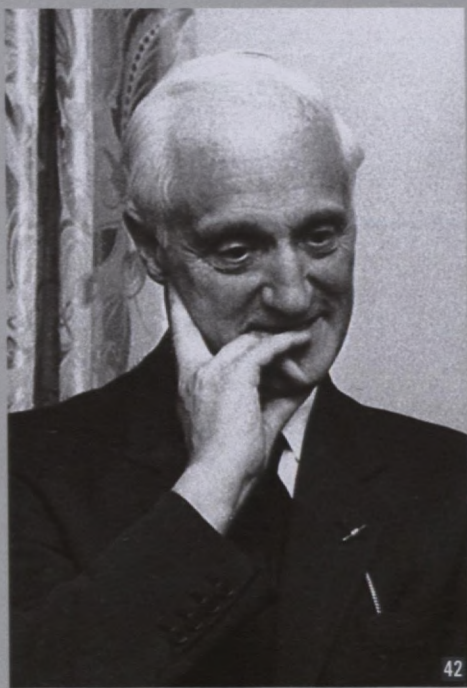


In 1964, Marcel Cadieux succeeded an ailing Norman Robertson as under-secretary. A staunch advocate of francophone rights and of a bilingual Canada, Cadieux was an uncompromising foe of separatism and of any attempt by the provinces, including Quebec, to usurp the federal government's role abroad. Both Martin and Cadieux made sure that the Department responded to French-Canadian aspirations for a foreign policy that reflected Canada's bilingual nature by pursuing closer relations with France and other francophone states, and by developing the Department's capacity to deliver cultural programs abroad.

Other changes in the Department reflected the conclusions of the extensive study of the federal government's operations undertaken by the Royal Commission on Government Organization (the Glassco



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<sup>42</sup> Marcel Cadieux succeeded an ailing Norman Robertson as under-secretary in 1964 and held the post until 1970. (Source: Pauline Sabourin/Mike Kerr Photography)

<sup>43</sup> Cultural diplomacy became a more important element of Canada's overall external policies in the 1960s. Here, Canada's first resident high commissioner to Kenya, Margaret Meagher, presents a mini-bus to a school for the blind in Nairobi. (Source: *East African Standard* newspaper, Library and Archives Canada, e008440574)