

8. Embedding routines of consultation in the policy process. It is always wrong, and frequently a blunder, to leave public participation out of policy-making. MAI (about which no more need be said) demonstrates again the lamentable effects of failing to integrate consultation into policy from the start. Among other things, the public in its forced ignorance is left to suspect the worst. The transparency and accountability of democratic government allows citizens to consider policy *before* it is made as well as after. Policy can be made better that way; it is more democratic; and it is more likely to survive the future's uncertainties.

Much has already been accomplished in opening the processes of foreign policy to the participation and support of Canadians. But as members of the department and NGO activists acknowledge, we are all still new to this—still learning the skills of consultation, accommodation and decision. The object in this short report has been to advance that work, by marking recent progress and clarifying issues for the future.