

Question:

I shall use the Summit to illustrate a question. The Summit is to focus on North-South questions and will therefore deal with subjects the responsibility for which lies elsewhere - monetary policy, for example. You have said that it is the role of External Affairs officers not simply to initiate discussions but to lead them and to be capable of bringing them to a conclusion so as to produce advice and guidance to the government. In a case such as the one I mentioned - monetary policy - can discussions lead to an adversary relationship between this Department and the Department of Finance where the degree of professionalism is high? If so, is tension of this kind good, bad or indifferent ... and why?

The Under-Secretary:

That's a very difficult question and I can try to provide clarification. Take that example: it is perfectly clear that the Department of Finance is the responsible agency of the Government for the International Monetary Fund and that nobody can, will or desires to challenge that; they are responsible for the International Monetary Fund whose function lies at the heart of the stabilization of international financial transactions. At the same time, the role of the Fund is crucial if the developing countries are going to be able to pay their energy bills; and if the developing countries are not able to pay their energy bills, they will not be able to develop; if they can't introduce adjustment policies that will tide them over the oil shocks, then the aid and development program goes up the flue. Every one of these areas, whether it's aid, trade, finance or energy, is interrelated with each other. The authority for them is spread out through the Government. But the management of the issues cannot be seen except in a broader context, and it is in that broader context that I think External Affairs has its primary role, - not that people at EMR or Finance would look at energy in a narrow context, but they are less likely to see the problem in the broader context of Canadian foreign policy. Therefore, the role of providing a framework and of interrelating requires not only recognition that that is the role, but it requires a lot of expertise. Implicit in that, there is the possibility of conflict. But if viewpoints are backward looking, there will be a lot of turf being exercised and no doubt there will be people in this and other departments who will say "that's our job, keep your hands off". But I think almost all the people that are dealing with these