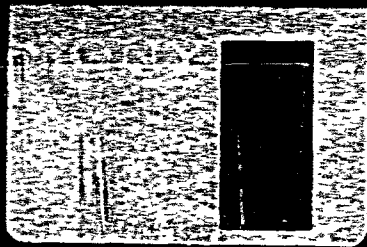


**Gaëtan Lavertu**  
**Sous-ministre**

**DISCOURS/SPEECHES**



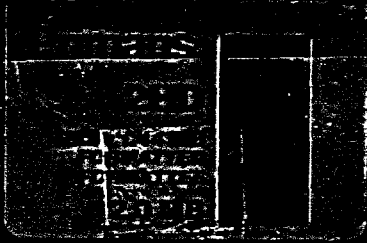
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Notes for an Address

May 28, 2001

**Key Issues and Challenges for the G7/G8**

Gaëtan Lavertu

Deputy Minister of Foreign Affairs and the  
Prime Minister's Personal Representative for the Economic Summit

I am pleased to be here with you today. This meeting is intended to provide an opportunity for some thoughtful policy discussions.

Strengthening policy capacity is one of my key departmental priorities and it is particularly vital in the area of international economic affairs.

So I would like to talk to you today about some of the key policy issues and challenges that we are currently addressing through the G7/G8

Sherpa process.

I note that many of you here are currently assigned in important emerging economies that have been affected by financial crises in recent years. I understand that Jon Fried, who is Minister Martin's G7 and G20 Deputy, will be speaking to you tomorrow, so I won't deal in any detail today with international financial architecture, surveillance and the challenge of crisis prevention.

I'll just note that financial stability remains a fundamental international public good. Everything else is built on it, just as our own economic well-being depends on a strong domestic financial sector. It is difficult for us to address other problems successfully if the international financial system is under stress.

Let me begin by providing you with a bit of an overview on the preparations for the Genova Summit this July. The Summit is of course a political event involving Leaders and their interests shape its agenda. There will be three new faces around the table this year. Japanese Prime Minister Koizumi; Italian Prime Minister Berlusconi; and of course US President George W. Bush.



The inauguration of the Bush administration is arguably the defining element for this year's Summit. The Bush administration has set out new international policy directions in many areas, driven in part by ideology and in part by a concern about the slowing US economy. Some of those policies have been starkly different from those of the Clinton administration: climate change and energy, Russia and China being the most notable departures. But there is continuity in other areas - like on HIV/AIDs.

This seems to be an administration made up of large and influential personalities with very strong views on policy - Cheney, O'Neil, Rumsfield, Powell. It is certainly clear that the policy approaches of the US will, as always, have a major influence on pretty well every issue on every table.

And the challenge for Canada, as always, will be to try to influence US policies in a way that best serves Canada's interests, including through the G7/G8 process.

The slowing US economy, the prospects for the launch of a new trade round, and US policy on climate change, are probably the three issues that will be uppermost in the minds of most G8 Leaders when they meet in Genova, barring a political or financial crisis of some kind. The first two will be addressed in a G7 session that will be significantly longer than in the recent past.

Promoting sustainable and widely-shared economic growth is arguably the G7's mission statement. It certainly remains the key priority from Canada's standpoint. This G7/G8 process provides a mechanism to help coordinate policies in support of that goal.

Trade and investment liberalization is essential for global growth. There is a role for the G7 this year on helping to build an international consensus on the launch of a new trade round at the 4<sup>th</sup> WTO Ministerial this fall in Doha.

Certainly a Quad agreement on an agenda for such a round is a pre-requisite to success.

But we recognize that engaging broad support of developing countries is also vital and for that reason we will be looking at ways in which we might strengthen trade related technical assistance and other instruments, including improved market access for the least developed countries, to ensure that trade serves as a stimulus for growth and poverty reduction.

Minister Anderson will speak to you tomorrow about the challenges we now face on climate change: the prospects for success at COP VI.bis in July are not bright. And there will inevitably be an expectation, given the concurrence of the COP VI and Summit dates, that the discussions in Genova will somehow help to clarify where we go next.

There is another ongoing crisis that will also occupy Leaders' attention - HIV/AIDS. We expect that a key element of the discussion on poverty reduction at the Summit this year will be on the establishment of an global health fund for HIV/AIDS, TB and malaria. Canada will make an announcement of a major financial commitment to this initiative at some point prior to, or at, the Summit.

We will also be looking to lay the possible foundation at Genova of a fuller discussion next year on the role of education and governance to reduce poverty and promote the achievement of the International Development Goals.

Those are the highlights that we expect out of Genova. There will of course be a political discussion among Leaders but the precise issues remain to be defined.

Let me turn now to the issue of 2002 when Canada will assume the G7/G8 chair.

There is a great deal of work underway now, as you might expect, to try to determine what issues would be most important for Canada to pursue through the process next year. The G7/G8 process is of course ongoing, but the annual Summit provides an event that does serve to force action on certain issues, and serve as a tool to advance the Government's Speech From the Throne priorities.

I would like in our discussion after my formal remarks to hear your thoughts on what we might most usefully discuss with our G8 partners. One of the issues that we must now confront in thinking about an agenda is how we communicate it to the public, and indeed how we engage the public in discussion of the issues that are on the table. In addition, we need to consider how best to engage non-G8 governments in a dialogue on these issues.

Let me suggest three general inter-related areas that may be important in 2002.

The first is good governance. There are a number of aspects to this issue. The governance challenges facing national governments in adopting the policies needed to maximize the benefits of globalization. The importance of improving international governance in areas like the environment. And the need to build capacity in the public sector in many countries to address poverty and promote sustainable development.

A second area is growth and innovation. This is, as I suggested, at the core of the G7/G8 agenda.

In 2002 this discussion may well revolve around how we achieve growth without degrading the environment, and whether there are technological or market-based solutions to this challenge. In addition there are the policy issues raised by innovation in information technologies and biotechnology and their impact on our economies. These are fundamental, long-term questions that lie at the heart of Canada's interests in building a knowledge-based economy.

The third key area is poverty reduction and development. The G7 has for many years - indeed since the first Summit at Rambouillet in 1975 - been preoccupied with building an inclusive global economy that benefits all countries. The gap, however, between rich and poor has widened. I am sure that Len Good reaffirmed our commitment to the International Development Goals but the reality is that we have not yet determined how best to achieve those goals, beyond putting developing countries themselves in the drivers' seat.



There will be two big events next year that will be particularly important to watch in terms of this agenda. The first is the Financing for Development Conference in Mexico in March, and the second is the World Summit on Sustainable Development in South Africa in the fall. Like the G8 Summit itself, these are events that force us to take an integrated and coherent approach to the key issues that confront us today.

Let me stop there and take your questions. And as I said at the outset I would welcome hearing your thoughts on any issues of concern that touch on the G7/G8 agenda.



**PRESENTATION TO HEADS OF MISSION COURSE**

**CAMPUS BISSON**

**MONDAY, MAY 28 - 09:30 A.M.**

## INTRODUCTION

- Today, I thought I might speak to you about three things and then engage in a general discussion:
  - First, I would like to give you a bit of the context in which we have to operate in Ottawa these days;
  - Second, I thought I might speak to you about Canadian Foreign Policy directions and priorities as I see them for the coming months, and,
  - Third, I would like to share with you some of my thoughts about DFAIT as an institution and some of the things I think we ought to do.
- I will conclude by a few comments on where you fit in that picture as heads of mission about to leave for your mission.

## CONTEXT IN CANADA

- As you know, I came to this job nine months ago after four years in Germany (my 8<sup>th</sup> posting).
- After first helping Lloyd Axworthy with his Human Security agenda, I was involved in the preparations for a new mandate, following the Prime Minister's call of elections and then in helping John Manley settle in.
- John Manley came to this portfolio with tremendous credentials at Industry Canada, considerable trust and influence in Cabinet and credibility in public opinion.
- He also came to the task with strong economic qualifications, great personal abilities and a determination to take full charge of the portfolio.
- Following a resounding victory at the end of November, Cabinet met in retreat in December and the Prime Minister decided that:

1. Red Book III would truly constitute the basis for Government action in the next four years; this was indeed reflected in the priorities announced in the speech from the throne at the end of January.
  2. There was a need to be prudent with public spending despite the many pressures on the public purse and to reallocate resources to new initiatives where possible.
- On the fiscal front, we have to be careful in view of the slowdown in the US Economy which affects our revenue situation.
  - In his latest Economic Statement last week in the House of Commons, Mr. Martin confirmed that growth in Canada this year would reach 2.4% compared to 4.7% last year (and around 3.4% next year).
  - We do remain in a surplus situation and this allows us to reduce our debt (\$ 15 billion this year, down to 53% of GDP reduce taxes (\$100 billion over five years) and make key investments in Health, Education, Research and Development.

- But we have to be careful in the management of the budget because there are five times as many demands on the Treasury as there is money available.
  
- This is affecting the operations of all Government departments including DFAIT: there is no way that all memoranda to Cabinet in the pipeline can receive full funding.
  
- As far as the framework for Government Policy is concerned, I would make the following points:
  - The first mandate of the Liberal Government was under the sign of the "Jobs and Growth Strategy" and the elimination of the fiscal deficit.
  
  - The second mandate achieved that objective and this allowed the Government in turn to start making investments in the key sectors I mentioned.
  
  - The third mandate wants to build on that, consolidating our surplus situation and maintaining an equilibrium between the stimulation of economic growth and the satisfaction of socio-economic aspirations.

- This is what the Prime Minister is proud to call the "Canadian Way" when he takes part in "third way" or progressive governance summits (Berlin, Stockholm).
- This very much corresponds to the expectations of the country.
- It explains in good part why the Liberal Government enjoyed success at the last elections: it was able to capture the center.
  - It was clear to ministers, as they came back from their campaign, that Canadians are above all concerned with skills acquisition in a knowledge-based economy, access to education for job security, good health care, social inclusion (Aboriginals), the management of urban issues, etc...
  - Canadians also expect that public services will be delivered with integrity, accessibility, respect and reliability.
- We must make sure that we reflect these priorities, realities and expectations in the way we pursue Canadian interests at the international level.



## FOREIGN POLICY DIRECTIONS

- Following the November elections, we have to expect more continuity than change in Canadian Foreign Policy in the coming years.
  
- The fundamentals of our Foreign Policy remain sound as stated in the 1995 "Canada and the World" document.
  
- We are committed to the three pillars of: promoting Canadian prosperity, protecting Canadian security and projecting our reality including universal values.
  
- But we have to anticipate and plan changes of style, emphases and accents at this time.
  
- There are a number of reasons for that:
  - We are at the beginning of a third mandate and we have to reflect the priorities of the Government at this juncture as stated in Red Book III and the SFT.
  
  - We have a minister with an agenda of his own and we must help him pursue his objectives, priorities and initiatives.

- We operate in changed international circumstances, with different geo-strategic circumstances, new organizations and instruments (WTO, G8, G-20 Internet) and a different context (civil society, globalization).
  - We face special challenges ahead, such as a heavy Summit schedule, important negotiations and conferences, and a new situation in North America.
  - And there are related policy review processes underway in Defence Policy and ODA Policy.
- That is why the Minister and the Prime Minister have decided that we should conduct a Foreign Policy update in the coming months, an exercise on which we briefed Cabinet a week ago and which we launched last Friday.
- This is going to be an update not a full review.
  - It will be conducted in step with DND and CIDA and the other departments concerned.

- There will be selected consultations with experts across the country.
- But we do not want to raise expectations unduly or give the impression that we are reopening everything.
- It will be led by the Policy Planning Bureau with the help of a task force.
- It will be a fast track operation concluding in September with conclusions and recommendations going to Cabinet together with the results of the other reviews.
- It will be linked to the budget process so that any resource implications can be taken into consideration.
- It will inform a parallel review of departmental resources, and
- It will be accompanied by an implementation plan and a communications strategy.

- We have decided that we would focus this update on four areas, each corresponding to a different requirement, but with obvious links between them.
  - North American relations: what is our vision for our relations with the USA and Mexico?  
What Political space do we have for closer integration?  
What are the trade offs with the Bush Administration?  
How do we address specific challenges and take advantage of opportunities?
  - Security and Development: which security challenges should we concentrate on at this stage? What kind of contribution to peace and security can we best make at this juncture? What are our constraints and comparative advantages in our aid efforts?  
How do we best coordinate with other players? How do we ensure the coherence of our various vehicles?
  - G8 relations: what key goals and initiatives do we want to pursue during our forthcoming presidency of the G8 (and G20)? How do we want to advance Canada's broader Foreign Policy interests with our G8 partners?

- Connecting with the word: How should we do business in a digital era and at a time when communications is critical? How do we want to brand Canada? How do we strengthen our third pillar? How do we deal with civil society and with the anxieties over globalization?
- The answers given to these questions will considerably influence the management of our foreign policy over the next three to five years, within the parameters of our fundamental orientations.

## MY CORPORATE VIEW

- Let me now say a few words about my vision of where we want to go as a department over the coming years to make it a better institution, one which provides good advice to its ministers, good support to the Government as a whole and good services to the Canadian public.
  
- I came to this job last August without pre-conceived ideas and with the intent to take stock, but also with a determination to change things where needed.
  
- And I have since developed a few guiding principles.
  
- My first principle is that this organization should "think people" a lot more than it has in the past.
  - Our people are our most important resource and we must put people first in the way we manage ourselves.
  
  - We cannot do this alone; we need the cooperation of central agencies as well as the administrative flexibility and the legislative framework which will make this easier.

- I am happy to note that I sense an increasing understanding for our difficult situation and a will to get serious at public service reform.
- But there are many things we can do ourselves to make the place more human and more conducive to the good management of people.
- We must improve our internal communications to promote a sense of participation, foster a team spirit and take advantage of the human wealth which we have in this organization.
- We must achieve a better balance between the work place and personal life so that our people do not feel under permanent pressure in an unacceptable way.
- And we must integrate values and ethics in our work so that we have a healthy organization which minimizes insensitivity arbitrariness or harassment.
- The Executive Committee is looking at each of these dimensions and we have developed a plan to speed up specific human resources reforms in the short term.

- My second guiding principle is that we should "think policy and strategy" more than in the past.
  - We are a policy department by vocation and the aim of the government is to privilege the policy role of departments.
  - As explained before, there are also conjunctural requirements to develop strategic approaches at this time.
  - We also have a situation of over extension in terms of responsibilities relative to resources and we must have a clearer view of objectives and priorities.
  - We are good traditionally at handling policy issues but we must do more to reinforce our long term policy development capability and link it to resources.
  - It is in that spirit that I have undertaken to:
    - Strengthen the Policy Planning Bureau and involve it in all high level discussions;



- Institute a Policy Board which can look at issues or relationships in a strategic perspective;
  - Incorporated the center for Foreign Policy Development into Policy Planning to mobilize the expertise across the country for our policy work.
- 
- These steps will help us present options to the government, adjust policies, anticipate problems, set objectives and priorities and identify new initiatives.
- My third guiding principle is to "think partners" by developing a stronger relationship with our stakeholders.
- To do a proper job, we need the association, advice and support of our clients, and they are keen to engage.
  - This department is specially vulnerable to misperceptions and criticism and we stand to gain from being better known and more transparent.
  - We must make a greater contribution around town in terms of policy formulation, coordination and governance.

- We must be more open to collaboration with business, think tanks, NGOs and the media.
- We must reach out to the wider public across the country through a proactive communications strategy, the full use of e-government and speaking tours of our Heads of Mission.

## WHERE DO YOU FIT IN THAT PICTURE?

- I now come to the question of how you might reflect this context abroad and how you might insert yourselves into the process.
  
- As heads of mission, you will be managers of people:
  - You will be at the frontline and most of our resources will be in your hands, both Canada based and locally engaged (they now represent the majority of our staff).
  
  - This requires leadership, ethics and sensitivity to people. You will not be effective if your team does not work well together, and if morale is not high at your mission.
  
- As heads of mission, you will also be policy developers and strategists:
  - We count on you to tell us how best to pursue our interests in your countries of accreditation: we will need your advice on tactics to use, opportunities to seize and mistakes to avoid.
  
  - We will also count on your support for Canada's corporate goals as they may be developed: your contribution (reflexions and expertise) to the wider strategies and objectives of the Department and the government will be welcome.

- As heads of mission, you will also be communicators:
  - You will be expected to promote and protect Canadian interests abroad: your function will very much be one of advocacy.
  - You will therefore be required to become public figures, to build networks, to seek partnerships: you must achieve profile access and influence in order to be successful.
  
- In whatever activity you engage, my best advice to you is to be results oriented;
  - you must develop a clear vision of what you should achieve given the challenge you are facing and the resources available to you, and adopt clear objectives and priorities.
  - And your ability to achieve results will require that you work as part of a team with those in Ottawa in a position to support you: do not fall in the trap of the "we" and "they" syndrome.
  
- I wish you all success in your respective missions and I hope to keep in touch with you during your mandate.





**SPEAKING NOTES**  
**DEPUTY MINISTER'S AWARDS FOR MANAGEMENT**  
**AND LOCALLY ENGAGED STAFF**

**MARCH 27, 2001**

I am very pleased to be here today to present the annual Deputy Minister's awards for Management and for Locally-engaged staff. These awards were created specifically to recognize excellence in the performance of duties in the Management field and to recognize the exceptional contribution of our locally-engaged staff in our missions abroad.

MEMBRES DU MINISTÈRE  
Je tiens à remercier les employés qui ont pris le temps de

soumettre des mises en candidature afin que soit honorée l'excellence du travail de leurs collègues, et ont par la même occasion manifesté leur esprit d'initiative.

It is a pleasure to have this opportunity to pay tribute to our outstanding employees. Each in their own way have rendered exceptional service to the Department and to Canada, here at home and abroad. They have performed their duties in a singular and admirable fashion.



Au nom du ministère des Affaires étrangères et du  
Commerce international, je vous remercie chaleureusement de votre  
dévouement et de votre engagement.

## SCENARIO

**Purpose:** Presentation of the Deputy Minister of Foreign Affairs' Awards for Management & Locally-Engaged Staff

**Date:** March 27, 2001 at 11:00 a.m.

**Location:** Cadieux Auditorium

10:45 a.m. Guests and recipients arrive (approx. 150)

**\*Recipients are seated in front row**

11:00 a.m. Deputy Minister arrives

11:05 a.m. Introduction of the Deputy Minister by John Klassen, DG, Personnel Management Bureau

11:10 a.m. Mr. Lavertu will say a few words

11:15 a.m. Introduction by Mr. Klassen of the recipients while Mr. Lavertu will present the awards:  
Management: 1 Winner and 3 citations  
L.E.S. 2 Winners and 2 citations

**The winners, Alice Power, Carla Escalante and Veronica Escobar, will give a brief acceptance speech**

*Mike Pinder will take picture during the presentation*

11:40 a.m.

**Group photo with the Deputy Minister in the Skelton  
Lobby**

**cc:**

**USS HPD XDSH RECIPIENTS**



SPEAKING NOTES FOR  
THE MINISTER OF FOREIGN AFFAIRS AND  
THE DEPUTY MINISTER  
ON THE OCCASION OF THE PRESENTATION  
OF THE MERIT AWARDS  
TO THE UNSC TEAM

9 MARCH 2001

INTRODUCTION OF THE MINISTER  
by Deputy Minister G  etan Lavertu

I would like to extend a warm welcome to everyone who has been able to join us today for the presentation of Merit Awards to those who have made a significant contribution during Canada's tenure on the Security Council (1999-2000).

Recognizing the outstanding contribution of our employees is of utmost importance, and something that I am personally committed to.

Today's ceremony allows us to celebrate not only individual achievements but a remarkable team effort. This was the formula for Canada's success on the Security Council.

Ensemble, vous avez contribué de façon exceptionnelle à la poursuite de nos objectifs. Vous avez su relever les défis en faisant preuve d'un jugement solide, d'un professionnalisme de haut calibre, d'une capacité d'adaptation et d'innovation remarquable, et d'un dévouement sans égard. Vous avez joué un rôle notoire dans la promotion de nos intérêts. Mais vous avez fait encore bien plus: en représentant le Canada et les intérêts canadiens si admirablement, vous nous avez rendus tous très fiers.

I believe that we can all be very proud of everyone being honoured today for their special contribution of excellence.

Ladies and gentlemen, please join me in welcoming Minister John Manley.

*Gives*  
(MINISTER MANLEY MAKES HIS SPEECH, *and then* ~~after which~~ you  
~~then~~ introduce each winner as they ~~individually~~ receive their award  
from the Minister)

LIST OF RECIPIENTS (by alphabetical order):

Philippe Beaulne  
Michael Blackmore  
Alan Bones  
Catharine Brown  
Marcia Burdette  
Sandy Cairns  
Adèle Dion  
Michael Grant  
Dennis Horak  
Terence Jones  
Vanessa Kent  
Alexandre Lévêque  
Lucie Levesque  
Patricia Lortie  
Nancy Mackay-Dietrich  
Ian McKinley



Jeffrey McLaren  
David Melvill  
Stephen Moffat  
Stephen Moran  
Douglas Scott Proudfoot  
Carl Schwenger  
Ulric Shannon  
Sébastien Sigouin  
Donald Sinclair  
Denis Stevens  
Lillian Thomsen  
Patrick Wittmann  
James Wright

Permettez-moi de clore cette cérémonie en réitérant nos plus sincères félicitations à tous les récipiendaires. We now invite everyone to enjoy the refreshments kindly prepared for the event, and we would ask all award recipients to join us for a group photo.



**Notes pour une allocution du sous-ministre  
des Affaires étrangères à l'occasion de la  
Conférence commémorative O.D. Skelton**

**Le 1<sup>er</sup> mars 2001**

Merci, Monsieur le recteur, pour votre généreuse introduction.

Il y a 10 ans, on commémorait le 50<sup>e</sup> anniversaire de la mort d'Oscar Douglas Skelton, qui a exercé les fonctions de sous-secrétaire d'État aux Affaires extérieures de 1925 jusqu'à son décès, survenu au début de 1941. Par la suite, il a été décidé d'honorer la mémoire de M. Skelton par le biais d'une conférence annuelle. Par cette série de conférences, nous espérons favoriser un débat sur les relations internationales du Canada. La première de ces conférences a été prononcée par M. Allan Gotlieb à Toronto. Ce soir, la huitième Conférence commémorative O.D. Skelton sera prononcée par l'honorable Louise Arbour, juge à la Cour Suprême du Canada.

En tant qu'ancien de l'Université Laval, je suis particulièrement fier de ce que mon *alma mater*, qui compte parmi ses distingués diplômés bon nombre de mes prédécesseurs et collègues du service extérieur du Canada, ait accepté de parrainer conjointement la conférence de cette année, et que l'Institut québécois des hautes études internationales nous ait si efficacement et généreusement aidés. Je tiens à souligner en outre la présence parmi nous de représentants des milieux diplomatiques, gouvernementaux et judiciaires, ainsi que de ceux qui partagent l'intérêt que nous portons aux affaires mondiales.

Permettez-moi de prendre quelques instants pour vous donner un aperçu de la contribution de M. Skelton à la vie publique canadienne et les raisons pour lesquelles nous, agents du Ministère dont il était autrefois à la tête, avons décidé d'honorer ainsi sa mémoire.

Avant d'être recruté par le premier ministre Mackenzie King, O.D. Skelton était un brillant et influent chercheur à l'Université Queen's à Kingston, en Ontario, où il était professeur de sciences politiques et économiques avant de devenir doyen de la Faculté des arts. C'est suite à l'une de ses conférences que M. Mackenzie King le recruta comme conseiller. Le premier ministre était dans la salle lorsque M. Skelton a prononcé devant le Canadian Club d'Ottawa en janvier 1922 une allocution ayant pour thème « Le Canada et la politique étrangère ». Pendant les quelques années qui suivirent, il agit comme conseiller de Mackenzie King, et ce dernier le nomma sous-secrétaire d'État aux Affaires extérieures en 1925, fonction qu'il devait exercer pendant près de 16 ans.

Tout au long de la carrière d'O.D. Skelton à la fonction publique, le premier ministre Mackenzie King était aussi secrétaire d'État aux Affaires extérieures. M. Skelton était donc son principal conseiller autant pour les questions intérieures que pour les affaires étrangères. Son influence dépassait ainsi largement le cadre du ministère des Affaires extérieures, et c'est à juste titre qu'on a vu en lui l'un des architectes de la Fonction publique moderne du Canada.

Bien qu'il ait quitté l'Université Queen's, O.D. Skelton conserva, durant les années qu'il passa à Ottawa, des liens étroits avec son université d'adoption et le monde académique. Son ministère prenant progressivement de l'expansion, il fût en sorte qu'il recrute des universitaires pour combler les ouvertures. Il croyait fermement à la nécessité d'avoir des examens d'entrée et de baser les promotions selon le mérite. Dans les premières années, il corrigeait les examens et évaluait les curriculum vitae lui-même. O.D. Skelton recruta ainsi plusieurs personnalités notoires, dont deux futurs gouverneurs généraux, Georges Vanier et Jules Léger, et un futur premier ministre, Lester B. Pearson, sans compter plusieurs agents qui accéderaient plus tard au rang de sous-secrétaire.



La meilleure appréciation de l'apport de Skelton à la vie universitaire et à la vie publique canadienne est sans doute celle que faisait un de ses anciens étudiants qui avait aussi oeuvré dans les deux mondes,

W.A. Mackintosh : « Certains des livres de Skelton survivront, écrivait-il. Son nom réapparaîtra dans des ouvrages d'histoire et des biographies politiques durant des décennies à venir. Une partie de son œuvre est intégrée à nos institutions et à nos lois. Mais au-delà, partout où les gens évalueront la connaissance à l'aune de la compréhension, apprécieront la raison et la tolérance comme voies d'accommodement pacifique, placeront à un rang élevé l'intégrité personnelle et professionnelle et ressentiront une brave et honnête fierté d'être canadiens, il persistera quelque influence d'O.D. Skelton. » J'estime qu'une conférence annuelle est un moyen approprié de réaffirmer notre attachement à ces valeurs et d'honorer la mémoire de Skelton.

L'Université Laval a été associée d'entrée de jeu au développement du service extérieur du Canada et à la formulation d'une politique étrangère distinctement canadienne. En fait, la première personne recrutée par Skelton était un ancien de cette université, Jean Désy.

Bien d'autres diplômés de l'Université Laval ont servi le Canada et la communauté internationale ici et à l'étranger — le plus célèbre d'entre eux étant Georges Philias Vanier, qui a excellé en tant que soldat, diplomate, homme d'État et — par-dessus tout — philanthrope aux profondes convictions. En 1967, trois jours avant de mourir, le gouverneur général Vanier a pris la parole devant un groupe d'étudiants de niveau universitaire à Rideau Hall, à Ottawa. À cette époque, il savait qu'il était mourant, mais il était déterminé à rencontrer les étudiants pour leur parler, non pas avec nostalgie du passé, mais de l'avenir et des choix que nous devons faire. Permettez-moi de vous citer un extrait de cette dernière allocution de Georges Vanier, pendant laquelle il dût fréquemment s'arrêter pour se ravitailler en oxygène :

« Allons donc, le bon temps est toujours le temps présent, le temps de l'action, c'est le nôtre, magnifique, apocalyptique, à l'échelle de Dieu, un temps de lutte entre le bien et le mal où chacun doit prendre son parti — où il n'y a de place ni pour les lâches, ni pour les tièdes. »

Pendant toute sa vie, Georges Vanier a su personnifier et être à la hauteur de sa moralité.

Depuis longtemps, le Canada se distingue dans les affaires internationales par sa forte tradition morale. Il appartenait sans doute à un autre diplômé de l'Université Laval (et député de Québec-Est), Louis Saint-Laurent, de souligner ce thème dans un discours qu'il prononçait il y a plus de cinquante ans, alors qu'il était secrétaire d'État aux Affaires extérieures. Ce texte intitulé « Les bases de la politique canadienne dans les affaires internationales » est encore considéré comme un des grands énoncés de la politique étrangère canadienne. Il n'est pas superflu de signaler que l'un des cinq principes fondamentaux qui régissent la politique étrangère canadienne, selon Saint-Laurent, est le respect de la primauté du droit, « qui est devenu partie intégrante de notre politique extérieure comme de notre politique intérieure. »

Pour Saint-Laurent, il était aussi vital que la politique canadienne défende « des valeurs qui soulignent l'importance de la personne humaine, du rôle des principes d'ordre moral dans la conduite des relations humaines, des normes de jugement qui priment le simple bien-être matériel. » Un autre principe essentiel, à son avis, est « [ notre ] disposition à accepter les responsabilités internationales. » Ces opinions de Saint-Laurent correspondent remarquablement bien aux thèmes dominants de la politique étrangère actuelle du Canada.

Outre la promotion de la prospérité et de la sécurité du Canada, l'autre pilier de notre approche des affaires internationales est notre volonté d'être les témoins et les défenseurs des valeurs canadiennes, notamment dans une série d'initiatives et d'engagements liés à la « sécurité humaine », c'est-à-dire centrés sur le souci du bien-être et des droits des personnes, particulièrement dans le contexte des conflits internationaux. C'est pourquoi le Canada a joué un rôle de premier plan dans la rédaction du Statut de Rome, qui a institué la Cour pénale internationale. À mon avis, ce rôle est conforme à la fois aux objectifs moraux mis en avant par Georges Vanier et aux politiques préconisées par Louis Saint-Laurent.

La conférencière que nous aurons la chance d'entendre ce soir a également démontré la force de son engagement envers la justice et le courage de ses convictions. Née à Montréal en 1947, Louise Arbour se démarquait à l'école non seulement pour ses réalisations scolaires mais également pour son franc parler. Elle a étudié le droit à l'Université de Montréal avant d'être admise au Barreau du Québec en 1971, puis au Barreau de l'Ontario six ans plus tard.

Durant plus de dix ans, Louise Arbour se distingue comme juriste à la faculté de droit Osgoode Hall de l'Université de Toronto, écrivant en anglais et en français sur la procédure pénale, les droits de la personne et les droits civils. En 1987, elle est nommée juge à la Cour suprême de l'Ontario, puis, trois ans plus tard, à la Cour d'appel de l'Ontario. Le gouvernement fédéral étant accusé de violations des droits des détenues à la Prison des femmes de Kingston, M<sup>me</sup> Arbour est toute désignée pour diriger l'enquête.



En février 1996, le Conseil de sécurité des Nations Unies a nommé M<sup>me</sup> Arbour procureur en chef des tribunaux pénaux internationaux pour l'ex-Yougoslavie et pour le Rwanda. L'audace et l'obstination avec laquelle elle a mené sa mission, malgré la résistance et les menaces, lui ont valu le respect et la reconnaissance du monde entier. Je sais que je parle en votre nom et que j'exprime le sentiment de tous les Canadiens lorsque je dis à quel point nous sommes fiers de sa contribution, autant professionnelle que personnelle, dans des situations on ne peut plus difficiles. Qui plus est, les tribunaux qu'elle a dirigés ont fait œuvre de pionniers dans les affaires internationales.

M<sup>me</sup> Arbour a transformé le bureau du procureur en chef en un organisme voué à la justice. Dans le cas du Rwanda, cela s'est traduit par la première condamnation pour génocide depuis la reconnaissance de ce crime dans une convention multilatérale en 1948; de fait, pour la première fois, un chef d'État en fonction a admis sa culpabilité. Un autre précédent a été créé le 27 mai 1999 lorsque Slobodan Milosevic, président de la République fédérale de Yougoslavie, a été formellement accusé de crimes de guerre. Ce qui importe peut-être plus encore, c'est que ces initiatives — et la ferme détermination avec laquelle elles ont été menées — ont lancé un message clair : que tous les membres de la communauté internationale, qu'il s'agisse d'États, de groupes ou de particuliers, sont responsables de leurs actes. Et cela marque un grand pas dans l'évolution du droit humanitaire, un pas qui n'aurait pu être possible sans la contribution de M<sup>me</sup> Arbour.

Depuis, Louise Arbour est rentrée au pays pour exercer ses fonctions actuelles de juge à la Cour suprême du Canada. Nous sommes enchantés et honorés qu'elle ait pu trouver le temps, malgré un horaire chargé, de nous parler aujourd'hui de « L'exportation de la justice pénale ». C'est avec grand plaisir que je vous demande d'accueillir l'honorable Louise Arbour.



Notes pour une allocution du Sous-Ministre Gaëtan  
Lavertu  
à l'occasion du dîner offert dans le cadre de la Conférence  
commémorative O.D. Skelton  
Le jeudi, 1er mars à 20h00  
Salle Panorama, Hôtel Hilton, Québec

Mesdames, Messieurs,  
Distingués invités,

Permettez moi tout d'abord de vous souhaiter à tous la bienvenue à ce dîner offert en l'honneur de notre distinguée invitée, l'honorable Louise Arbour, juge à la Cour suprême du Canada, qui nous a généreusement entretenus sur l'exportation de la justice pénale lors de la conférence commémorative O.D. Skelton cet après-midi. Nous nous estimons privilégiés qu'elle ait bien voulu partager avec nous ses connaissances et son expertise, qui sont d'ailleurs reconnues de par le monde. Je désire la remercier au nom de nous tous pour sa précieuse contribution, non seulement à cette conférence, mais aussi pour sa contribution et son engagement exemplaires envers l'avancement de la justice internationale et la promotion des droits humains, envers l'avancement de ce que nous considérons comme des valeurs canadiennes. Je désire aussi remercier le Recteur de l'Université Laval, M. François Tavenas, ainsi que M. Louis Bélanger, Directeur de l'Institut québécois des hautes études internationales, et son équipe pour leur précieuse collaboration à la préparation de cette conférence.

Qu'il me soit permis d'ajouter quelques mots à ce qui a déjà été dit aujourd'hui. Tout d'abord, c'est pour moi un immense plaisir de participer à cette conférence. Non seulement à cause du sujet et de notre invitée de marque, mais aussi parce que la conférence a eût lieu sur le campus de mon *alma mater* et dans la ville où j'ai grandi. J'ai d'ailleurs vécu dans la circonscription de Québec Est, qui a compté parmi ses prestigieux représentants Sir Wilfrid Laurier, Ernest Lapointe et Louis Saint-Laurent. M. Saint-Laurent, dans le discours auquel je faisais allusion plus tôt aujourd'hui, déclarait il y a plus de cinquante ans: « La création d'un code de droit international est encore à son premier stade. » À mon avis, l'évolution récente de l'application du droit pénal à l'échelle internationale - en particulier, la création d'une Cour pénale internationale et les travaux sans précédent des cours pénales spéciales - représente des progrès importants depuis le discours de M. Saint-Laurent. Je suis particulièrement fier que des Canadiens et des Canadiennes - tout particulièrement notre distinguée conférencière de ce soir - aient joué un rôle fondamental dans la défense de cette cause. En fait, ce sont en quelque sorte des Ambassadeurs des valeurs canadiennes puisqu'ils ont fait avancer

les objectifs clés de la politique étrangère canadienne, qui sont de contribuer à la sécurité et la paix mondiale et de projeter les valeurs universelles à l'échelle internationale, et en particulier les droits de la personne et la sécurité humaine. La promotion de la politique étrangère du Canada, ne peut se faire dans un vase clos. Au contraire, nous bénéficions tous des partenariats entre les gouvernements, le monde académique, la société civile et le monde des affaires. Je crois fermement que, ensemble, nous pouvons faire de ce monde, un monde meilleur.

La conférence d'aujourd'hui, qui sera publiée prochainement, répondra certainement à l'objectif fondamental de cette série, qui est d'accroître notre compréhension des affaires internationales. C'est, pour notre part, l'occasion de rendre hommage au courage et à la conviction d'une Canadienne éminente et de nous rappeler que nous sommes engagés d'une multitude de façons – en tant que pays et en tant qu'individus – au sein de la communauté internationale.



Je vous invite à lever avec moi le verre en l'honneur de  
notre invitée d'honneur, ce soir, l'honorable Louise Arbour.

(Toast)

Je vous souhaite à tous un bon appétit.



## **HEADS OF MISSION - EUROPE**

**OTTAWA, 28 FEBRUARY 2001**

### **INTRODUCTION**

- I welcome the opportunity to meet with you today.
- The more so because I was myself Head of Mission in Europe only six months ago.
- And I consider myself a Europeanist having had four assignments in Europe (in Spain, Brussels (E.U.), the U.K. and Germany).
- Not to mention my exposure to NATO, the OSCE and other European dimensions as former Political Director.
- And in my new job, I find that I have to spend a fair amount of time on European issues, either in the context of briefing our new minister, or interacting with European ambassadors here, or receiving European visitors.
- As G8 Sherpa, I have also travelled to Europe twice and will be going back to Italy several times this year, and I have taken advantage of that to also have bilateral consultations with the French and the Italians.

- I hope to be able to visit some of you in the course of this year, taking advantage of further G8 travel.
- Today, I thought I might speak to you about three things and then engage in a general discussion:
  - First, I would like to give you a bit of the context in which we have to operate in Ottawa these days;
  - Second, I thought I might speak to you about Canadian Foreign Policy directions and priorities as I see them for the coming months, and,
  - Third, I would like to share with you some of my thoughts about DFAIT as an institution and some of the things I think we ought to do.

## CONTEXT

- As you will realize, this will have been a period of transition for me.
- In the six months that I have been on deck as Deputy, I have had to spend considerable time updating myself on some issues and meeting people around town and the Department after an absence of four years abroad.
- I have also had to spend considerable time catching up with Lloyd Axworthy and supporting him in his agenda right till the end of October.
- But more importantly, I have devoted much of my time first preparing for the arrival of John Manley and then helping him develop his own agenda.
- I must say we are very fortunate that the Prime Minister has appointed him to this portfolio.
  - He comes to it with tremendous credentials at Industry Canada where he was at the center of the government's economic strategy.
  - He is a Minister who enjoys considerable trust from the Prime Minister, influence in Cabinet and credibility in public opinion.

- He also has great personal qualities: a quick study and a committed, balanced, pragmatic and considerate person.
- The Minister did not have a chance to engage as he would have liked initially because of the holding of elections at the end of November, the need to take stock of these elections and then the intervening Holiday Season when most ministers decided to take a well deserved leave (save for trips to the APEC Summit in November and the NAC Ministerial in December).
- A Cabinet retreat was held in this building in December and it is important that you be aware of its main conclusions.
  - First, Cabinet took stock of the Liberal Party's resounding victory and of the country's general satisfaction with its main orientations;
  - Second, ministers had the opportunity to discuss the general policy framework which had been developed around town for the new mandate in terms of context and challenges;
  - Third, the Prime Minister confirmed that there would be no significant Cabinet shuffle until the spring, save for a few adjustments (new Secretary of State Mr. Pagtakhan);

- Fourth, he confirmed that Red Book III would constitute the basis for government action in the next four years and this would be reflected in the speech from the throne which we have now had at the end of January;
- and fifth, the Prime Minister underlined the need to look at the fiscal surplus in light of the many pressures on the public purse and invited his ministers to look at their programs with a view to reallocate resources to new initiatives.
- This brings me to speak about the fiscal context in which we have to operate and here, the following elements should be noted:
  - So far the government has considered that the economic and fiscal framework presented in Paul Martin's economic statement in October remains valid: the policies announced at that time remain and the government has yet to determine when a new budget will be introduced;
  - Although the Canadian economy has been performing well lately, with strong growth in 2000(4.7 %), a strong domestic demand, tax relief coming into effect and inflation under control, there is no doubt that we are vulnerable to the quick slowdown of the American economy;

- There is no doubt that this slowdown will affect government revenues and make for a tight fiscal framework: the fiscal surplus projected for the next five years reaches \$ 10.4 billion, the government's public commitments \$ 9.3 billion (including 8.2 for Red Book III) and the total pressures on the government amount to more than \$ 50 billion, so that there are five times as many demands on the public purse as there is money available;
- This means that while we have a good economic performance and the outlook is promising, we have to be careful in the management of the economy and the budget if we do not want unpleasant surprises;
- This is already affecting the operations of this Department: many of our memoranda to Cabinet, past and to come, will not receive full funding, even if approved, as was the case last week on the Balkans, and we will have to go through difficult negotiations with Finance and Treasury Board.
- As far as the general framework for government policy is concerned, I would make the following points:



- The first Liberal government mandate produced the "jobs and growth agenda" and put in train the elimination of the deficit;
- The second mandate achieved that objective and this in turn allowed the government to start making investments in health, education and research;
- The third mandate will want to build on that and maintain an equilibrium between economic growth and social responsibility, something which the Prime Minister likes to call "the Canadian Way".
- This very much corresponds to the expectations of the country:
  - The government enjoyed success at the elections precisely because it occupied the center and reflected the expectations of Canadians.
  - Ministers on return from that election were very much conscious, on the basis of their observations, of the need to accord a priority to skills acquisition for a knowledge-based economy, access to education, the management of urban issues, social inclusion, health, etc...

- And a survey conducted by the government just a few weeks ago reveals that Canadians very much expect that social issues, particularly health, will be properly addressed, and that public services will be delivered with integrity, accessibility, respect and reliability.

## DIRECTIONS ET PRIORITÉS DE POLITIQUE ÉTRANGÈRE

- Qu'est-ce que tout cela signifie pour nous au Ministère?
- Il s'ensuit bien entendu des élections de novembre qu'il y aura plus de continuité que de changement dans nos orientations fondamentales.
- Et on peut s'attendre à ce que les piliers connus de la politique étrangère canadienne demeurent: promotion de la prospérité, contribution à la sécurité et projection des valeurs universelles et de notre réalité.
- Mais on peut s'attendre à des changements d'accent et de style, si ce n'était que parce que nous avons un nouveau ministre, que nous sommes au début d'un nouveau mandat et que les circonstances internationales et canadiennes ont changé.
- Ceci m'amène à faire quelques remarques sur la mise à jour de la politique étrangère canadienne.
  - Nous sommes en voie d'étudier de quelle manière nous pourrions mener une évaluation rapide de certains aspects de notre politique afin de mieux discerner ce que devraient être nos objectifs et priorités pendant les prochaines années.

- Cette réflexion intervient non seulement parce que les conditions ont changé depuis le dernier document de politique en 95 et que nous sommes en début de mandat avec un nouveau ministre, mais aussi parce que plusieurs ministères sont eux-mêmes en voie d'avancer une réflexion pour leurs propres fins (la défense, l'ACDI, l'immigration) et que nous avons besoin de cohérence et de coordination.
- Nous pensons présentement à l'élaboration de quelques documents de politique à être établis de façon interministérielle et avec participation de l'extérieur, chacun devant procéder de manière sui generis, faire l'objet de publication éventuellement et inspirer notre approche à certains défis de politique:
- Nous pensons notamment à des papiers qui se pencheraient sur les aspects suivants:
  - Nos relations fondamentales dans cet hémisphère (spécialement dans le contexte de l'intégration nord-américaine);
  - Nos approches aux pays du G8, individuellement et collectivement (particulièrement en préparation de notre présidence l'an prochain);

- Notre stratégie dans nos rapports avec les pays en développement;
  - Le nouvel environnement de sécurité et la façon dont nous devrions l'aborder;
  - La connectivité comme champ de préoccupation en politique étrangère.
- Vous devez savoir que tous les ministres du portefeuille ont reçu une nouvelle lettre de mandat spécifiant leurs priorités.
- Ces lettres reflètent les principales orientations du gouvernement telles que contenues dans le Livre rouge III;
  - Elles mentionnent le besoin de porter attention au processus d'intégration de l'économie nord-américaine;
  - Elles insistent sur la nécessité d'une pleine coordination au sein du portefeuille des affaires étrangères, maintenant composé de six ministres.
- On peut s'attendre à ce que dans sa gestion du portefeuille, M. Manley, en homme pondéré qu'il est, veuille maintenir un équilibre entre:
- les aspects économiques et politiques;
  - les considérations éthiques et les intérêts nationaux;
  - les relations bilatérales et multilatérales.

- A court terme, il doit nécessairement accorder une attention particulière à:
  - la venue au pouvoir d'une nouvelle administration aux États-Unis;
  - l'émergence d'un nouveau régime au Mexique;
  - le Sommet des Amériques à Québec en avril;
  - et la complication de nos rapports avec le Brésil.
- A plus long terme, il doit se préparer à assumer ses fonctions de président du G8 l'an prochain et
  - Se bâtir un réseau de relations (G7, Russie, Chine, Inde);
  - S'exposer à diverses situations (Moyen-Orient, Balkans);
  - Et développer un agenda qu'il voudra faire avancer au niveau multilatéral.
- Par ailleurs, l'agenda international au cours des deux prochaines années comportera bien des défis qui devront retenir l'attention, si ce n'était que du fait du calendrier:
  - tous les sommets auxquels nous sommes conviés;
  - les autres conférences et négociations multilatérales prévues;
  - sans mentionner les initiatives bilatérales.

- S'agissant de nos relations avec l'Europe, elles demeurent une priorité pour toutes les raisons que vous connaissez, et le premier ministre et les ministres du portefeuille seront appelés à s'y consacrer de façon toute particulière au cours des prochains mois.
- Dans ce contexte, nos relations avec l'Union européenne vont continuer de se développer à mesure que celle-ci acquière de nouvelles responsabilités (Euro et B.C.E., PESD, Affaires intérieures, etc.)
  - Nous voudrions bâtir sur le Sommet d'Ottawa en décembre et en particulier sur la déclaration conjointe en regard de la PESD qui prévoit des consultations accrues, et développer avec les présidences suédoise et belge les modalités de notre participation éventuelle à des missions de type Petersberg.
  - Nous voudrions donner du profil au 25ième anniversaire de l'accord de coopération de 1976 et au 5ième anniversaire du plan d'action conjoint de 1996 en identifiant de nouvelles aires de coopération dans divers domaines.

- Et nous voudrions développer nos relations commerciales et d'investissement en explorant la possibilité d'un accord entre l'Aléna et l'Union européenne, ainsi qu'en menant d'autres offensives de promotion, y compris des visites d'Équipe Canada.
- Il est important que cet effort ne se fasse pas au détriment de nos relations bilatérales avec les États membres de l'Union européenne.
  - Bien sûr il faudra agir en coordination et de façon cohésive auprès des États membres en regard des questions communautaires.
  - Mais il est important de refléter le fait que nous avons en Europe de l'Ouest des relations bilatérales importantes qui sont stratégiques en elles-mêmes.
  - Nous accorderons donc beaucoup d'attention au développement de ces relations, y compris au moyen de visites auprès de plusieurs partenaires, à commencer par les membres du G8.
- Au delà de l'Union européenne et de ses États membres, d'autres institutions, pays et situations devront recevoir une attention particulière.



- L'OTAN va bien sûr demeurer un instrument primordial d'engagement du Canada en Europe comme en témoigne les nombreuses implications du ministre Manley (ministérielles cette année) et celle du premier ministre lui-même (Sommet de Prague au printemps 2002 sur l'élargissement).
- La Russie va demeurer une cible importante au titre de nos priorités stratégiques, afin d'appuyer son processus de réforme économique et politique et de faciliter son intégration dans la communauté internationale.
- L'Europe centrale et de l'Est va demeurer une préoccupation de la politique étrangère du point de vue de son évolution économique et politique, de sa viabilité en tant que zone indépendante, et de son insertion dans le concert de l'Europe.
- Et les Balkans vont continuer d'être l'objet d'une implication du Canada afin de faciliter la stabilisation de cette zone dans notre propre intérêt.
- Je serai très intéressé aux résultats des discussions que vous aurez au cours des deux prochains jours dans votre réflexion sur la façon dont nous devrions aborder nos relations avec l'Europe.

## FOREIGN AFFAIRS AND INTERNATIONAL TRADE AS AN INSTITUTION

- Let me now turn to DFAIT as an institution and to my vision of where we want to go in the coming years to make it a better institution, one which can fully assume its missions of providing good advice to our political masters, good support to the government as a whole and good services to the Canadian public.
- I came to this job six months ago without pre-conceived ideas and with the intent to take stock, but also with the determination to change things based on some instincts I have developed over the years, many of them spent in the field, and bring corrective measures where needed.
- My first guiding principle is that this organization should "think people" a lot more than it has in the past.
  - Our people are our most important resource and we must put people first in the way we manage ourselves, not finances or technology.
  - Of course, we cannot do this alone: we need the cooperation of other agencies to be able to count on the financial base, the administrative flexibility and the legislative framework which will make this easier.

- I have spend much of my last months sensitizing people around town to the need to revisit the financial base of this Department, something Treasury Board has now agreed to do, following the devastation of two successive program reviews and increased expectations from this Department at the political level.
- We must particularly address the personnel problems arising in the Foreign Service.
  - This means giving our staff, particularly at the junior level, more decent salaries and conditions of service: Treasury Board has now agreed to a comparative study whose findings will be factored into the next round of collective bargaining.
  - This means resolving the classification problem which has been plaguing the foreign service for years: I intend to proceed with restructuring in the coming months, raising the number of levels from 2 to 4 or 5, irrespective of the outcome of the U.C.S. exercise.

- This also means hiring people in sufficient numbers to the job: we have introduced an emergency program to fill some positions urgently at headquarters, but I have given instructions that we recruit a greater number of F.S. Officers than usual, and to facilitate their absorption, I intend to create new junior positions abroad as money can be secured and resources can be reallocated from other parts of the Department.
- This means as well that we should revamp our promotion and career assessment system: we are now discussing with the Public Service Commission how the legislation could be amended to prevent appeals from hindering movement for those who have been promoted and we are looking at the experience of others to do a better job of spotting talent for accelerated advancement.
- There are many other things we can do to make the work place more human and conducive to the good management of people:

- We have to do a much better job to improve our internal communications as an organization in order to promote a sense of participation, cohesion and inclusion, foster a team spirit and fully take advantage of the resources within this organization: the Executive Committee will soon consider proposals to that end.
- We must achieve a much better balance between the work place and personal life so that our people do not feel under permanent pressure in an unacceptable way: I have appointed a champion to develop a "working smarter" effort to see how our administrative and other processes could be streamlined and simplified to cut down on red tape and unnecessary obligations.
- We must integrate values and ethics in the way we go about our work so that we feel we have a healthy organization and we can minimize the cases of arbitrariness, insensitivity and harrassement: the Executive Committee will also be discussing how we can best go about integrating these notions.
- My second guiding principle is that we should "think policy" even more than in the past and there are good reasons for that.

- We are a policy department by vocation and the trend in government is to privilege that policy role.
- But there is a conjonctural requirement as we begin a new mandate that we develop strategic approaches to our work even more than usual.
- And we have a situation of over-extension in terms of responsibilities relative to resources which requires that we have a clearer view of objectives and priorities.
- We can do better in this Department when it comes to strategic planning.
  - Overall, we are not bad at handling policy issues in a tactical mode.
  - What we need to do is to reinforce our long term policy development capability.
  - This should happen not only centrally but throughout the organization.
- Among the steps that we can take in that direction, here are a few:
  - I have undertaken to strengthen our Policy Planning Bureau so that it serves the whole organization and is present at all policy discussions including at the ministerial level.

- I have instituted a Policy Board which meets every couple of weeks to review specific subjects or countries (USA, Mexico, Human Security, next Brazil, India, China).
- I have incorporated the center for Foreign Policy Development into policy planning to help us reach out to the centers of expertise where they are: in government, think tanks, business, NGOs, etc.
- And I have organized a number of outreach activities for the Minister so that we have a better interaction with those who have something to contribute to the process of policy formulation across the country.
- All of this is intended to help us fully play our role as policy advisers and raise the level of deliberation throughout the organization. This should help us:
  - Present options to the government;
  - Adjust policies as required;
  - Anticipate problems;
  - Set objectives and priorities
  - And identify new initiatives.
- My third guiding principle is "think partners", that is to develop stronger partnerships with our stakeholders.

- There are several reasons why we should make an effort in that direction:
  - This Department cannot do a proper job by itself, it needs the help, advice and support of its clients.
  - This Department has a structural vulnerability to misperceptions and criticism and stands to gain from being better known and more transparent.
  - And we must respond to the obvious desire out there to engage in foreign policy formulation, whether within or outside government.
- How do we achieve that? There are several possible avenues:
  - We must have a much greater presence around town in terms of policy formation, coordination and contribution to governance.
  - We must be more open to collaboration with business, think tanks, NGOs and the media.
  - We must reach out to the wider public across the country, including through speaking tours by our Heads of Mission.
  - We must have a more proactive communications apparatus, fully associated with our policy development.
  - And we must use fully the potential which the internet and government-on-line offer as new instruments to reach out to that wider audience.



## CONCLUSION

- These are some of the thoughts which I wanted to share with you tonight.
- They are far from complete but I have spoken long enough and wish to hear comments or views from you on these or other subjects.
- Of course you will be hearing several speakers in the course of the next two days and they will add considerably to my remarks.
- But I hope this will have been useful to set the scene for what you will be hearing.
- Thank you for your attention.



A

**INTRODUCTORY REMARKS BY DEPUTY MINISTER  
GAETAN LAVERTU**

**PUBLIC POLICY FORUM LUNCH, FEBRUARY 23 2001**

Mr Chairman, Excellencies, General Zinni, distinguished  
guests

It is truly a great pleasure and privilege to introduce General  
Anthony Zinni at today's luncheon, and in such distinguished company.  
Looking at the description of General Zinni's career in the US Marine  
Corps, I felt I was looking at much of the history of the latter part of the  
20<sup>th</sup> century.

Two tours in Vietnam, tours in Okinawa and Germany, and leadership in a remarkable number of difficult operations in the Middle East and Africa over the span of his career pretty much define the security preoccupations of this planet since the 1960s. General Zinni has also participated in sensitive diplomatic missions in Africa and Asia. Where he is concerned one is reminded of the line from an old hymn , "Where duty calls, or danger Be never wanting there"

Il est bien connu au Canada, en particulier auprès de nos Forces Armées. Plusieurs soldats et officiers Canadiens ont servi sous son commandement en Afrique et au Moyen-Orient. Depuis son expérience en Afrique, il est devenu une autorité internationale dans le domaine de la coopération civile-militaire, en particulier lors d'opérations de soutien à la paix dans les conflits de basse intensité, auxquelles nos deux pays participent.

Aujourd'hui, le General Zinni est officiellement à la retraite.

Mais on pourrait s'y méprendre. En effet, depuis sa retraite il a été nommé Conseiller senior auprès du *Centre for Strategic and International Studies* (CSIS) qui est dirigé par John Hamre à Washington. Cette nomination me fait grand plaisir, surtout parce qu'il pourrait de nouveau faire valoir son expertise, et je suis convaincu que celle-ci sera en demande partout à travers le monde.

General Zinni is going to talk today on the general state of readiness of the US military, and on his role as a military diplomat. The first theme is especially timely. The new Republican Administration has lost no time in commissioning a comprehensive review of the United States military, the state of strategy, the structure of its forces, and its defence budget priorities. The goal is to move beyond marginal improvements to harness new technologies that will support a new strategy. As the review is to proceed expeditiously, we should soon be

we be getting a glimpse of how America proposes to wage war in the future, and in what circumstances.

For friends and allies of the US such as Canada the outcome of this process will be crucial to how we provide for our own security. As the pre-eminent power in the world today, enormous, almost unfair responsibility devolves on the US to provide wise, decisive leadership in a volatile world. The US and its armed forces don't need to be everywhere and cannot be everywhere, but they need to be visibly alongside allies and friends in Europe and Asia and elsewhere where core interests and values are at stake Homeland defence is a valid but not sufficient concept of security for the world's superpower.

We as Canadians, who traditionally see ourselves as internationalists and multilateralists, have always encouraged a strong US role and presence in the world, through NATO, through peacekeeping and through support of global stability, arms control and multilateral cooperation in the UN and elsewhere. We still do. And I should add that we are very much encouraged by the assurances of the new Administration that there will be no abrupt US change of course on participation in peace operations and that, in looking at new approaches to security and defence, America will have the security interests of its friends and allies in mind and will consult other major players in global and regional security. This openness to dialogue we hope will also apply to key ongoing multilateral endeavours such as ratification of the Comprehensive Test Ban Treaty.

Au niveau des arrangements de sécurité internationale, je pense que nous entrons dans un nouveau paradigme dont la révolution technologique est le moteur. Et comme nous avons pu le constater au cours des dernières années, la technologie peut dicter les résultats. Mais, nous devons nous assurer que la technologie serve nos fins et nos objectifs. Nous aurons sans doute à faire face à de nouveaux défis au cours de la prochaine décennie et nous devons être capable, entre alliés, de gérer les crises en plus grande synchronicité. Il est aussi absolument crucial que nous restions capable de faire face au menace à notre propre sécurité d'une manière servant nos objectifs de stabilité mondiale. En somme, nous devons rester "inter-opérables", tant au niveau politique qu'au niveau militaire, dans nos fins et dans nos méthodes. J'aimerais ajouter que la réalisation de cet objectif clé incombe autant aux alliés des États-Unis qu'aux États-Unis eux-mêmes.



Frankly I can't think of anyone who might give us more informed advice on how to proceed at this critical moment than Anthony Zinni, who in the uniform of the US Marine Corps has served not only his own country well as a soldier and diplomat, but also the interests of America's friends and allies, and I include Canada here. General, welcome. We look forward to your remarks.



**NOTES FOR FAREWELL RECEPTION  
FOR HUGH STEPHENS  
TUESDAY, JANUARY 23, 2001**

u

**We say goodbye but not, I am certain, farewell to our friend and colleague Hugh Stephens who leaves us for China.**

**It is not, perhaps, in the capacity we thought, especially after his investment in learning mandarin but then Hugh has always been able to look ahead and plan accordingly.**

**Très tôt, il maîtrisait l'art de la gestion financière et de la planification opérationnelle. C'était l'époque où, pour nous, DRHC n'était qu'un simple acronyme, avec une lettre en plus.**

Et quand nous parlions de convergence, nous pensions qu'il faisait allusion à la circulation sur le Queensway. Maintenant, nous espérons qu'il va nous apprendre exactement quelle va être la prochaine démarche d'AOL/Time Warner. Je me rends compte que les actifs de votre nouvelle association dépassent le PIB de tous les pays, à l'exception de quelques-uns.

Hugh has always been an advocate of 'public diplomacy' and he will bring to his new responsibilities both expertise and field experience.

● Again, before it became fashionable he was writing and encouraging us to, as he put it, 'lower the drawbridge on Fort Pearson'. And the success of our Open House and the summer tours represents part of the Stephens legacy to this Department.

● Et j'associerai toujours, ~~Hugh~~, notre implication dans la commercialisation de l'éducation à votre esprit d'initiative, et à votre engagement constant.  
Hugh,

● **Au fil des années, nous avons tous apprécié vos contributions créatrices à « Bout de papier » : « Through the Korean Looking -Glass », à l'occasion de sa visite à Pyongyang, ou lorsqu'il nous a fait voyager « Over the Khunjerab to Kashgar ».**

● **We have all appreciated your frankness and collegiality at this table. Your considered advice and probing questions have made a contribution to our discussion and decisions.**

**Hugh, we wish you and Cathy well in Hong Kong.**

● **I know that we all look forward to having a 'Taipan' among our alumni.**



# REMARKS TO E.U. HEADS OF MISSION

Ottawa, 16 January

## INTRODUCTION

- I would like to thank the Swedish Ambassador as President of the E.U. and the Belgian Ambassador as host of this lunch for having invited me today.
- As a Foreign Service Officer who has served in four E.U. countries during his career, including as Officer accredited to the E.U. in Brussels, I very much feel among friends in this setting.
- As I was thinking this morning of the themes I might broach with you today, I thought the most useful would be to give you an idea of the context in which Canadian Foreign Policy will unfold in the coming months, the directions we are likely to pursue and the approaches we might privilege in our relations with Europe.
- I can then answer any questions which may be on your mind.



A- CONTEXT

- We are in a period of transition in the sense that for more than five years Lloyd Axworthy dominated the scene as Foreign Minister and pushed the concept of Human Security in most of our endeavours internationally.
- We are now led by Minister Manley, also a Minister of experience and great abilities, who will want to pursue the good work of his predecessor but who will have his own style, personality and inclinations and who will want to make his mark.
- At the same time, Prime Minister Chrétien's Government was reelected at the end of November with an overwhelming majority, demonstrating the satisfaction of the population with the main orientations of the Liberal Party.
- We can therefore anticipate that Red Book III will constitute the main basis for Government action and that there will be more continuity than change in Canadian Foreign Policy.
- This being said, this is the beginning of a new five year mandate and the Government may want to take new initiatives in the coming months, in line with its philosophy at home.

- That philosophy will be under the sign of what the Prime Minister calls "the Canadian Way", which is a healthy equilibrium between economic growth and social responsibility.
- The first two mandates of the Liberal Government were dedicated to the "Jobs and Growth Strategy", to the elimination of the fiscal deficit and to investments in key sectors like health, education, research and technology.
- The Government will want to build on these achievements and focus on a few priorities such as fostering innovation, strengthening the social fabric of Canadian society and modernizing governance.
- Specific themes which are on the minds of Ministers at this juncture include access to education, the improvement of the health system, the management of urban problems, the protection of the environment and so on.
- This balance between economic pursuits and social concerns will also be reflected in the way we approach Foreign Policy.
- The main pillars of Canadian Foreign Policy will remain valid: promoting prosperity, contributing to security and projecting Canadian values and culture.

- And you can expect that the Minister of Foreign Affairs will want to maintain a healthy balance between the ethical aspects of Canadian foreign policy and our narrower national interests, between the political dimensions of his portfolio and its economic components, and between our bilateral and multilateral relationships.
- This balanced approach will of course have to take into consideration the main trends in the international system including the concerns with the impact of globalization, the various divides (knowledge, digital, poverty), the weight of economic power, the need for good governance, the emergence of new threats, the inadequacy of international institutions.
- In this context, we will want to maximize for Canadians the benefits of globalization, of our presence in North America, of our many bilateral partnerships, of our memberships in several clubs and of our many foreign policy instruments.
- And we will want to ensure the coherence of our foreign, trade, financial, defense, development and immigration policies, all of which will require fresh looks.

## **B- DIRECTIONS**

## B- DIRECTIONS

- Dans l'immédiat, beaucoup d'attention devra être consacrée à l'hémisphère occidental, et ceci pour plusieurs raisons:
  - Le besoin de prendre langue avec l'administration Bush.
  - De développer une relation de travail avec le gouvernement Fox.
  - De faire le point sur l'ALENA et les relations trilatérales.
  - De préparer le Sommet des Amériques à Québec en avril.
  - De gérer des relations commerciales délicates avec le Brésil.
  - De négocier des accords de libre-échange avec plusieurs pays de la région.
  - Et d'être attentifs à quelques points chauds comme la Colombie et le Pérou.

- Le Sommet de Québec en particulier doit nous permettre
  - d'avancer dans l'objectif d'une zone de libre échange hémisphérique.
  - De promouvoir la stabilité au moyen d'une profession de foi dans la démocratie et le bon gouvernement.
  - De stimuler la coopération hémisphérique sur des enjeux transnationaux et sociaux.
  - Et bien sûr de renforcer nos partenariats bilatéraux, notamment avec les équipes Bush et Fox.
- Par ailleurs, nos relations avec les Etats-Unis requerront beaucoup de soin étant donné l'importance de notre interdépendance économique, l'impact des questions transfrontalières (immigration, sécurité, environnement) et la nécessité de gérer quelques dossiers particulièrement épineux (e.g. le bois-d'oeuvre).
- La volonté du gouvernement Bush d'aller de l'avant avec un système de missiles anti-missiles nous amènera à explorer attentivement ce que sera leur approche à ce projet et tenter d'influencer la manière dont il voudra aborder les problèmes de politique internationale qui en découlent.

- Au delà de l'hémisphère occidental, le gouvernement devra accorder une certaine attention aux questions d'Asie et du Pacifique dans les prochains mois si ce n'était qu'en raison des nombreux événements de haut-niveau qui y auront lieu, y compris une visite d'équipe Canada en Chine en février, le Sommet de l'APEC à Shanghai et le Sommet du Commonwealth à Brisbane à l'automne, sans mentionner plusieurs autres conférences internationales et initiatives bilatérales.
- Nous devons par ailleurs travailler à y développer certaines de nos relations dont celles avec la Chine et l'Inde en plus du Japon, les trois géants asiatiques qui jouent un rôle géo-politique grandissant dans cette région, et nous pencher sur certains problèmes chauds comme la Corée du Nord, l'Afghanistan, le Kashmir et l'Indonésie.
- Je reviendrai sur l'Europe dans un instant pour en parler de façon plus détaillée en raison de son importance pour nous.
- Permettez-moi de dire un mot à ce stade sur l'importance que nous attachons à oeuvrer au niveau multilatéral en regard des causes qui vous sont familières.

- Le G8 constitue un premier cercle à cette fin et M. Manley voudra s'employer à mieux connaître ses homologues de ce groupe ainsi qu'à se familiariser avec les problèmes dont ils discutent, y compris le Moyen-Orient et les Balkans, la prévention et la résolution des conflits ainsi que les enjeux globaux comme la prolifération et le désarmement.
- Le Premier Ministre pour sa part, en plus de participer à une foule de sommets (G8, Gouvernement progressiste, Francophonie, OTAN), voudra également se pencher sur les thèmes qui pourront faire l'objet d'un examen particulier dans les mois à venir en préparation de la présidence canadienne du G8 à la fin de l'année.
- Il faut compter parmi les grandes questions dans ce contexte la réforme des institutions économiques internationales, la stabilité financière et économique, la lutte contre la pauvreté et la maladie, l'énergie et l'environnement, la mise de la technologie au service de l'humanité, et la distribution des bénéfices de la mondialisation.
- Au plan multilatéral encore, le Canada voudra continuer d'oeuvrer au renforcement des Nations Unies, même si nous ne sommes plus membres du Conseil de Sécurité, par exemple pour donner suite au rapport Brahimi sur les opérations de paix et aux propositions de M. Kofi Annan lors du Sommet du Millénaire l'automne dernier.

- Il voudra aussi travailler à renforcer des organismes régionaux comme l'OEA, l'ARF, l'OSCE et l'OTAN de telle sorte que ceux-ci puissent mieux contribuer à la gestion des conflits régionaux, en complément de l'action des Nations Unies.
- Nous souhaitons aussi continuer d'oeuvrer dans les institutions économiques et financières internationales afin d'améliorer leur efficacité, pertinence et transparence, surtout alors que nous présidons le G-20 et que nous nous apprêtons à diriger les travaux du G7 en 2002.



## C- L'EUROPE

- Nos relations avec l'Europe demeurent une priorité pour le Canada pour toutes sortes de raisons qui vous sont déjà fort bien connues.
- Dans ce contexte, nous constatons que nos relations avec l'Union européenne continuent de se développer à mesure que celle-ci acquière de nouvelles responsabilités.
- L'introduction de l'Euro et la création de la Banque centrale européenne, l'institution d'une politique étrangère et de sécurité commune, l'émergence de la politique de défense européenne et l'intensification de la coopération en matière de justice sont tous des facteurs qui nous ont amenés à vouloir développer encore nos liens avec l'Union.
- C'est ce que nous avons fait encore lors du Sommet Canada-U.E. à Ottawa en décembre, alors que nous recevions les présidents Chirac et Prodi ainsi que Messieurs Védrine, Solana, Patten et Lamy, en convenant notamment d'un accord visant à intensifier nos consultations sur les questions de sécurité et de défense.
- Nous sommes reconnaissants à la présidence française d'avoir facilité cet accord parmi d'autres.

- We look forward to advancing our bilateral agenda during the Swedish Presidency and then the Belgian Presidency of the E.U. and to celebrating in 2001, 25 years of a fruitful dialogue and cooperation since the Canada-E.U. framework agreement of 1976.
- We also hope to further develop our trade with the E.U. through a continued commitment to our Joint Action Plan, to the Canada-E.U. Trade Initiative, and eventually through the negotiation of a Canada-E.U. Free Trade Agreement.
- NATO will of course continue to represent an important vehicle for Canada's engagement in Europe and we look forward to the forthcoming discussions on a further enlargement in anticipation of the Spring 2002 Summit of the Organization.
- In the meantime, we want to privilege NATO as an instrument to engage our partners within the Euro-Atlantic Partnership Council, starting with Russia and the Ukraine.
- And we will continue to be actively engaged in the Balkans, both through participation in NATO missions on the ground and through our contribution to the rehabilitation of the area using the European Stability Pact and the OSCE among several instruments.

- Our bilateral relationships in Europe will receive considerable attention during the new mandate and I would like to note the several visits which we expect to receive in the coming months, including those of MM. Schröder, Blair and Chirac, or which we intend to make.
- Russia is a country which we will wish to engage increasingly for strategic and other reasons, building on the successful visit of President Putin here in December, and we expect to organize important initiatives towards Russia over the next two years.
- We also wish to further promote the emergence of democratic and market oriented regimes in Central and Eastern Europe, and we are keen to take up Mr. Prodi's invitation in December to join with the EU in efforts to consolidate the position of the Ukraine.
- Again, the EU now constitutes Canada's first anchor in Europe and we are keen to develop our relationship as the EU deepens its integration and cooperation, reinforces its institutions and cohesion, eventually enlarges to other members, and associates itself with other countries in Europe, thus constituting increasingly a pole of attraction and influence worldwide.

## CONCLUSION

- I have said little about some regions (Africa and Middle East), issues and events which will occupy the Canadian Government in the months and years to come.
- I am sure other speakers will complete these remarks in the coming months and will have more to say as the agenda of the Government evolves.
- I see this opportunity as one among many and I hope that we will have other occasions to compare notes in the months ahead.
- I thank you for your attention and would now be prepared to answer any questions.



**HEADS OF MISSION - ASIA/PACIFIC  
OTTAWA, JANUARY 8, 2001**

A- Welcome opportunity to meet you today.

- Hope you will seize this opportunity to give us your views on directions for Canadian Policy in region in coming mandate.
- Hope you will also give us your suggestions on how to address the corporate issues we are facing.
- I strongly believe in the value of the policy dialogue between Posts and HQs to maximise our effectiveness.
- This is particularly important at this juncture with a new Minister and a new mandate.

B- My mandate

Four months ago, I took over from Don Campbell with the following mandate:

- Deputy Minister: my role is to help the Minister and the Government to develop and implement a Foreign Policy Agenda.
  - This means working in close partnership with Minister, other members of portfolio and other Ministries.
- Sherpa: The Prime Minister has asked me to act as G8 Sherpa and this will be increasingly demanding.
  - Cooperation among G8 is growing, scope is widening, meetings are proliferating and in a year, we will have the presidency.
- Government: Mel Cappe has asked me to be a member of several Deputy Minister Committees (Policy, Resources, Security, etc...) which meet regularly.
  - Interdepartmental business takes about a third of my time when one also includes special meetings and bilaterals.

C- Period of transition

My last four months have been taken by

- my insertion:

After a four-year absence, I have updated myself on a lot of issues and met with a lot of people inside and outside our Department.

- Minister Axworthy's Departure:

I have spent considerable time catching up with Lloyd Axworthy and supporting him in his agenda till end of October, while preparing to receive a new Minister.

- Minister Manley's arrival:

- We were fortunate that the Prime Minister appointed John Manley to succeed him.
- He came with tremendous credentials at Industry Canada where he was at the centre of the Government's Economic Strategy.
- He is a formidable Minister, with experience and credibility in Cabinet and public opinion.
- He also has great personal qualities: quick study, balanced, pragmatic, hard working, considerate.



- He will want to strike a balance between the traditional ethical parameters of Canadian Foreign Policy and the pursuit of Canadian interests both political and economical.
  
- Holding of elections:
  - Elections held end of November, confirmed the country's general satisfaction with the main directions proposed by the Government. (Trips to Brunei and Brussels).
  - A lot of work took place around town to identify what the main challenges facing the Government would be in the years ahead.
  - This formed the background against which Cabinet met in December to determine what kind of adjustments would be needed.
  - We are now entering another phase where departmental agendas are being developed to help Ministers set priorities and objectives for the next four years.

- This is happening in DFAIT at the same time as we are briefing the Minister.

D- Government's orientations:

A Cabinet retreat was held in the Pearson Building in December during which the following things happened:

- The Prime Minister:
  - Confirmed there would be no early Cabinet shuffle. But he left his options opened and one cannot exclude a shuffle before the spring.
  - He will have to appoint Ministers who did not make it on November 27, including Raymond Chan.
  - Eventually he will want to bring in new blood in Cabinet, now that he has a choice between its MPs.
  - And to move several Ministers who have been in their portfolio for many years.
  - He also confirmed that Red Book III would constitute the basis for Government action with priority accorded to innovation and skills.
  - He said there would be a Cabinet meeting 23 January to prepare the speech from the throne.

- House of Commons will resume its sessions on 29 January.
- The Prime Minister underlined the need to look at the surplus in light of the many pressures on the public purse.
- He wants his ministers to look at their programs with a view to a possible reallocation to new initiatives.
  
- The Clerk:
  - Made a presentation on "the Context and Strategy for governing at the start of the first Century," identifying the risks and opportunities for Canada.
  - He analyzed the international and national contexts, identifying the key drivers of change.
  - He characterized the first government mandate as having produced the "jobs and growth agenda" and put in train the elimination of the deficit.
  - This objective has been attained during the second mandate and this allowed the government to make investments in Health, Education and Research.

- The third mandate will unfold against a more complex background because of the rapid pace of change abroad (competition) and in Canada (economy, demography).
- A good equilibrium has been reached in Canada between economic growth and social responsibility (what the Prime Minister likes to call "the Canadian Way").
- We must build on that and adopt a strategic approach with focuses on a few issues, namely by fostering innovation, strengthening the social fabric of Canadian society and modernizing governance.
  
- The Fin. Min.:
  - Spoke about the economic and fiscal framework and confirmed that the October Economic Statement remains valid.
  - The policies announced then remain appropriate and it is too early to determine when a new budget will be required.

- The Canadian economy is performing very well (5%) with a strong domestic demand, tax relief coming into effect to nourish it and inflation under control.
- But we are vulnerable to the expected slowdown of the USA economy which will inevitably affect us.
- There are elements of risk in the American Economy: hope for a soft landing, volatile equity markets, high energy prices, a large current account deficit.
- The performance of our economy could be affected by these factors and this will have implications for government revenues.
- As it stands now, the fiscal surplus projected for the next five years reaches \$ 10.4 billions.
- The Government is already committed to \$ 9.3 billions including \$ 8.2 billions for Red Book III.

- When one adds this amount to all the other pressures on Government (unfunded M.C.s., Government-on-Line, Program Integrity Projections), we come up with a total bill of 50 billions.
- This means that the demands on the public purse will be 5 times higher than the expected surplus.
- So although we have the best economic performance in many years, the outlook is promising and we are making key investments, we have to be careful in our management of the economy and the budget if we do not want unpleasant surprises.
- Cabinet members:
  - Endorsed Red Book III as a platform for Government action: this is critical to the Government's credibility.

- The principal themes which were mentioned included
  1. Innovation and skills
  2. Access to Education
  3. Management of urban issues
  4. Social exclusion (including Aboriginal Canadians)
  5. Other issues: Health, Housing, Environment, Immigration, Trade.
- There is a realization that integrity of Government is important; also, efficient delivery of programs, need to focus on core responsibilities, not raising expectations, better Government communications, strengthening partnerships.
- Foreign Policy did not figure prominently because Ministers were speaking on the basis of their observations during the elections; it did not figure prominently during the campaign (except on the M.E.), and every Government priority or concern has an international dimension in any event.



E- Foreign Policy priorities:

- There will be more continuity in basic orientations than change.
- The main themes will remain: promoting prosperity, contributing to security and projecting Canadian values and culture.
- But there will be changes of emphasis and style because of a new Minister, a new mandate and new circumstances.
- This could lead to a Foreign Policy update: the world, the country and Canadian Diplomacy have changed since the last paper (1995); other reviews should take place within a framework (defence, ODA, Immigration); we have to have a sense of purpose and priorities.

- Considerable attention will have to be devoted to the Western hemisphere during the coming months: need to engage the Bush administration early on; to also engage the new Mexican administration; to take stock of North American relations; to host the Summit of the Americas in April; to manage our dispute with Brazil.
- Significant efforts will have to be made to expose the new Foreign Minister to key relationships around the world (G7, Russia, China, India) and to major issues of concern to us all (Middle East, Balkans, North Korea, Kashmir, Afg, etc.)
- The Minister will also have to determine to what extent and how he will want to pursue the Human Security agenda, what priorities he should have in Security Policy (NMD, Proliferation), what else should retain his attention in the multilateral system (globalization, reform or institutions, global issues).

- He is likely to take a greater interest in the economic dimension of Foreign Policy, to coordinate that element with our approaches on the Trade Policy, O.D.A. and Financial fronts.
- We will also have to position ourselves to be able to exercise an effective leadership during our presidency of the G8 starting in a few months, a task which will involve the Prime Minister, several Ministers and Departments.
- The International agenda over the next two years is full of Summits (Progressive Governance, G8, Commonwealth, Francophonie, NATO, WYC, APEC, W. Hemispheric) and major conferences/negotiations (climate change, Rio+10) will keep us extremely engaged, not to mention our bilateral activity (Team Canada, etc...)

F- Management of DFAIT:

- In order to be able to support the Minister, the Prime Minister and the Government in their agenda, we need a Department which works well. This requires in turn a capability to offer good advice, to deploy resources to priorities and to provide efficient services.
- My own guiding principles in that respect are threefold.

1. Think People:

- We need to put people first in our management.
- This Department can do better than it has in the past.
- Of course we cannot do it alone, we need the cooperation of other agencies.
- We are still suffering from the impact of two program reviews.
- And many expectations have been placed on us since then.

- We will have to be able to count on a better resource base.
- I am trying to obtain the cooperation of the relevant agencies.
- We must address the personnel problems arising in the Foreign Service.
- This means giving our staff more decent salaries and conditions of service.
- This also means resolving the classification problem we have.
- And it means hiring people in sufficient numbers and quality for the job.
- But there are things we can do by ourselves.
- We must rethink our promotion and career planning systems.
- We must use our resources and expertise better.
- We must improve our internal communications, to promote a sense of participation, cohesion and inclusion.
- We must achieve a better balance between the work place and personal life by working smarter.

- We can do a lot by simply making our workplace more human and sensitive to people (e.g. space).
- Values and ethics is very important in that context.
- You have a front-line role to play in that respect, including vis-  
-vis our L.E.S.

## 2. Think Policy:

- We need to develop strategic approaches to our work; why?
- We are a policy department by vocation, it is our main mission.
- There are conjunctural requirements which dictate it.
- And our resource situation and over extension demand it.
- We are good at handling policy issues in a tactical mode.
- But we can do better when it comes to strategic planning.

- We need to reinforce our long term policy capability.
- This should happen both centrally and throughout the organization.
- This should help us present options to the Government.
- It should also help us adjust policies, anticipate problems, establish priorities and take initiatives.
- I have already established a Policy Board for that purpose.
- I will be strengthening the Policy Planning Bureau.
- I would like to see a greater degree of deliberation throughout HQs.
- And I would like you to be fully associated with that effort.
- As I would like OGDs and Non-Governmental actors to be involved.

### 3. Think Partners:

- We need to develop stronger partnerships with our stakeholders.

- DFAIT cannot do its job properly by itself.
- We need the help, advice and support of our clients.
- We must be better known and understood.
- We have a natural vulnerability to preconceptions and criticism.
- We must have a greater policy and coordination presence around town.
- We must respond to the desire to engage outside Government.
- We should be fully opened to collaborations with business, think tanks, NGOs, the media.
- We have to reach out to the wider public .
- This requires a more active presence across the country, including through our HOMs.
- It also implies a more proactive communications apparatus.
- The internet and Government on-Line are essential new instruments to that end.





**Présentation par le Sous-ministre  
des Affaires étrangères  
Gaëtan Lavertu**

**lors de la réunion des Chefs de Missions d'Afrique**

**le mercredi 13 décembre 2000 à 15h00**

**Château Cartier, Aylmer**

J'ATTRIBUE UNE TRES GRANDE IMPORTANCE A  
L'OPPORTUNITE FOURNIE PAR CES REUNIONS DES  
CHEFS DE MISSION DE VOUS PRESENTER MES  
PRIORITIES, SOIT CORPORATIVES QU'EN TERMES DE  
POLITIQUES.

## **POLICY**

I ATTACH A VERY HIGH IMPORTANCE TO POLICY WORK IN THE DEPARTMENT. THE PROVISION OF THE HIGHEST QUALITY POLICY ADVICE TO MINISTERS AND THE GOVERNMENT AS A WHOLE IS A CENTRAL FUNCTION OF THE DEPARTMENT. WE HAVE BEEN PERFORMING THIS FUNCTION WELL, IN MOST CASES TO A STANDARD OF EXCELLENCE THAT IS ACKNOWLEDGED AND APPRECIATED BY OUR MINISTERS AND THE GOVERNMENT.

AT THE SAME TIME, IT IS BOTH POSSIBLE AND IMPORTANT TO STRENGTHEN THE STRATEGIC PLANNING CAPACITY OF THE DEPARTMENT. WE HAVE ALREADY TAKEN A NUMBER OF STEPS TO HELP IMPROVE OUR POLICY CAPACITY. WE HAVE ESTABLISHED A POLICY BOARD, WHICH ROB WRIGHT AND I CO-CHAIR.

THE POLICY BOARD WILL PROVIDE US WITH A MECHANISM FOR LOOKING AT KEY AND COMPLEX ISSUES IN A LONGER-TERM CONTEXT. IT WILL HELP US BRING TO BEAR LONGER-TERM PERSPECTIVES ON KEY POLICY ISSUES, ANTICIPATE PROBLEMS AND ARTICULATE CLEARLY OBJECTIVES. MINISTER MANLEY SHARES THIS PRIORITY AND WILL BE VERY SUPPORTIVE OF OUR EFFORTS TO STRENGTHEN OUR POLICY CAPACITY.

LE CONSEIL DES POLITIQUES S'EST REUNI DEJA PLUSIEURS FOIS. ON A ABORDE DES THEMES COMME LES RELATIONS CANADA-ETATS-UNIS; LE CANADA EN AMERIQUE DU NORD; LA PREPARAITON DU SOMMET G-8 EN 2002; ET LA SECURITE HUMAINE. NOUS AURONS UNE DISCUSSION SUR L'AFRIQUE DANS LA NOUVELLE ANNEE.

DANS CE SENS LES REUNIONS DE CHEFS DE MISSIONS SONT UNE GRANDE OPPORTUNITE. JE VOUDRAIS QU'ILS SOIENT UTILISEES DE FACON STRATEGIQUE, COME ELEMENT DE NOTRE PROGRAMME DE DEVELOPPEMENT DE POLITIQUE. IL SERAIT IMPORTANT QU'ILS ABOUTISSENT DANS LA PREPARATION D'UN CADRE POUR NOS RELATIONS AVEC LA REGION, ET POSSIBLEMENT DANS UN PLAN D'ACTION. CES PRODUITS DEVRAIENT ETRE PORTES A L'ATTENTION DE NOS MINISTRES. ILS AIDERAIENT AUSSI POUR MIEUX ENCADRER LE TRAVIAL DE NOS SECRETAIRES D'ETAT.

## **MANAGEMENT/CORPORATE ISSUES**

HUMAN RESOURCES IS THE TOP PRIORITY FOR THE DEPARTMENT. IT NEEDS TO BE THE FOCUS FOR EVERY LEVEL OF MANAGEMENT, FROM DEPUTIES TO DIRECTORS, AND CERTAINLY TO HEADS OF MISSION.

WE HAVE A STRATEGY AND NEW STRUCTURES WHICH WE BELIEVE WILL MAKE A DIFFERENCE; THE FS CONTRACT WAS AN IMPORTANT STEP. WE HAVE FINALLY WRAPPED UP THE FS 1 TO 2 CORRECTIVE MEASURES APPEALS, AND ARE ENTERING THE FINAL STAGE OF THE FS2 - EX1 CORRECTIVE MEASURES.

BUT WE ARE UNDER NO ILLUSION; WE WILL HAVE TO DELIVER ON CONCRETE MEASURES THAT HAVE A DIRECT IMPACT ON PEOPLE'S LIVES IF WE ARE TO COME FROM BEHIND IN ADDRESSING THE CREDIBILITY GAP.

THE POSITIVE SIDE IS THAT ALL ELEMENTS OF GOOD MANAGEMENT CONTRIBUTE TO BUILDING MORALE; THERE IS NO TRADE-OFF BETWEEN PRODUCTIVITY/EFFICIENCY ON ONE HAND AND BUILDING EMPLOYEE MORALE AND COMMITMENT ON THE OTHER; THEY REINFORCE EACH OTHER;

### **LOCALLY ENGAGED EMPLOYEES**

AS HEADS OF MISSION, YOU WILL BE THE FRONT LINE MANAGEMENT FOR WHAT IS NOW THE LARGEST COMMUNITY IN THE DEPARTMENT; OUR LOCALLY ENGAGED STAFF.



- LOCALLY ENGAGED STAFF ARE ESSENTIAL TO OUR COLLECTIVE ABILITY TO DELIVER OUR MANDATE; AS MANAGERS WE NEED TO BE CONSTANTLY AWARE OF THE NEED TO CREATE AN INCLUSIVE ENVIRONMENT FOR ALL OUR STAFF; IT HAS BECOME MORE IMPORTANT THAN EVER TO AVOID THE REALITY OR IMPRESSION OF DIFFERENT CLASSES OF EMPLOYEES, AT OUR POSTS AND THROUGHOUT THE DEPARTMENT

**COMMUNICATIONS** - LIKE HUMAN RESOURCES, THIS HAS TO BE EVERYBODY'S BUSINESS.

**INTERNAL COMMUNICATIONS** IS PART OF ADDRESSING OUR HUMAN RESOURCES ISSUES. COMMUNICATIONS NEED TO WORK UP AND DOWN.

**UP** - ERR ON THE SIDE OF OVER-INFORMING; ENSURE THAT DEPUTIES AND SENIOR MANAGEMENT ARE AWARE AND IN THE LOOP.

**DOWN** - THIS IS CRITICALLY IMPORTANT; YOU NEED TO KEEP YOUR TROOPS AWARE, ON BOTH SUBSTANCE AND CORPORATE ISSUES; YOU CANNOT COMMUNICATE TOO MUCH; THIS IS ONE OF THE PRIME BUILDING BLOCKS OF MORAL AND HUMAN RESOURCES MANAGEMENT IN THE BROAD SENSE.

**SIDEWAYS** - THE CHALLENGE IS TO AVOID STOVE-PIPING; THIS IS A HORIZONTAL WORLD. WE NEED TO WORK CLOSELY TOGETHER ACROSS BUSINESS LINES TO BE RELEVANT AND EFFECTIVE; THIS APPLIES WITHIN THE DEPARTMENT AND INTER-DEPARTMENTALLY; INSIDE WE SHOULD BE SPEAKING TO EACH OTHER FREQUENTLY AND SHARING INFORMATION PRO-ACTIVELY; IT IS ALSO IMPORTANT FOR YOU TO DEVOTE TIME TO DEVELOPING YOUR CORE INTER-DEPARTMENTAL RELATIONSHIPS.

## **EXTERNAL COMMUNICATIONS**

WE HAVE MADE SIGNIFICANT STEPS IN THIS AREA BUT IT IS STILL ONE OF OUR LARGEST CHANNELS; WE NEED TO ENSURE THAT COMMUNICATIONS BECOMES AN INTEGRAL PART OF POLICY DEVELOPMENT.

YOU SHOULD:

- BE THINKING OF THE COMMUNICATIONS ANGLE FROM THE VERY EARLIEST STAGES OF POLICY DEVELOPMENT, AND
- INVOLVE THE COMMUNICATIONS EXPERTS FROM THE BEGINNING

## **VALUES AND ETHICS**

THIS IS AT THE HEART OF WHO WE ARE AND WHAT WE DO; IT IS CLOSELY LINKED TO MORALE ISSUES.

ALL MANAGERS HAVE A RESPONSIBILITY IN EMBODYING THE STANDARDS THAT MAKE THIS A SPECIAL PLACE TO WORK.

VALUES CAN BE AND NEED TO BE TALKED ABOUT. ULTIMATELY HOWEVER THEY NEED TO BE DEMONSTRATED AND CONVEYED THROUGH OUR ACTIONS ON A DAILY BASIS.

EMPLOYEES MUST SEE THE DEPARTMENT'S MANAGEMENT EMBODY THESE VALUES THROUGH THEIR ACTIONS, NOT ONLY THEIR WORDS. YOU HAVE A FRONT-LINE ROLE AND RESPONSIBILITY TO BUILD AND CONVEY OUR CORE VALUES IN YOUR INTERACTION WITH YOUR SUPERVISORS, PEERS AND THOSE WORKING WITH YOU IN YOUR OWN UNITS. YOU SHOULD BE ROLE MODELS FOR THOSE WORKING WITH YOU.

## FOREIGN POLICY PRIORITIES

LE GOUVERNEMENT CANADIEN EST EN PÉRIODE DE TRANSITION : CHANGEMENTS LIÉS AUX ÉLECTIONS RÉCENTES. L'ACDI ET LA DÉFENSE NATIONALE VONT ENTREPRENDRE UNE REVUE DE LEURS POLITIQUES. NOUS CONSIDÉRONS AUSSI CETTE POSSIBILITÉ. VOS RÉUNIONS PEUVENT CONTRIBUER GRANDEMENT AU PROCESSUS DE DÉVELOPPEMENT DE NOS POLITIQUES. JE VOUS ENCOURAGE À FAIRE PREUVE D'IMAGINATION.

- J'AIMERAIS VOUS ENTRETENIR SUR LES GRANDS DÉFIS ACTUELS EN MATIÈRE DE POLITIQUE ÉTRANGÈRE CANADIENNE.

- COMME PUISSANCE MOYENNE AUX INTÉRÊTS MONDIAUX : IL EST LOGIQUE QUE NOUS CONTINUIONS À JOUER UN RÔLE POSITIF DANS L'ARÈNE INTERNATIONALE AINSI QU'À Y PROMOUVOIR ACTIVEMENT NOS INTÉRÊTS. CE RÔLE EST CONFORME À LA VISION QUE LES CANADIENS ONT DE LA PLACE QU'ILS OCCUPENT DANS LE MONDE. COMME VOUS LE SAVEZ, NOUS AVONS TROIS OBJECTIFS PRINCIPAUX, OU "PILIERS":

- **FIRST, THE PROMOTION OF PROSPERITY AND EMPLOYMENT HAS BEEN CENTRAL TO THE GOVERNMENT'S OVERALL AGENDA AND VITAL TO THE CANADIAN ECONOMY. OUR PRIMARY OBJECTIVE, TO HELP CANADIANS BENEFIT FROM THE MAJOR OPPORTUNITIES IN WORLD MARKETS, HAS TO BE BASED ON ORIGINAL STRATEGIES ADAPTED TO THE CHARACTERISTICS OF THE DIFFERENT REGIONS OF THE WORLD. AFRICA DIRECT, OUR TRADE PROMOTION PROGRAM FOR AFRICA, IS AN EXCELLENT EXAMPLE OF THIS.**



- **THE SECOND PILLAR IS THE PROMOTION OF INTERNATIONAL PEACE AND STABILITY. IN ADDITION TO TRADITIONAL SECURITY THREATS, WE ARE FACING NEW ONES WHICH YOU KNOW TOO WELL IN YOUR REGION OF ACCREDITATION: ILLEGAL MIGRATION, CRIME, TERRORISM, DISEASE, AND DRUG TRAFFICKING. NOWHERE IS THE HUMAN SECURITY AGENDA MORE APPLICABLE THAN IN AFRICA. THIS AGENDA REMAINS AN IMPORTANT PART OF OUR FOREIGN POLICY, WITH RENEWED EFFORTS TO FOCUS ON ITS IMPLEMENTATION RATHER THAN ON THE DEVELOPMENT OF NEW NORMS.**

- **LA PROJECTION DES VALEURS ET DE LA CULTURE CANADIENNE EST LE TROISIÈME ÉLÉMENT. LE RESPECT DES DROITS DE LA PERSONNE, LA DÉMOCRATIE, ET LA PRIMAUTÉ DU DROIT SONT DES VALEURS CANADIENNES QU'IL FAUT PROMOUVOIR PARTOUT, ET PARTICULIÈREMENT EN AFRIQUE.**

- THE THREE PILLAR APPROACH REMAINS VALID. BUT THIS IS ALSO A PERIOD OF TREMENDOUS SYSTEMIC CHANGE. ALTERNATIVE CENTRES OF POWER AND INFLUENCE ARE EMERGING. THE TIME WHEN GOVERNMENTS ALONE MONOPOLIZED THE CONDUCT OF INTERNATIONAL RELATIONS HAS DISAPPEARED. THE NON-GOVERNMENTAL COMMUNITY IS SPEAKING WITH A MORE FORCEFUL AND DEMANDING VOICE. GLOBAL NORMS AND REGIMES ARE EVOLVING RAPIDLY. THE WEB OF INTERNATIONAL INTERDEPENDENCE ACROSS THE ENTIRE SPECTRUM OF ISSUES IS DEEPENING.
- ALLOW ME AT THIS POINT TO OUTLINE WHAT I SEE AS CANADA'S MAIN FOREIGN POLICY CHALLENGES FOR THE FORESEEABLE FUTURE.

- **1. THE CHALLENGE OF CANADA-U.S. RELATIONS**  
ENSURING STRONG, COOPERATIVE RELATIONS WITH THE UNITED STATES CONTINUES TO BE A KEY FOREIGN POLICY PRIORITY FOR OBVIOUS REASONS. WE HAVE EXPANDING COMMERCIAL AND POLITICAL INTERESTS IN THE REST OF THE AMERICAS. NEXT APRIL'S SUMMIT OF THE AMERICAS IN QUEBEC CITY WILL DEMONSTRATE CANADA'S COMMITMENT TO HEMISPHERIC AFFAIRS.

- **2. RÉFORME DU SYSTÈME MULTILATÉRAL**

LE SYSTÈME MULTILATÉRAL EST RÉDUIT À L'IMPASSE, OU TOUT AU MOINS SE MONTRE INEFFICACE, DANS DE NOMBREUX DOSSIERS (MAINTIEN DE LA PAIX, COMMERCE ET INVESTISSEMENT INTGERSAIONALE, DÉSARMEMENT, ENVIRONNEMENT, COHÉRENCE DES POLITIQUES, ETC.) ET CE, POUR DES RAISONS TANT POLITIQUES QUE STRUCTURELLES. L'INFLUENCE QUE LE CANADA PEUT EXERCER À TITRE DE PUISSANCE MOYENNE DÉPEND DU BON FONCTIONNEMENT DE CE SYSTÈME ET NOTRE INFLUENCE DIMINUERA À MESURE QUE PLUSIEURS DE CES INSTANCES SERONT MARGINALISÉES.

- **3. LA RÉALISATION DE NOS OBJECTIFS DE SÉCURITÉ HUMAINE**

L'ÉTAT NE PEUT PLUS ÊTRE L'OBJET EXCLUSIF DE LA SÉCURITÉ. CE SONT SOUVENT LES MENACES À LA PROTECTION DE L'INDIVIDU, TELLES LES VIOLATIONS DES DROITS DE LA PERSONNE, LA CRIMINALITÉ ORGANISÉE OU LA PROLIFÉRATION DES ARMES LÉGÈRES QUI MENACENT, À TERME, LA SÉCURITÉ NATIONALE ET LA STABILITÉ INTERNATIONALE. NOTRE PROGRAMME VISANT LA SÉCURITÉ HUMAINE NOUS PERMETTRA DE RÉPONDRE EN PARTIE À CES MENACES ET JE VOUS INVITE À TIRER PROFIT DES RESSOURCES OFFERTES PAR CE PROGRAMME ET À SOUMETTRE VOS IDÉES.

- **4. LA PLACE DU CANADA AU SEIN DE LA COMMUNAUTÉ TRANSLANTIQUE**

L'EUROPE ÉVOLUE RAPIDEMENT. L'UNION EUROPÉENNE EST MAINTENANT BEAUCOUP PLUS QU'UN BLOC ÉCONOMIQUE, ELLE A LA VOLONTÉ DE DEVENIR UN ACTEUR POLITIQUE ET MILITAIRE. NOUS DEVONS NOUS ASSURER QUE LA CONSTRUCTION EUROPÉENNE NE NOUS SÉPARE PAS DU CONTINENT EUROPÉEN NI NE RESTREIGNE NOS CHOIX. UNE COOPÉRATION RENFORCÉE AVEC NOS PARTENAIRES EUROPÉENS DEMEURE DONC UN PIERRE D'ACHOPPEMENT DE NOTRE POLITIQUE ÉTRANGÈRE.

- **5. CANADIAN PARTICIPATION IN INTERNATIONAL PEACE SUPPORT EFFORTS**

WE NEED TO CLARIFY HOW AND WHEN WE WILL PARTICIPATE IN MULTILATERAL EFFORTS IN THE CONTEXT OF OUR OVERALL INTERNATIONAL SECURITY COMMITMENTS. WE NEED TO FOCUS ON IMPROVING INTER-AGENCY COORDINATION ON MATTERS RELATED TO HUMANITARIAN EMERGENCIES, COMPLEX OPERATIONS AND PEACE-BUILDING EFFORTS. THIS BEING SAID, CANADA HAS VERY STRONG RECORD AND RELEVANT INTERNATIONAL EXPERIENCE IN KEEPING PEACE AROUND THE WORLD. WE WILL BE LOOKING TO SHARE OUR KNOWLEDGE AND WORK WITH OUR PARTNERS OVERSEAS ON THIS MATTER.



- **6. *PROMOTING THE EMERGENCE OF DEMOCRATIC AND MARKET-ORIENTED REGIMES***

THE MARKET SYSTEM NEEDS AN EFFECTIVE AND ACCOUNTABLE STATE TO MAINTAIN THE RULE OF LAW, ENFORCE CONTRACTS, UPHOLD UNIVERSAL RIGHTS, AND REGULATE RELATIONS AMONG ECONOMIC ACTORS. PROMOTING GROWTH AND DEMOCRACY IS FAR MORE COMPLEX THAN WE FIRST ENVISIONED. CANADA WILL NEED STRONG REFORM-ORIENTED PARTNERS TO FURTHER THE AIMS OF DEMOCRACY AND SOCIO-ECONOMIC GROWTH AROUND THE WORLD, NOTABLY IN AFRICA. WE ARE SEEING POSITIVE DEVELOPMENTS. OVER THE LAST DECADE DEMOCRACY HAS BEEN GAINING NEW GROUND, CIVIL SOCIETY IS TAKING HOLD AND PROSPECTS FOR GROWTH ARE PROMISING.

WHETHER THROUGH DEVELOPMENT ASSISTANCE,  
DEBT RELIEF, SUPPORT FOR BETTER  
GOVERNANCE AND FOR SECURITY SECTOR  
REFORM, WE REMAIN COMMITTED TO PLAYING A  
ROLE IN PROMOTING LONG-TERM PROSPERITY  
AND GLOBAL STABILITY.

- **7. THE GLOBAL ISSUES AGENDA**

ISSUES SUCH AS POPULATION, FOOD SECURITY, CLIMATE CHANGE, AND EPIDEMICS ARE OF GROWING INTERNATIONAL CONCERN. THESE ISSUES ARE OFTEN HIGHLY INTERDEPENDENT AND LINKED TO DEEP SYSTEMIC PROBLEMS SUCH AS UNDER-DEVELOPMENT AND POVERTY.

ULTIMATELY, WE CANNOT ACT AS THOUGH WE LIVE IN ISOLATED COMMUNITIES. BY TAKING COOPERATIVE ACTION NOW AND BUILDING STRONG MULTILATERAL PARTNERSHIPS TO ADDRESS COMPLEX GLOBAL ISSUES, WE ARE HELPING TO PROTECT AND PROMOTE OUR OWN SAFETY AND SECURITY OVER THE LONG TERM.

- MANY OF THESE CHALLENGES ARE DIRECTLY RELATED TO CANADA'S RELATIONSHIP WITH AFRICAN COUNTRIES, BUT MOST ARE.

## **AFRIQUE**

- AUX YEUX DE LA DIPLOMATIE CANADIENNE, COMME VOUS LE SAVEZ, L'AFRIQUE POSE DES PROBLÈMES SUR PLUSIEURS PLANS TELS LA SÉCURITÉ RÉGIONALE ET HUMAINE, LA RÉGIE DES AFFAIRES PUBLIQUES ET LES DROITS DE LA PERSONNE, LA FORTE CROISSANCE DÉMOGRAPHIQUE ET LE SOUS-DÉVELOPPEMENT. NOS OBJECTIFS SE SITUENT PRINCIPALEMENT DANS LES DOMAINES DU DÉVELOPPEMENT ET DE LA SITUATION HUMANITAIRE. L'EFFICACITÉ DE NOS INTERVENTIONS DÉPENDRA SURTOUT DE LA QUALITÉ DE LA COOPÉRATION ENTRE LES ORGANISATIONS CONCERNÉES, C'EST À DIRE LE MINISTÈRE ET L'ACDI. CE DÉFI SE POSE ENCORE PLUS DANS LE CAS DE NOS RELATIONS AVEC L'AFRIQUE QU'AVEC LES AUTRES RÉGIONS.

- DURANT NOTRE MANDAT AU CONSEIL DE SÉCURITÉ (QUI PRENDRA FIN CE MOIS-CI), NOUS AVONS CONSACRÉ BEAUCOUP DE TEMPS ET D'ÉNERGIE AUX CRISES AFRICAINES, ET NOUS AVONS FAIT D'IMPORTANTES CONTRIBUTIONS À CET ÉGARD, NOTAMMENT EN CE QUI A TRAIT À L'ENDIGUEMENT DU COMMERCE DE CE QU'ON A APPELÉ LES "DIAMANTS DE LA GUERRE".  
CEPENDANT, IL EST CLAIR QUE CETTE APPROCHE PONCTUELLE N'A QU'UNE PORTÉE LIMITÉE. IL EST SOUHAITABLE DE METTRE AU POINT UNE STRATÉGIE AFRICAINE POUR L'ENSEMBLE DU GOUVERNEMENT AFIN DE MAXIMISER L'IMPACT DES RESSOURCES NATIONALES LIMITÉES QUE NOUS POUVONS MOBILISER ET D'ACCROÎTRE L'EFFICACITÉ DES EFFORTS MULTILATÉRAUX.

- UN DIALOGUE PLUS ÉTROIT AVEC DES PAYS AFRICAINS INFLUENTS COMME L'ALGÉRIE, LE NIGÉRIA, LE SÉNÉGAL ET L'AFRIQUE DU SUD NOUS AIDERAIT À COMPRENDRE LES TENDANCES PROFONDES DU CONTINENT. CES TENDANCES SONT COMPLEXES MAIS IL NOUS FAUT LES COMPRENDRE POUR AJUSTER NOS POLITIQUES À LA RÉALITÉ DU TERRAIN.
- LAISSEZ-MOI ÉNUMÉRER QUELQUES QUESTIONS QUE JE CROIS ÊTRE CRUCIALES. JE VOIS CHACUNE D'ELLE COMME UN DÉFI QUI SE POSE AUTANT AUX PROGRAMMES D'AIDE AU DÉVELOPPEMENT QU'À NOS ACTIVITÉS DIPLOMATIQUES.

- UNE BONNE GOUVERNANCE EST ESSENTIELLE À LA CROISSANCE ET AU MAINTIEN DES ACQUIS. COMMENT FAVORISER LE DÉVELOPPEMENT D'INSTITUTIONS RESPONSABLES?
- LE SECTEUR DE LA SANTÉ PUBLIQUE EST SOUS DES PRESSIONS ÉNORMES EN AFRIQUE, ON N'A QU'À PENSER AU SIDA. QUELLE EST LA PLACE DU CANADA DANS LA LUTTE CONTRE LES MALADIES, ET DANS LA PRÉVENTION?
- LES FAIBLESSES DES SYSTÈMES D'ÉDUCATION AFRICAINS CONTRIBUENT AU CYCLE DE LA PAUVRETÉ ET DES CONFLITS. QUELLE CONTRIBUTION POUVONS-NOUS FAIRE EN LA MATIÈRE?



- AS I HAVE SAID EARLIER, AFRICA DOES NOT SEEM TO BE PART OF THE TREMENDOUS SYSTEMIC CHANGE THAT THE WORLD IS GOING THROUGH. HOW CAN WE BEST CONTRIBUTE TO INSERT AFRICA IN THE GLOBAL ECONOMY?
- DESPITE THE SMALL SIZE OF OUR INVESTMENT AND TRADING RELATIONSHIP, AFRICA OFFERS TREMENDOUS OPPORTUNITIES. HOW CAN WE IMPROVE OUR TRADE PROMOTION PROGRAMS? HOW CAN WE ENSURE CORPORATE SOCIAL RESPONSIBILITY?
- FINALLY, AND THIS IS A POINT CLOSE TO MY PERSONAL INTERESTS FOR THE DEPARTMENT, IS THE CANADIAN POLICY RESEARCH COMMUNITY SUFFICIENTLY INVOLVED IN OUR POLICY DEVELOPMENT PROCESS?

- JE VOUS LAISSE DONC SUR CES QUESTIONS. EN ATTENDANT LE COMPTE RENDU DE CETTE RÉUNION, JE VOUS SOUHAITE D'EXCELLENTE DÉLIBÉRATIONS. MERCI.



SPEAKING NOTES FOR  
MR. GAËTAN LAVERTU  
DEPUTY MINISTER OF FOREIGN AFFAIRS  
FOR THE DECEMBER 5, 2000 RECEPTION  
"RECOGNIZING CONTRIBUTIONS TO LEARNING"

THANK YOU FOR COMING THIS EVENING. THIS IS AN IMPORTANT OCCASION. IT IS AN OPPORTUNITY TO MARK THE VALUE WE PLACE ON LEARNING IN OUR DEPARTMENT.

IT IS A TRUISM TO SAY WE LIVE IN A CHANGING WORLD. TECHNOLOGY IS ALTERING EVERY ASPECT OF OUR LIVES. KNOWLEDGE IS INCREASINGLY THE DRIVING FORCE IN OUR SOCIETY AND ECONOMY. THE ISSUES FACING US CONTINUE TO GROW IN THEIR COMPLEXITY AND THE PACE OF CHANGE ACCELERATES EXPONENTIALLY.

THIS IS A CONTEXT OF BOTH CHALLENGE AND OPPORTUNITY. THE PUBLIC SERVICE HAS A KEY ROLE TO PLAY IN ENSURING THAT CANADA, ACTING IN AN INCREASINGLY INTEGRATED AND INTERDEPENDENT WORLD, MAXIMIZES THE OPPORTUNITIES AND COPES WELL WITH THE CHALLENGES.

THIS IS PARTICULARLY TRUE FOR THIS DEPARTMENT. WE ARE ON THE FRONT LINE FOR CANADA IN DEALING WITH WHAT MAY BE THE MOST DEFINING FEATURE OF SOCIAL AND ECONOMIC CHANGE: THE PROCESS OF GLOBALIZATION.

**Allocution de**  
**M. Gaëtan Lavertu**  
**sous-ministre des Affaires étrangères**

**à l'occasion de la réception du 5 décembre 2000**

**17h00 , Foyer Skelton**

**« Célébrons les contributions à l'apprentissage »**

**Chers collègues,**

**Merci d'être venus à cette réception. Nous sommes ici pour célébrer vos contributions à l'apprentissage au Ministère.**

**Et pourquoi?**

**La plupart d'entre nous passons nos journées à travailler dur, fiévreusement parfois, à des questions stratégiques ou opérationnelles. Mais il est utile de temps à autre de réfléchir aux expériences que nous vivons comme membres du personnel du Ministère. Une de ces expériences est l'apprentissage.**

**Tout au long de notre carrière, nous nous développons, nous faisons de mieux en mieux notre travail. Nous estimons que notre capacité de contribuer aux activités du Ministère augmente. Nous sommes pour la plupart très attachés au Ministère, et nous y passons toute notre carrière, parce que nous savons toujours que nous apprendrons du nouveau à notre prochaine affectation.**

**Il est maintenant universellement reconnu que les organisations qui font la promotion de l'apprentissage sont habituellement les meilleures. Or, nous nous efforçons de faire de la nôtre une des meilleures.**

**Il est donc opportun de prendre un instant pour faire le point sur l'apprentissage à notre ministère et sur vos contributions.**

**We know that learning takes many forms. Mostly, of course, we learn on the job.**

**(I might add some of us would admit that we've learned most from our mistakes!)**

**But more and more we're adding structure to learning in the Department. We rely less on happenstance, and more on formal, predictable learning. Structured learning takes place in different ways - regular brown bag lunches held by some Bureaux, PAFSO breakfasts, retreats - to name a few.**

**The Department has also made good progress with formal training. There are about 200 different kinds of training courses now given by CFSI, SERV, ISDT and JPDT.**



**Many courses depend for their success on experienced employees to share with the participants what they know.**

**Who are these people who - in addition to the demands of their normal jobs - have been willing to take time, to prepare themselves, to give a talk, to enrich a discussion, to share knowledge?**

**They are you.**

**Some of you have helped with training the Department's new recruits or have welcomed new employees at the monthly orientation days.**

**Others have appeared at management development courses to share experiences on good management.**

**D'autres encore ont enrichi des cours sur la politique étrangère, soit en y faisant des exposés, soit en aidant à en composer la matière, pour qu'ils soient vraiment profitables. Pour mentionner chaque contribution individuellement, il faudrait parler de chacun des 200 cours en particulier, ce que je n'ai pas l'intention de faire. Mais votre empressement à payer de votre personne et à communiquer vos connaissances est très important; c'est le fondement d'une organisation d'apprentissage.**

**Alors, permettez-moi de vous remercier simplement et sincèrement. Vous avez montré à quel point l'apprentissage vous tient à coeur. Ce qui signifie que vous avez à coeur de faire du Ministère un meilleur milieu de travail.**

**En dernier lieu, je tiens à rendre hommage aux membres de l'Institut et des autres centres de formation, qui font marcher les rouages. Ils sont dévoués et compétents. Ils composent et donnent des cours et des séminaires dans un vaste éventail de matières, qu'il s'agisse de préparation à la retraite, de gestion financière, d'affaires consulaires, de langues étrangères ou d'efficacité interculturelle.**

**C'est leur travail, et ils le font bien.**

**Au nom du Ministère, merci à tous.**



**THINKING GLOBALLY**  
**CANADA'S PLACE IN THE WORLD**

**Remarks to New Public Service Executives**  
**National Arts Centre, Ottawa**  
**November 2000**

## CONTEXT

- The world has changed more in the past decade than in the past 40 years:
  - The end of the cold war has fundamentally altered the global environment.
  - The new reality is characterized by globalization and the emergence of a single world power, the U.S.A.
- These changes have fostered the creation of a new international system where:
  - Globalization has increased the flow of people, money and ideas.
  - Intellectual capital, innovation and productivity increases have become prerequisites of economic growth.
  - Economic performance cannot be sustained without strong democratic institutions and sound governance.

- But the world is not a safer place; it is in fact more unpredictable:
  - There has been a resurgence of religious, ethnic and nationalist tensions.
  - New security threats have emerged: terrorism, crime, drug smuggling, illegal migration, weapons proliferation, humanitarian crises, environmental degradation, pandemics.
- The nation state remains central but its power is shifting:
  - Various bodies (e.g. WTO) and conventions are regulating aspects which used to be decided at the state level.
  - Multilateral and regional organisations are multiplying.
  - Transnational networks of all kinds are growing in numbers.

- International institutions are adjusting to the new reality:
  - They are struggling to reconcile the traditional interests of member states with the new dynamics.
  - The UN have had difficulty adjusting to the new reality while others have had some success(NATO).
  - New institutions have emerged where new needs have been identified (e.g. G-20).
- Canada's place in the world has been changing despite our continuity in Foreign Policy.
  - We have continued to seek to influence the course of international events (e.g. Peace).
  - But there has been an evolution in the global correlation of forces.
  - And we have become stretched beyond the limits as we played on a variety of agendas.



- Our presence continues to matter as a middle power with global interests:
  - Our several international memberships serve us well (G-8, G-20, WTO, UN, NATO, OSCE, APEC, OECD, OAS, CWTH, FRANC.).
  - Our stand as a society promoting certain values gives us soft power.
    - And we are perceived as well intentioned and non-controversial.
- At the same time, our place in North America and in the Western Hemisphere becomes more significant.
  - Our main bilateral relationship is with the USA, a partner and neighbour with pivotal global power.
  - North American integration, through NAFTA and growing bilateral relationships with the USA and Mexico, affects our domestic scene.

- We are actively involved in building hemispheric institutions and reaching out to Latin America.

## OBJECTIVES

- Our first objective is the promotion of prosperity and employment:
  - The goal is to pursue at the international level the jobs and growth agenda of the government.
  - This translates into action to facilitate access for Canadian goods and services.
  - This means managing bilateral trade disputes (e.g. softwood lumber with USA, agricultural products with E.U.).
  - Negotiating bilateral and regional trade agreements (e.g. NAFTA, FTAA) (MRAs with E.U., FTA with EFTA).
  - Promoting rules-based regimes at the global level (launching a new round of MTN within WTO).
  - It also translates into assisting Canadian companies to seize opportunities on global markets.

- This means providing intelligence and advice on markets, agents and partners.
- Fostering joint ventures and industrial cooperation with foreign firms.
- Positioning Canadian firms in other markets to seize local opportunities (e.g. in EU).
- It also leads to the promotion of foreign direct investment into Canada.
- The same is true of technology transfers through S and T cooperation at the public and private level.
- We also contribute to the management of global economic, financial and development issues.
- We participate actively in such institutions as the IMF/WTO, Regional Banks, OECD, G-7, G-20 and others.
- It is in Canada's interest to benefit from a predictable and transparent trade and financial international system.

- Our second objective is the protection of Canada's security:
  - This translates into actions which promote international peace and stability.
  - We pursue a security policy which takes into consideration our strategic needs for defence.
  - Much of this effort has taken the form of collective commitments using NATO and NORAD.
  - A great deal of effort has been invested into adapting the European Security architecture to the new strategic equation in Europe: NATO, EAPC, PFP, OSCE.
  - A major task in recent years has been to strengthen regional organizations to promote security (OAS, ARF, OAU).
  - We have also made significant efforts to strengthen the UN system to deal with peace and security issues.

- Canada has taken part in most U.N. peace keeping missions around the world.
- We have provided civilian personnel for peace building missions of various kinds.
- Our efforts have also been directed at promoting good governance, democracy, human rights.
- And we have militated in favour of arms control, disarmament and non-proliferation.
- Canada has been at the forefront in causes such as a convention banning landmines, an international criminal court, control of small arms, protection of civilians.
- The concept of human security has now been accepted by the international community.
- And we are championing the cause of intervention for humanitarian purposes in some cases.

- Our third objective is the protection of Canadian values and culture abroad:
  - This third pillar complements and supports our economic and political objectives.
  - It receives substance in our reflection abroad of what Canada is: a bilingual country, a multicultural society, a federal system, a social solidarity model.
  - We also portray Canada as a modern, technologically advanced, connected country, to educate perceptions.
  - And we give expression internationally to what we believe in: rule of law, democracy, tolerance, pluralism.
  - These values underpin much of the positions we take at the multilateral level.
  - Our public diplomacy also aims to portray Canada as a sophisticated, educated and cultured country.

- We actively present Canadian cultural products abroad: music, theatre, film, dance, painting, literature, etc.
- We promote Canadian educational products, especially studies in Canadian universities.
- We encourage Canadian studies in various universities.
- And we support exchanges of students, professors and researchers.
- Much of our activity abroad is dedicated to raising the profile of Canada: speeches, conferences, seminars, interviews, cultural events, etc.



## DEFIS

- Maximiser notre avantage stratégique en Amérique du Nord:
  - Notre proximité des Etats-Unis et l'ALENA nous confèrent des avantages économiques certains.
  - Nous bénéficions de marchés très riches pour nos exportations et recevons des investissements importants.
  - Mais notre voisin n'est pas toujours sensibilisé à nos intérêts et il a des réflexes de grande puissance.
  - Il s'attend aussi à ce que nous partagions le fardeau de la défense nord-américaine.
  - Il y a donc des pressions sur nous pour participer davantage à la lutte contre le terrorisme, l'immigration illégale, le trafic des stupéfiants, le crime.

- On voudrait aussi que nous participions éventuellement au système américain anti-missiles.
- Il y a également le défi de faciliter le mouvement des biens et des personnes à travers la frontière.
- Et il y a celui de l'écart dans la valeur du dollar, la productivité économique, les salaires.
- Il faut ajouter à cela les pressions en matière d'harmonisation et de continentalisation.
- Comment maintenir l'identité canadienne en dépit de telles forces centrifuges?
- Le début d'un nouveau mandat au Canada, coïncidant avec l'arrivée de nouvelles administrations aux Etats-Unis et au Mexique, constitue une occasion à saisir pour bien nous positionner.
- La tenue d'un sommet hémisphérique à Québec en avril représente une autre chance de faire avancer nos intérêts dans les Amériques.

- Maximiser le potentiel de notre participation au système multilatéral:
  - Notre participation à de nombreuses institutions internationales vient agir comme contre-poids à notre vulnérabilité face aux Etats-Unis.
  - Notre vocation multilatéraliste nous permet de faire avancer nos intérêts avec plus d'aise dans une foule de domaines: commerce, sécurité, finances, environnement, désarmement, etc...
  - Elle nous permet aussi de développer nos liens avec de nombreux pays dans toutes les régions du monde.
  - En même temps, elle exige que nous contribuions activement à la discussion d'un grand nombre de situations ou de problèmes intéressant la communauté internationale et affectant nos intérêts .
  - La mondialisation fait en sorte que toutes les préoccupations nationales soient reflétées au niveau multilatéral et que nous devions rechercher des solutions coopératives.

- Dans ce contexte, il devient impératif d'oeuvrer à l'adaptation et au bon fonctionnement des institutions internationales.
- Notre implication multilatérale placera des demandes énormes sur notre politique étrangère aux cours des prochaines années.
- Qu'il suffise de mentionner la série des sommets à venir au cours des deux prochaines années, culminant avec celui du G8 au Canada en 2002.

- Maximiser la cohérence et l'efficacité de notre politique étrangère:
  - Aujourd'hui, toutes les institutions gouvernementales sont impliquées dans la poursuite des intérêts canadiens à l'étranger.
  - Bien sûr, le Ministère des Affaires étrangères et du Commerce international a un rôle prépondérant sur les questions de politique et de commerce international et il assume un rôle de coordination des activités gouvernementales au niveau international.
  - Mais l'ACDI et les ministères de la Défense, des Finances, de l'Immigration, pour ne nommer que ceux-là ont également un rôle important à jouer.
  - De plus, toutes les dimensions de l'activité gouvernementale ont un lien entre elles à l'étranger, par exemple dans l'approche que nous adoptons dans nos relations avec les pays en développement.

- Par ailleurs, le contexte international, les circonstances du Canada et notre pratique de la politique étrangère ont évolué considérablement au cours des dernières années.
- Il convient ainsi de procéder à des revues sectorielles de notre activité internationale et de situer celle-ci dans un tout cohérent.
- Il nous faut donc procéder à une mise à jour qui nous permette d'identifier de nouveaux accents, de préciser des objectifs à moyen terme et d'adopter des priorités.
- Il faut également voir dans quelle mesure et comment cette politique doit être appuyée par de nouvelles ressources



**REMARKS BY DEPUTY MINISTER  
GAËTAN LAVERTU**

**ATLANTIC COUNCIL OF CANADA  
ANNUAL CONFERENCE**

**OTTAWA, NOVEMBER 16, 2000**

**NATO's Place in Canada's Foreign Policy**



I am grateful for the opportunity to speak to you today. It is always gratifying to speak to a group of Canadians, such as yourselves, for whom Canadian foreign policy, and in particular our international security policy, is an abiding interest.

**In this regard, I want to commend the Atlantic Council of Canada on its vital contribution to educating Canadians about NATO and about Canada's role in the Alliance, promoting public debate about the future of trans-Atlantic security, and facilitating the scholarly exchange of information, opinions and research on NATO-related topics. I note in particular your focus on youth and education programs. For example, your internship program, with the financial support of DFAIT, enables young Canadians to gain invaluable experience working for NATO or for one of a number of governmental and non-governmental institutions in Allied and Partner countries. You are making an exemplary effort to engage a cross-section of Canadians on issues that the public often overlooks. This is a welcome contribution to our public dialogue on foreign policy and one that the Department of Foreign Affairs and International Trade is proud to support.**

**I think of this audience as a friendly, but critical one. Friendly in the sense that everyone one here has an interest in NATO and a belief in its mission. But critical in the healthy sense that you are prepared to challenge assumptions. I want to speak to you today in the same spirit.**

**NATO has been an essential element of Canadian foreign and security policy since the Alliance's inception in 1949. Any pillar that has stood for so long can easily be taken for granted. However, the end of the Cold War and the emergence of an entirely different security environment have placed NATO in a new context, presented it with new and complex challenges, and led to much reflection about its future role. This is an environment where violent ethnic conflict provoked suffering not seen on the continent since the Second World War; where a host of nations emerging from the long darkness of oppression re-asserted their independence; an environment where adversaries became partners; an environment where Europe seeks to take greater responsibility for its own security; an environment in which the concept of security itself has been redefined; an environment where nothing can be assumed.**

**Each element of this new environment constitutes a challenge for NATO and for all of its members. The Alliance has responded to these challenges in broad terms through its updated Strategic Concept, which was approved by the leaders of Allied nations at the 1999 Washington Summit. The Strategic Concept governs the Alliance's security and defence policy, its operational concepts, its conventional and nuclear force posture and its collective defence arrangements.**

**The 1999 Strategic Concept re-iterated the longstanding role of the Alliance in promoting the security of its members and the stability of the Euro-Atlantic region. Yet it also acknowledged that the Alliance had a role to play in consolidating and preserving the positive changes that took place in the last decade and that it must safeguard common security interests in an environment of further often unpredictable change.**

**The Concept guides the Alliance as it faces new challenges. I would like to explore some of these challenges in greater detail. I do so because each challenge, and each Alliance response, highlights NATO's continuing relevance for Canada.**

**I would point first to the challenge of globalization and its impact on conflict. There is no agreed definition of globalization, but nonetheless it is a widely recognized force. We associate it mainly with economic changes, and with the technologies that drive them. But there is more to globalization than that. Globalization has produced an increasingly inter-connected world, one where economic, political and environmental events have significant effects far beyond national borders. There are many benefits from this process, but also the negative consequence that security threats are more complex and global than ever before as borders become permeable and at times invisible.**

**Now, increasingly, local conflicts are no longer isolated events with no impact on states far away. Violence can spill over borders as political frustration and ethnic hatred are communicated outside, creating masses of refugees whose forced migrations lead to untold human suffering and widen the area of regional instability.**



**The conflict in the Balkans is a prime example of this trend. Its eruption brought instability to NATO's doorstep and brought ruin to countless communities and countless lives. Ignoring the conflict was not an option. Reasonable people can differ about the timing of international intervention, or about the success of particular strategies and tactics. However, there is no disputing that the emerging humanitarian crisis had to be addressed, that military intervention was necessary and that NATO was the only international organization with the means to intervene militarily in support of United Nations principles.**

**At the outset of the Balkans conflict, Canada was there as a leading contributor to the UN Protection Force in Bosnia and Croatia (UNPROFOR). Canada has also consistently supported NATO's engagement in the Balkans. We were one of the initial contributors of forces to the NATO-led Implementation Force (IFOR), subsequently re-named the Stabilization Force (SFOR). Our participation in SFOR underlines our continuing commitment to European security.**

**Some commentators argued that the decision in 1991 to withdraw Canadian forces stationed in Europe signalled a disengagement from the region. Nothing could be further from the truth. Our permanent military presence in Europe was a response to the Cold War. With the end of that threat, and the emergence of new Alliance requirements for peace support forces, our military contribution to NATO has evolved to meet those requirements. Our troops in the Balkans are right where they are needed the most. They are making as active and meaningful a contribution to European security today as those that used to stand watch by the Black Forest.**

**Faced with unsustainable troop commitments not only in Bosnia and Kosovo, but around the world, the government, with the full backing of NATO, decided last spring to consolidate its Balkan peacekeeping forces in SFOR. We are proud that a Canadian officer, Major General Hillier, is serving as commander of SFOR's Multi-National Division Southwest, with not only Canadian but also Czech, Dutch and British troops under his command, and with a Canadian foreign service officer, Drew McVey, serving as his Political Advisor.**

**Although our Balkan peace support efforts are now concentrated in Bosnia, our contribution to the Allied air campaign against Milosevic's forces in 1999 and our subsequent contribution to KFOR should not be forgotten. During the air campaign, our armed forces demonstrated that they had the technology, the skill and the courage to play a leading role in an extraordinarily demanding mission. Our deployment of forces to KFOR in the aftermath of the UN Security Council Resolution 1244 demonstrated our commitment to the Alliance's peace support role. Our Allies know that Canada will not sit out the tough jobs, and that we are committed to NATO's crisis management vocation.**

● Although we have concentrated our military presence in Bosnia, Canada continues to support a NATO role in Kosovo where KFOR troops, in close cooperation with the UN Mission in Kosovo, recently stood guard over peaceful and successful municipal elections, increasing the prospects for democracy to take root. We have provided significant resources to peace-support operations in Kosovo.

● In addition to the participation of the Canadian Forces, Canada has contributed civilian experts such as corrections officers, civilian police, elections monitors, and demining teams to name but a few. They have participated within the framework of the United Nations Interim Administration Mission in Kosovo (UNMIK), the Organization for Security and Cooperation in Europe and other international organizations active in the region.

**We have also committed \$112 million in assistance over two years for humanitarian aid, peacebuilding, community rehabilitation and short-term economic assistance in Kosovo - part of a Canadian regional assistance package of more than \$200 million.**

**The conflict in the Balkans also highlighted the extent to which individuals are increasingly both the victims and the targets of violence in modern warfare. It illustrated that the causes and consequences of conflict can extend far beyond national borders. The recognition of this phenomenon has brought about a shift in perspective that places a higher priority than before on the safety and well-being of civilians trapped in areas of conflict. I am referring of course to human security.**

**Canada recognizes the imperative of human security: to protect people from pervasive, violent threats to their rights, their safety and their lives. Human security is now more widely and better understood as an imperative of governance - an obligation of states and others in the global community. Human security complements traditional notions of security. It calls for the safety of individuals from both violent and non-violent threats to their rights, their safety and their lives. Human security means building safe environments through respect for human rights and democratic principles, through developing international norms and institutions to protect and advance the rule of law. In this respect the international reconstruction effort in the Balkans, with its emphasis on the rebuilding of civil society, is an example of human security at work.**



**The conflict in the Balkans also highlighted the issue of humanitarian intervention. A passage from the UN Secretary-General's Millennium report, "We the Peoples," is worth repeating: "Few would disagree that both the defence of humanity and the defence of sovereignty are principles that must be supported. Alas, that does not tell us which principle should prevail when they are in conflict. Humanitarian intervention is a sensitive issue, fraught with political difficulty and not susceptible to easy answers....Armed intervention must always remain the option of last resort, but in the face of mass murder it is an option that cannot be relinquished."**

**In September, Canada took up the Secretary-General's challenge with the launch of the International Commission on Intervention and State Sovereignty. The initiative, under Canada's leadership, has mandated an independent and international body of Commissioners to examine, discuss, and debate these profoundly complex issues over the coming year. By promoting an open-minded, inclusive, and sensitive debate, we hope that the Commission will be able to move forward and contribute to a growing international consensus on the issues. The Commissioners will deliver their final report to the Minister of Foreign Affairs and International Trade next autumn, for onward transmission to the Secretary-General and the broader international community.**

**A new and hopeful aspect of the Balkan situation is the democratic expression of the Yugoslav people in their recent Presidential elections. Canada applauds the courage of the Yugoslav people in their efforts to remove Milosevic from power. The announcement that Canada will contribute \$10 million in emergency aid and the lifting of sanctions demonstrates our continued commitment to working towards a peaceful transition for the Federal Republic of Yugoslavia. We will support initiatives to reform the FRY armed forces and security sector.**

**NATO's second challenge is to engage the states of the former communist bloc in a permanent framework of consultation and cooperation. To meet the challenge, the Alliance welcomed these countries into a partnership. Through the Euro-Atlantic Partnership Council and the Partnership for Peace, Allies and Partners have engaged in a wide-ranging security dialogue and in a growing number of joint defence and security-related activities.**

**Canada has played an active role in this process. We have recently contributed to it by ensuring that the EAPC addresses two of the most important emerging issues in the new security environment: the efforts to control the proliferation of small arms and to eliminate the scourge of anti-personnel mines. The EAPC has taken on a major role on small arms in the Euro-Atlantic region, a major "supplier" zone, taking active steps to pool and disseminate expertise on such key issues as stockpile management, export controls, collection as part of peacekeeping operations and destruction techniques. The EAPC mine action program is geared to promoting political support for stockpile destruction as well as facilitating concrete stockpile destruction programs. The latter includes a special Trust Fund which Canada was instrumental in setting up.**

**NATO's engagement with its Partners relates to an additional challenge, that of accommodating new Alliance members. The enlargement of NATO has stirred vigorous debates in many circles. For NATO, the addition of new members follows logically from the end of the Cold War. To rule out enlargement at this point in history would have been to perpetuate the old dividing lines in Europe. We would have in effect drawn a permanent line between those countries who were in the Alliance at the end of the Cold War and those who were not. We would have enshrined a vestige of the Cold War as a permanent feature of European security architecture. Clearly this is not the architecture for the 21<sup>st</sup> century.**

**Canada has been and continues to be an enthusiastic supporter of the enlargement process. We welcomed the addition of the Czech Republic, Hungary and Poland in 1999. We have been impressed with the active and constructive participation of all aspirants in the Membership Action Plan. The Plan provides aspirant countries with a framework for strengthening their candidacies for NATO membership. We believe that all nine aspirant nations deserve to have their membership bids assessed fairly and comprehensively, with the understanding that enlargement is in the last analysis a political decision requiring a consensus among all nineteen members.**

**I will mention one final element of the partnership challenge: NATO relations with Russia and Ukraine. The NATO-Russia relationship is one of the most significant developments in European security. It represents a conscious decision by NATO to replace the suspicion of the past with a new partnership based upon transparency and mutual respect. Its creation was a challenging process, yet considerable progress has been made. The NATO-Russia Permanent Joint Council has been an invaluable forum for discussions on a wide range of security issues, including military doctrines, the conversion of defence industries and Russian participation in KFOR.**



**Canada views the NATO-Russia partnership as an essential component of the European security architecture and an investment in stability for both parties. We would like to see both parties use this tool to the utmost degree possible. For example, we advocate using the Permanent Joint Council for consultations on an ever wider range of topics, including arms control and disarmament.**

**Canada has been one of the strongest proponents of NATO's distinctive partnership with Ukraine. This flows naturally from our own close bilateral relationship with that country. NATO, like Canada, recognizes the significant position that Ukraine occupies as a major regional player in European security. Accordingly, the Alliance has invested heavily in its Ukrainian partnership.**

**The success of the reform process in Ukraine, in particular its military component, will be crucial if Ukraine is to play the fullest role possible in the Partnership for Peace and in European security generally. NATO can help but, as is the case in every Partner country, the success of the reform process depends ultimately on the commitment of the Ukrainian leadership, the domestic political process and the people themselves.**

**As you know, NATO has a brand new partner in the European Union. The EU has made significant progress developing its European Security and Defence Policy (ESDP). This progress has presented NATO with another challenge: that of accommodating the EU's legitimate aspirations to play an increasing role in crisis management.**

**Although the ESDP is an EU project, NATO is intimately involved in its elaboration. This follows from the Alliance's commitment to assist European Allies in the creation of the ESDP by facilitating EU access to Alliance common assets and capabilities. The November EU Capabilities Commitment Conference will be a critical occasion for EU members to implement their Headline Goal, under which they undertook to develop the capacity to deploy a peace support force of up to 60,000 members for up to one year. However, any EU-led operations would still need to be supplemented by specific NATO assets and capabilities. For this reason alone, the two organizations must develop the closest possible relationship.**

**However, there is another reason. If the EU is going to share the burden of European crisis management with NATO, then the two organizations must be capable of deciding which is to intervene in a given situation. This is a very complex question, but there are two simple principles which Canada feels should guide any such decision.**

**The first is that NATO, as the premier military security organization in the Euro-Atlantic area, should normally be the organization of choice for its members in dealing with a crisis situation on the continent. The EU would have the option of engaging in crisis management, with the aid of NATO assets and capabilities, in those situations where NATO is not involved.**

**The second principle is that NATO must retain control over the disposition of its assets and capabilities. This means that the North Atlantic Council must always be informed of any proposals for EU use of Alliance assets and capabilities, must always be aware of any potential conflict between NATO and EU priorities, and must always retain the right to resolve any such conflicts.**

**I know that the development of the ESDP has raised questions in some quarters about the future of Canada's role in crisis management. After all, if the EU plays a greater role in this field, doesn't that mean a diminished role for non-EU members of NATO, regardless of consultation arrangements with the EU? Our answer is no, for three reasons.**

**First of all, we fully expect that NATO will retain its pre-eminent role. As a member of NATO, we would therefore continue to have a strong voice in European security.**

Secondly, the EU has welcomed our interest in potentially contributing to future EU-led operations. The way is therefore open for us to participate in such missions, provided we can work out suitable arrangements with the EU. We have indicated to the EU and to our NATO Allies that, in the event of an EU-led operation using Alliance assets, modalities for our participation, should we so wish, would have to be agreed. We contribute to NATO's common assets and capabilities and we would expect to have a say in the political and military control of an operation in which Canadian personnel and resources were involved. I am confident that this issue, like others surrounding the ESDP, will be resolved. I would add that we have expressed our interest in closer Canada-EU consultations on security and defence. We will continue to pursue this subject with the current French EU Presidency and with the Swedes when they begin their

**Presidency in the new year.**



**The third reason why we will not disengage from European crisis management is our commitment to stability and security in the Euro-Atlantic community. That commitment did not diminish with the end of the Cold War, for like our Allies we saw in the new environment an opportunity to build a new European security architecture, in partnership with a reborn community of democratic nations. Like our Allies, we accepted that we could not walk away from the crisis on the doorstep of NATO. Like them we were, and are, determined to end conflict and suffering in the Balkans. We see in the new NATO a tool for reacting rapidly to new and different security crises. This does not mean that the collective defence aspect of the Alliance is obsolete, merely that the ability to deter attack now exists in tandem with the capacity to restore peace.**

**Au-delà des paramètres de la sécurité européenne, il y a un autre défi, qui ne dépend pas seulement de l'OTAN. La question du contrôle des armements et du désarmement nucléaires est certes un défi pour la communauté internationale dans son ensemble, mais l'OTAN aussi a un rôle à y jouer. Entre autre, l'Alliance sert de forum consultatif sur les questions de sécurité, tel que l'ont démontré les longues discussions entre les alliés sur le projet des Etats-Unis d'un programme national de défense antimissile.**

**Au-delà des consultations, les Alliés de l'OTAN ont un intérêt commun dans le dossier du contrôle des armements et du désarmement. Ils ont intérêt à ce que le Traité sur la non-prolifération des armes nucléaires soit pleinement mis en oeuvre; à ce que le Traité sur l'interdiction complète des essais nucléaires entre en vigueur; à ce que START II soit ratifié et mis en vigueur; et à ce que START III soit négocié avec succès. Ces traités et accords sont les piliers du régime de non-prolifération, de contrôle des armements et de désarmement. Tous contribuent à faire en sorte que le monde soit plus stable et plus sûr pour nous tous.**

**L'OTAN a déjà reconnu qu'elle doit aborder le statut de ses armes nucléaires dans le cadre de son adaptation au nouveau contexte de la sécurité. Dans la décennie qui s'est écoulée depuis la fin de la guerre froide, l'OTAN a réduit ses arsenaux d'environ 85 p. 100. Elle a découplé les armes qui restent et en a abaissé la cote d'alerte. Et surtout, elle a réduit l'importance qu'elle attribue au rôle des armes nucléaires. Comme le stipule le Concept stratégique : « Le but fondamental des forces nucléaires des Alliés est politique : préserver la paix et empêcher la coercition et toute forme de guerre. »**

**Or, s'il s'agit là de mesures fort appréciables et positives, le Canada estime que l'Alliance doit constamment réviser ses politiques. En particulier, nous voudrions voir réduits encore davantage le rôle et la valeur des armes nucléaires. En conséquence, il a été convenu, au Sommet de Washington en 1999, que le Concept stratégique de l'OTAN serait maintenu sous examen à la lumière de l'évolution de l'environnement en matière de sécurité. Il a aussi été décidé que l'Alliance procéderait à un examen de ses options en ce qui concerne la non-prolifération, les mesures de confiance et de sécurité, la vérification, et le contrôle des armements et le désarmement.**

**Cette décision est un signal important de la contribution appréciable que la non-prolifération, le contrôle des armements et le désarmement eux-mêmes apportent à la sécurité des membres de l'Alliance. Elle a signalé la reconnaissance par les Alliés de leur rôle individuel et collectif de faire progresser la non-prolifération, le contrôle des armements et le désarmement.**

**En énumérant les défis que doit relever l'OTAN, j'ai abordé un vaste domaine. Je sais que la liste en paraît longue, comparée à la tâche simple mais onéreuse de dissuader une attaque armée. Pourtant, le Canada et l'OTAN n'ont d'autre choix que de relever ces défis.**

**Jusqu'à ce jour, l'adaptation de l'OTAN au nouveau contexte de la sécurité est un succès. L'Alliance a montré qu'elle est elle-même un élément essentiel de ce nouvel environnement. Cependant, elle doit aller plus loin. L'adaptation à la nouvelle vocation de l'UE en matière de sécurité, l'adhésion de nouveaux membres et l'examen permanent du Concept stratégique de l'Alliance revêtent tous une importance critique pour l'évolution de l'Alliance. Allié fervent, le Canada sera à l'avant-scène de ce processus.**

**Si l'OTAN avait refusé de s'adapter au nouvel environnement, si elle était demeurée indifférente à la crise des Balkans qui sévissait à ses portes, si elle avait ignoré les aspirations de ses voisins au partenariat et refusé de reconnaître les attentes générales en matière de sécurité, nous aurions été justifiés de dire que l'Alliance appartenait au passé. Mais rien de tout cela n'est arrivé. L'Alliance a relevé ces défis. Ses efforts ont été indispensables pour les surmonter. Grâce à son action, nous avons une Europe plus stable et plus sûre.**



**Cela est important pour le Canada. Au cours des deux guerres mondiales et de la guerre froide, le Canada a toujours reconnu que son propre intérêt était lié à la sécurité et à la stabilité en Europe. Il y a seulement cinq jours, nous avons rendu hommage aux Canadiens qui ont tout sacrifié pour cette cause. Nous sommes maintenant loin, heureusement, du temps où notre sécurité était directement menacée et où les Canadiens devaient faire le sacrifice suprême à la cause de leur liberté.**

**Mais notre tâche n'est pas terminée. Les Canadiens vivent dans un monde plus sécuritaire mais non parfait. Pour relever les nouveaux défis de la sécurité en Europe, nous devons encore coopérer avec ceux qui partagent nos valeurs et notre engagement. Nous avons encore besoin de l'OTAN parce qu'elle est plus qu'une organisation de défense collective. Elle est une communauté de valeurs et d'intérêts. À ce titre, elle fait partie d'une vaste constellation d'organisations internationales qui comprend les Nations Unies et l'Organisation pour la sécurité et la coopération en Europe, vouées à la préservation de la paix et de la stabilité.**

**Dans un monde en mutation, nous avons besoin de l'OTAN et des capacités collectives qu'elle entretient. Qui plus est, nous avons besoin de l'engagement mutuel que représente l'Alliance : un engagement mutuel en faveur, non seulement de la sécurité de chaque membre, mais aussi de la paix et de la stabilité dans une région cruciale.**

**Je vous remercie de votre attention.**

**Thank you very much.**



**NOTES FOR USS OPENING REMARKS TO  
THE DIPLOMATIC FORUM**

**"CANADA'S FOREIGN POLICY AGENDA AND PRIORITIES"**

**WINNIPEG, OCTOBER 20, 2000.**

**It is an honour and a privilege for me to extend a warm welcome to you to this year's diplomatic forum here in Winnipeg.**

**Je suis heureux de vous accueillir au troisième Forum diplomatique organisé par le ministère des Affaires étrangères et du Commerce international, et c'est avec grand plaisir que je note l'intérêt grandissant du corps diplomatique envers cette activité.**

**Le Forum diplomatique est une excellente occasion de partager et de discuter avec vous, amis et représentants des pays de la communauté internationale, des sujets d'importance pour le Canada et pour sa politique étrangère. Je suis persuadé que les séances de discussions prévues au programme cette année seront tout aussi productives qu'informatives.**

**This is an ideal event for discussing the theme of this first plenary, *Canada's Foreign Policy Agenda and Priorities*. It offers us an important opportunity to share with you, our fellow practitioners of diplomacy, the issues that we see as being important now as well as emerging issues that we will have to contend with.**



**There is a critical need for thoughtful and open-minded discussion on how we respond to the important challenges that we face in our day-to-day work. I hope this year's Forum will provide us all with a valuable opportunity to share our thoughts on those issues we see as priorities for our respective governments and countries.**

**Now, turning to this morning's programme, it is with great pleasure that I introduce to you today Canada's new Minister of Foreign Affairs, John Manley.**

**Mr. Manley comes to the Foreign Affairs portfolio with extensive experience in government. First elected to the House of Commons in 1988, he was appointed Minister of Industry in 1993, a position he held until just a few days ago. During this time, he has been at the forefront of national efforts to secure Canada's position as a global leader in the development of information and communications technologies.**

**He now brings this expertise to the Department of Foreign Affairs, an expertise which we will all have a chance to benefit from today as the Minister joins us, via the wonders of videoconference, to share some perspectives on the priorities and challenges facing Canada.**

**Would you please join me in offering a warm welcome to Minister John Manley.**

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