

RECOMMENDATION 4: The most senior officials of the Department from the Under-Secretary of State level on down must become personally seized of the challenge inherent in the production of a truly effective publication and must be directly involved in the search for solutions in order to achieve and maintain quality.

In the end no publication -- mass media, specialized, or whatever, regardless of size, frequency and purpose -- is any better than its proprietor/publisher chooses to make it and chooses to keep it.

True at the best of times, this fact is doubly important when the issue at hand is so sensitive as external relations. In this context, readability equates with risk. To engage and hold the interest of the informed public it will be necessary for the Monthly Bulletin to seek topicality, analysis, and explanation in areas hitherto considered too delicate for the purposes of this periodical. If these areas are explored there will inevitably be repercussions, favorable and unfavorable. That is what the stimulation of thought and discussion is all about.

However, it is quite impossible to set this course of action in motion without genuine and visible continuing participation and leadership at the most senior levels. It is futile to discuss the injection of new spirit and