

The dramatic changes in the international peace and security environment have also been reflected in the activities of groups across Canada, financed by the Institute through the Peace and Security Competitions Fund and other responsive programmes. There have been marked changes in both the topics proposed for research and public discussion projects, and in the "mix" of groups and institutions calling upon those programmes. Since 1985, 580 grants have been made for research and public discussion projects. Amongst other products, these have resulted in 164 conferences, 27 books and 96 articles, as well as contributions to 29 periodical publications. In the past three years, 56 percent of research and 36 percent of public discussion grant applicants were new.

Service to and partnership with the communities of interest in peace and security questions is a watchword of the Institute's programmes. The Institute's Board members are nominated by those communities and then selected by the Secretary of State for External Affairs after consultation with the leaders of the Parliamentary Opposition. In planning and implementing its programmes, the Institute responds to initiatives from a wide variety of groups, reaches out to involve new organizations and individuals in these fields, and provides basic services to the whole interested community, in addition to discharging its own core responsibilities in the fields of research, policy proposals, and public information and discussion.

This year, after three years of static budgets – with their buying power thus reduced by some fourteen percent through inflation – the Institute's Board has begun a comprehensive assessment of all programmes, with a view to updating the medium-term plan (adopted two years ago) in light of current needs and financial prospects. Part of that assessment has included an examination of how the Institute's community linkages have been operating under each of its mandate areas. The analysis of expenditures from this viewpoint reveals that, in

the past three years, an average of 40 percent of the parliamentary allocation of the Institute has been used for direct outside funding of organizations and individuals in the field; a further 13 percent has been expended in catalyzing and outreach activities, including conferences and school programmes; the provision of other services to the community has accounted for 27 percent; specialized publications for 9 percent; and in-house research activity for 11 percent. (See Annex K for more detail.)

Activities conducted in partnership are more complicated than those executed by a single institution, and carry extra costs. The diversity of cooperative activities envisaged in the Act of Parliament and developed and implemented so far, also means that it has been difficult to capture some of the "economies of scale" that would be available through more concentrated programmes. This trade-off is being explicitly reviewed, with the recognition that the decentralization of initiative, activity and communication can itself be a source of strength in increasing the total national capacity for knowledge and understanding. Parliament's intention in setting up the Institute was not just to create a new self-contained centre for work in Canada, but to reinforce and harness the resources distributed in universities, non-governmental organizations, and other institutions across the country.

This report, organized under the main areas of the Institute's work, illustrates the many continuing and innovative ways in which the Institute has been working to increase the national capacity during turbulent and challenging times in world affairs.

BERNARD WOOD

*Chief Executive Officer*

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*"M. Wood estime que la fin de la Guerre froide signifie la fin des excuses pour ne pas faire face aux relations nord-sud, et à la prolifération des armes dans le monde."*

LA PRESSE  
19 December 1990