

At the same time, in accordance with decisions of the Government, the Department has proceeded to establish diplomatic posts at the Vatican and at Abidjan in the Ivory Coast. At its headquarters in Ottawa, two new units have been formed to increase the efficiency and responsiveness of the Department and to aid in the decision-making process. These are the Policy Analysis Group and the Operations Centre.

The function of the Policy Analysis Group is to assist in the development and analysis of major foreign policy alternatives. The setting up of the Group is in keeping with the emphasis being given to "objective analysis" in the formulation of new policies. It will assist the Department in developing and applying new techniques of forecasting and future-oriented policy research. In addition, the Group is expected to establish links with non-governmental institutes, learned societies and universities engaged in related fields of research.

The Operations Centre is a special co-ordination unit designed to assist the Department in fulfilling its responsibilities quickly and effectively both in normal times and in periods of international tension or crises involving Canadian interests. Accommodation and other facilities are provided for special task forces and briefings.

Some time will be required to assess the value of these new units and it is likely that changes will be made in their makeup and functions as experience is accumulated. Early experience, in the year under review, suggests that these units will assist the Department considerably in fulfilling its policy advisory role and enable it to react more quickly and effectively, especially in critical situations.

The year has been an active one for the Department. There have been many frustrations but also some satisfactions. During the year, I have travelled extensively in the Nordic countries, the Middle East, Japan and the United States. These travels have brought home to me that Canada is widely respected as a peace-loving and a peace-seeking nation, a nation whose advice is sought. In particular, I have been very impressed by the high regard in which the Department's officers serving abroad are held by their host governments and by their professional colleagues of other foreign services.



Secretary of State
for External Affairs.