

basis on matters of the utmost importance to Canada. These officers should not only be located in posts in Europe and United States, but distributed equally in all parts of the world, including Africa, Asia, Latin American, Eastern Europe and the Middle East. For only in this way will Canada be able to fulfil the ultimate aims of Canadian external cultural policy.

Given the existence of the proposed team of full-time cultural relations officers, it is essential to identify the major duties of these officers. By far the most important duty of these officers is to "make things happen" of cultural consequence to Canada. This is best accomplished through the creation, utilization and maintenance of a network of key contacts abroad in the various sectors of culture. This duty derives from the fact that as more and more public and private institutions and agencies become involved in the provision of international programs and the promotion of Canada's external cultural relations, Canada's cultural relations officers will have to be in a better and better position to put those responsible for these programs in touch with people in other countries who are essential to the successful execution of such programs. Whether it is the Department of External Affairs or some other Canadian organization which is actually mounting the program, the important thing is that the program is not presented in a deficient manner or falls through entirely for lack of suitable contacts in other countries.

It is difficult to see how the other duties of these officers - for example, ferretting out new opportunities, paving the way for agreements, coordinating activities, liaising with other governmental representatives, planning future directions and policies, discovering new sources of funds or administering programs - can be dealt with effectively without the realization of a network of key contacts in Canada and abroad. For it is through such networks that information flows, negotiations are effected, cost - sharing arrangements are established, program possibilities are explored, experts and specialists are located and agreements are concluded. At any moment, cultural relations officers should be able to put Canadian administrators and impresarios in touch with their counterparts abroad; bring Canadian and foreign academics together for their mutual enrichment; stimulate foreign financial and administrative support for worthwhile Canadian programs; and acquire the part-time services of specialists to assist in matters of publicity, research and public relations. If they are unable to accomplish this, they are not having the kind of multiplying, entrepreneurial effect which is needed to build a substantial Canadian presence in the countries in which they are posted.

During the course of these multifarious duties, cultural relations officers should be developing an intimate knowledge of the unique cultural characteristics and resources of Canada and the countries in which they are resident. In terms of knowledge of the characteristics and resources of the countries in which they are resident, cultural relations officers should make it their business to explore in depth and to attend as many functions and relevant events as possible. In addition, contact should be made with authorities in the appropriate governmental institutions, particularly ministries of culture and foreign affairs, in order to discuss the kinds of program they think Canadians would be interested in as well as the types of Canadian presentations in which foreign audiences may be most interested. Where possible, these discussions should be followed up by in-depth research by professionals. Such research should help to reveal the types of future exchanges which would be most profitable to the countries concerned. In terms of knowledge of Canadian developments, cultural relations officers should receive com-