Problem Area

For years the people of the Marianas and other districts of Micronesia have treated their lagoons and surrounding ocean as natural dumping grounds for human waste and garbage. Early in 1970 a report, called Murky Waters of Micronesia, focused public attention on this problem. To quote Murky Waters, "...there is nothing abstract in the shock...as we observe the progressive fouling of our lagoons, their increasing stench, the steady decline in the numbers and kinds of reef fish and shell fish, the breakdown of living coral reefs".

Every district center lagoon is polluted beyond what is considered safe for fishing and recreation. Gross pollution exists throughout the Saipan lagoon. Nor has the land been spared. Dumps continue to accumulate trash. Some of the most attractive areas on Saipan have been turned into piles of beer cans and broken glass. There is no program to properly deal with waste disposal.

The consequences of further population growth, economic development and insouciance is more pollution.

- T.T. Objective -

To clear the waters and lands of pollution to make the total environment of Micronesia safe for life and growth.

C3060

- Current T.T. Program -

In cooperation with the Federal Environmental Protection Agency, the Trust Territory has created a Division of Environmental Health within headquarters Health Services. An environmental program has been established to maintain continuous surveillance of all waters, train sanitation personnel in water testing, educate the public about the hazards of pollution and monitor all construction proposals to measure their impact on the environment.

- Peace Corps Assistance -

In 1970, the Peace Corps, in cooperation with the Smithsonian Institute, designed a program to provide a microbiologist to assist the Division of Environmental Health with the establishment of testing laboratories, standardization of procedures and techniques for water pollution control, training of environmental health personnel and to provide expertise to a disaster group investigating special ecological episodes.

For the past two years energetic recruiting efforts have failed to provide a Volunteer. At this stage it is probably more reasonable to "release" the Trust Territory to hire their own expertise!

Miss Donna L. Scheuring, a third-year Palau District Volunteer medical technician, is primarily responsible for the technical work and writing of Murky Waters.

- Potential T.T. Programs -

Formal education curriculum dealing with the care of the environment could be established and introduced in the schools throughout the territory.

2. Specific Peace Corps Objective

To assist the T.T. in the development of systems and attitudes to control pollution.

3. Method to Achieve Objectives

Provide the Division of Environmental Health with a microbiologist or environmental scientist to assist in establishing monitoring techniques to prevent pollution, testing techniques to identify pollution and corrective measures to stop it.

4. Sector Summary

Detailed information is available in the approved Ecology Program 104. Pollution control must be considered a primary problem in the Trust Territory. Every effort should be made to stop its spread. A full and detailed report can be found by reading an article in the July-August, 1972, issue of ECOLOGY TODAY called Paradise Polluted, by David R. Garner.

C3061

III. • FINAL SUMMARY

No plan is complete without subjective comment, generalities and words of wisdom. This report is no exception. In a sense one could throw away what has been written and move ahead with what follows:

A. Social Commentary

1. Manpower training and retraining in technical and vocational skills is a fundamental necessity for gainful employment and maximum productivity. It will take years to establish the local attitudes to accept large-scale vocational training.
2. Higher education should not be discouraged, but curricula should be redirected to the realities of island job opportunities, expectations and needs. Academic curriculum should be in close partnership with vocational training.
3. The prevention of pollution, regarded as an existing threat to the land, sea and air, should be a primary consideration in all proposals for change.
4. Establish more meaningful public and private communications within the district through a "Marianas Coalition". Improve contacts with Guam. The Marianas can learn much by Guam's mistakes and profit by avoiding them.
5. Encourage strong community supported physical and social service planning to better utilize limited space and to provide the islands with needed human care services. Avoid overlapping and unneeded projects. Private social services development should be encouraged and should be privately funded in cooperation with Guam.
6. Private initiative should be stressed in all government assistance programs. Government programs should supplement not supplant such efforts.

B. Economic Commentary

1. Natural and physical resources are available here for development. Meaningful and broad local initiative in agricultural and marine resources development is beyond the horizon.
2. With proper planning, hard work and common sense these assets (natural & physical) could be harnessed for the benefit of future generations of local residents.
3. Private land tenure must be regarded as a basic right and the most important asset of the people.
4. Foreign capital investment must be encouraged, but local hire and participation in ownership must be respected.
5. Organized and positive action should be made to seek the kinds of development that would be most conducive to the sensitive nature of these islands and its people.

6. The arrival of the military on Tinian is inevitable and, to many, desirable. Tensions and misunderstandings can be reduced by advance planning and proper dissemination of information.
7. Low interest credit loans should be available without full security only if the individual displays the capacity to achieve. The government may have stumbled and bumbled in economic development, but there comes a time when the individual must pull his own weight.
8. Statistical data is unreliable, inaccurate and difficult to find. Efforts should be made to centralize statistical collection and reporting within the district administration for making realistic projections. Potential investors need precise data, facts and figures too.

C. Political Commentary

1. The Marianas District is eager to move rapidly toward modernization and permanent affiliation with the United States.
2. Although the majority of the leaders of Rota are Territorialists, there is growing support on Rota for direct Marianas negotiations and permanent affiliation with the United States and/or Guam. Popular Party leaders feel quite certain that Rota will not go its separate way from the balance of the Marianas.
3. Government reorganization is a necessity. Not only should be the Marianas political status be changed, but the carryover administrative machinery needs to be overhauled. The current political units are competing, wasteful and deter organized development.
4. The presence of other international service organizations would be healthy, but might be a complicating factor in future negotiations and closer ties with the United States.

D. Peace Corps Commentary

1. Despite the attitude of the district administration concerning placements of Volunteer, in the time remaining Peace Corps should encourage cooperative planning between Trust Territory, District Legislature and with the private sector through a "coalition."
2. Peace Corps should work much more closely with the Volunteers, district administration and district legislature to lay the foundation for a smooth transition from "foreign" to "domestic" assistance in the Marianas. This has implications in our relationship with other districts.
3. A Peace Corps advisory council should immediately be organized to assist with a transition.
4. Consideration should be given to the assignment of a pilot project of United Nations, VISTA, Teacher Corps or other national or international volunteer group to work under the general programming and administration of Peace Corp in the Marianas.

5. Future Volunteer requests should be accompanied by a written agreement, signed the District Administrator, providing cash contributions of not less than 50% of the direct in-country costs of each (\$1,300.00). A smaller contribution should come from the District Legislature and until status changes, from the Congress of Micronesia.
6. Volunteers should be carefully screened for Marianas groups. Only experienced people should be placed here and only in programs that are meticulously researched and fully supported by the requesting agency. No programs should be designed that cannot be completed within too years or be easily assigned to a domestic agency.
7. Prospective candidates should be given a full description of the constraints of service in the Marianas prior to accepting an assignment. A Statement of Understanding should describe the exact job requirements and list the expected T.T. agency material and financial support. This should be signed by the T.T., Volunteer and Peace Corps staff.

Because of the disparate nature of Micronesia, it is the recommendation of this report that future detailed district plans be developed as the basic planning tool for future country plans. The country staff could then make more reasonable district-specific assumptions and ask more cogent questions about subsequent programs.

A final comment should be an apology for the unexpected length of this missal. Since most of the benefit of this effort is for the author, it may be that very few, if any, other people ever read to this point. However, under the special conditions of local developments, it seemed appropriate to present as full and detailed an analysis as time would permit. Hopefully, this plan will serve as a base for further discussion, analysis and relevant decisions.

BIBLIOGRAPHY

1. T.T. Program Memo - Marianas Islands District FY'74-78 (Jan. 27, 1972)
2. A Pollution Control Program - T.T. Dept. of Health Services (1971)
3. Role of Agriculture in Economic Development - T.T. Division of Agriculture (August, 1970)
4. Guam - 1970 An Economy In Transition, (Feb., 1971)
5. Ground Water Resources Saipan - T.T. Dept. of Resources and Development (April, 1972)
6. Planning For Pollution Control in Atolls - SPC (July, 1971)
7. South Pacific Bulletin - Third and Fourth Quarter (1971)
8. Economic Development in the Trust Territory - Congress of Micronesia Report (Jan., 1972)
9. Trust Territory Justification for Appropriation, FY'73 - Dept. of Interior (Jan., 1972)
10. Trust Territory Program Strategy Paper (FY'74-78)
11. Rep. of Joint Committee on Program & Budget Planning - Congress of Micronesia (March, 1972)
12. Trust Territory Planning Program, Saipan-Hawaii Architects & Engineers (Nov. 1968)
13. Trust Territory Statistical Atlas of Economic Indicators - Department of Resources & Development (1971)
14. Second Report on Vocational Education - Manpower Advisory Council, Dept. of Education (Dec., 1971)
15. Micronesia Minerals - Trust Territory Division of Lands & Surveys (July, 1971)
16. Economic Development Plan for Micronesia-Nathan Assoc. (April, 1967)
17. Trust Territory Basic Enrollment Statistics - Department of Education (Jan., 1972)
18. Land Ownership in the Northern Marianas - Trust Territory Division of Land Management (March, 1969)
19. Population of Rota 1668 thru 1990 - Marianas Planning Office (1972)
20. A Bibliography of Reports, Surveys and Studies-T.T. Dept. of Education (Dec., 1969)
21. Micronesian Reporter - Dept. of Public Affairs (1968-1972)
22. The Future Political Status of the Trust Territory of the Pacific Islands - Third Round/Hawaii (October 1971) - Fourth Round/Palau (April 1972)
23. News Clippings - Pacific Daily News and Highlights (1971-1972)
24. ~~Peace Corps/Micronesia Program Memorandum (July, 1971)~~
25. Peace Corps/Marianas Program 104's (1971-1972)

MICRONESIA
CP COUNTRY PROGRAM PLAN

Country Micronesia
Date of Preparation June 1972

Marianas District

PROJECT (on Program Structure) and LABEL (further identification)

PROBLEM AREA/ OBJECTIVE	Existing Year	Year I	Year II	Year III
	June 30, 1972 #V	June 30, 1973 #V	June 30, 1974 #V	June 30, 1975 #V
<u>AGRICULTURE:</u> To improve quality, quantity and diver- sification of crops, and to improve mar- keting,	Agri/Marketing Extension Horticulture 1			
	Agri/Marketing Extension Irrigation (Tinian)	1	1	0
Sub-Total	1	1	1	0

MICRONESIA
CP COUNTRY PROGRAM PLAN

Country Micronesia

Date of Preparation June 1972

Marianas District

PROJECT (by Program Structure) and LABEL (further identification)

PROBLEM AREA/ OBJECTIVE	Existing Year June 30, 1972	Year I June 30, 1973	Year II June 30, 1974	Year III June 30, 1975
	#V	#V	#V	#V
<u>EDUCATION:</u> To train Micronesians teachers in elem., and secondary teaching techniques, and curri- culum development and revision.	Elementary: Outer Island General/TESL 4	4	3	2
	Elem. Math In-Service Teacher/Trainer 7	5	0	0
	Elem. Science 12 In-Service Teacher/Trainer	15	6	3
	Elem. English 2 In-Service Teacher/Trainer	0	0	0
	Secondary: Math Teacher 3	1	1	0

MICRONESIA
CP COUNTRY PROGRAM PLAN

Country Micronesia
 Date of Preparation June 1972
Marianas District

PROJECT (w/ Program Structure) and LAPFL (further identification)

PROJECT AREA/ OBJECTIVE	Existing Year June 30, 1972	Year I June 30, 1973	Year II June 30, 1974	Year III June 30, 1975
	#V	#V	#V	#V
<u>Secondary:</u> Science Teacher In-Service	1	1	0	0
Science Teacher Trainer	1	1	0	0
Social Studies Teacher	2	1	0	0
<u>Secondary:</u> Vocational/Ed: Industrial Arts Teacher/Trainer	1	1	1	0
Voc.Ed. Teacher Trainer	1	3	2	2
Agri. (Rota) Teacher Trainer	0	1	1	0

MICRONESIA
CP COUNTRY PROGRAM PLAN

Country Micronesia

Date of Preparation June 1972

Marianas District

PROJECT (by Program Structure) and VAPSL (further identification)

PROBLEM AREA/ OBJECTIVE	Existing Year June 30, 1972	Year I June 30, 1973			Year II June 30, 1974			Year III June 30, 1975		
		#V	#V	#V	#V	#V	#V	#V	#V	#V
Teacher Trng. School (SAIHO)		7								3
Rota										1
Special Ed. Teacher Trng. (deaf-mute- CK)		0			1					
Sub-Total		41			41					11
BS/RN Nurse Instructor (Hqts. Health Services)		1			2					0
Sub-Total		1			2					0

HEALTH:

To train Micronesian through pre-service training to become nurses. To upgrade health aide skills.

MICRONESIA
CP COUNTRY PROGRAM PLAN

Country Micronesia

Date of Preparation June 1972

Narinas District

PROJECT (by Program Structure) and LABEL (further identification)

PROBLEM AREA/ OBJECTIVE	Existing Year June 30, 1972	Year I June 30, 1973		Year II June 30, 1974		Year III June 30, 1975	
		#V	#V	#V	#V	#V	#V
<u>BUSINESS DIV:</u> To train Micronesian secretarial and middle management personnel in office skills.			1		1		0
			1		1		0
			0		0		0
<u>PROFESSIONAL SERV:</u> To provide legal counsel and technical advice to District and Congress of Micr.			1		0		0
			1		0		0
			1		0		0
			1		0		0

MICRONESIA
CP COUNTY PROGRAM PLAN

Country Micronesia
Date of Preparation June 1972

Mariahas District

PROJECT (by Program Structure) and IAPFL (further identification)

PROBLEM AREA/ OBJECTIVE	EXISTING YEAR June 30, 1972	Year			#V
		Year I June 30, 1973	Year II June 30, 1974	Year III June 30, 1975	
COMMUNITY DEV: To improve the dissemination of information to the general public.	1	0	0	0	0
To provide an opportunity for adults to learn a skill (Women's Interest)	1	1	0	0	0
To assist in mobilizing human and material resources to develop youth recreation activities.					
Sub-Total	2	2	1		0

MICRONESIA
CP COUNTY PROGRAM PLAN

Country: Micronesia
Date of Preparation: June 1972

Marianas District

PROJECT (by Program Structure) and LAPFL (further identification)

Existing Year June 30, 1972	Year I June 30, 1973			Year II June 30, 1974			Year III June 30, 1975		
	#V	#V	#V	#V	#V	#V	#V	#V	#V
Land Surveyor/ Draftsman	1	0	0	0	0	0	0	0	0
Sub-Total	1	0	0	0	0	0	0	0	0
Microbiologist or Environ- mental Scien- tist (Hqts. Health Services Div. of Envi- ronmental Health	0	1	1	1	1	1	1	1	1
Sub-Total	0	1	1	1	1	1	1	1	1
Grand-Total	49	48	26	26	26	26	26	26	11

PUBLIC WORKS:

To assist in the surveying and clearing of land titles for registration.

ECOLOGY:

To eliminate the continued pollution of the waters and lands of Micronesia.

DISTRICT SUMMARY

Name of School: Mariana Islands District
 Public Elementary Schools
 School Year: 1971-1972
 Date of Report: January 1972
 District: Marianas

Name of School: Mariana Islands District
 Public Elementary Schools
 School Year: 1971-1972
 Date of Report: January 1972
 District: Marianas

Name of School: Mariana Islands District
 Public Elementary Schools
 School Year: 1971-1972
 Date of Report: January 1972
 District: Marianas

Grade	1ST	2ND	3RD	4TH	5TH	6TH	7TH	8TH	9TH	10TH	11TH	12TH	Total
1	152	0											152
2	131	5											136
3	63	175	3										241
4	47	163	2										192
5	2	53	153	3									171
6	2	45	62	142	12								163
7	3	8	50	137	11								149
8	2	2	14	74	117	2							151
9	2	11	30	50	109	5							147
10	2	1	1	6	93	127	5						135
11	0	0	0	4	69	102	9						124
12	0	0	0	1	8	92	101						102
13	0	0	0	0	0	70	81						151
14	0	0	0	0	0	11	10						21
15	0	0	0	0	0	19	65						84
16	0	0	0	0	0	1	15						16
17	0	0	0	0	0	6	30						36
18	0	0	0	0	0	2	10						12
19	0	0	0	0	0	0	6						6
20	0	0	0	0	0	0	1						1
21	0	0	0	0	0	0	0						0
22	0	0	0	0	0	0	0						0
23	0	0	0	0	0	0	0						0
24	0	0	0	0	0	0	0						0
25	0	0	0	0	0	0	0						0
26	0	0	0	0	0	0	0						0
27	0	0	0	0	0	0	0						0
28	0	0	0	0	0	0	0						0
29	0	0	0	0	0	0	0						0
30	0	0	0	0	0	0	0						0
31	0	0	0	0	0	0	0						0
32	0	0	0	0	0	0	0						0
33	0	0	0	0	0	0	0						0
34	0	0	0	0	0	0	0						0
35	0	0	0	0	0	0	0						0
36	0	0	0	0	0	0	0						0
37	0	0	0	0	0	0	0						0
38	0	0	0	0	0	0	0						0
39	0	0	0	0	0	0	0						0
40	0	0	0	0	0	0	0						0
41	0	0	0	0	0	0	0						0
42	0	0	0	0	0	0	0						0
43	0	0	0	0	0	0	0						0
44	0	0	0	0	0	0	0						0
45	0	0	0	0	0	0	0						0
46	0	0	0	0	0	0	0						0
47	0	0	0	0	0	0	0						0
48	0	0	0	0	0	0	0						0
49	0	0	0	0	0	0	0						0
50	0	0	0	0	0	0	0						0
51	0	0	0	0	0	0	0						0
52	0	0	0	0	0	0	0						0
53	0	0	0	0	0	0	0						0
54	0	0	0	0	0	0	0						0
55	0	0	0	0	0	0	0						0
56	0	0	0	0	0	0	0						0
57	0	0	0	0	0	0	0						0
58	0	0	0	0	0	0	0						0
59	0	0	0	0	0	0	0						0
60	0	0	0	0	0	0	0						0
61	0	0	0	0	0	0	0						0
62	0	0	0	0	0	0	0						0
63	0	0	0	0	0	0	0						0
64	0	0	0	0	0	0	0						0
65	0	0	0	0	0	0	0						0
66	0	0	0	0	0	0	0						0
67	0	0	0	0	0	0	0						0
68	0	0	0	0	0	0	0						0
69	0	0	0	0	0	0	0						0
70	0	0	0	0	0	0	0						0
71	0	0	0	0	0	0	0						0
72	0	0	0	0	0	0	0						0
73	0	0	0	0	0	0	0						0
74	0	0	0	0	0	0	0						0
75	0	0	0	0	0	0	0						0
76	0	0	0	0	0	0	0						0
77	0	0	0	0	0	0	0						0
78	0	0	0	0	0	0	0						0
79	0	0	0	0	0	0	0						0
80	0	0	0	0	0	0	0						0
81	0	0	0	0	0	0	0						0
82	0	0	0	0	0	0	0						0
83	0	0	0	0	0	0	0						0
84	0	0	0	0	0	0	0						0
85	0	0	0	0	0	0	0						0
86	0	0	0	0	0	0	0						0
87	0	0	0	0	0	0	0						0
88	0	0	0	0	0	0	0						0
89	0	0	0	0	0	0	0						0
90	0	0	0	0	0	0	0						0
91	0	0	0	0	0	0	0						0
92	0	0	0	0	0	0	0						0
93	0	0	0	0	0	0	0						0
94	0	0	0	0	0	0	0						0
95	0	0	0	0	0	0	0						0
96	0	0	0	0	0	0	0						0
97	0	0	0	0	0	0	0						0
98	0	0	0	0	0	0	0						0
99	0	0	0	0	0	0	0						0
100	0	0	0	0	0	0	0						0

MARIANAS DISTRICT KINDERGARTEN STATISTICS 1971-1972

Marianas

Public

Mt. Carmel

E	
M	F
39	62
101	
101	
0	0
0	
101	

Total

Grand Total
(M & F)

Non-Public

Total

Grand Total
Public & Non-
Public (M & F)

DEPARTMENT OF EDUCATION
 MARINA ISLANDS DISTRICT ELEMENTARY SCHOOL STATISTICS 1971-1972

Name of School	1st Grade		2nd Grade		3rd Grade		4th Grade		5th Grade		6th Grade		7th Grade		8th Grade		Total		GRAND TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F		
San Antonio	22	13	17	15	23	17	27	7	18	12	16	20	10	12	-	-	123	95	228	
Charles Manoa	65	45	72	57	66	73	72	72	73	60	74	52	83	66	-	-	505	431	936	
Charles San Jose	29	15	17	20	23	20	17	16	18	15	21	20	18	13	-	-	184	120	304	
Garwood	33	42	39	37	47	44	31	46	55	43	38	47	30	26	-	-	278	285	563	
San Roque	6	9	12	7	12	9	13	9	12	7	11	9	10	5	-	-	77	55	132	
Palms	5	7	9	10	9	11	20	10	9	13	18	9	17	7	-	-	87	67	154	
San Vicente	14	7	8	11	9	10	12	5	16	7	-	-	-	-	-	-	59	40	99	
Marques St. M.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	196	194	390	
St. Carmel	13	20	22	23	-	-	-	-	-	-	8	10	37	15	27	32	112	100	212	
Total 1	180	158	195	180	189	124	192	165	208	164	195	167	205	144	223	228	1591	1368	2959	
Total 2 (MIS)	346	376	373	357	366	366	353	349	349	349	349	349	349	349	349	349	2878			
Total 3																				
Total 4																				
Total 5																				
Total 6																				
Total 7																				
Total 8																				
Total 9																				
Total 10																				
Total 11																				
Total 12																				
Total 13																				
Total 14																				
Total 15																				
Total 16																				
Total 17																				
Total 18																				
Total 19																				
Total 20																				
Total 21																				
Total 22																				
Total 23																				
Total 24																				
Total 25																				
Total 26																				
Total 27																				
Total 28																				
Total 29																				
Total 30																				
Total 31																				
Total 32																				
Total 33																				
Total 34																				
Total 35																				
Total 36																				
Total 37																				
Total 38																				
Total 39																				
Total 40																				
Total 41																				
Total 42																				
Total 43																				
Total 44																				
Total 45																				
Total 46																				
Total 47																				
Total 48																				
Total 49																				
Total 50																				

03075

DEPARTMENT OF EDUCATION

MARIANA ISLANDS DISTRICT ELEMENTARY SCHOOL STATISTICS 1971-1972

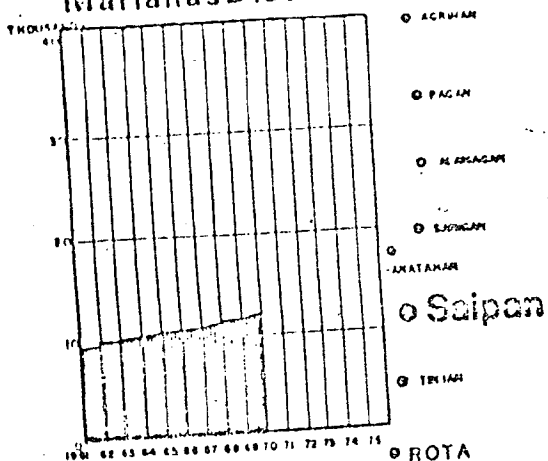
Name of School	1st Grade		2nd Grade		3rd Grade		4th Grade		5th Grade		6th Grade		7th Grade		8th Grade		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Total 3	19	11	20	16	26	12	12	10	21	19	20	17	23	17	13	152	117	269
Total 3 (NET)	30	36	36	36	36	22	40	33	40	30	30	30	30	30	30	269	269	
Total Areas 1-3	219	180	256	209	228	211	223	183	230	197	232	193	237	173	249	1,631	1,505	3,136
Total 1-3 (NET)	306	445	445	445	439	406	427	425	427	427	425	415	415	415	415	2,656	2,656	
4. APOKIAK																		
Area 4	1	-	-	1	2	1	1	-	2	1	1	-	-	-	-	7	3	10
Total 4 (NET)	1	1	1	1	3	1	3	1	3	1	1	-	-	-	-	10	10	
5. PAGO																		
Area 5	1	-	1	3	-	-	1	2	3	1	-	2	-	1	-	6	2	15
Total 5 (NET)	1	4	4	4	-	3	4	2	4	2	1	1	1	1	1	15	15	
6. ABERCROMBIE																		
Area 6	2	2	-	2	3	-	1	2	-	2	-	-	-	-	-	5	3	14
Total 6 (NET)	2	2	2	2	3	1	2	2	2	2	1	1	1	1	1	6	6	14

9403076

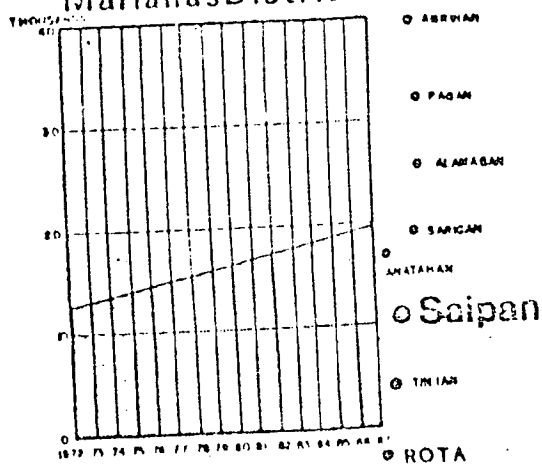
DEPARTMENT OF EDUCATION
 MARIANAS DISTRICT HIGH SCHOOL STATISTICS 1971-1972

Name of School	9th Grade		10th Grade		11th Grade		12th Grade		Total		GRAND TOTAL
	M	F	M	F	M	F	M	F	M	F	
<u>PUBLIC</u>											
1. SAIPAN ISLAND											
Marianas High School	-	-	150	120	117	86	92	69	359	275	634
Mt. Carmel High School	20	47	12	33	13	15	8	7	53	102	155
Hopwood Junior High School	132	126	-	-	-	-	-	-	132	126	258
Total	152	173	162	153	130	101	100	76	544	503	1047
Total 1 (M & F)	325		315		231		176		1047		
2. TINIAN ISLAND											
Tinian Elementary	15	10	-	-	-	-	-	-	15	10	25
Total 2 (M & F)	25		-		-		-		25		
3. ROTA ISLAND											
Rota Junior High School	20	33	10	14	-	-	-	-	30	47	77
Total 3 (M & F)	53		24		-		-		77		
TOTAL PUBLIC 1-3	187	216	172	167	139	101	100	76	589	560	1149
GRAND TOTAL PUBLIC & F)	403		339		231		176		1149		

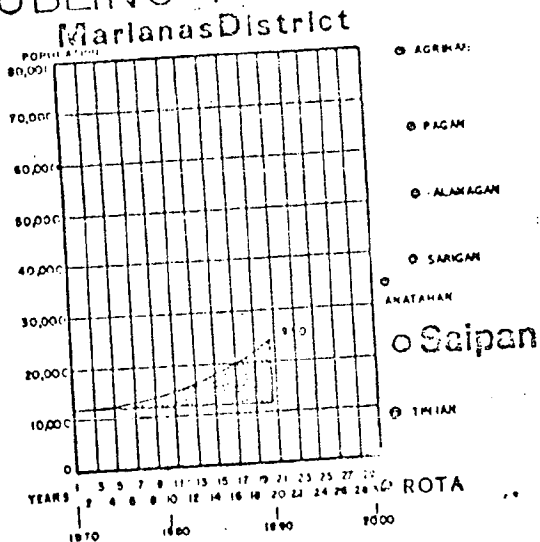
POPULATION Marlanas District



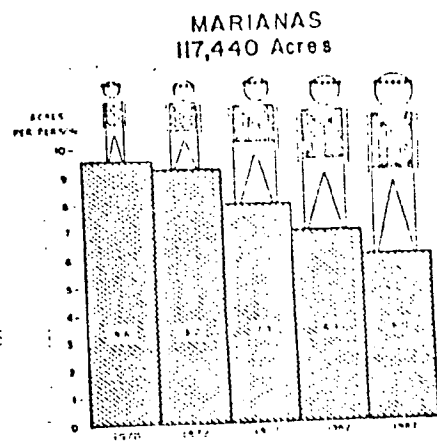
POPULATION PROJECTION Marlanas District



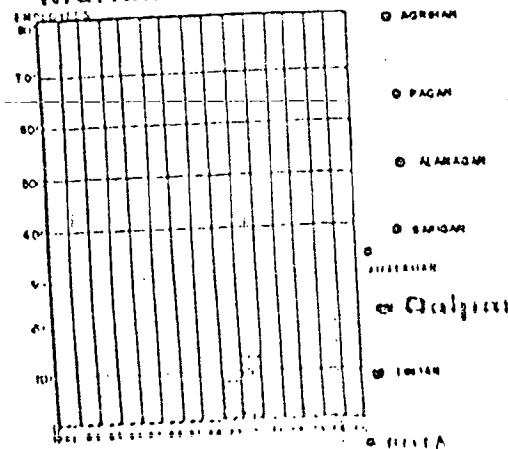
TIME REQUIREMENT FOR DOUBLING POPULATION Marlanas District



ACRES OF LAND AVAILABLE PER MICRONESIAN



MICRONESIANS EMPLOYED BY UNITED STATES GOVERNMENT Marlanas District

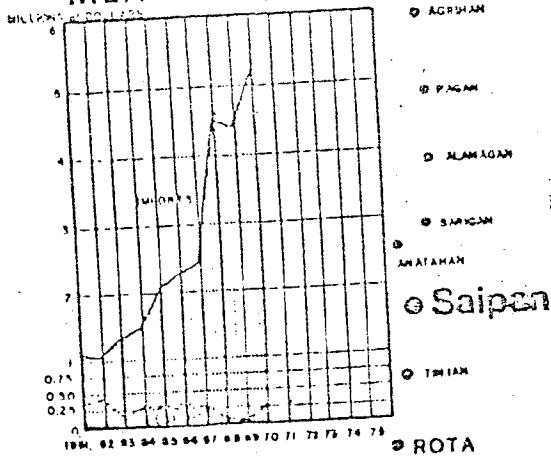


VALUE OF IMPORTS

8

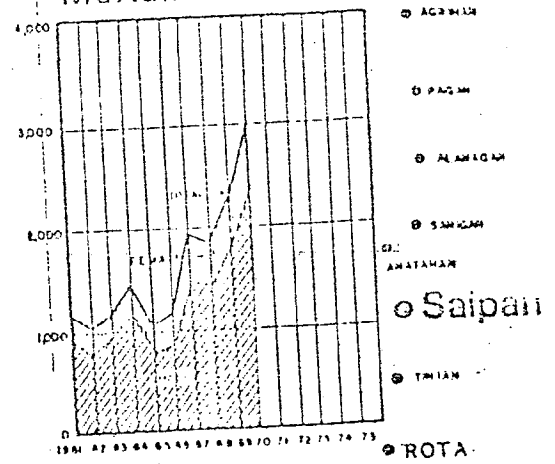
EXPORTS

Marlanas District



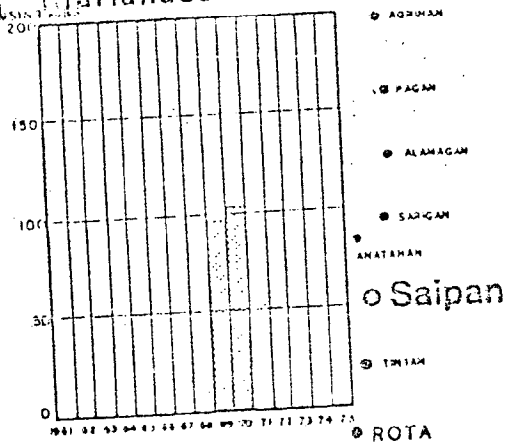
TOTAL EMPLOYMENT

Marlanas District



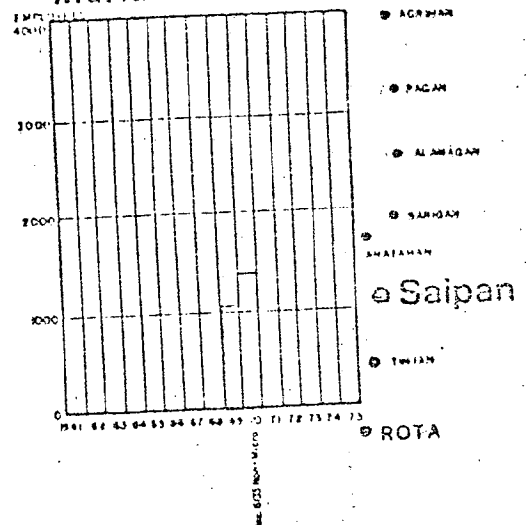
TOTAL REPORTED PRIVATE BUSINESSES

Marlanas District



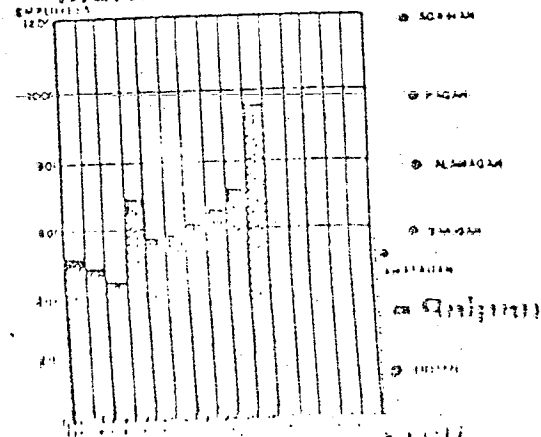
PRIVATE SECTOR EMPLOYMENT

Marlanas District

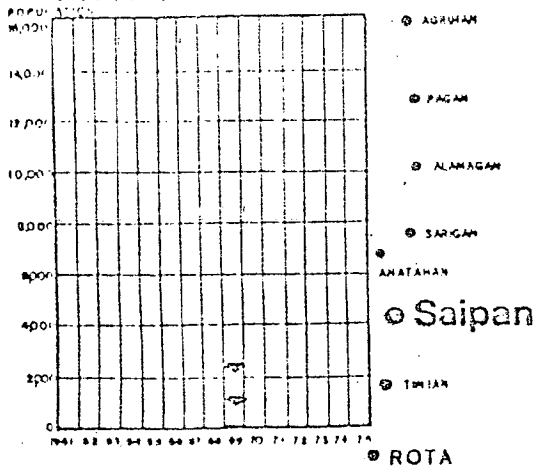


TOTAL TRUST TERRITORY GOVERNMENT EMPLOYMENT

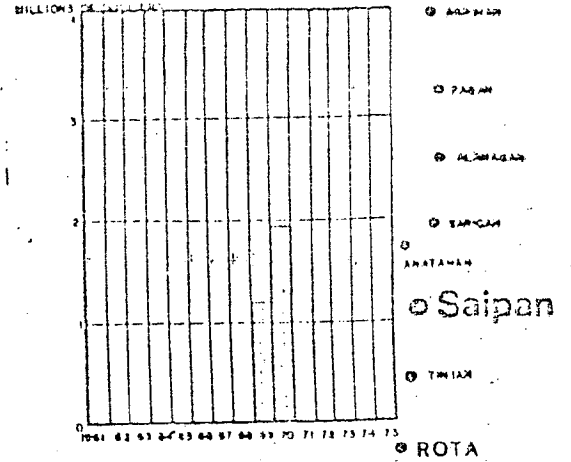
Marlanas District



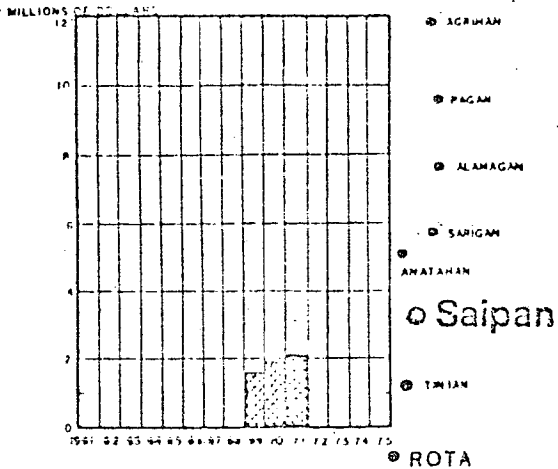
ESTIMATED POPULATION ENGAGED IN
SUBSISTENCE AGRICULTURE & FISHING
Marianas District



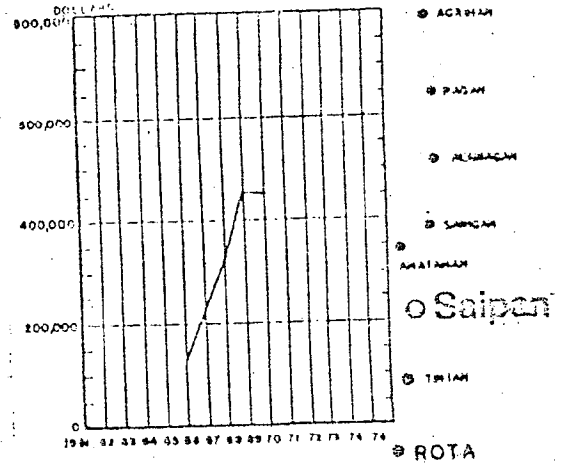
PRIVATE SECTOR PAYROLL
Marianas District



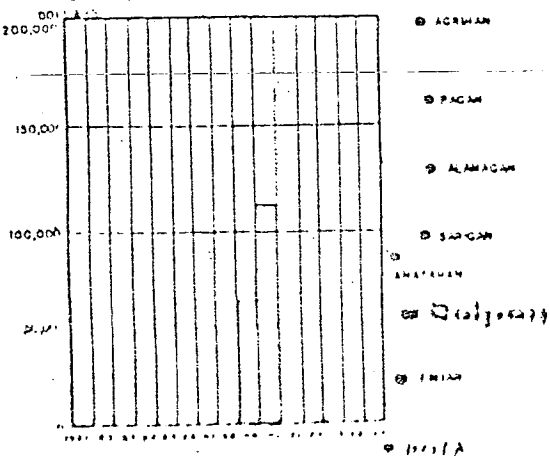
TRUST TERRITORY GOVT. PAYROLL
Marianas District



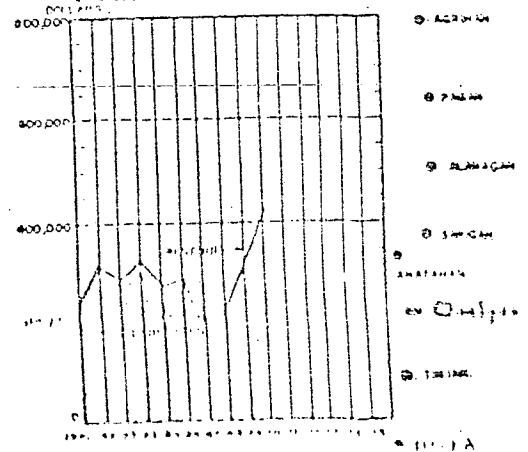
TOTAL TERRITORIAL
TAX REVENUE
Marianas District

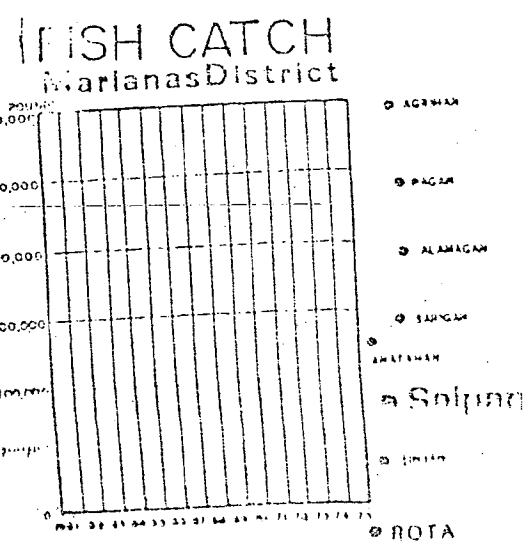
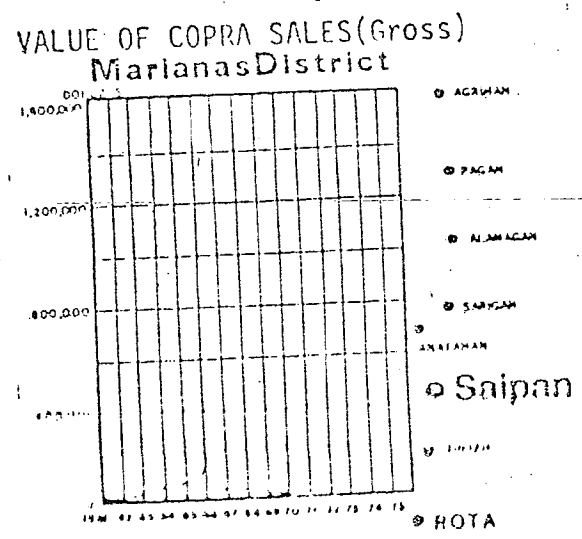
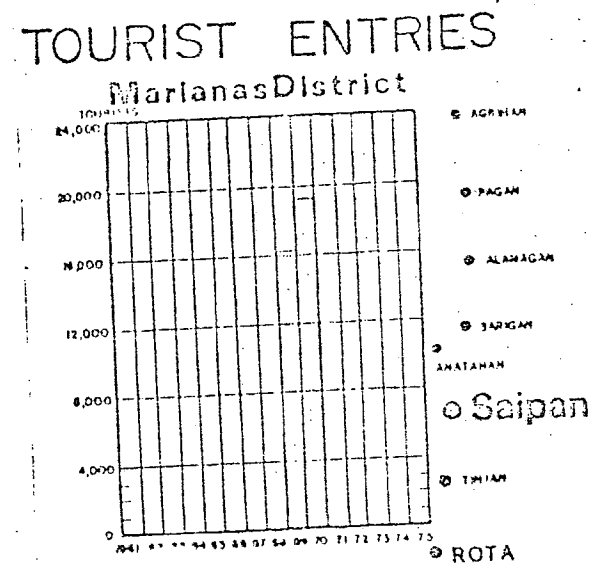
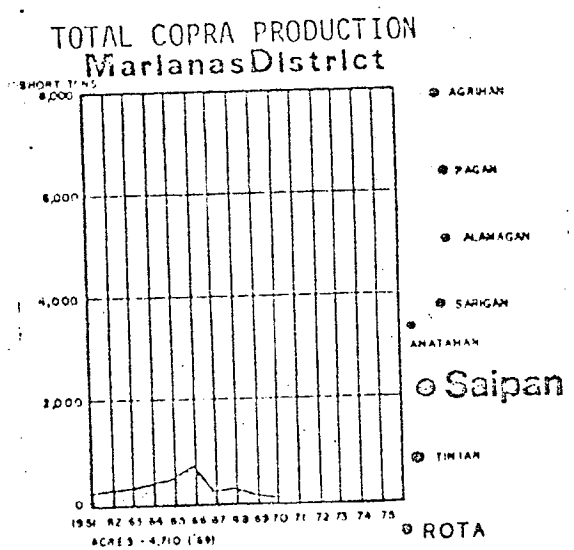
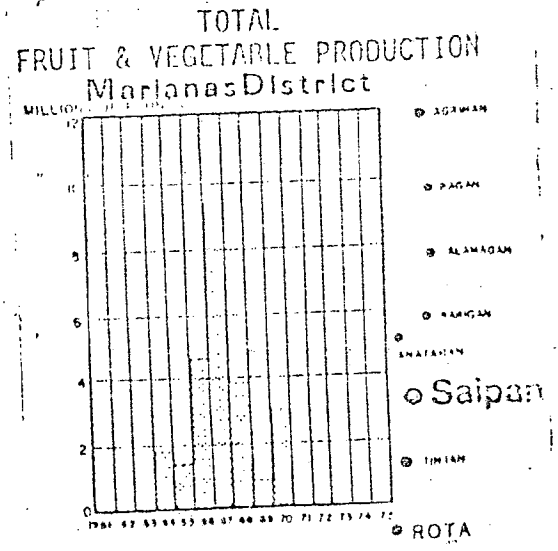
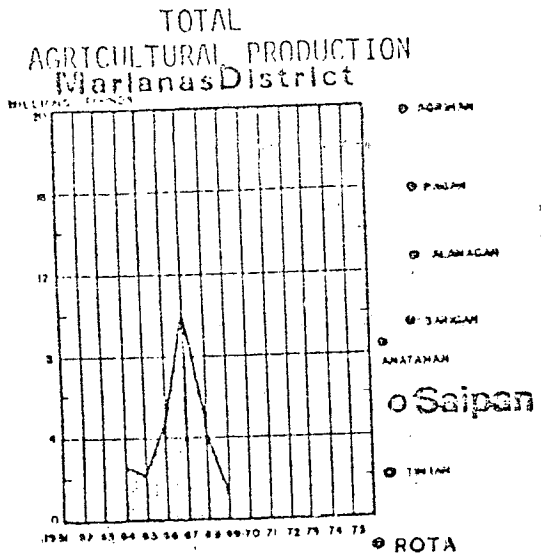


PAYROLL FOR DIST. & MUNICIPAL
LEGISLATORS & STAFF
Marianas District

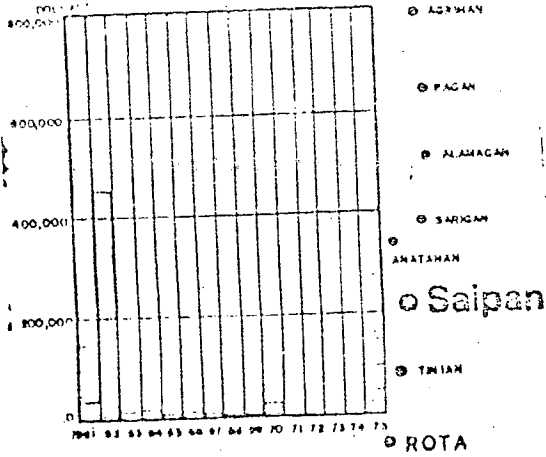


TOTAL DIST. REVENUES & MUNIC.
AND DISTRICT EXPENDITURES
Marianas District

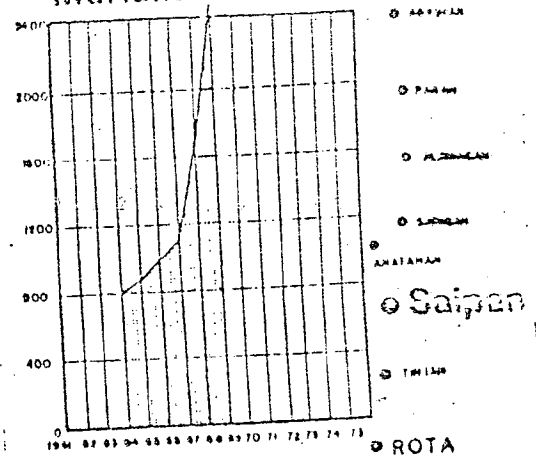




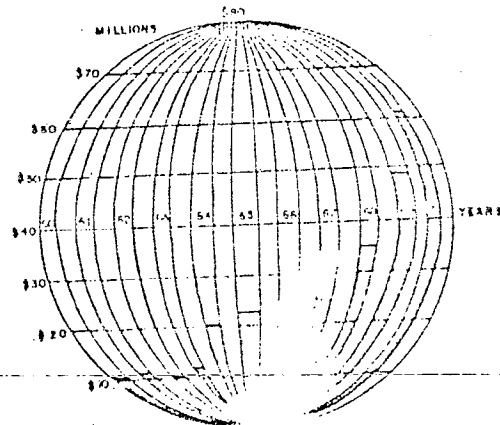
VALUE OF FISH CAUGHT Marlanas District



MOTOR VEHICLES Marlanas District



Total Trust Territory Revenues From All Principal Sources



SOURCE: TRUST TERRITORY GOVERNMENT

D.M. [unclear]

TRUST TERRITORY OF THE PACIFIC ISLANDS

DISTRICT Marianas

OPERATIONS SUMMARY
1971 - 1978
(Dollars in thousands)

DATE December 6, 1971

Corrected: December 13, 1971

Corrected: December 30, 1971

Not official - for government use only.

Program Activity	FISCAL YEARS							
	1971	1972	1973	1974	1975	1976	1977	1978
PUBLIC AFFAIRS	47	65	68	72	75	80	85	90
COMMUNITY DEVELOPMENT	18	21	26	28	30	33	35	37
JUDICIARY	233	259	283	308	330	358	387	420
LEGAL AFFAIRS	597	717	742	947	1000	1054	1107	1168
ELEMENTARY EDUCATION	333	385	407	442	484	542	596	661
SECONDARY EDUCATION	529	651	680	739	790	851	929	1010
ADULT, SPECIAL, & HIGHER EDUCATION								
PUBLIC HEALTH								
TRANSPORTATION & COMMUNICATIONS								
RESOURCE DEVELOPMENT	554	571	626	701	737	781	844	895
COMMERCE & INDUSTRY	55	68	70	76	81	87	92	97
WATER, SEWERAGE, & POWER	579	650	840	679	817	963	1132	1325
MAINTENANCE & REHABILITATION	699	782	865	940	1000	1080	1170	1320
GENERAL SUPPORT	243	274	289	314	337	366	395	423
TOTAL OPERATIONS	3887	4443	4856	5246	5681	6195	6772	7445

03084

CAPITAL IMPROVEMENT PROGRAM

Long Range Plan

FY 74 - FY 78

(\$ in thousands)

December 6, 1971
 Corrected: December 13, 1971
 Corrected: December 30, 1971
 HQ. Corrections: Feb. 3, 1972
 Corrections: June 10, 1972

	FISCAL YEARS					
	1973 Base	1974	1975	1976	1977	1978
Operations (total)	4896	5246	5681	6195	6772	7449
CIP (total)	2226	3335	2114	1694	934	1760
Grand Total	7122	8581	8095	7889	7706	9209
CIP by priority (totals)	2226	3335	2114	1694	934	1760
1. Elementary School	100	370				
2. Secondary Schools	100					
3. Water Distribution Lines Saipan	1149					
4. Isley Field, Saipan	557	1246				
5. Power Lines, Saipan	100					
6. Civic Action Teams	113					
7. Power Lines, Out Islands	50					
8. Traffic Signals & Lights	57					
9. Truck Garden Project				50		
10. Sewer System, Garapan				49	290	
11. Generators, Extension of Power Plant Building, Saipan		1180				
12. Extension of OPD & Obstetric Ward Dr. Torres Hospital & Sanitation Building						
13. Power Lines, Saipan				70		
14. Power Lines, Rota/Tinian				50		
15. Civic Action Teams				35		
16. Matching Fund MIDL Building				120		
17.				150		
18. Water Lines, Rota/Tinian				174		
19. Copra Storage, Saipan				5		
20. Fire & Police Station, Saipan (GARAPAN)				10		
21. Dispensary's, Saipan (Dropped)					108	
22. Expansion Telephone, Saipan					150	
23. Land Management Building, Saipan					50	
24. Truck Garden Project					144	
25. Elementary School					67	
26. Secondary Schools						
27. Library, Administration Addition to Marianas High School					200	

December 6,
Corrected: December 13,

Range Plan

p 2

FISCAL YEARS

CIP by priority	<u>1973 Base</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>
28. Generators, Pagan			50			
29. Power Lines, Saipan			100			
30. Civic Action Team			130			
31. Water System, Pagan			80			
32. Public Health Rota			30			
33. Youth Center, Saipan			25			
34. Generator, Tinian				100		
35. Administration Building, Rota			15			
36. Laundry & Storage for Dr. Torres Hospital				98		
37. Sewer System, Tanapag			350			
38. Sewer System, San Roque			325			
39. Elementary School				302		
40. Generator, Saipan				600		
41. Hospital, Rota				60		
42. Road, Rota				15		
43. Civic Action Team				50		
44. Truck Garden Project				75		
45. Power Lines, Rota				213		
46. Water & Power, Pagan					75	
47. Power Lines, Saipan						
48. Business Education Building Marianas High School					210	
49. Water Lines, San Vicente					150	
50. Civic Action Teams						145
51. Elementary School						50
52. Truck Garden Project						94
53. Dispensary, Tinian						210
54. Secondary School						400
55. Texas Road						
56. Civic Action Teams						35
57. Entomology & Pathology Lab.						267
58. Hospital Extension, Saipan						
59. Center Prison, Saipan (Dropped)						50
60. Truck Garden Project						
61. Museum, Saipan (Dropped)						200
62. Airfield, Pagan						400
63. Harbor, Rota						17
64. Jail, Tinian						164
65. Land Drainage, Saipan						177
66. Elementary School						