

---

to the Senate Committee on Foreign Affairs to involve Canadians in providing the Government with advice on updating the directions of our foreign policy.

- The Government intends to continue the practice we began of holding parliamentary debates on major foreign policy issues.

*The importance of broader partnerships.*

- The Government also intends to work in close partnership with provincial and other levels of government in formulating policy in areas of interest to them.
- The Government will draw on expert opinion in developing and adjusting foreign policy to a much greater extent than ever before.

*The Foreign Service will adapt to new objectives and constraints.*

The Canadian Foreign Service is at the front lines in the management of our international relations. It will respond with flexibility, at home and abroad, to shifting priorities in line with our key objectives. It will have to make choices and deploy its efforts where they are most needed, applying the three objectives established for Canadian foreign policy in this Statement. The Foreign Service will engage in continuous learning to increase our productivity and effectiveness.

Resource constraints now and for the foreseeable future require the Foreign Service to function with greater economy in all of its operations. Scarce resources, human and financial, will need to be allocated carefully. This will require constant reappraisal of policy and operational priorities and improving skills of personnel.

- The Foreign Service will rely even more on new technologies in communications and information processing. Through the application of such technologies, larger missions are able to operate less expensively and mini-missions are feasible, making a Canadian presence possible wherever it is required in the world.
- Similarly, streamlined administrative practices, compatible with high standards of accountability, will allow smaller missions and offices abroad to function with reduced administrative staff. Significant savings will be registered in foreign operations through greater reliance on foreign nationals employed in positions previously occupied by Canadian staff.
- As a further measure to reduce expense, and where it is possible to do so in a manner that fully respects Canadian interests, co-location of our operations abroad with the missions of like-minded countries will be encouraged. Co-location with Australia has already begun at certain missions.