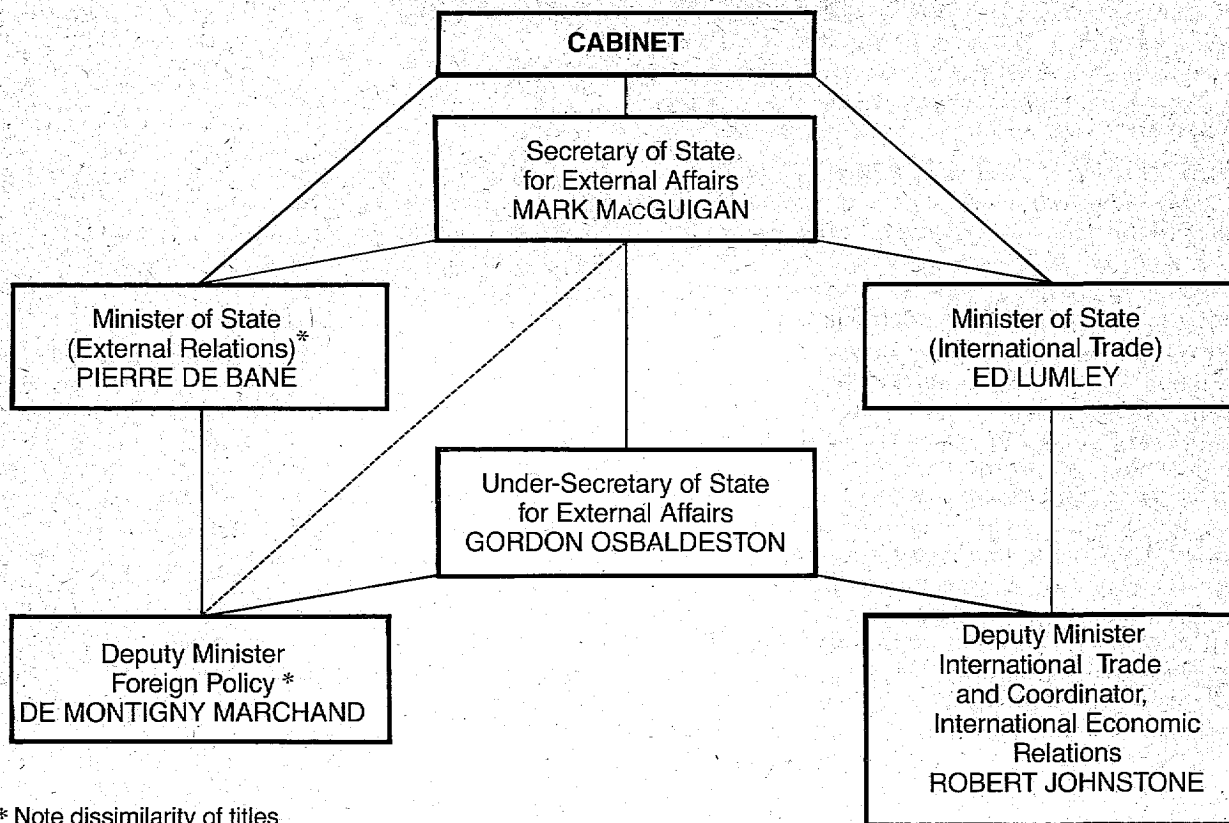


Making Canadian foreign policy

the internal Department *Reorganization Newsletter* proclaims as an objective of integration". . . to be a more effective mechanism by which foreign policy would fully reflect relevant domestic policy."

of this. And Canada, understandably, has been very keen on these things, because they give us an opportunity of influencing the thinking of others before decisions are taken. It's harder for a very powerful, rich country to

THE NEW DEPARTMENT OF EXTERNAL AFFAIRS



* Note dissimilarity of titles

AS IT APPEARED IN THE SPRING OF 1982

I think Canadians used to be more farsighted in what I call "world politics," rather than "international relations" (I think it is a better term) because we knew that Canada wasn't big enough to take by ourselves decisions that would shape the environment in which we live. So we realized that the unit wasn't the State, the unit was really the civilization, or, for some purposes, the world. The trend towards more and more multilateral diplomacy, international organizations, consultation and collective decisions, is a reflection

understand the unit is not the State.

But this present reorganization is going to take a great deal of good-will and vision and common sense to make it work. The dangers are that you could get tacit understandings among managers that "I won't interfere in your bailiwick if you don't interfere in mine," and consequently a tendency to avoid the best solution to problems because of the possible effects on relations between different Deputy Ministers or different Ministers. □