

(a) Need for a coherent policy:

In practice, different aspects of international life cannot be separated into watertight compartments. They are completely interrelated. As soon as countries deal with one another at the governmental level, it becomes impossible to separate just one aspect, such as education, culture or technical assistance, from all the other aspects of the relations between them. Intellectually, you might draw a distinction between "traditional foreign policy" and more recent aspects of international relations, technical, cultural or social. In fact, these are all aspects of a single whole. The business of an inter-governmental conference on education may be joined in a hundred ways to other fields, such as co-operation in la Francophonie or some other group, international aid policy, bilateral relations with the other countries, economic and commercial problems, international cultural or social co-operation. Political problems are constantly coming up at so-called "technical" conferences. We should not be naive. We just have to look at the policies of the great powers to see the many links between their policies concerning culture, technical exchanges, aid and social questions and the many other political and economic aspects of international life.

Any foreign policy has to be brought together into a compatible, coherent whole. Foreign policy in a particular field has to take account of a series of Canadian interests and a variety of Canadian internal or external policies which may be affected. We must have a central body which co-ordinates and defines policies before presenting them to the outside world. We cannot have 11.

Someone may say we only need to have two centers -- Ottawa and Quebec. Do you think that if the country let one province get away with this all the others would not ask for the same? We have recently seen that even two is impossible. But we would have ten or 11, not just two.

(b) Need for efficiency and strength:

Foreign policy must be clear and effective. It cannot be full of contradictions. If there are ten or 11 Canadian voices abroad, there will be a variety of Canadian viewpoints and activities which will largely cancel one another out. Our influence in international affairs would be reduced. It would be almost impossible to count on us.

In today's world, it is difficult to carry any weight. Europe is very aware of this problem in its relations with the super-powers, without so far having solved it. For a middle power, it would almost be political suicide to waste its energy in a variety of activities and initiatives in many fields. Ten provinces working abroad separately, even if their activities did not cancel one another out, would not have the same power or influence as a Canada which gathered all of its energy behind a single policy.

(c) A balkanized policy is a vulnerable policy:

A balkanized policy would be highly vulnerable. Foreign countries would have to show superhuman virtue not to take advantage of the opportunities offered to them in many fields if Canada's presence abroad were fragmented.