

Information Services or Economic Affairs, or even from the broader objectives of the Department as a whole, would be rather remote. It would also require an inordinate amount of time and effort to segregate the cost of these programs in the field, where post personnel may be spending time on any or all of them and where some visual aids, such as films or travelling exhibits, may be used in several countries and for several purposes.

These same factors of shared responsibility and shared purpose would make it difficult, if not impossible, to pinpoint accountability for the effectiveness of programs developed along these lines. The difficulty of evaluating the impact of such programs, added to the difficulty of segregating their costs, would also rule out the possibility of developing the cost-benefit relationships that form an integral part of the program budgeting system.

The possibility of considering each country to which the Department's representatives are accredited, or at least in which it has a mission, as a program is a much more intriguing one. There is little doubt that the Department's objectives vary from country to country. In addition, the effectiveness of the various methods available to it of achieving these objectives, such as cultural exchanges, economic aid or military assistance, vary from country to country.

If countries were defined as programs, the Department could then plan the use of its resources and determine its priorities in terms of which particular combination of activities in each country appeared to offer the most promise of achieving its objectives in that