

agencies with similar interests such as the Canada Council or the Secretary of State at the national level as their expertise is extremely valuable there. How are the interests balanced under the current organization? Are political considerations causing distortions which could be avoided in other forms of organization? Do cultural exchange agreements constrain the program to a certain degree and reduce the planning options?

c. Program Planning and Budgeting

The academic and cultural programs have operational cycles which exceed the fiscal year. Moreover, the entire set of public affairs programs has been subject to disproportionate fluctuations relative to other departmental programs at times of fiscal restraint and relaxation. For example, an expanded program for cultural relations approved in principle by Treasury Board in 1976 was curtailed in 1977 on the grounds of fiscal restraint.

What effect does this have on program planning, on morale, and on staff stability and quality? Are there mechanisms which could be used to get a firmer forward commitment? How close are we to a minimum spending level (where the program has only a demonstration effect)? Should grants and contributions for Canadian Studies be lumped for greater flexibility and spending effectiveness?

d. Effectiveness re Specific Subprograms

There are two aspects of information subprograms (group III) which are recommended for effectiveness evaluation. The first of these, the visiting journalist program, has a high internal priority. The second, the distribution of information abroad, is an important consideration in 'designing' the publications and films subprograms.

There are other subprograms in groups II and III which are also amenable to process or effectiveness evaluations. Unfortunately, a selection must be made from all possibilities because of resource constraints. In fact, one or other of the suggestions below might be deferred to a later evaluation. Still other possibilities are presented in the section on alternatives. They were placed in that section either because they would be extremely expensive or because the evaluation payoff does not intuitively appear to be as great as for those proposed.