

part. We must examine the cost and the benefits of Government programs for only then will we have the data on which to make wise priority decisions.

I take it this refers to the PPB operations. Can you give us the Nixon position, the Nixon administration position, the plans of the new administration, for implementing and increasing the effectiveness of this new system?

Mr. MARO. We feel that the idea of program evaluation, Mr. Chairman, is a sound one. I am not particularly wedded myself to the "PPB" as a term. I am, I think, skeptical of the arguments that have been made that PPB should be applied to areas that are still on the frontiers of analysis. It isn't that I am against progress, but I think we can devote our resources more appropriately to concentrating, at this stage of our progress, on the techniques and the concentration of many of those techniques, but not applying them to all of the Government's endeavors.

Senator PROXMIRE. Without getting into a discussion of the philosophy, or even some of the policy problems involved, as I understand it, the Presidents have used in the past a program memorandum which would summarize within a 20-page span, usually or maybe less, the policy alternatives that an agency is confronted with in making its expenditures, and I understand that there are possibly as many as 200 of these. And these indicate the cost-benefit relationship to the extent that they can on many of these programs.

Now, what I would like to ask in that connection is: How will the program memoranda and the analytical studies generated by the PPB system become a more integral of the decision process in the Bureau of the Budget?

And I take it from your first answer that you are not sure yet whether PPB itself should be given further scope or whether the limitations are such that perhaps it should not be.

Mr. MARO. Well, I should clarify that a bit. I do believe strongly in the idea behind PPB, regardless of what we may end up calling it.

With this in mind, I have appointed a new assistant director for program evaluation, Jack Carlson. He is engaged now in trying to reorient our efforts to make the process not only more effective in our longer run look, which is one of its purposes, but also to see if we can integrate this a little better into the budget process. We want it to contribute more positively to the preparation of the budget, not just next fall when it may be a little too late to affect 1971, but starting even this spring to get a little more input into the budget process.

Senator PROXMIRE. We are very anxious—we, on this committee, and I have talked to a number of members—we are very anxious to have you, if you will, develop a set of proposals on making available to the Congress parts of the planning, programing, budgeting system, such as the program and financial plan, the program memoranda. This would be invaluable to us. I realize that some of this has to be confidential for the present, of course. But this kind of data has not been available, has not been used by the Congress to make our decisions on these priorities, and sometimes we have made decisions stupidly because we just did not know.

I do not see any reason why this could not be made available. It would be very helpful to us. It is prepared, anyway. And this com-