

for various Asia Pacific-related events, to responding to a tremendous volume of individual inquiries at every level of the Foundation. This evidence suggests that the APFC can play a pivotal role in raising awareness of the importance of the Asia Pacific region.

Although seeking to respond to this myriad of requests is necessarily part of the APFC's mandate and activities, it has created a situation where the organization's ability to respond to these demands -- due to its limited human resources -- has been significantly tested. Clearly, a case where the APFC is expected to be "everything to everybody" is not sustainable over the longer term.

The APFC's ability to identify and serve its primary or priority clients is directly tied to the development of its strategic and analytical capacity. With adequate resources, the Foundation will be able to adopt a more strategic approach in identifying where Canadian priorities lie and in turn, how best it can respond to its client groups in order to maximize the impact of its programming.

Related to this issue of building a capacity to identify and serve "priority clients" is the issue of publicity. Although the APFC is not a household name in Canada, and there is some question as to the necessity of this public recognition factor, the APFC does have a critical role to play in raising awareness about the serious issues facing Canada as it prepares for the Asia Pacific Century. Taking on a greater publicity role will require the commitment of longer-term public funding to achieve this public-awareness raising goal. It should be remembered that even if the APFC is not a household name in Canada, Pacific 2000 is even more of a mystery to the public. The APFC as a non-governmental body may be in a better position to publicize the Asia Pacific challenge and what Canada is doing about it.

## **7.5 Funding**

Recognizing that government deficits create funding pressures and uncertainties, the critical importance of equipping Canadians for the Asia Pacific century underscores the continuing need for a non-governmental, national institution like the Asia Pacific Foundation of Canada. While the APFC will continue to develop its products and services with a view to attracting private sector support, it is clear that if the APFC's mission is long-term and in the general public interest, its core support must continue to come from governments. While the APFC has been entrusted by governments with a long-term mandate, it needs to be assured of the accompanying long-term support to undertake and fulfil this role in a concerted manner.

The nature and scope of the APFC's funding arrangements is a significant issue in determining how effective it can be in meeting the challenges facing Canada in the Asia Pacific region. Indeed, this issue will, in large measure, define the future orientation of the Foundation's efforts in this regard. Without the necessary resources, the Foundation's impact is largely restricted to the increasingly crowded "program delivery" field. Alternately, the