

officers; the preparation and transmission to important officials of sealed directions to be opened only in the event of war; and generally the co-ordination of all the activities of the various Departments of the Government so that there might be no confusion through overlapping and no disaster through omission; all this required, and it had to receive, protracted, unrelenting and laborious consideration and attention in advance if we were to be reasonably prepared. Early in January of the present year I directed a conference of the deputy heads of the various Departments of the Government and instructed them to undertake the necessary preparation and to report to me from time to time. The Conference consisted of the Under-Secretary of State for External Affairs, the Governor-General's Military Secretary, the Deputy Minister of Militia and Defence, the Deputy Minister of the Naval Service, the Deputy Minister of Justice, the Commissioner of Customs, the Deputy Minister of Marine and Fisheries, the Deputy Postmaster-General, and the Deputy Minister of Railways and Canals, with the Director of Military Operations, Major Gordon Hall, and the Director of Gunnery, Lieut. R. M. Stevens, as Joint Secretaries. The work commenced in January, and necessary arrangements were practically completed during July. Every Department of the Government was instructed to develop its own line of action in detail, and the whole was subsequently co-ordinated and incorporated into one scheme, indicating the course to be followed by the Government as a whole upon the outbreak of war. The labours of the Committee resulted in the preparation of a "War Book", which was completed only a few weeks before this appalling struggle began. It is impossible to over-estimate the advantage which resulted from the steps thus taken. While war was impending and when it broke out, measures which were immediately and urgently necessary were taken instantly and with an entire absence of confusion. Each detail had been worked out with precision and every necessary step had been arranged in advance. All details of preparation, arrangement and instruction had been systematically compiled into the "War Book", which co-ordinated the activities of the several Departments and rendered possible an effective co-operation with the Imperial authorities, which otherwise would have been exceedingly difficult if not largely impracticable. The work of the Committee was most efficiently performed, and the thanks of the country are due to all its members, especially to the Joint Secretaries, Major Gordon Hall and Lieut. Stevens.

The German people have been taught that war is a national duty and indeed a necessity of national development. According