

obligations in the years ahead. Already, the Department recognizes the cultural stream as one of the main streams of career development for its foreign service officers; also, it recruits through open competition specialized personnel to staff at home and abroad positions that require specialized knowledge. In addition, the Department has begun a training program to address future needs.

Consistent with the experience of other countries, recruits for such a program must be carefully screened in terms of their experience, education and potential. Drawn from both the foreign service and the private sector, the bulk of their training must be of a very practical nature. Through apprenticeships and placements with organizations and agencies already operating in the field, they must learn the rudiments of administration, animation and cultural diplomacy by working on the job with recognized masters. This training is to be supplemented by intensive studies in such subjects as publicity and promotion, marketing, arts management, cultural policy and international relations. In order to expose trainees to the full range and vitality of Canadian accomplishments, cross-country tours will also be organized.

Turning now to some of the broader policy issues, careful consideration will have to be given to the most suitable administrative structure to advance Canada's long-term interests in cultural diplomacy. How centralized or decentralized should it be? Should a new institution or agency be created, or can the existing ones do the job that has to be done?

At the diplomatic level, the Department of External Affairs will always have a central role to play, regardless of what type of administrative structure ultimately evolves. There will always be State-to-State arrangements to organize; cultural agreements to negotiate and execute; top level conferences to conduct; embassy functions to organize; and foreign visits to arrange. The same is true for many policy, planning, coordinative and consultative matters. In the execution of its mandate, the Department's responsibility will always be to formulate Canada's external cultural policy, albeit in close co-operation with domestic authorities; to make long-term plans consistent with the country's foreign policy and geographical interests; to co-ordinate the bilateral and multilateral talks with appropriate authorities; and to consult with the Canadian cultural community on matters related to cultural development. These are all normal prerogatives of the

Department, just as they are for any department of foreign affairs regardless of what additional agencies are set up to perform particular functions.

Recognition of the Department's prerogatives in these areas seems well accepted by the cultural community, as recently confirmed by the Canadian Conference of the Arts in its *Strategy for Culture* where it stated:

In the same way that we believe the Department of Communications should play a key co-ordinating role domestically, we believe the Department of External Affairs should assume this role for the international aspects of cultural policy. In addition to retaining its authority for the negotiation of the necessary cultural agreements, External Affairs should be further authorized to act as the principal co-ordinator for all efforts designed to promote the arts and cultural industries abroad.

It is really at the program level then that a number of options are possible. One would be to transfer some cultural promotion programs of the Department of External Affairs to other federal departments and agencies which have a mandate to deal with them, or to set up a new agency, possibly one modelled along the lines of the British Council, the Japan Foundation or the Swedish Institute. A new agency might conceivably consolidate most if not all of the country's international programs under one roof.

Transferring the programs of the Department of External Affairs to other departments and agencies—such as the Department of Communications, the Canada Council, the Social Sciences and Humanities Research Council and the National Museums Corporation—is favoured by some because it would put more distance between the arts and academic affairs on the one hand and political affairs on the other. However, this would always be much less than a total separation, since the Department would in any case retain its policy responsibilities for all its programs and its role as the interlocutor of foreign governments.

There could also be some very serious drawbacks to such an arrangement. By spreading responsibility across a number of departments and agencies, there could easily be a considerable duplication of services and personnel, particularly abroad, leading to ambiguity of purpose as perceived by foreign partners. Moreover, foreign countries could find such a confusing system frustrating to deal with—a claim that is already made about Canada because of its highly-decentralized educational system. To make matters