

I turn now to a description of the machinery of inter-departmental co-operation in the various areas where Canada has specific defence and foreign policy commitments.

### NATO Hierarchy

The highest authority in NATO is the Council, which is organized to meet at the level of ministers or permanent representatives. Ministerial meetings occur usually twice a year, the most recent being in Ottawa, but permanent representatives usually meet on a regular weekly basis and otherwise as often as circumstances dictate. The permanent delegates in Paris speak for their governments in the NATO Council and the Canadian NATO delegation is in the charge of a senior member of the Department of External Affairs with the rank of ambassador, at present Mr. George Ignatieff. He has serving under him a senior military adviser, a number of officers from the Department of External Affairs, as well as representatives from other departments dealing with such matters as defence production, the financial aspects of Canadian defence commitments to NATO, emergency planning and scientific co-operation and research.

Important matters of military policy that have been approved by the Military Committee of NATO come before the Council from time to time and instructions to our NATO delegation on such questions require close co-ordination between National Defence and External Affairs. The Council, as the supreme body of the alliance, is itself, concerned with strategic policy and overall defence planning and, in recent years particularly, the Council has concerned itself with the problems that arise from operational planning and control of the nuclear forces available to the alliance. At the Ottawa meeting the NATO ministers directed the Council in permanent session to undertake further studies of the interrelated questions of strategy, force requirements and the resources available to meet them, and the Council is now beginning this major review. Canadian views on these politico-military questions are sent to the NATO delegation regularly in the form of telegraphic instructions. The instructions themselves are the product of consultation between the Department of External Affairs and the Chairman of the Chiefs of Staff, who is responsible in the Department of National Defence for advising the Minister on policies relating to NATO.

To carry out the day-to-day work of the alliance, there are numerous NATO committees and the provision of instructions to the Canadian delegates to these committees requires close inter-departmental co-operation in Ottawa. Examples that come to mind out of the 20-odd such committees that exist are the Annual Review Committee, the Armaments Committee, the Science Committee, the Infrastructure and Military Budget Committees. The general rule in Ottawa is that the department or service primarily concerned is responsible for drafting instructions to the delegation, and the Department of External Affairs is responsible for co-ordination and ensuring that the instructions are compatible with Canadian foreign