
I

I have three goals in this lecture. The first is to assist in defining the intellectual task that a foreign policy review needs to accomplish. The second is to identify core values and interests that should drive our foreign policy. The third is to propose that “peace, order and good government” should constitute the organizing frame for Canadian foreign policy activity across the fields of diplomacy, defence and development.¹

A foreign policy review has to bring three key elements together: our values and interests as a country, the policies that best serve these values and interests and the challenges in the external world that policy has to meet.

A review will fail if it proposes values that contradict interests, policies that do not serve these interests or fail to meet the challenges in the external world. A review succeeds when a clearly articulated set of interests and values allow us to ration resources and capabilities effectively and when the policies that result from these hard choices address the challenges we face.

A fourth element is also important. There is hardly a government department that does not have some external exposure or involvement in the world beyond our borders. A policy review has to be a policy map, identifying who does what, where in Canada’s foreign relations. It should also propose coherence, a strategy to coordinate and leverage all the resources this government has to offer in the foreign policy field.

One reason why we cannot afford to be nostalgic about the Pearson era is that it was the last period in which foreign policy remained a

¹ I would like to gratefully acknowledge the contribution to this paper of Michael Small, Fellow at the Weatherhead Center, Harvard University. He bears no responsibility for errors of fact or argument, but should take credit for anything that turns out to be useful in this analysis. I am also grateful to a former Weatherhead Fellow, George Haynal, for similarly useful advice. I also wish to gratefully acknowledge my debt, over several years, to the policy analysis provided by Brian Tomlinson and the Policy Team at Canadian Council for International Co-operation (www.ccic.ca). I would like to thank the Clerk of the Privy Council for an opportunity to present an early version of these ideas at a seminar in June 2003, as well as Carleton University for asking me to give the Sun Life Lecture in November 2002, where these ideas had their first outing.