

1969-70 were submitted in the form shown in Exhibit V. The five activities - Policy Formulation and Coordination, Direct Programs, Foreign Representation, Administration, and Membership in International Organizations, may be modified somewhat but our Program Review and Main Estimates submissions for the next few years are likely to be in substantially this form.

At the level of division or post, it will be appropriate to use a more detailed breakdown called sub-activities. For example, a post may talk about its work in terms of aid administration, consular, information, trade development, post administration and so on. The reader may agree that sub-activities such as these make a reasonable basis for stating objectives and formulating plans, but he may be hard put to assign dollar costs to each one as the Department must do in its overall submission. The answer is that, while the Head of Post or Head of Division will be required to estimate his manpower requirements in terms of his planned sub-activities, he will not be asked to estimate the dollar costs of sub-activities. As mentioned earlier, the program resource that matters in this Department is manpower. Therefore, the main thrust of the Program Review procedure as it affects posts and substantive divisions will be to express a set of judgments about manpower allocation. Once this is done the dollar requirements can be calculated by the administrative people using simple techniques to fulfill the demands of the departmental submission.

The Program Review procedure, the exact steps through which this will all come about, is developed in the Senior Committee and the Central Planning Staff. Some instructions have already been issued and these will be further refined each year. In general, it is hoped that planning and discussions about plans will become a continuous feature of exchanges between posts and area divisions and between