

government and to Canadians. The second is to take advantage of the central characteristic of today's "flat" and interdependent world: networks. The third is to identify the "must haves" of a foreign and trade ministry of the future.

## Planning the future

First, a vision of the department's key value-added contribution: anticipating where the world is going and identifying initiatives to shape it. Our policy planning should focus on identifying the main elements of the future world order. Innovative thinking will be required more than ever—but it must also be able to unite countries in action toward mutually beneficial goals. This means leadership by middle powers, like Canada, with a long history of diplomacy, building bridges and finding consensus, backed by action plans aimed at real results that find support among governments as well as among key actors in civil society. Policy and diplomatic engagement skills will be at a premium for a ministry of the future.

We have to make Headquarters a receiver as well as a generator of policy advice, initiatives and options. People, whether at Headquarters or missions, must see how they connect to the larger policy effort. We must also pay close attention to the results we seek, to performance measures, to risk management, to reporting and accountability. That way, we can harness the collective energy of our diplomats and use our missions abroad to their best effect. This means identifying conduits for the development and transmission of innovative ideas.

## Networking the future

The second element is networks. Networks and networking are, of course, inherent in what we do. We manage the mission network, for example, which in turn is supported by an infrastructural network of worldwide communications operated out of Headquarters.

But there is much more. Indeed, we will be successful to the extent that we can build, manage and capitalize on various collaborative networks, while playing to our particular strengths.

This means overcoming the tendency to think and act vertically. Instead, we need to see how people, events and issues interconnect and extend far beyond any compartmentalization. Our international trade officers are doing just that, as they seek to help Canadian businesses survive and flourish in an increasingly networked global economy. They are building innovative networks to connect businesses, research organizations, communities and cities with new products and services, while integrative networks connect Canadian businesses with the global marketplace.



1946  
The department once again has its own minister when Louis St. Laurent is appointed secretary of state for external affairs.

1948  
St. Laurent becomes prime minister and commits Canada to an active, responsible internationalism.

1949  
Canada joins the North Atlantic Treaty Organization.

1954  
Jules Léger becomes the first francophone under-secretary.



1957-62  
Missions open in newly decolonized countries, beginning with Ghana.



1964  
Outgrowing its East Block offices, the department plans a new headquarters in Ottawa.

1968  
Prime Minister Pierre Trudeau's new government promises a sweeping review of Canada's foreign policy.

1945

1947  
Women are permitted to join the foreign service.

Late 1940s & 50s  
Missions open across Asia, Eastern Europe and the Middle East.

1950

1954  
Canada joins international commissions supervising the peace in Vietnam, Cambodia and Laos.

1955



1956  
Canada helps resolve the Suez Crisis, when Pearson proposes that the UN deploy a peacekeeping force, for which he is awarded the Nobel Peace Prize.

1960

1960  
The External Aid Office (now CIDA) is established to administer Canada's overseas aid.

1958  
Margaret Meagher becomes Canada's first woman ambassador, appointed to Israel.

1965



1968  
Canada has 93 diplomatic posts as well as non-resident accreditation in 41 countries.

## War and Peacemaking