

In June 1989, the Institute was invited, for the first time in its five-year existence, to appear before the House of Commons Standing Committee on External Affairs and International Trade in its annual hearings on Government Estimates. This hearing, an occasion for formal accountability to Parliament and the

taxpayer, was also an important opportunity for us to hear the interests and concerns of MPs from all parties, and to outline the Institute's new medium-term directions then taking shape. The Committee members' comments conveyed a strong, continuing interest among all parties in the House in all aspects of the Institute's work, and a desire to see the mandate carried out in ways that relate closely to Canada's opportunities and challenges in this era of exciting and accelerating change.

The strategic plan adopted by the Institute's



Board of Directors in June and October 1989 was also designed to do exactly that: identify key challenges on the international agenda in the areas of peace and security where Canada and Canadians might be especially well equipped to make

significant contributions in coming years and where focussed work is needed to deepen knowledge and understanding. My article in *Peace & Security* in Autumn 1989 outlined these directions, and we have been pursuing them since.

A number of other strategic directions set at that time have had the effect of implementing lessons drawn from the Institute's first five years, and providing for clear and professional

relationships with our collaborators and client groups. It remains a basic precept of the Institute's operations that it seeks to catalyze and support activities by and with a wide range of institutions and individuals across Canada; this approach is reflected in the Institute's allocation of resources.

If ever there was a year to test the effectiveness of planning for work on peace and security against an unpredictable and fluid environment, 1989-90 was surely that year.

Change was rapid and profound, and it vitally affected both the global outlook for peace and security, and the potential contributions of Canada and this Institute: so far, the nature of those changes has reinforced our conviction of the need for work on our priority themes. In my first Director's Annual Statement, entitled *Peace in Our Time?*, released in January 1990, I attempted to draw out some of the major threads of international change, and offer both some interpretations and some prescriptions for Canadians to consider and debate.

Progress on arms control and, at last, arms reductions, is highly promising but still problematic. Verification systems and new security frameworks in Europe now call for serious attention, as do all the continuing thrusts of weapons proliferation, both horizontal (to other countries and regions) and vertical (to new and sometimes destabilizing technological levels).

Canadian security and defence policy has been compelled to begin to adjust to the fundamental change cascading out from the Soviet Union and Eastern Europe, and this Institute