

states in part that this latest statement of objectives in foreign policy "accurately reflects the spirit of Foreign Policy for Canadians as well as the statements of general policy which have evolved over the past few years". The Secretary to the Cabinet confirms that the statement is "an effective revision which is fully consistent with Canadian priorities for the next year".

*In short, there is a system in place for formulating foreign policy objectives designed to ensure that they are (a) consistent with national objectives laid down by the Government; (b) prepared in consultation with those principally concerned; (c) approved by the Government; and (d) revised regularly.*

All programmes related to foreign policy are designed to serve these objectives. So far as the formulation of programmes is concerned, there exists a formal mechanism designed to create a framework within which manpower resources are allocated for periods of a year at a time. This mechanism is called the country programme.

The country programme is a document established through a process of discussion first at posts abroad and subsequently in Ottawa. Its purpose is to relate all the civil operations of the Canadian Government in a particular foreign country to the foreign policy objectives approved by the Government and to determine the manpower resources needed to carry out a desired level of activity in pursuit of these objectives.

Even the smallest Canadian Government diplomatic or consular post normally serves at least two programmes. The larger the post, the more Canadian Government programmes. Posts range in size from offices with a staff of about 10 Canadians involved in only two programmes to units with 300-odd Canadian employees serving 15 or 20 programmes. But whatever its size, every post is directed by a head of post. He is appointed by the Government and responsible for the totality of the civil operations of the government in the country, or countries, to which he is accredited. The initial draft of the country programme is prepared under his direction. He must ensure that, in the statement he submits to Ottawa, he describes all the activities of the Canadian Government for which he is responsible, relates them coherently to each other, shows how they serve the objectives the Government has laid down, and indicates how the resources that have been put at his disposal are assigned to the various programmes.