



## MESSAGE FROM THE CHAIRMAN

With this report, the Canadian Institute for International Peace and Security presents to Parliament and to the people of Canada an accounting of its first full year of operation. The Board of Directors believes that the story told by Geoffrey Pearson, the Executive Director, and his enthusiastic and dedicated staff, speaks for itself. It is our hope that it will be read with interest, and on the whole with satisfaction, by the tax-paying public.

In this message I would like to set out the policy base which the Board of Directors is attempting to shape for the development of the working programmes and operations of the Institute.

It is useful to remember that the legislation establishing the Institute was a product of a co-operative endeavour of all parties in Parliament. As such, the mandate, which is set out on the inside cover of this report, reflects and attempts to encompass the very broad range of opinions held by Canadians on peace and security issues. By the same token, the legislative formula for the selection and appointment of members of the Board of Directors was designed to ensure that it would be widely representative in its composition.

It is our goal that by the end of our first five years of existence, by which time we will have reached the full level of funding (\$5 million per year) provided by Parliament, the Institute will have established clearly identified operational programmes designed to fulfill all the purposes set out in the Act. The programmes will draw upon the combined resources of non-governmental organizations, the academic community as well as governmental agencies and, of course, the Institute staff, to achieve this. The product will be focussed on policy-relevant research, co-operative programmes aimed at improving public awareness and understanding of peace

and security issues in all their complexity, and a readily available information system, including the latest techniques of data storage and retrieval, to support the needs of both the private and public sectors in Canada.

We are determined that in the achievement of this goal we shall keep the budget highly programme-oriented, hold administrative costs to an essential minimum, and keep the Institute staff small in numbers. In our first eighteen months of operation we have pursued the objective of allocating at least half of the budget to programmes being carried out by academic institutions and non-governmental organizations, because we believe that by supporting the best of their programmes we strengthen their capacity to contribute to the goals set out by Parliament.

It is also the goal of the Institute to establish a reputation outside Canada as an important source of public knowledge on Canada's peace and security policies and objectives, as well as a source of innovative analysis and interpretation of these issues, so vital to the peace of the world.

During the course of the past year two members of the Board found that other obligations did not enable them to continue to serve. I should like to acknowledge with gratitude the contributions made by Paul Desmarais and Dennis McDermott as founding members of the Board of the Institute. Board members are appointed for three-year terms, with some of the initial group being named for shorter periods in order to introduce the principle of rotation. This means that further changes in the composition of the Board will take place in the summer of 1986. As Chairman, I should like to pay tribute to the distinguished and dedicated service rendered by all members of the Board, particularly