

is organized on a peace-time basis or disappears, some further development will be necessary within the Department. There would probably be a lot of political criticism of the establishment of a permanent information board, especially if its activities are at all directed towards domestic consumption. If its principal activities are to be external, it could probably be developed within the Department without any criticism at all, and the problem of policy coordination would disappear.

Assuming that a "Division of Cultural Relations" will be a necessary development, there are considerations which indicate that it might be very desirable to begin the preliminary stages of such organization now.

a) The need exists already. Certain aspects of the work done under the guise of 'cultural relations' are probably undesirable on the whole, but there are other aspects that we should be equipped to handle and are not.

b) If we wait until the end of the war we shall probably find demands in this field very heavy and our inability to cope with them embarrassing and difficult. This will be doubly so if W.I.B. disappears.

c) If we make a start now, we can go at it gradually and rely largely on W.I.B. to do the major part of the work for the time being, whereas if we wait until the end of the war we may have to set up the whole organization at once. This would be difficult; it would also leave gaps in the work and supply of material for a time at least, and it might mean that it would be less possible to modify and adapt the organization in the light of experience before it got fully established.

d) It would make it possible to bring some system and coordination into the efforts that are at present being made in a very disjointed way by the various divisions, in respect of their particular countries, and through this /the Under-Secretary's/ office. Virtually none of the officers of the Department have any real