

tions will have covered the entire field. At this stage of development, however, the German organizations do not always deal with precisely the aspects of political and governmental problems which are needed for the stimulation of Citizen Participation. Furthermore, the availability of these publications on the necessary scale is often beyond the means of the German organizations. Accordingly, some assistance is necessary.

IPG in consultation with the Land Offices will determine what pamphlets are necessary for the effectuation of the program, examine available pamphlets to determine those desirable for use and, if necessary, encourage the preparation of special pamphlets for that purpose. All pamphlets will, except in unusual cases, be German in authorship and publication.

IPG will make general plans for the distribution of pamphlets. The Land Offices should carry this out within the general framework established by IPG. While many pamphlets will be furnished free, direct sales are to be encouraged.

The Land Offices should report on the distribution and use made of the pamphlets and their effect upon German opinion.

It should always be borne in mind that the distribution of pamphlets is not an end in itself, and therefore care should be taken that distribution is only made with a definite end in mind. Local adaptations of IPG plans will be made accordingly.

10. Newspapers and Radio

It is needless to point out the importance of newspaper and radio discussion in the stimulation of public opinion and in public interest in a subject. With the tradition of public non-participation in Government and politics, which has been reported in the preceding pages, it is not always evident to newspaper editors that newspaper coverage of this field will attract the public and is good business. The situation with the radio is more favorable because most of the radio executives and commentators have acquired their present positions and experience in a freer atmosphere since 1945.

Suggestions have been made throughout Part II for newspaper campaigns in particular fields. No possible plan can be worked out in advance, however, which will take advantage of the "breaks" which occur. By keeping in mind the various purposes of the ten programs, it is possible to seize many opportunities to get favorable publicity which will further the attainment of our objectives.

It is desirable that the German individuals and organizations concerned should themselves arrange for the necessary publicity and learn to utilize these opportunities. The task of the Land and Resident Offices, therefore, is to aid and advise the Germans in this field. They should not themselves undertake to secure publicity, but when necessary will seek the aid of ISD.

11. Film

Visual presentation through films is, of course, one of the most effective methods of presenting ideas. The film program outlined in the preceding pages is not as adequate as is desirable but it has necessarily been limited by the personnel and funds available. It is hoped that in the future it will be expanded.

IPG in consultation with the Land Offices and the Motion Picture Branch, ISD, will plan the production of any films to be made in furtherance of the

program, and the use of foreign films. Once a film is available, the general plan for its use will be developed by IPG but worked out by the Land Offices in more detail and by the Resident Officers within their own localities.

In this field, too, the responsibility should as rapidly as possible be transferred to Germans.

12. Exchanges Division

All arrangements for consultants from abroad and for German visits to the U.S. and European countries are under the jurisdiction of the Exchanges Division and are governed by its procedures. If for any reason the needs of the IPG program require a modification of these procedures, the matter will be brought to the attention of IPG, which will seek a solution with the Exchanges Division. Local administrative modifications may be arranged in the Land Offices.

Many of the past procedures which have complicated the IPG programs have been changed. Thus an advance decision is now made upon those projects which are to be noncompetitive in recruitment; use of commercial transportation should make it possible to schedule departures to the U.S. at a fairly definite date and in advance.

On the other hand, it must be recognized that adequate time must be given for the operation of the selection and clearance procedures, and that clearance is not within the control of the Exchanges Division but is handled by the Combined Travel Board and-or the Consulates, who in turn are frequently bound by law. It is essential that all selections should be of a character suitable for the project concerned, and the Land Offices would do well to familiarize themselves with CTB and consulate clearance regulations so as to be sure that persons selected will not run into subsequent difficulties.

13. Deutsche Mark Funds

A certain amount of Deutsche Mark funds are available in support of the program. These are distributed on the basis of a budget made up by IPG on the basis of proposals received from the Land Offices, and approved by the Exchange Division. Allocations to the Land Offices will be used by them strictly within the terms of the allocation. They may make suballocations to the localities.

All concerned should bear in mind that these Deutsche Mark funds must be used and handled with the same care which the user would apply to his own money. While the Exchanges and Finance Divisions are in charge of formal accounting for this money, the Land Political Divisions must establish a simple system of controls of their own to determine that they are not overspending, and where grants are made they should be alert to determine that the money is being used solely for the purpose for which it is given and to produce the best results with the greatest economy. It is necessary to put emphasis on this latter point because the money may be used, quite honestly and within the purpose for which the grant was made, but not as productively and economically as possible.

Unspent balances of allocations and grants are to be returned.

14. German Legislation

IPG and the Land Offices should observe German legislation to determine its relationship to the ob-

jectives of the program. Many laws which deal with wholly unrelated subjects will, nevertheless, have provisions which either advance or are inconsistent with these objectives. They should be noted and reported.

Where laws are contrary to the objectives of the program, IPG and the Land Offices may properly discuss the objectionable features with officials and legislators and recommend correction. They may advise German organizations in this field.

They will work with Germans to secure and support legislation which furthers the program objectives.

15. Reports and Analyses

Too little information upon activities and accomplishments under this program has flowed from

the Resident Officers to the Land Offices, from the Land Offices to IPG, and from IPG to the Department. It is essential that an adequate reporting system be installed. Important items should be the subject of interim reports; there should be quarterly a comprehensive report. Reports from German grantees should be included, at least in summary, in the reports from the Land Offices.

It is not desired to add further to the burden of the resident, Land and Headquarters offices by requiring needless reporting. But the American people will not continue to support this program unless they know that something is being accomplished, and an intelligent development of the program for the future requires that we know what has been accomplished, what difficulties have been encountered, and what improvements can be made. The reports should be directed to these ends.