

2. The senior manager and programme manager discuss the statement and revise it as necessary until agreement is reached on what it is, what it will do, when it will be done and what is needed to get it done.
3. When formally approved, the programme statement serves as the operating charter and programme for the manager, covering the next budget year.
4. As objectives are changed, the programme statement is revised; however, revisions must be made jointly by the senior manager and the programme manager.
5. Progress reports are made regularly as a comparison of results achieved with stated objectives and target dates.
6. Statements of programme objectives are designed to meet the changing management needs and priorities (in contrast to functional statements which are geared to match formal organizational structure).

#### Planning - Programming - Budgeting System

The President of the United States announced late last year the introduction of what he termed as "New and Revolutionary System of Planning, Programming and Budgeting throughout the Government". There have been many papers issued on this PPB system. It is mandatory for all US Government departments and a number of them, the State Department included, are still in the process of determining what it means in terms of their own operations. The PPBS was started in the Department of Defence some years ago, and it has proven to be quite successful there. Now that it has been made applicable to all government departments, it has taken on new importance for those of us who were only generally aware of it in the past. All departments are under instruction to submit programme memoranda to the Bureau of the Budget as part of a process of developing a spring preview of the 1968 budget. These documents are due by May 1, 1966. In general the system is intended to provide a rational evaluation of the individual programmes and a means of judging the relationships between programmes. It will ultimately lead to a conjunction of departmental policies and a unified presentation of budgets. The country policy paper on individual countries continues to be all-important. It is the fundamental gospel which guides all US Government activities in respect to an individual country. It is developed at the director level. When approved, it is made available to the ambassador and he has the responsibility of ensuring that all people in his complex are working toward the implementation of US Government policy as outlined in this statement of requirements. In developing programme budgeting, we start in the State Department from the assumption that we already have a policy