

9.5.3 Purpose of coordination. The Head of Mission should co-ordinate mission efforts to ensure that:

- (a) per capita costs of providing the principal forms of official hospitality are regularly reviewed and that established levels are not exceeded;
- (b) appropriate guidance in planning and organizing is given to less experienced employees participating in official hospitality activities;
- (c) there is consistency in the style and manner of extending and receiving hospitality by employees of all departments and agencies at the mission;
- (d) forms and standards of official hospitality activity are appropriate to intended purposes and in harmony with local practices;
- (e) the requirements of good taste are observed and extravagance avoided;
- (f) records of official hospitality activity and of related expenditures are maintained and that record-keeping and reporting is done in accordance with approved procedures and forms.

9.6 Aims and Occasions of Hospitality Activities

9.6.1 Clearly defined purpose. Hospitality may have either a general or a specific objective depending on the circumstances. In planning hospitality programs, precedence should be given to occasions with a clearly-defined purpose.

9.6.2 Confined primarily to non-Canadians. The first priority of official hospitality abroad should be to facilitate objectives of the various programs of the mission by establishing and expanding close personal contacts with well --- informed and influential members of local communities or participants in the work of international organizations. It follows that, while taking full advantage of the presence of Canadian visitors, official hospitality should be offered primarily to non-Canadians. The number of Canadian staff invited should be consistent with the minimum number needed to conduct the government's business e.g. act as hosts or hostesses or meet essential representational requirements. With the exception of hospitality extended by the Head of Mission, official hospitality allocations/expenditures may not be used for events involving only Canadian government employees, contract staff and their families.

9.6.3 Main objectives. Particular objectives and occasions for official hospitality are principally, though not exclusively:

- (a) to influence policy planners, decision makers and opinion formers within the principal groupings of a foreign community;
- (b) to bring together visiting Canadians and appropriate local people with similar business, professional or occupational interests;
- (c) to assess the potential usefulness of and to cultivate qualified individuals in fields of particular Canadian interest;
- (d) to provide additional opportunities for exchanging views with local contacts on international and local issues of interest to Canada,
- (e) to celebrate special occasions or developments in Canada's bilateral relations with other countries.

9.6.4 Canada Day. Although conditions vary significantly from mission to mission, in general, the value of Canada Day receptions to achieve the aims listed above is limited. Their usefulness and effectiveness should be reviewed at all missions and discontinued or reduced in scale where appropriate.

9.6.5 Maintaining relationships. Hospitality may also be extended, but with a lower priority to develop or maintain such friendly personal and other relationships as are essential to the successful achievement of mission objectives.

9.7 Location of Hospitality Activities

9.7.1 Residences or public places. Official residences and other accommodation designated as meeting representational standards where provided, should be utilized effectively for official hospitality purposes. Where program personnel are not provided with representational accommodation they should make use of whatever outside facilities are appropriate to the levels of hospitality they are required to offer.