

for scholarships and inter-faculty exchanges or academic seminars; recommendations on speakers and seminars; and promotion of Canadian studies.

III Information Abroad	<u>Percentage of Funds</u>
Visits and Speakers	9%
Research and Writing	6%
Films and Audio Visual	26%
Publications	36%
Administration and Distribution	8%
Policy and Programs	14%
Management	1%

The headquarters activities include planning, controlling and evaluating headquarters and post programs, making arrangements for media visitors, producing, commissioning and supplying information materials (written, visual and oral), for the foreign media and publics responding to enquiries, and circulation of exhibits and films. The posts provide information locally, identify visitors and other programs opportunities, and liaise with the local media and public. In the last analysis delivery of the program rests with the posts, but they receive considerable direction, guidance and advice from headquarters. Moreover, priority setting, allocation of resources, analysis of programs, creation of new or revised information vehicles are primarily headquarters functions.

(b) Planning

The nature of many Public Affairs activities makes short term planning essential and longer term planning desirable. Scholarships must be arranged at least one year ahead and the mere booking of exhibitions or performing arts activities abroad requires 2-3 years lead time. Long term planning has, however, proved difficult in practice because of existing funding procedures and recurring resource restraints.

- I Cultural
- II Academic

Over half of cultural most academic activities are consumed by relatively fixed commitments which can be and are planned over several years. However, the remainder are dependent on the level of budget allocated annually which