

the conduct of Canadian-U.S. relations:

The Merchant-Heeney Report emphasized the need for co-ordination in "There is a responsibility on each side to ensure, within its government apparatus, a high degree of interdepartmental co-ordination and discipline. Otherwise the conduct of business will be inefficient and productive of unnecessary difficulty."

The Committee does not have a clear overall understanding of how co-ordination between Canadian governmental and interdepartmental groups is effected, and is therefore unable to make a definitive judgment. Nevertheless, it has an uneasy feeling that this is a problem which needs further attention. With such a multitude of contacts which are carried on daily by telex, telephone, direct air flights, and mail between the Canadian departments and agencies and the United States governmental and private concerns, there seems to be a serious danger that decisions could be taken and policies formed which would work at cross-purposes with each other to the detriment of bilateral relations.

6.02 Information Activities The departmental study entitled "*Canadian Governmental Instruments for Conducting Relations with the United States*" noted that four External Affairs officers in Washington were involved in information work. It also reported that one third of the departmental budget for information work (\$1,600,000) supported activities in the United States. Since the departmental report was prepared the budget has been cut back and the information staff in Washington has been cut somewhat.

In view of the importance to Canada of relations with the United States and, in particular, the range of direct United States involvement in Canada, the Committee considers that a carefully devised and extensive Canadian information programme is needed in the United States. Where contact is primarily with the government of a foreign country, an information programme does not have the same importance. But with Canadian-American relations becoming much more extensive and the likelihood that differences between Canadian and American interests will sharpen, the Committee believes that it will become increasingly important that the Canadian point of view be advanced in the appropriate American media. The Committee doubts that the present limited programme in the United States can achieve this objective.

6.03 Congressional Relations Evidence showed that one of the difficulties faced by Canadian officials in the United States derives from the separation of powers in the governmental system of that country. There is apparently a belief that the Embassy, as the representative of the Canadian government, should direct its attention primarily toward the United States executive branch. It has even been suggested to the Committee that extensive dealings with Congress might damage relations with the Administration, which have always been close and good.

The Committee has received some evidence on the practice of other embassies in Washington which have made Ministers of other senior officers responsible for direct dealings with Congress. This has been done partly because United States senators and congressmen are not accessible to less senior foreign officials. The Committee believes that the possibility should seriously be examined of appointing a senior officer to the Embassy who could concentrate on congressional relations. The Committee supports this suggestion also because it believes it to be very important to have in Washington someone with the time and personal standing to explain Canada's case in all situations of difficulty. The independent power of Congress makes it particularly im-