

not counting myself — three on the political side (plus a military adviser), five on economic and social issues, one on colonial problems, one on legal affairs, one on UN management and administration, and one on public affairs. Of course, we don't hesitate to use one section of the mission to reinforce another when help is needed and, during the General Assembly or when there are conferences requiring people with technical skills, we get reinforcements from Canada.

Admittedly this account may seem over detailed, but deployment of resources is the essence of management, and I thought it important to make it clear that what we do is carefully planned and subject to scrutiny by a tough interdepartmental committee in Ottawa, representing all those agencies with a stake in the product of our efforts.

Anyone who has had anything to do with the UN will appreciate that, though we can and do identify policy areas to which we attach priority, and reflect this in our use of resources, we have to operate within the constraints of the UN system and timetable. For example, from September to December, we have to deal with the 125 items of the General Assembly as they come up in the agenda, and even during the rest of the year a major determining factor about what we can do, and when, is the *Calendar of Conferences*.

I hope that what I have said thus far will indicate the ways we are responding to change in the United Nations, particularly in the main policy areas. But, before I close, I should like to flag two aspects of our work that are relevant to our subject. One is the question of the management of the UN and its budgetary and personnel aspects, including the placing of Canadians on the staff. The other is the constant activity in the field of international law, of which the best example at the moment is the Law of the Sea Conference. Perhaps I should also inform you that we have a trade commissioner on our staff to make sure that Canada gets its fair share of the business generated by the UN through its development-assistance programs.

I should like to conclude my remarks by referring back to a comment I made a few minutes ago. You will recall that I said that every member state, irrespective of its position in the organization, recognized that its vital interests were involved in the continuing negotiating process, and that the manner and measure of its participation, for better or worse, affected the outcome. I then went on to make the case that the rationale for Canadian participation was more than this — that the national sense of responsibility and concern for the goals of the organization demanded active and constructive involvement.

We live in an interdependent world of member states. Politically, economically and, indeed, in every aspect of life on this planet, we impinge one on the other. The process of adaptation and the search for collective approaches to problems that are not possible of solution in any other way can be delayed or distorted by the clash of policies, but this does not obviate the need, and it is in our own self-interest that we persist in our efforts in spite of the frustrations we may encounter. This is the credo of the Canadians who work for you at the United Nations.

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