

are doing this on a small scale and I am just advocating it on a much larger scale—to begin to give these people that are in these conditions the opportunity to learn how to manage business, to learn how to put together various kinds of corporate enterprises, to learn the taxing system and other ways that they can maximize the impact of their dollars.

Mr. QUIE. I think you have put your finger on the key to the success of getting the people who are now in the ghetto to at least come out of their helplessness and have a chance to move or make that geographical area into a viable, important part of the city.

You mentioned colonialism and this brings to mind what a friend complained to me about the three colonial systems which were operated in the world by Belgium, France and Britain, and what they did.

I am not saying this for the benefit of our British friends who are here but my friend compared it with the Belgians who would move in and provide the services for the people. The people were never considered as having the ability at all to take care of their own interests and the Belgians did it for them.

The French picked out certain individuals of capability, indigenous people whom they would move into the government and worked with them. The British system was to educate all the people and turn the government over to them so that they could operate their own country as soon as the British moved out.

Whether this is an accurate description of these three systems, I don't know. I don't want to get into any diplomatic problems, but this is the comparison he used in relation to U.S. responsibilities now with the people in the ghettos mainly because of the difficult time the people have had in securing education.

They are better educated than most people in colonial countries, and they surely should be able to assume the responsibility themselves. I think they have demonstrated they can do it when given a chance.

But now we have the difficult task of relating community action to this move. You mentioned the Harlem Economic Development Corp. At least we have set up a structure where these people can express their voices.

We have demanded that they have only one-third representation on those boards. Whether that is a sufficient number or not, it is hard to tell, but I personally have the feeling that their representation ought to be greater than one-third. In the rural areas we gave cooperative extension boards and soil conservation boards or the supervisors or ASCA boards 100 percent representation and looked upon them as having the ability to operate them and select them and hire professionals to work with them who had studied and prepared themselves in the field.

I still have a little question in my mind. I think it is extremely helpful what Congressman Gibbons asked you about in an effort to bring into context the picture of the community you would like to see. How do you enable a community action agency really to be viable in the areas or "economic development," and "economic opportunity," as you would put it?

Could you tell me how you could make the community action agencies that viable organization?

Mr. MARSHALL. One of the things I would begin doing is unearmark a lot of the dollars that are now presently earmarked which could then