

growing demand, is it appropriate to attempt to maintain service in certain areas with only one officer (e.g. Peru and area, Ireland, USSR) at a time of overwhelming demand in other areas (e.g. Hong Kong) where large immigration sections are already present? The simplest solution would advocate deployment of more officers everywhere. Nevertheless, the Treasury Board is likely to have difficulty in authorizing additional officers at a time when the system already delivers appreciably more immigrants than the government has stated it plans to admit.

At the same time, the overseas delivery system is under considerable and understandable pressure to do more in Eastern Europe, Lebanon, Central America and the Gulf. It is criticized for not deploying more resources to Hong Kong, which already provides 14.6 per cent of the total immigrant movement. New demands to do more can also be foreseen. For example, if much of the Refugee Claimant Backlog is landed, pressures for family reunification will occur in countries where, until now, there has been, at most, a modest Canadian immigration presence. These include China, Sri Lanka, Ghana, Somalia, El Salvador and Iran.

The *Charter of Rights*, and related legislation, is also having an important impact on the immigration programme.

Court decisions stemming from legal challenges have meant that the judiciary has become a major player in immigration policy formation. Officers must now become ever more conversant with legislative and procedural detail. The demand to be "fair" in all respects, however, has impacted negatively on efficiency.

Immigration issues will assume a significant share of the Department's activities in the 1990s and beyond. Mass population movements have been, and will continue to be a basic global phenomenon, as people leave their traditional homes, voluntarily or otherwise, to seek a better life. Without doubt, millions throughout the world would welcome the opportunity to come to Canada. The question and the challenge for the Department is how to maintain a system of delivery which is equitable, fair and responsive, without being rigid and bureaucratic. There is a truism in immigration programme delivery that nothing remains the same. Procedures and approaches which worked in 1967, or even in 1989, may not be applicable in 1990. Those responsible for managing the programme must adapt. The next 10 years will be challenging ones for the Social Affairs component of the Department.

