

unorthodox by the Indians concerned, again leading to alienation from any concept that CAPS were fundamentally different from earlier Washington efforts to "help" Indians.

This mutual lack of necessary and sufficient information to make reliable estimates of what the other party can and will do has led to continuing frustrations and implementation difficulties.¹

b. Recommendations

(1) *Suggested Action.*—It would seem advisable that a Communications Office should be set up within OEO, the sole function of which would be to facilitate and ensure full exchange of information between American Indian community action agencies and OEO/Washington. Such an office would require personnel who, either themselves or through carefully chosen consultants, would bring together in one place knowledge bearing on the specific social, economic, cultural, and political conditions in each reservation concerned—on all legal, financial, and operational constraints involved in OEO decisions regarding each such reservation—and on the techniques necessary to create and maintain a rapid flow of full information on all relevant points between the appropriate personnel in OEO and on the reservations concerned. This knowledge should be utilized to expedite all procedural and substantive matters arising between OEO and the reservation.

(2) *Suggested Research.*—A survey might be made covering all American Indian reservations having CAPs soliciting information regarding communication problems. What information exchanges have been attempted or requested, between whom, and in what manner? Which have succeeded and which failed? What were the issues involved and the results?

2. Technical Assistance

a. Problems

The Three-University Consortium was set up to give technical assistance to Indians who found it difficult to design components which would embody up-to-date techniques for improving economic and other reservation conditions, or who were unfamiliar with formal applications and other legal technicalities. While a certain amount of valuable assistance and training has been given, the staffs devoted to these efforts have been very small in relation to the number of reservations requiring aid of this kind. They have not addressed, in most instances, the primary requirement of teaching Indian leadership how to relate specific components to the specific needs of their communities.²

b. Recommendations

(1) *Suggested Action.*—It is suggested that at least one nearby university for each five reservations with CAPs be designated as members of the Consortium, and that the staffs include persons of high competence having profound knowledge of both OEO realities and conditions on each of the reservations with their jurisdiction.

(2) *Suggested Research.*—A detailed study might be made of services offered and given by members of the present Consortium, methods and frequency of contact with all reservations having CAPs, and Indian reaction to these services and contacts.

3. Approval of CAP Components

a. Problems

A complaint frequently received from reservations studied was that OEO/Washington approvals, deferments, requests for resubmission, and non-approvals of proposed CAP components were never explained to Indian leadership and were sufficiently inconsistent that predictability of OEO response to a given proposal was not possible. This had an inhibiting effect on proposal writing so that imaginative components were seldom requested, the tendency being to propose so-called "packaged programs" known to have been funded elsewhere.³

¹ See III, pp. 59, 68, 71, 100-102, 110-111, 113, 116, 132, 144-146, 155-156, 173-174, 182, 198, 201, 211, 213-215, 244-246, 261-263, 267-268, 308-309, 325-326.

² See III, pp. 75, 77, 119, 188, 262-263, 335, 349-350.

³ See III, pp. 73, 116, 129, 208, 210, 245-246, 248-249, 251, 256, 262, 267-268, 309.