

Commission). The Commission's study of the Department was very critical of its administrative structure and resulted in the most substantial reorganization since the Heeney reforms of the early 1950s. The reorganized Department placed a greater emphasis on forward planning, with a central planning unit established under a senior committee of assistant under-secretaries. At the same time, the Department began to group its various divisions into branches, beginning with the administrative side.

Under Martin and Pearson, Canadian representation abroad continued to grow at a dramatic pace. Diplomatic relations were established with 25 countries between 1963 and 1968, though many were of necessity covered by non-resident representatives. In the Middle East, Jordan and Syria were represented from Lebanon, and Kuwait from Iran. As the Cold War in Europe eased, Canada sought to normalize its relations with Eastern European countries, establishing relations with Hungary, Romania, and Bulgaria.

In Asia, where the Cold War raged with new fervour as a result of the Vietnam War, a resident mission was opened in Thailand, with non-resident representation extended to South Korea, Nepal, and Afghanistan. Africa, too, remained an area of particularly rapid growth, with new posts opened in Ethiopia, Kenya, Senegal, and Tunisia, while numerous other countries received a non-resident representative. By 1968, Canada had 93 posts abroad and was represented

through non-resident accreditation in another 41 countries.

This steady growth, however, belied the trouble the Department faced at home. For the first time in its history, the Department faced severe criticism from Canadian journalists, pundits, and academics. A new generation of scholars was particularly hostile. Sympathetic to the left and increasingly politicized by such contentious issues as the war in Vietnam and growing U.S. investment in Canada, they challenged Canadian foreign policy and those who ran it. The Department responded with the tentative beginnings of an outreach program to universities, but budgetary constraints and scepticism on the part of senior officers reduced the effectiveness of the Department's public diplomacy.

Perturbed by the criticism, Pearson decided that a re-examination of Canadian policy was required, and pushed for a study in the face of opposition from Cadieux and Martin. In late 1967, Norman Robertson was appointed to head the inquiry. The Robertson Report, released in April 1968, supported the government's foreign policy and the Department's efforts. Robertson eschewed major changes, but cautiously concluded that there was a need for "a re-definition and perhaps some re-orientation of Canada's external policy." However, by the time the report was completed, Pearson had retired from politics. His successor was Pierre Elliott Trudeau, whose views on foreign policy were considerably more radical.