

These programs will allow them to join cooperatively together to sell and to raise and sell their products and to earn conceivably—of course, we know this is not always the outcome—but conceivably to run a profitmaking operation in which they would have acquired equity and which will afford them an opportunity to manage, to run the operation themselves.

Now, I think this is very important.

Mr. GIBBONS. I assume when you talk about this in Alabama you are talking about Negro farmers who probably could have, at least it is theoretically possible, under existing laws they could have formed co-operatives to do these things.

Is there anything new there? Are we furnishing any funds? What specifically are we doing?

Mr. MARSHALL. Again, I feel a little leery about talking specifics here because I have not seen the work program but I would imagine what is being supplied here which is not ordinarily supplied is an amount of venture capital, some managerial assistance in terms of skills, training and consultation services, technical consultation and perhaps a kind of support in terms of markets and what-not that would not ordinarily be available.

I don't know specifically, though.

Mr. GIBBONS. Let's go to Harlem specifically. You said that you did not like the service type of programs and frankly I have reservations about them, too. I have said in the past that the equity-producing types of businesses and things of that sort were the kinds of things that people needed to escape from poverty, to build businesses, to escape that way, rather than being told and counseled and further educated.

But would you be specific how we could do something like that in Harlem? What could we do there?

Mr. MARSHALL. I would go back to the Haryou document, where we spelled out in quite great detail some programmatic approaches. By no means would I say this would be the total answer, but one of the things we were talking about, because we had a concept of what we called cultural building, we said when you look at these disasters, ghetto areas, you found a dearth, other than perhaps the church institutions, of locally controlled community institutions.

One of the consequences of this is the feeling of powerlessness that we found so pervasive in Harlem and the apathy and despair which are byproducts of this.

We felt there should be developed a kind of seed capital that would be provided to the various groups. Then, of course, we were talking about youth programs because our emphasis was then on the youth. Developed would be youth enterprises that could be service agencies at the same time they were affording opportunities for young people to develop managerial skills and at the same time they were providing an income and conceivably coming up with a profit which could then be turned into other programs which are not income-producing programs.

Mr. GIBBONS. Are you talking about running, for instance, a department store? Is that what you are talking about?

Mr. MARSHALL. Yes, but we are saying in this kind of situation it would be of limited benefit to set up an entrepreneur who would be a