

course it is not intended to suggest that it should be curtailed. On the contrary it is most desirable that such visits should take place as often as conditions will permit. But it would seem that this should be borne in mind in counting up one's expectations of what the High Commissioner's Office should accomplish.

Another condition limiting the High Commissioner is surely the existence in London of a number of separate offices representing Departments in Ottawa and having no very direct or definite relation to the High Commissioner. It would seem that these office have been allowed to grow up in past years in response to the needs of the different Departments, but without much attention to the needs of the Government as a whole or to the principles which should govern a properly organized system of representation in London. The existence of these separate offices must result in a good deal of confusion in the minds of people who have dealings with them; it must often create difficulties in settling questions; and there must be considerable overlapping of work. It must also have the effect of weakening the position of the High Commissioner in London, and this must mean for practical purposes the weakening of the whole Canadian machinery there; for what is subtracted from the High Commissioner is really not in practice added to the others.

The conclusion from all this which I venture to put forward is that in these conditions you really cannot expect the High Commissioner's influence and achievements to be striking and that no occupant of the office, whatever his ability or personality, could possibly measure up to the demands implied in the various criticisms that one hears. Indeed it is my observation that given the conditions the Office is doing about as well as could be reasonably expected of it.(1)

At the close of the War, and during the discussions of the Peace Settlement, and the Peace Conference, and the establishment of the League of Nations, Canada's independent role was further promoted by Sir Robert Borden, who became in reality the "foreign minister" of Canada; and several Canadian Ministers were attached to his suite, usually including the High Commissioner. But

(1) Departmental file 1576-1920.