

perform the multifarious duties encountered in cultural exchange work. Here, a fundamental distinction should be made between generalists who should have a basic knowledge of many aspects of Canadian cultural life as well as reasonable experience in such areas as planning, policy, coordination and administration; and specialists who should have a thorough knowledge as well as a great deal of experience in the actual design and delivery of programs. As a rule, the first type will be required for diplomatic work at Departmental headquarters in Ottawa as well as in the posts abroad; the second type will be required on either a part-time or full-time basis to mount and execute programs which will advance Canada's interests abroad. As indicated earlier, Canada has an expanding supply of this second type. There is a growing supply of effective managers and administrators who have much experience in publicity and promotion, tour management, audience development, fund-raising and the like. This experience should be tapped by the Department whenever specialized, programming expertise is required. Unfortunately, there is a real shortage of the first type at present. As a result, the Department should set up a well-designed training program in this area without delay, since without this type, Canada's cultural interests are not going to be advanced where it really counts - in the posts abroad. Such a training program, which, in the beginning, might extend for three or four weeks in duration, could easily be housed in Ottawa or dovetailed with any of the existing programs in administration which are developing in various centres across the country.

As far as the need for cultural centres, display facilities, and audio-visual equipment is concerned, it will vary tremendously from country to country, depending on the situation in each country and its relevance to Canada's international aims and objectives. However, in general, each embassy should possess the capital facilities and equipment needed to present Canadian accomplishments in the best possible light. Shortchanging here will merely cripple Canada's effort in the field, thereby hampering the realization of Canada's long-term interests.

As far as an effective information system is concerned, the only way in which it is possible to construct a reasonably accurate and comprehensive picture of Canada's international cultural relations at present would be to collect information from each individual, institution and agency involved in these relations. In other words, the information exists, but it is totally disaggregated; each individual, institution or agency knows what it is doing in the field, but it knows little or nothing about other activities in the field. This lack of a comprehensive, aggregate picture of Canada's overall cultural relations abroad is detrimental to the country in a number of ways. It is unreasonable to expect cultural relations officers abroad to service their networks of key contacts if they have only a sketchy and inaccurate picture of what is available for promotion and presentation. Moreover, many opportunities are missed for lack of an effective system of information retrieval and dissemination. How often have officers or embassy officials discovered that prominent Canadians have been in the countries where they are posted only after these people have left the country or returned to Canada? Given an effective information system, these people could have made a forceful contribution if their presence had been known at the time, or still better, in advance. Finally, and most important, it is impossible to develop an effective external cultural policy without a reasonably comprehensive and accurate picture of Canada's projections abroad. Nor is it possible to plan effectively for the future on the basis of partial or inaccurate information.