

play a helpful role, or provide a great deal of coherence or leadership unless it has within it some significant analytical capacity to deal with economic issues. That doesn't mean revising a telegram to make sure the thing is coherent, nor does it mean applying the "n'th" degree of savvy in how to put an argument across, or to second-guess the nuances of the responses likely to be achieved by others. Those are all very important qualities but without the analytical capacity to get at the guts of the issues - issues that are among the most difficult and intractable ones the international community has to face - External Affairs will be largely play-acting in any role it seeks to undertake as a central agency. Whether or not we see the launching of Global Negotiations within the next six months, I've no doubt that this kind of discussion and negotiation will take place within one fora or more and that we may see over a period of years, perhaps decades, major discussions of a highly political and highly technical character in the international community - the Law of the Sea, so to speak, writ large 100 times. So, an approach to the North-South dialogue so-called must not only integrate the economic factors and be based on the knowledge of all the various components that are part of that dialogue, but of course they have to be knit into a political framework in the broadest sense. As I have said, I don't think anybody besides this Department can play that role. Whether it will do so effectively remains to be seen.

While talking about leadership as part of the central agency role in the policy field, I must say a word about bilateral relations. There, I think you'll be aware from the speech that Dr. MacGuigan gave a while back, and also from your work in the various branches and from a speech that I had the opportunity to give a few days ago in Montreal, that a great deal of the thrust of our foreign policy is to advocate and insist on coherence in our bilateral relations -- recognizing that the successful attainment of objectives at the bilateral level requires a philosophy and policy of bilateralism. This in turn means that our policies towards particular countries have to be long term, coherent and consistent and that they have to embrace the activities of all government departments; they have to be managed. That is an exceptionally difficult task. You can't woo a country one day and insult it the next, if you expect to get any results. You can't pursue one objective one day and an opposite objective another day and expect to get results. You can't