

These changes that I have cited are perhaps the most important manifestations of the adaptation of the UN to the realities of the changing world. Some would, no doubt, challenge my use of the word "realities" and propose to substitute "unrealities". But of course a UN behaving in the way in which the realists would have it do would be an unreal reflection of the world we live in. The UN is, in essence, a giant retort in which one reality, the reality of the two-thirds of the world's population that lives in poverty, interacts with another — the reality of the overwhelming military and economic power held by the other third. The consequences of this interaction are unpredictable. But every member state recognizes that its vital interests are involved and that the manner and measure of its participation, for better or for worse, will affect the outcome.

This leads me to some observations on the participation of Canada in the UN. I think it is fair to say that Canadians are not a cynical people, that the Government reflected the views of the nation when it subscribed to the purposes of the United Nations Charter in 1945, and that it continues to carry the support of most of our citizens for its active involvement in the organization today.

Ever since 1945, Canadians concerned with Canada's representative in the UN have operated on the assumption that, because of the share of world resources we command, our political and cultural heritage, and our sense of values, we have an influence and a responsibility disproportionate to our size. The old phrase "middle power" has gone out of style, and the fact that we are now one of 147, and ninth-largest contributor rather than fifth, has undeniably had some effect on our place in the UN firmament. So too has the tendency for the organization to follow the path of bloc voting, which has the effect of steamrolling the efforts of individual delegations to help negotiate decisions that will be the best possible under given circumstances. But I believe I can assert with confidence that Canada is still seen as a major contributor to the UN, not only in a financial sense but also in terms of our dedication to the achievement of the purposes of the organization. In most UN organs, most of the time, Canadian representatives continue to be numbered among the most influential and effective delegations. Although this assertion (or should I say *boast*) is intended to apply throughout the UN system (including Geneva, Rome, Paris, Nairobi and Montreal, as well as New York), what follows is focused primarily on New York, since that is my particular responsibility.

If we are effective, it is certain that one important component is management. It starts with the Government's management of foreign policy in all its aspects — political, economic, aid, energy, science and technology, international law, and so on, including the identification of national goals and priorities. This is the foundation for the determination of mission priorities — and mission priorities are essential, because there is simply too much going on to cover everything in depth. The danger of allowing one's resources to get spread too thin must be a constant preoccupation of every head of mission.

Each year, we make up what we call a "country program", which identifies mission goals and gives a breakdown in man-years of the way it is planned to use our personnel resources. To cover the main areas on a continuing basis there are 12 officers,