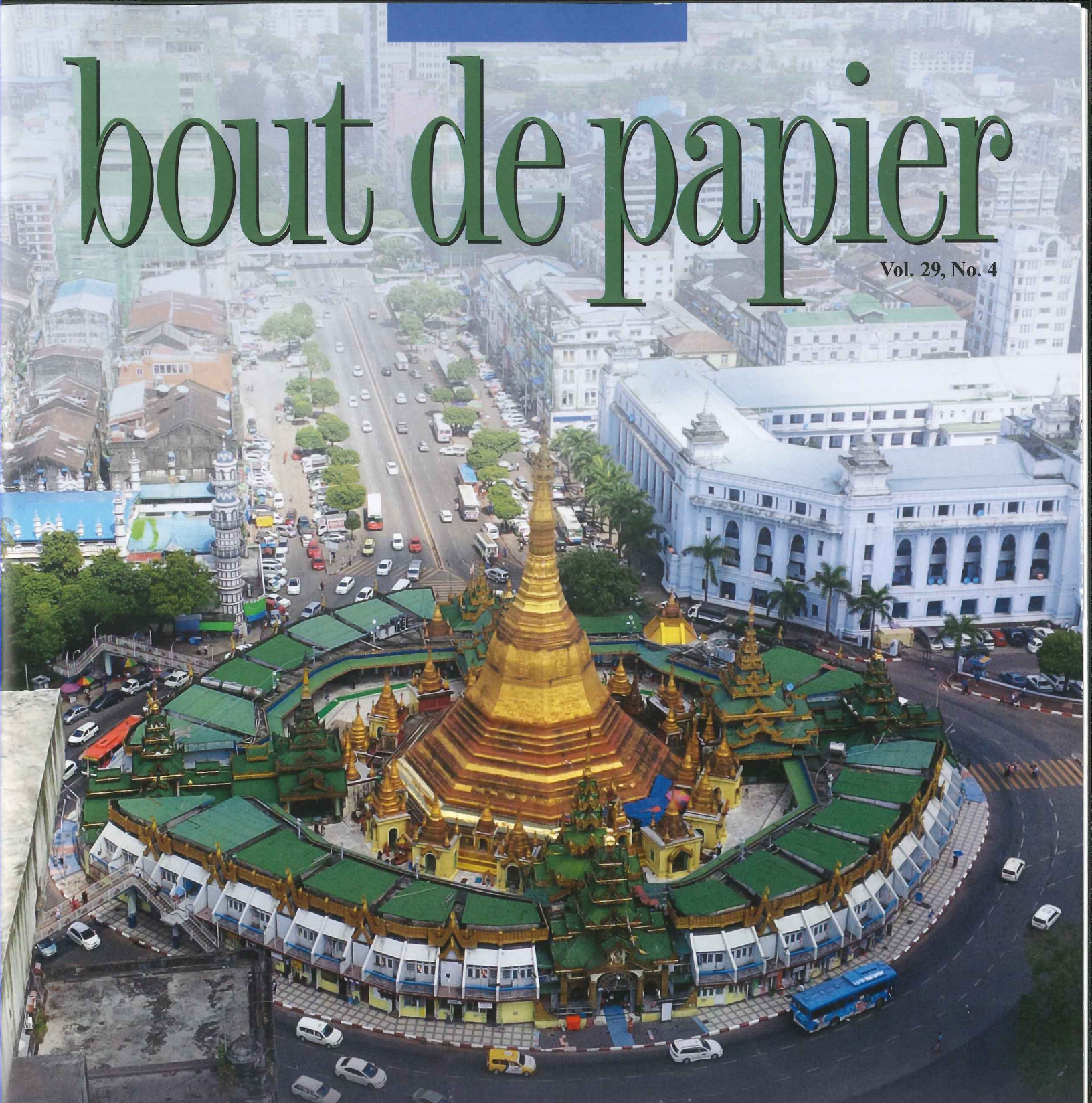


bout de papier

Vol. 29, No. 4



**Fenêtre sur la relève • Election Observation: Myanmar and Mali •
Les prix de l'APASE 2016**



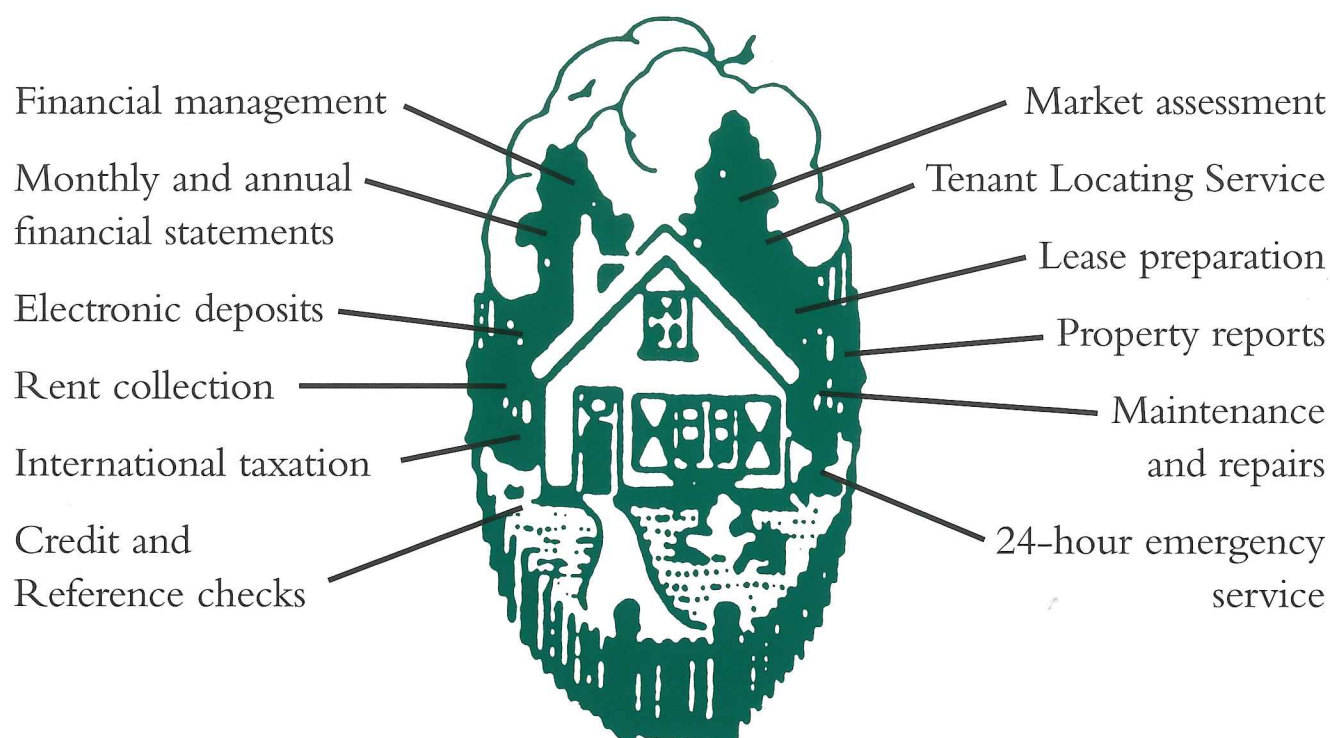
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Le magazine canadien de la diplomatie et du service extérieur



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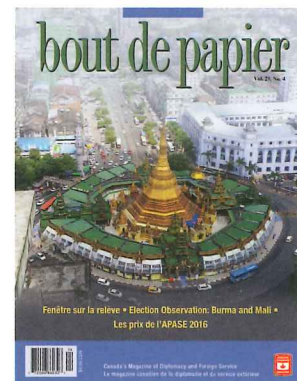
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Cover/Couverture : Sule Pagoda in Yangon, Myanmar

Photo by Jade Puddington

Saisir les opportunités



Most of us will remember our first day in the Pearson building, filled with hope and enthusiasm, ready to take on any opportunity to travel the world and contribute to shaping Canada's foreign, trade, consular and immigration policies.

Au cours de dernières années, le recrutement au ministère a été plus discret que par le passé, et c'est pourquoi il nous semblait important de mettre de l'avant les nouvelles recrues du service extérieur. Dans ce numéro, nous ouvrons donc une fenêtre sur la relève!

Si vous avez manqué le gala de l'APASE le 9 juin dernier, vous découvrirez aussi dans les prochaines pages les lauréats des prix du service extérieur de 2016 ainsi que les faits saillants de cette fabuleuse soirée. Ce qui m'a personnellement fait le plus plaisir est d'avoir vu l'Association des chefs de mission à la retraite (ACMAR) remettre cette année non pas un mais deux prix à des contributeurs de **bout de papier**. Alan Bones s'est mérité le prix dans la catégorie Photographies pour son article « L'Islande et les îles Féroé » (volume 28, no 4) et Pierre-David Jean, dans la catégorie Perfectionnement professionnel pour son article « Le grand saut! » (volume 29, no 1).

It is also that evening that I had the chance to catch up with Alan, a former editor of **bout de papier**, who had retired earlier this year from the Foreign Service. Alan confided that while he was pulling together the material to write his winning article, he realized what a unique opportunity a Foreign Service career presents. "We get to go to places, do things and meet people that we otherwise would never have the chance to experience". He told me that if he could share one single advice with new recruits, it would be to "go out" during their first posting – "to try to represent Canada

He told me that if he could share one single advice with new recruits, it would be to "go out" during their first posting – "to try to represent Canada in as much as your area of accreditation as possible, not just in the capital city".

in as much as your area of accreditation as possible, not just in the capital city". He noted that in most cases, these efforts would be noticed and appreciated not only by HQ but by contacts in the host country, and, more importantly, that this would help build up a comprehensive network of contacts that could be handy, especially in the event of consular emergencies."

Difficile de ne pas être d'accord avec Alan. Bien que les budgets de déplacements de nos ambassades ces jours-ci ne soient pas à la hauteur des ambitions de plusieurs agents du service extérieur, de nombreuses opportunités de déplacement s'offrent encore à nous, notamment dans le contexte d'observation électorale. À cet égard, nous avons lancé un appel à tous les FS avec l'intention de publier dans ce numéro les récits de collègues ayant participé à l'observation d'élections à l'étranger.

Canada has been a key player in the area of international election observation support, contributing to developing

international standards for democratic elections, improving the professionalism in the field of election observation, and supporting a range of multilateral partners deploying electoral observation missions across the world. GAC colleagues have often been at the forefront of these missions. Jade Puddington and Alex Johnson have agreed to share with the readers of **bout de papier** their respective experiences in Myanmar (Burma) and Mali.

En lisant ces récits, je me suis remémoré la première mission d'observation à laquelle je me suis jointe en remplacement d'un collègue en congé de paternité (Shauna Hemingway a justement contribué un excellent article à ce sujet pour ce numéro), lors des élections présidentielles colombiennes de 2006. Stewart Wheeler, mon gestionnaire de l'époque, m'a donné une opportunité en or de participer à cet exercice démocratique auprès de la mission d'observation de l'Organisation des États américains. C'est maintenant au tour de Stewart de saisir de nouvelles opportunités alors qu'il prend congé du ministère pour assumer les responsabilités de sous-ministre adjoint des relations internationales et chef du protocole de l'Ontario. Il tire au même moment sa révérence du comité de rédaction de **bout de papier**, tout comme le fait Allison Poff qui commence une nouvelle affectation à l'étranger. Merci à vous deux! Et il me fait plaisir d'accueillir James Junk au sein du comité.

So, from recruitment to recognition at a PAFSO awards dinner, to the unique experiences our careers offer abroad, such as election observation, and even to the editorial board of **bout de papier**... Where else could this journey take you? Read on to find out, and do not hesitate to share your adventures with **bout de papier**! 🌀

– Joya Donnelly, Rédactrice en chef

The importance of a Strong Foreign Service Community

Canadians are good at *community* and the Canadian Foreign Service is no exception. With a shared purpose and a lifelong commitment to the profession, Foreign Service Officers exemplify *community*. We support each other in times of hardship and we compromise and make sacrifices when asked. We celebrate our colleague's achievements every year at the Canadian Foreign Service Awards and we share our stories on the pages of this flagship publication. In 2013, during one of the longest labour disputes in the history of Canada's public service, we proved that our community is strong, resilient, and determined. At the heart of our community is the Professional Association of Foreign Service Officers (PAFSO).

Il va sans dire que toute communauté a son lot de défis à relever, et la nôtre ne fait pas exception à la règle. Notre profession est recherchée, et on nous accuse parfois d'être peu accueillants, dans une large mesure à cause du recrutement à la baisse. Cela incite certains à remettre en question notre mission et la nécessité d'un service extérieur professionnel permutant et spécialisé. Le sujet peut se révéler délicat et gênant dans les ministères où des agents FS travaillent.

Donc, pourquoi le Canada possède-t-il un service extérieur professionnel permutant et spécialisé ?

Le service extérieur du Canada a été constitué vers la fin des années 1920 par le sous-secrétaire aux Affaires extérieures de l'époque, Oscar Douglas Skelton. M. Skelton a recruté des agents du service extérieur permutants qui passeraient leur carrière à l'étranger tout en développant un noyau d'excellence qui permettrait d'exécuter les politiques étrangères du Canada. Près d'un siècle plus tard, compte tenu de la dynamique géopolitique en perpétuelle évolution en Asie, au Moyen-Orient, en Europe et

dans les Amériques, ce modèle reste plus pertinent que jamais. C'est pourquoi le Canada maintient un ratio de diplomates professionnels permutants dans des postes à l'étranger. Sans cet équilibre, nos diplomates ne passeraient pas suffisamment de temps à l'étranger et ne pourraient pas acquérir les compétences qui caractérisent un service extérieur de calibre mondial.

Malgré cela, on estime que 20 % des postes canadiens à l'étranger sont occupés par des non-FS à titre intérimaire. Parallèlement, à peine la moitié des FS du Canada ont servi plus d'une affectation à l'étranger et 40 % déclarent qu'ils éprouvent de la difficulté à obtenir une affectation. Cette tendance pose un risque pour notre communauté et compromet notre capacité à demeurer un foyer d'excellence.

PAFSO will always emphasize that FS are the de facto incumbents of FS positions, that we have accepted rotationality as a condition of employment, that we are graduates of the Foreign Service Development Program, and that our families make significant sacrifices related to our children's education and our spouse's career, income, and pension. However, the discussion cannot be about 'them versus us'. Our positions may call for different skills sets, but many of our non-rotational colleagues would make great career-rotational FS!

Non-rotational officers bring immense value to the table but they have a purpose that, while equally important, is different than that of our own. Canada needs its non-rotational cadre of officers just as it needs its Foreign Service. That's why PAFSO will continue to object when FS are overlooked for postings abroad. We will also embrace with even more vigor recruitment into the Foreign Service and advocate for the expansion of positions in Canada's



Photo courtesy of Daniel Marchand

missions abroad. Last year, we welcomed Management Consular Officers into our community and as Canada's foreign policy needs evolve, we will be ready to welcome others.

As FS, we should not shy away from this conversation. Instead, we should be open to having a respectful, yet frank conversation about why it is important that Canada has a dedicated cadre of career-rotational officers. ☺

Michael Kologie

President, PAFSO / Président de l'APASE

Fenêtre sur la relève : Qui sont les nouvelles recrues du Service extérieur?

Propos recueillis par Laura Atar

bout de papier vous invite à rencontrer les nouvelles recrues du Service extérieur canadien, devenues FS-01 au cours des deux dernières années par le truchement de concours externes ou internes. À travers leurs textes, vous découvrirez un vaste éventail de parcours académiques et professionnels, et tout autant d'aspirations, de passions et de réflexions sur le travail à Affaires mondiales Canada ou à Immigration, Réfugiés et Citoyenneté Canada. Si vous croisez leur chemin dans les dédales de Fort Pearson ou d'une de nos missions à l'étranger, n'hésitez surtout pas à leur souhaiter la bienvenue!

Ala Ji

I joined GAC in February 2016 through the Foreign Service external recruitment process. This marks an exciting new chapter in my career, but also a homecoming. Originally from Vancouver, I was recruited into the Public Service through the Management Trainee Program in 2006 and, over the years, I have worked in several departments including DFAIT in 2008–2009. From 2009 until this year, I was at Public Safety Canada, but I am very happy to be coming back to the international files that I love.

My first and current assignment is with the Greater China Division. Since returning to GAC, I have been reminded of how incredibly dedicated and passionate people are about their work in this Department. I feel very honoured and lucky to be among you. I look forward to the new encounters and opportunities that working as an FS will bring me.

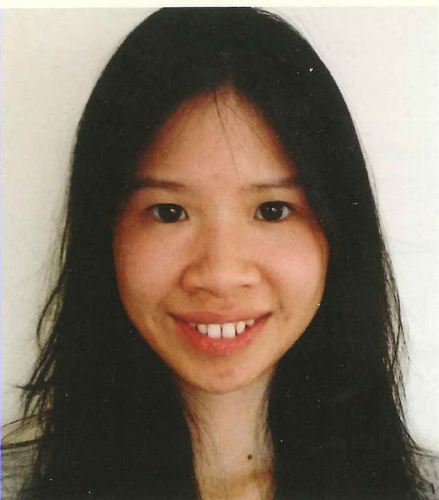


Alina Kwan

Hailing from Vancouver, I came to the Department in 2012 as a co-op student for the Trade Policy China Division. After three years tackling China and APEC trade policy issues, I joined the Foreign Service and found a new home in the fast-paced Humanitarian Affairs and Natural Disaster Response Division. My main files now are refugees and displacement policy. I am tremendously excited to be in New York this fall as an UN General Assembly (UNGA) Junior Advisor.

Since arriving at GAC, I have been continually surprised by (and thankful for!) the generosity of managers and colleagues in offering career advice. I look forward to expanding my experiences in an amalgamated department and continuing to work with such a diverse group of individuals.

If you see me in the halls, please stop me to say hi... or to learn about West Coast swing dancing (warning: addictive), ask about the must-dos in Vancouver (a hike in North Van and visit to Earnest Ice Cream at minimum), or to direct me to the best desserts in Ottawa (it's a never-ending quest)!





Annelies Kenny

I am thrilled to be participating in the Management Consular Training Program (MTCP) since 2015. My previous GAC experience includes a brief time in the Trade Branch's Tariff and Goods Market Access Division, as well as internships in our embassies in Montevideo and Buenos Aires.

Growing up, our home base was Regina, but my family also spent extended periods in the US, France, Japan and Spain. Summers were spent exploring the shore of the St. Lawrence River in the Bas-du-Fleuve. I eventually settled in Montreal, obtaining two Bachelor's Degrees at Concordia University in Finance and Spanish Literature. In 2013, I came to Ottawa to pursue Graduate Studies at the Norman Paterson School of International Affairs, specializing in International Economic Policy – my diploma should be in the mail any minute now.

Pursuing in-depth training in GAC's consular, security and emergency management portfolios has been a tremendously enriching experience thus far, and I am certain the remainder of the training program will be equally rewarding. I am continually impressed by the depth of knowledge and professionalism of my colleagues, and am devoted to maintaining this standard at home and abroad.

Antonia Wynne-Hughes

When I first joined the Department, I was convinced that I knew on what files I wanted to work and what my career would look like – as though that was the key advantage of an FS career. I quickly realized though that the very absence of a narrow, predetermined career path was the truly alluring part of the job.

I was brought in as surge capacity when Canada hosted the 2010 G8/G20 Summits. Since then, I have had the distinct pleasure of working with competent and engaging colleagues on the Sudan and South Sudan Task Force, in the Eastern and Southern Africa Division, and, currently, in the Human Rights Policy Team.

I formally joined the Foreign Service in 2015. Despite frustrations with being on back-to-back term contracts for five years, the variety and unpredictability of the work (not to mention exceptional colleagues) always outweighed these frustrations. I am most grateful to have had managers willing to see beyond my “term” status and expose me to professional development opportunities that have strengthened my commitment to a career in this Department. This has continued since I became an FS, including the possibility of joining an HRC delegation and bilats with the Office Of The High Commissioner For Human Rights, being an UNGA Junior Advisor, and, most recently, undertaking diplomat training at the German MFA.

I would never have thought that I would spend most of my six-year career to date in the Department focused on communications, Africa and the multilateral world. Yet, while I can't tell you on what I will be working six years from now, I wouldn't have it any other way.



Cynthia Bissonnette

En septembre 2015, je me lançais dans ce Programme de formation en gestion et en affaires consulaires (PFGAC). Quel bon choix! Les responsabilités des agents de gestion et affaires consulaires correspondent parfaitement à ma personnalité, à la fois organisée et créative, et à mes intérêts pour la gestion et la géopolitique mondiale.

Je suis une femme d'action qui aime créer, imaginer et admirer des changements positifs. J'aime les défis et les résultats que nous pouvons atteindre en y mettant toute notre énergie.

Originaire du village touristique de Montebello en Outaouais, j'ai étudié en politique internationale à l'Université d'Ottawa et en gestion de projets internationaux à l'Université du Québec en Outaouais. Mes études m'ont menée directement à l'ACDI, où j'ai été agente de développement au Programme panafricain et au Programme Haïti. Puis, je suis devenue conseillère en démocratie au MAECD. À travers mon parcours, j'ai eu la chance de gérer des projets porteurs de réussites et surtout, de côtoyer et d'apprendre de gens formidables!

Durant mon premier stage à l'Ambassade du Canada à Colombo, où j'ai été chaleureusement accueillie, j'ai été impressionnée par le professionnalisme et le dévouement des employés canadiens et locaux. Je suis actuellement en affectation au Centre de ressources sur les directives du Service extérieur, et me prépare à traverser ma première saison d'affectations tout en demeurant zen! Je regarde vers l'avenir et attends impatiemment mon premier poste à l'étranger prévu pour 2017.

Quand j'ai fini de courir au travail et avec mes enfants, je vais jogger... pour faire changement!





Édouard Huot

On croyait cette espèce disparue, mais elle renaît de ses cendres... Me voici un autre spécimen de la nouvelle génération d'*agens servitium externarum* (expression d'inspiration latine d'agent du Service extérieur)!

Après une vie nomade, ayant erré d'aventures en aventures, aussi variées que les contrées visitées, j'ai élu domicile à Ottawa en septembre 2011 – débutant ma carrière au ministère dans la direction des contrôles à l'importation, puis aux obstacles techniques au commerce et maintenant à la direction s'occupant de l'UNESCO. Faisant suite à un examen interne, les experts m'ont classifié, en 2015, comme nouvel *agens servitium externarum*.

Agens sertivium externarum est reconnu comme une espèce sociale. Ainsi, avec quelques collègues toutes filières confondues, j'ai cofondé IDE@ Global, réseau pour tous les employés du ministère favorisant Innovation, Développement personnel et professionnel, Échanges et @pprentissage. IDE@ Global organise, entre autres, des activités pour le cycle d'affectation à la centrale, un jumelage gestionnaire-employé et des 5 à 7.

À l'extérieur du ministère, vous pouvez m'observer dans différents milieux : au Centre national des Arts, à une soirée de tango, à une compétition de scrabble (ça existe!), ou encore sur un terrain de soccer, une piste cyclable ou une planche de surf.

Après cinq années à la centrale, sevré, je commence à voler de mes propres ailes. Je participe à la 71e Assemblée générale des Nations unies à New York cet automne avant de migrer à l'été 2017 vers Berlin, où je serai délégué commercial (Investissement).

Francis Poirier

Tout commença par une traversée du Canada à la fin de mon adolescence. À mon retour, l'expérience m'avait galvanisé. Tout devenait possible! J'ai bientôt quitté Hawkesbury, ma ville natale, pour entreprendre des études de piano jazz à Montréal. C'est d'ailleurs la musique qui la première m'a donné le goût de voyager. D'abord d'une époque à l'autre, puis d'un genre et d'une culture à l'autre.

Après quelques années d'une vie artistique des plus stimulantes, je me suis retrouvé dans le domaine de la construction où j'y ai aussi trouvé mon compte. C'est d'ailleurs ce qui m'a ramené sur les bancs d'école le temps d'entreprendre une technique en génie électrique. Ironiquement, c'est un premier voyage en Europe qui m'a électrisé et, une fois de plus, j'ai décidé d'emprunter une nouvelle voie. Se sont enchaînées plusieurs années d'études à satisfaire ma curiosité dans autant de disciplines que possible, accumulant au passage un certificat en arts et sciences, un baccalauréat pluridisciplinaire en études européennes et une maîtrise en administration internationale. Au cours de cette période, j'ai eu l'opportunité de travailler en Allemagne et d'étudier en Autriche. Une certitude s'était dessinée : j'avais la piqûre de l'international!

Curieux de nature, débrouillard et surtout allergique à la routine, j'ai touché un peu à tout pour gagner ma vie avant d'entrer dans la fonction publique fédérale en 2010. Passant d'abord par Service Canada, puis par Travaux publics et services gouvernementaux Canada, je suis enfin entré à Affaires mondiales Canada en septembre 2015. Je fais aujourd'hui partie du Programme de formation en gestion et en affaires consulaires (PFGAC) et je reviens tout juste d'une affectation temporaire en Colombie une expérience qui fut un vrai coup de cœur! J'attends maintenant avec impatience la fin de ma formation pour m'envoler vers une première mission de trois ans quelque part ailleurs dans le monde!



Felicity Smith

My path to the Foreign Service could be best described as a meandering obstacle course, rather than a straightforward sprint.

I knew I wanted to work in the field of Canadian immigration abroad since I was very young. My father started with the Department as a Foreign Service Officer, and my mother has worked with Immigration, Refugees, Citizenship Canada (IRCC) for over 35 years. I had witnessed through their careers the important work IRCC does, both in Canada and abroad. I started with IRCC in 2010 as an Inland Officer in Toronto, and when I was recruited through the 2010 FS campaign, everything seemed to be falling into place.

This was also when the road took a sharp turn, as the Deficit Reduction Action Plan then put hiring on hold. In the four years I waited for the freeze to thaw, I worked as a Hearings Officer, a Citizenship Supervisor and a Senior Advisor in refugee operations.

This detour, while unexpected, has already informed my temporary assignments in Shanghai, Nairobi, Ankara and London. I hope to bring this comprehensive perspective on the work of the Department as a whole with me on my first full posting to Ghana which started this Fall.



Johanne Lacoursière

J'en suis à ma première année du PFGAC. Après un passage en classe couvrant le volet relatif à la gestion, suivi d'un stage au Consulat général du Canada à Los Angeles, j'ai maintenant l'opportunité d'effectuer une affectation de perfectionnement au sein de la Plateforme internationale. En faisant partie de cette équipe, j'approfondis et mets en pratique mes connaissances en gestion des ressources humaines liée aux employés recrutés sur place et travaillant dans nos missions.

J'ai quitté la Ville de Québec et suis arrivée à Ottawa en septembre 2015. Avant ce premier poste au gouvernement fédéral, j'avais travaillé pendant quatre ans au sein de la fonction publique québécoise à titre d'analyste en information de gestion à Services Québec, d'agente de programme au Secrétariat aux aînés et de conseillère en coopération internationale au Ministère de la Santé et des Services sociaux. Par ailleurs, j'ai aussi baigné dans le merveilleux monde de l'éducation pendant sept belles années durant lesquelles j'ai enseigné à des élèves du préscolaire au secondaire au Mexique, en Chine et au Québec. Je possède une maîtrise en administration publique (concentration: administration internationale) de l'École nationale d'administration publique de Montréal ainsi qu'un baccalauréat en enseignement de l'histoire et de la géographie au niveau secondaire de l'Université McGill.

Je suis très stimulée par l'environnement de travail dynamique et diversifié qu'offre le ministère. J'ai l'impression de voyager même en étant à Ottawa, au fil des histoires et des expériences vécues à travers le monde que partagent les gens que je rencontre. C'est unique et génial!

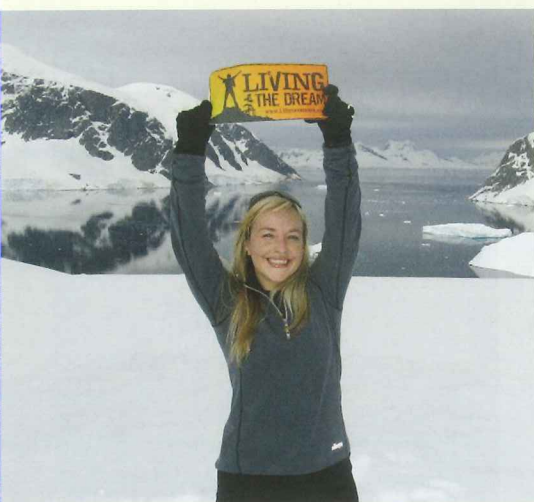
Julia Garant

Hailing from outside of Toronto, I grew up valuing multilingualism and developing a strong interest in cross-cultural issues. After earning a Bachelor's degree in Spanish/French Literature & International Studies (Queen's University), and a degree in Education (University of Toronto), I obtained a Master's degree in Human Security and Development (Norman Paterson School of International Affairs). Along the line, I studied in Cuba and Mexico – formative experiences to be sure!

A by-product of my itch for new challenges, my career has spanned security, development, and international relations portfolios in the public sector. It began at Public Safety, took a turn to humanitarian assistance with CIDA, and was recently seized with border management cooperation with Mexico at CBSA. It became clear that – no matter where I am – busy files find me! So, for a change, I thought I would become an MCO (wink).

I'm looking forward to a career filled with adventures where I can try my hand at various roles. Since joining the Department, I've worked with the Emergency Management Exercise team, supported a major refugee operation, and done a consular placement in Jordan. I'd say it's a good start!





Lydia Shemeluck

Born in Toronto, my family moved to Barbados when I was 12; they stayed, and I came back to Canada for university (though every winter I ask myself why!)

I have a Bachelor of Physical and Health Education, and a Bachelor of Arts in International Relations, and Peace, Conflict and Justice – both from the University of Toronto – and I will soon be completing my M.A. at the Norman Paterson School of International Affairs. It was through this M.A. program that I had my first opportunity in the Department, as a Junior Policy Analyst in the Defence and Security Relations Division.

Working, studying, and travelling abroad have featured heavily in my life, and I set – and met – my goal of visiting the seven continents. After half a dozen deployments as a civilian working for the Department of National Defence (to Kandahar, Kabul, Dubai and Cyprus), I clued in to the fact that working for Canada overseas is an extraordinary opportunity.

For fun I like to scuba dive, and the past few years have seen me travel to destinations in hopes of swimming with whale sharks [success rate = 0%]. Au plaisir de travailler avec vous!

Sahar Ghadhban

Quand une certitude s'accroche dans un monde d'incertitudes, elle finit par devenir une sorte de vérité. C'est suite à mon premier stage à l'Ambassade du Canada à Alger en 2008 qu'une certitude a pris forme dans mon esprit : celle de me joindre au Service extérieur. Bien sûr, ces quelques mois à Alger n'ont que renforcé l'image romantique que je me faisais de la vie d'un diplomate. J'étais déterminée à réussir le concours de la fonction publique... mais l'échec m'a alors accueillie les bras ouverts! Entre temps, j'étais retournée sur les bancs d'école pour obtenir une maîtrise en Affaires publiques et internationales. Puis, j'ai entrepris un second stage, cette fois-ci à Damas. Vers la fin de ma maîtrise, je me suis retrouvée de nouveau à l'étranger, cette fois à la mission permanente du Canada auprès des Nations Unies à Genève.

Trois stages et une maîtrise plus tard, j'ai attendu plusieurs mois avant de décrocher mon premier contrat temporaire à la Centrale au sein de la direction des Activités de sensibilisation suivi d'un second dans la direction des Affaires hémisphériques. La fin de ce contrat approchant, j'ai commencé à considérer d'autres opportunités à l'extérieur du ministère. C'est ainsi que j'ai accepté un emploi avec le Programme des Nations Unies pour le Développement en Tunisie comme analyste de communication. Mais quelques jours avant de prendre l'avion, j'ai postulé au concours interne. Un an plus tard, je revenais au pays comme agente du Service extérieur!

Mon expérience avec les Nations Unies m'a donné une nouvelle perspective. À mon retour, j'ai remarqué que les choses fonctionnent relativement bien. Il paraît que lorsque l'on se compare, on se console! Au cours des huit dernières années, la ligne droite que je souhaitais fut un long zigzag. Elle m'aura appris que pour être un fin diplomate, il faut la bonne dose de confiance en soi et de modestie. Et c'est entre ces deux pôles que j'essayerai de naviguer pour suivre la trace de ceux et celles qui m'ont inspirée et ont contribué à confirmer ce qui est devenu avec les années ma certitude. Je suis maintenant en formation linguistique en préparation d'une affectation à Moscou en 2017.



Sarah Gillis

I officially joined the Foreign Service family in February 2015 through the Department's internal competition. I am not as new to the FS world, however, having filled a number of FS positions since 2011. I'll be the first to credit the wonderful people I've worked for and with, and the challenging files, for having kept me curious and in the A Tower until I could formally call myself an indeterminate FS (Political/Economic).

I am currently in a cross-stream assignment as a trade commissioner in the South Asia Commercial Relations Division. Last fall, I completed a temporary duty at Canada's Permanent Mission to the UN in New York, before which I worked in the G7/G20 Summits and South Asia Relations Divisions. Like many of my colleagues, I got my first taste of LBP cafeteria food as a Coop Student. Needless to say, the food wasn't what kept me around!

I have a Master's Degree in African Politics from the University of Oxford... and a voracious appetite for sushi! Despite having resided in Ottawa for a decade, and like all good British Columbians, I still call myself a Vancouverite. My partner Tyler and I can be found on our bikes or snowboards most weekends. We look forward to our first posting!



Viviane Pelletier

I am currently in my first year of training to be a MCO and will be posted abroad in 2017. I grew up in Montreal where I did my Undergraduate Degree in Marketing/Management at HEC and then pursued my Master's Degree in International Management at both Sherbrooke University and École Supérieure de Commerce et de Management in Poitiers, France.

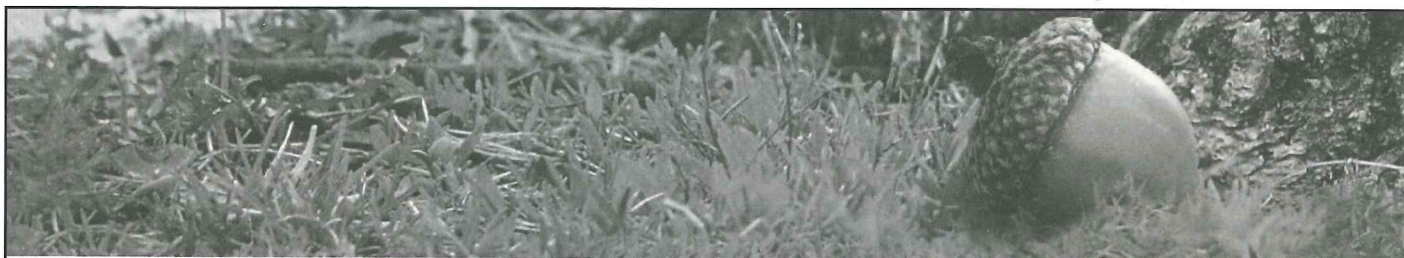
I began my career in the consumer goods industry working for Electrolux in Sweden and Brazil. I then returned to Montreal, where I worked in economic development, promoting the city with a focus on the financial services sector. This experience allowed me to travel quite extensively across North America, Europe and Asia. During my career, I have also had the fortune of living in India, a country dear to my heart.

I love swimming and typically make it a point to try local facilities when travelling.

I was fortunate to go to the Caribbean for the first time this year during my Overseas Placement in Trinidad and Tobago. One thing that surprised me when joining the training program in September was the plethora of opportunities available at HQ. I look forward to this exciting life and to hopefully learning a few languages along the way. 🌐



Laura Atar joined the Foreign Service in 2006 as a Political/Economic Officer, and was posted to London in 2008. She is currently in a cross-stream assignment within the Economic Growth and IFI Division.



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Election Observation

*Note de la rédaction: C'est en lisant le livre de John Graham, Who's Man in Havana, dans lequel il raconte, entre autre, sa participation à des missions d'observation électorales que l'équipe de **bout de papier** a eu l'idée de demander à nos collègues FS de partager leurs récentes expériences à ce sujet. Jade Puddington et Alex Johnston ont répondu à l'appel et nous racontent dans les pages suivantes leurs expériences respectives au Myanmar (Birmanie) et au Mali.*

A Walk in the Burmese Sun: Witnessing Burma's Historic National Elections

By Jade Puddington

I knew when I joined the Foreign Service that I would get to have innumerable adventures and unique experiences, but never could I have imagined that five years only after joining the Department, I would be sitting on a plastic chair in a one-room school house with a rusty metal roof, watching votes being counted in one of the most important Burmese elections in over half a century.

I had arrived in Yangon, the capital of Burma, a week before national elections were slated to take place on November 8, 2015. I had visited the city two years earlier and while much had stayed the same, much had also changed. Yangon is a bustling city brimming with history and a desire to move forward. Golden pagodas stand in the middle of busy traffic circles brightly illuminated by spotlights. British colonial buildings, wrapped in ivy and moss, stand adjacent to scaffolding which will give birth to skyscrapers. The air is hot and the humidity high. As night descends on the city, streets tend to be more dark than light, but that doesn't stop lively street vendors from setting up to sell their wares – from fruits, to cell phones, to skewers of food cooked in pots of oil.

I had been sent to Burma from Ottawa to help our embassy with reporting in the lead up to the elections, and to be there for the event itself to act as an election monitor. This was arguably the first opportunity for the citizens of Burma to participate in a free and fair election in over 25 years, and you could sense an enthusiasm in the city – something reflected across the country as well. Bubbling under the optimism though, was an anxiousness brought on by uncertainty of how events would unfold.

For an entire generation, it would be the first opportunity to truly go to the polls. In 1990, somewhat free elections had been held – during which opposition leader Aung San Suu Kyi's National League for Democracy (NLD) had won a majority. However, the military refused to accept the results and instead put her under house arrest. Burma had essentially been a military

dictatorship for 60 years until 2010, when the military again allowed elections and this time, a semi-civilian government to come into power. Since those 2010 elections, Burma had undergone significant changes in moving from a military dictatorship to a fledgling democratic regime, and the outside world had taken notice. This election would be a true test of that commitment to democracy. Would this be a repeat of 1990? Would there be violence? While everyone hoped for the best, the worst case scenario hovered in people's subconscious.

Throughout the democratic changes which had been taking place, the Burmese government had been remarkably open to receiving advice and support from the international community. It was equally deter-

mined to show its commitment to the democratic transition, and was making the process for its 2015 national elections as open as possible. This included allowing countries and international organizations to send observer groups to monitor these elections. Determined to have Canada play a role, our Ambassador had all members of the embassy accredited as official observers, as well as myself and a colleague from our mission in Bangkok. We would have seven teams of two (one Canada Based Staff (CBS), one Locally Engaged Staff (LES)), each of them with a car and driver.



View of Sule Pagoda, up the street from the Canadian Embassy.

Photo: Jade Puddington



Photo: Mark McDowell

Lady shows pinky finger marked with indelible ink after voting.

The day before the elections, our teams began spreading across the country. One took the overnight bus to Pa'an and would coordinate with the Thai observers. Two CBS embedded with the European mission left with their EU counterparts for Mon State. The Ambassador drove to the delta region. As for me, like those remaining, I would start my adventure before sunrise on the day of elections. In total, the teams would cover a diversity of areas, from largely Muslim, to ethnic Bamar, from poor, to urban, to rural, to military.

My car and driver picked me up at the hotel at 5:30 am so that I could meet Lwin Mar, the LES with whom I was paired, at her polling station. While she was waiting to vote (the Ambassador ensured that all embassy LES had the opportunity to do so), I would be inside observing the station. It was a bit of a surreal feeling walking into the hotel lobby at that early hour. The lobby was abuzz with people. In the days leading up to the elections, a number of new groups had arrived in the hotel – a surprising amount were tourists but most were election observers from the Carter Center, easily identifiable with their matching satchels and blue shirts. That morning they were all preparing to head out. The hotel lobby counter was stacked high with boxed breakfasts, ready to go.

Driving along in the pre-dawn, the city was already moving hazily. Joggers were out running around the park before the

arrival of daylight temperatures. Under one of the flyovers, highlighted by fluorescent lights, workers were crouching and assembling newspapers. People walked along the sidewalks in their traditional longis and flip flops. After half an hour, we pulled off the main road into the smaller side streets of Yangon. It is hard to describe the side roads of this city. Most times they are only wide enough for one car, with the security walls of people's properties stretching along their sides. They snake and curl, often with people walking their edges. If you follow them long enough, they will pop you out at another main road. How drivers and taxis know their way around is a mystery, but they instinctively know the roads to follow... well, except this time.

We weren't exactly sure where the station was located and had to stop a few times to ask for directions. A vendor on the street corner, a security guard walking in front of a gate – all pointed us in the general direction we had to go. We finally parked and the driver motioned me down the rough dirt road. I rounded the corner to find an area cordoned off on one side with plastic tape. A line of at least 200 people had already formed at the small

Before leaving, they had to have their pinkie finger dipped in ink to clearly indicate they had had their opportunity to vote...this simple act ensured individuals could not fraudulently vote twice, adding greater legitimacy to the election results.

shrine which was doubling up as a polling station. I walked its length and received smiles and nods. With my green accreditation card hanging from my neck, they knew I was one of thousands of observers in the country to ensure the elections went well. I walked back to the entrance of the shrine, past many dressed in attire fit for a celebration. As soon as I showed my pass, I was allowed entry (minus my shoes and socks). There were already three local observers in the area designated for monitors. I joined them and received a rundown of what had happened so far. The elections had started smoothly.

Voters would enter the building a few at a time, proceed to the first table to present their voting slips and receive their first ballot for the national parliament. They would go behind cardboard shields to mark their selection, fold the paper and put it into the ballot box themselves. They would then continue to another table and go through a similar process for the regional vote and, if they were part of an ethnic group, repeat the process a third time for an ethnic vote. Before leaving, they had to have their pinkie finger dipped in ink to clearly indicate they had had their opportunity to vote. [You may ask how much ink is required to mark the fingers of voters at



Voter casting her ballot.



Canadian Embassy staff with their election monitor accreditations.

50,000 polling stations... as the Ambassador found out, \$2 million. Yet this simple act ensured individuals could not fraudulently vote twice, adding greater legitimacy to the election results]. After my LES partner had finished voting, we stayed another half hour before beginning to make our way to Bago, a city an hour and a half away.

Just before reaching Bago, we pulled off to the side of the road along a white concrete wall. It was one of the military barracks. The government had said that all locations, even the barracks, would be open for monitors, and so we were determined to test that accessibility. After a conversation with the guard at the gate we were allowed on the compound. Our IDs were photographed and we were then ushered down a dirt road with our car. We finally pulled up to a school house where a white SUV was parked outside. Contrary to the first polling station, there was no line up here. We walked inside where two American observers had arrived five minutes before us – a testament to the sheer number of observers circulating. According to the teachers who were acting as election officials, they were only waiting for one more person to arrive for everyone on their list to have voted. It was only 10am and the station was set to stay open until 4pm. This could be a long wait. The Americans decided to try and go to a different polling station while we opted to wait a little longer. If the vote was completed, we would be able to watch vote counting. The teachers offered us tea and snacks as the minutes ticked by. Lwin Mar and I made a deal – another 20 minutes and then we would leave for another station. As luck would have it, the remaining voter arrived and our wait was not in vain.

Counting was a slow process. At that station, they had had 200 voters. It took at least three hours to count everything. The advanced national ballots, cast in the days before the elections, were the first to be tallied. Each envelope was opened, the ballot examined, shown to those watching and the name of the party selected, announced. The same process was followed for the votes which had just been cast, with all ballots for the same party placed in individual laundry baskets. The votes were counted, bundled together and the overall winner, revealed. The same process was followed for the regional votes as well as the ethnic. We sat in our plastic chairs; a soldier watched through the open window shutters.

The humidity and 30-degree heat hung heavily in the air. Once the process completed, everything was sealed in bags and loaded into the back of a pick-up truck to be taken to the regional centre in Bago. We hopped in our car and followed. The truck, containing two election officials and two security officers, drove along the highway in the hot sunshine, all the way to a small compound where the votes from the overall region were being collected.

To wrap the day, Lwin Mar and I travelled back to her polling station to observe the counting there too. People were watching through the grates that formed walls on one side of the shrine. Inside, there were observers from the public, representatives from the parties, election monitors and the election officials. Each time

Counting was a slow process. At that station, they had had 200 voters. It took at least three hours to count everything. Each envelope was opened, the ballot examined, shown to those watching and the name of the party selected, announced.

a vote was to be rejected, it was challenged and discussed. The station had several hundred votes and the counting would go late into the night. This was to be a scene repeated across most urban areas. I headed back to the embassy to begin writing my reports. I received information from several of the other teams. One of the groups in Yangon who had gone to a station to watch the counting was being told that no one was allowed to leave until all the votes had been counted. Five hours later they finally made their way back to the embassy.

In the days following the elections, the international monitoring groups would all release their observations. Not only had election day gone smoothly, it had also gone better than anyone had even anticipated. The Union Election Committee began releasing information about vote counts at five regular times throughout the day. Once all was said and done, the opposition NLD party had won by a landslide. All sides appear to be taking the necessary steps to ensure a smooth transition of power and the start of the next chapter in Burma's unfolding story.

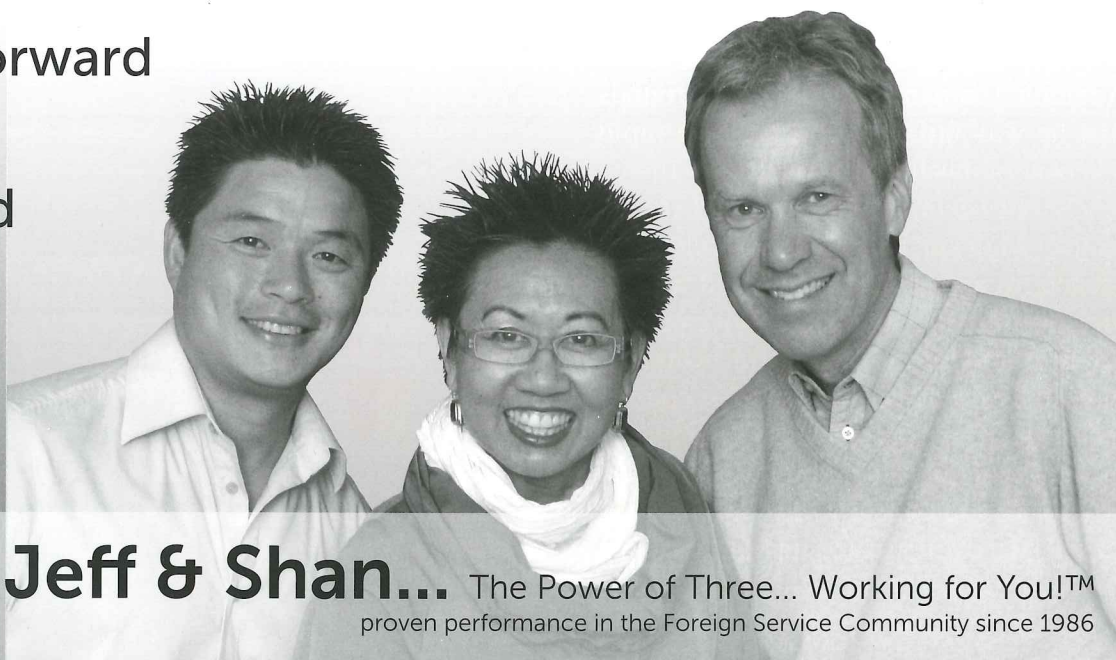
What would my advice be for others taking part in election monitoring?

1. Be adaptable – The embassy actually lost all SIGNET and phone communications for a week in the lead up to the elections. The embassy staff didn't panic though. They simply brought out the Wi-Fi hot spots.
2. Pack like you are going for a hike – You will be inside, outside, in areas with lots of amenities or no amenities at all. Be prepared for everything. Bring sun screen, bug spray, snacks, water, cell phone charger, toilet paper and anything else you think you might need.
3. It isn't a day for bright colours – Watch what colours you wear on election day. You are meant to be non-partisan, and that means not wearing colours associated with any party running. Tan, black and white may be some of your best friends when out watching the polls.

4. Footwear – Take your cues from the locals. If you are going to be in and out of shrines, flip flops may be your footwear of choice.
5. Logistics – If you are starting early, get your logistics in order. Can you get where you need to go in the early hours of the morning? Do you need to book a car in advance? Stay with someone in town? Similarly, what about after elections are finished?
6. Talk to strangers – Chatting with people randomly can sometimes yield interesting results. Striking up a conversation with someone sitting beside me at breakfast, I met one of the long-term election monitors of the Carter Centre. Chatting with another gentleman in the elevator, I found out he was a camera man off to cover one of the many press conferences.
7. Training can take you only so far – Some members of the embassy participated in the training session offered by the US embassy as well as the EU monitoring mission, and subsequently trained the remainder of embassy staff. It was thorough and covered a lot of ground, but you can (and should) also trust your instincts. You have voted in elections before, you'll know if something seems out of place.
8. Candle wax is very hot – After the votes had been tallied, the election officials were to seal the ballots into plastic bag and use candle wax to literally close and put a seal on the bags. Unfortunately, the wax was actually melting through them. A little ingenuity on the part of the teachers resulted in cloth ribbons being tied around the bags first and the wax seal being placed on that. ☺

Jade Puddington grew up a child of a Foreign Service family. After university, she worked for DND before joining Foreign Affairs in 2010. Since then, she has worked in the International Crime and Terrorism Division, acted as a Media Liaison Officer at the G20, covered communications in the Emergency Management Bureau, and until recently was responsible for Cambodia, Burma and Laos in the Southeast Asia and Oceania Relations Division. She is currently in Mandarin language training.

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The Vote from Here to Timbuktu: Observing Mali's 2013 Legislative Elections

by Alex Johnston

It's likely that I learned parliamentary elections would be held in Mali the same way most Malians did, through a text message inviting me to find out what my polling station was. The first message came a week or two before the vote, and a year and a half since a coup d'état brought to an end one of Africa's most enduring democracies. In 2012 a group of army officer had removed the previous President, Amadou Toumani Touré, on the grounds that he was failing to prevent the rapid takeover of much of the country by Tuareg rebels and Islamic militants. It didn't take long for Mali's erstwhile colonial rulers, the French, to appear and put an end to both the coup and the southward movement of the militants. President Touré, who was himself associated with an earlier coup in 1991 that eventually led to democracy in Mali, did not return to power and new elections were called. In July of 2013 the presidential elections brought Mali back into the democratic fold. The Legislative Assembly vote that I observed in November of the same year was meant to close the unwelcome chapter of the country's political history as quickly as possible, even as concerns lingered over the validity of any results that came from wide swaths of northern Mali that remained in militant hands.



Poll workers wait for voters outside of their station at a school in Bamako.



Voter lists outside of a polling station in Bamako.

A few months earlier I had just wrapped up my first posting as an immigration officer in Hong Kong, on the other side of the planet in all respects. I was now an accompanying spouse on my partner's first posting, and experiencing the shock of suddenly having a lot of spare time. So when the call went out for election observers about a week before the vote, I quickly raised my hand.

A couple of days prior to the vote, knowing that I would be taking part, I started asking the odd Malians their opinions on the election. A friendly taxi driver seemed to sum up the sentiment of the capital, which in the end had about 30% voter turnout – “the parliamentary elections don't matter, because all the power is with the president”. On the day of the vote at around 7 a.m. we set out to the first of a half-dozen schools that were doubling as voter centres we would visit that day. The first centre was

empty. Once we tracked down the man in charge, who spent a few minutes digging up the bibs for the polling officers before he would talk to us, he explained that it was simply too early to see many voters. An hour later, when we arrived at the second centre, things weren't much different.

A friendly taxi driver seemed to sum up the sentiment of the capital, which in the end had about 30% voter turnout – “the parliamentary elections don't matter, because all the power is with the president”.

One of the things we had been told to look out for was voter manipulation. It was a challenging task in those first few hours as voters trickled in at a rate of about two per hour. Party representatives, on the other hand, lounged outside of stations in greater numbers than voters for most of the morning, slung across their *motos* in the shade of trees and school houses with no apparent interest in what was going on. The highlight of the morning came when I observed one of the party reps nonchalantly putting X's over the names of registered voters that hung on the walls outside each station. I asked my colleague to enquire about what she was doing. “Just marking who has already voted” she responded. A good follow-up question probably would have been “why?” but following the first question she decided to stop the practice.

Even as I started to feel a little down at the low voter turnout, and the inexplicable peculiarities of the process, there were

moments of real enjoyment in observing the election unfold. Posters at one station declared *Femme du Mali votons massivement*. Their presence wasn't quite ‘massive’, but women were present as election officials, party officials, observers, and voters at every station we visited. Shortly after taking

a photo of one of these posters I was approached by a young Malian woman who eagerly told me about the campaign she volunteered for to encourage turnout among female voters. She explained the purpose of the campaign, the importance of participation in a democracy, and universal voter rights better than I ever could.

It was abundantly clear that the international community wanted this vote to work out. That poster extolling women to vote had the flags and logos of 17 countries and organizations on it. In the span of about thirty minutes observing one particular polling station, which was one out of about twenty at a particular school, observers from the EU, two Malian NGOs, and the United States all made appearances. It was hard to reconcile the apparent apathy of the local population with the enthusiasm of foreign powers. Where is the definitive indicator of self-determination in this sort of circumstance, and where does



The flags and emblems of 17 countries and organizations adorn a poster supporting women voting in the 2013 legislative elections in Mali.



Party representatives lounge outside of polling stations.

the will to see legitimate election results outweigh the ability to actually realize them, especially in the face of significant voter apathy?

I was reminded of this again at the end of the day, when we arrived at our final polling station to observe the vote count. The rules in Mali stated that once the ballot box was opened, no one could enter or leave the poll, which in this case was a classroom that entered into a central courtyard of a secondary school. At this single polling station at least a third of the twenty or so people present were international observers. The rest were party representatives. The polling officer read the rules diligently as the sun slowly set and the room grew darker. About a quarter of the way into the counting a single fluorescent bulb was flicked on to give the room its only light. We all squinted to see the ballots as they were held up at the front of the room, counted and marked on a chalkboard. Once or twice the power failed all together and the officers pulled out flashlights and headlamps until a generator kicked in. The door remained open to prevent the oppressive heat from the bodies

of twenty or so people trapped in the tiny room from suffocating us all. We sat on rickety school benches on uneven packed-earth floors. Every once and a while over the course of the count one of the benches

representatives happily took advantage of but never pushed too hard on. There were no fights, and at the end no one seemed particularly surprised by the results. The party of the president won a majority and

For many of the inconsistencies I observed, plausible explanations that did not involve fraud or voter manipulation were present given the context of the elections that did after all take place shortly after a coup d'état, in the midst of ongoing instability in large areas of the north, and in one of the poorest countries on the planet.

would make a creaking sound as if it were about to break under the weight of the many adult bodies it wasn't designed to hold.

While everything about the process was imperfect, it appeared functional. The light coming from that single fluorescent bulb was just enough to see the ballots. The room was just big enough for everyone to fit. The occasional departure or arrival at the open door was observed by the vote counters and concerns were raised and addressed if it seemed suspicious. Anyone present had the right to protest the inclusion of a ballot if the validity was in question, a right party

other parties not insignificant portions of the vote. After counting was completed the ballot box was resealed and carried off. The national results largely reflected that single polling station.

As a Canadian, and as someone who had never observed our own elections in the same level of detail, there were aspects of what I observed that I could clearly define as specific to Mali, others that I could just as easily see happening in Canada, and still others that seemed bizarre (read suspicious) no matter the context. Polling officers not being entirely

sure of all the rules and having to go find the instructions book would not surprise me in Canada or Mali. Voters not being able to find their polls, or the single laptop that held the registry having a poor internet connection, while concerns for the integrity of the process, didn't seem surprising given the context. On the other hand, in a country where corruption and graft are rampant, a police officer appearing before the polls had closed with cash in hand to pay the polling officers, as happened at one station we visited, set off a few alarms in my head. Whether this is the sort of thing that is sufficient to question the results of

...in a country where corruption and graft are rampant, a police officer appearing before the polls had closed with cash in hand to pay the polling officers, as happened at one station we visited, set off a few alarms in my head. Whether this is the sort of thing that is sufficient to question the results of an entire election was hard to tell.

an entire election was hard to tell. Whether the return to democracy outweighs certain issues popping up here and there is also a hard call. As an observer I didn't have to make those calls, I just asked questions, took notes and reported back.

As an immigration officer, I am trained in fraud detection. Part of this involves knowing when inconsistencies, uncertainties, and unknowns are material to the decisions I have to make. Whether a potential issue could lead to material information being found fraudulent determines whether or not you choose to pursue it further. As an election observer, I didn't have to make any decisions, but the same principles held true. For many of the inconsistencies I observed, plausible explanations that did not involve fraud or voter manipulation were present given the context of the elections that did after all take place shortly after a coup d'état, in the midst of ongoing instability in large areas of the north, and in one of the poorest countries on the planet. While my knowledge of Mali was limited, I was nonetheless constantly reminded of these simple structural factors

that made it almost impossible for the process to be perfectly transparent to an outsider, or even many Malians. I also knew that these structural limitations meant that fraud could be more easily committed and hidden completely.

A second text message a couple of weeks later marked the beginning of the second and final round of voting in the legislative elections. In short order the victory of the president's party was confirmed and the international community declared a definitive return to democracy. The voter turnout for the election was about nation-wide 40%, giving President Ibrahim Boubacar Keita 78% of the Legislative Assembly's seats. In the restive north the voter turnout was higher than anywhere else in the country, even as a bomb killed two UN peacekeepers in the same week of the final vote. In the three years since the election, and two and a half years since I left Bamako, the capital has experienced a number of deadly terrorist attacks. Instability in the north remains while the international community has continued to try to solidify a lengthy and uncertain peace process.

The ultimate unsettling convenience of my role both as an election observer and a member of the international community present in Mali in 2013 was that I could, and eventually did, leave the country. Observing elections and declaring democracy functional or dysfunctional on that basis is a facile approach to assessing the validity of a political process that is at constant risk of collapse, as was shown in Mali in 2012. No matter the party or president elected, what I observed and recorded on the ground, or how much the international community wanted the elections to be valid, Malians were ultimately the ones left to hold their new government to account. ☺

Alex Johnston is a FS immigration officer at IRCC. After finishing his first posting in Hong Kong in 2013, he saw the Foreign Service life from the other side, accompanying his spouse on a posting to Bamako. Alex has also completed temporary duty assignments in Lagos, Pretoria, Riyadh and most recently Beirut assisting with Canada's efforts to resettle Syrian refugees. He is currently finishing a MA in Political Science at the University of Ottawa, and occasionally, to varying degrees of success, attempts to build things out of wood.

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BECAUSE LIFE HAPPENS:

The Journey to Parental Leave at Post

by Shauna Hemingway

Life is what happens to you while you're busy making other plans,
wrote John Lennon about his young son.

And life is what happened to Kathryn Hewlett-Jobes as she began her third posting as a Canadian diplomat in 1983. She would become one of Canada's first diplomats to give birth abroad and stay at post.

Having been told that she could never have children, the last thing Kathryn expected six weeks into her posting to Manila was to be medically evacuated, pregnant, out of northern Pakistan, where she was participating in her first Asian Development Bank (ADB) mission.

Kathryn was suffering from hyperemesis gravidarum, a rare and severe form of nausea associated with pregnancy. However, as a sign of the times, her first misdiagnosis by a doctor on the ground in Pakistan was that she was simply missing her husband. After her condition worsened, resulting in the emergency evacuation, she stabilized back in Manila and received the news of what she calls her miracle pregnancy.

Then came the decision as to what to do next.

"This really wasn't on anyone's planning horizon," says Kathryn. "We had just arrived at post and we weren't going to

"His first instinct was probably a protective one, but at the time I thought he was determined to ruin my life," says Kathryn. "He told me that I would lose housing benefits, plus he could declare me in abandonment of my post if I missed any work."

Kathryn was prohibited by the Foreign Service Directives from using medical or sick leave for pregnancy-related absences and was not entitled to any maternity or parental leave abroad. She would go on to take one week of annual leave at home with her newborn and spread her remaining two weeks of annual leave over the following month by working half days.

"It sounds more heroic than it was," she says modestly. "I had a very supportive husband, [who was a] following spouse, and also full-time help at home... The logistics were challenging because I breastfed as well. I was determined to do that."

Kathryn and her husband were becoming accustomed to forging new ground. Not only does she recount being the first married woman to be hired into the Canadian Foreign Service in 1975 and the only female

"I'm not entirely sure how it came about. It was a series of fairly innocent decisions," recalls Kathryn. "When we met, he was with the German diplomatic service and I was with the Canadian. Getting together would have meant one of us leaving our career. He chose to leave his. The quick answer is because he had a broader skillset than I did. It was also the only way. I knew I didn't have what it took to be the following spouse in the German diplomatic service."

While she may have been the first to stay at post to have her baby, Kathryn was not alone among her generation of women Foreign Service Officers facing tough decisions in starting a family. Up until the 1990s, staying at post meant foregoing maternity benefits and returning to full-time work just days after the birth. One dedicated colleague even chose to use telex to work from her maternity ward only hours after giving birth abroad.

"Taking maternity leave back then meant stepping seriously off the career path. None of the women who had babies back then did that," says Kathryn. "You would have paid a serious career penalty."

Maternity benefits were first included in the Unemployment Insurance Act in 1971 to give birth mothers 15 weeks of paid leave. Ten weeks of parental leave were then added in 1990 and, thereafter, several pregnant Foreign Service Officers would stay at post and receive benefits. It wasn't until 2001, after new legislation provided for 15 weeks of maternity leave and 35 weeks of parental leave, that a formal policy was developed for employees at post.

Ellen Ruth Zeisler, currently Director of the HR Renewal Task Force, was the officer charged in 2001 with drafting the new policy.

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turn around and go back home. I didn't quite see what the fuss was about. We just dealt with it, because that's what you do in the Foreign Service. You just deal with it."

But fuss there was as Kathryn's ambassador tried earnestly to convince her to follow established practice, cut her posting short and return to Canada.

officer working at the ADB when she started her posting in Manila, but her husband was also the first person to resign from the German Foreign Service. He did so to follow his wife's career.

But like so much in life, these groundbreaking decisions were not plotted step by step.

"There was consideration being given at the time to all of the issues that concern our employees abroad," recalls Ruth. "The department and bargaining agents sat down together and determined what was

staff quarters in Mexico City to care for their new baby.

"We didn't know what we were doing, we had to navigate the whole system ourselves," he says. "Neither of us has

for greater support and pre-posting training for family members.

Meanwhile, Kathryn is the first to recognize that life for women has changed dramatically from when she had her children in the Philippines in the 1980s. She says it is difficult for her daughter, now 30, to understand the barriers that once existed.

"It's a little bit disturbing for my generation, but then we say: well, what would success look like? We fought so hard to make the point that women could do all the different kinds of functions," says Kathryn.

Today, Foreign Service parents consistently voice appreciation for the benefits that forerunners like Kathryn helped secure over the years.

Doreen Steidle, a Foreign Service colleague who had her first child in Ottawa in 1986 but remained at post for her second in 1997, sums it up best: "There have been many firsts on this maternity leave journey. We should celebrate the first woman to have had the courage to have a child abroad without benefits, as well as all those who broke ground as inch by inch the Department and the Government yielded to the pressure to institute the benefits our working colleagues, and their partners, now have."

Yet, the final word at this juncture may rest with Kathryn: "In an ideal future, because we're not there yet, we should not regard people having children as if they have chosen to have an exotic pet and it is entirely their responsibility to take care of this pet. It should be seen as they are doing something for society at large because they are raising the next generation." ③

Shauna Hemingway is currently on maternity leave from her position as Deputy Director G7/G20 in Ottawa. This follows postings to Mexico City, where she served as the economic counsellor, and Seoul as a political officer with accreditation to North Korea. Shauna previously worked as a staff reporter at the Toronto Star and then communications manager for the Kent Police in England.

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reasonable going forward in consideration of all the variables but set against the legislation."

No formal process was undertaken to cost out the expense to the Crown of an employee returning from post or staying for the duration of their posting.

"It was never an issue of what would be most cost-effective. That would have belied the health of the family," says Ruth. "Rather, it was what would be reasonable given the employee and the FSDs."

Ruth emphasizes that no two family situations are alike; some employees were anxious to return home, particularly from high-pollution posts. Others could choose to augment or reduce their leave depending on their family needs.

"I don't know if anyone was ever out of the office six months to the day," says Ruth. "Some a little less, some a little more. Thankfully, the legislation allows for flexibility in how you adapt those plans. The approach that we took was that you had a foundation upon which you could build and customize within a certain time-frame as set by the legislation. It eased some of the angst."

Fifteen years later, one constant remains: that much of life is unplanned.

Kyle Sundstrom, a political officer in Mexico, and his wife, an immigration officer, knew they wanted to have children. But he agrees that there is a limit to what one can plan.

"We didn't map it out strategically from the beginning, though we might be a little more strategic if we have a second one," says Kyle. "For us, we didn't have support groups in Ottawa. We're not from Ottawa, and we hadn't been there long before we went to Paris on posting. The decision came down to whether we were comfortable just taking six months of parental leave."

In the end, Kyle took some leave without pay in addition to parental leave, and he and his wife were home together at their

excellent Spanish, but we were able to hunker down and figure out what we were doing as parents. To be able to do that together was amazing."

Still, the decision of when and where to have children remains a tough one for Foreign Service parents.

"This ties into a bigger issue and that's family planning according to posting cycles," says Kyle. "The decision to have children is very much dependent on jobs and the posting cycle and counting nine months back."

He adds: "The uncertainty of the Foreign Service life and moving from country to country is a huge stressor. Imagine doing that with a newborn or eight months pregnant."

As Kyle says, "Changing jobs, moving, having children – these are the biggest and most stressful times of your life. If you put them all together it's extremely taxing on you and taxing on the family. It's not always clear what is the right thing to do." Still, he counts his family lucky.

"There needs to be a balance. I think six months is reasonable because it's still quite generous compared to a lot of countries," says Kyle.

Having just gone through the process, Kyle says it would be helpful to have a roadmap or a repository of information available on having children abroad. Christine Climenhage, a Foreign Service Officer currently seconded to Treasury Board in Ottawa, agrees. She recently penned a paper with input from over 30 Foreign Service Officers in order to feed into a meeting of the Department's Psychological Wellbeing in the Workplace Initiative.

Among the recommendations included in the paper is the provision of roadmaps for big life events happening on posting, such as the birth of a child. The paper suggests the development of a website or app detailing how to deal with emergency medical care overseas, as well as the need

Un monde disparu... ou presque

Un diplomate canadien à Damas dans les années 1990

par François Larochelle

« Monsieur l'Ambassadeur. Les manifestations, c'est nous qui les organisons et tout opposant est un homme mort ».

Ce fut la réponse donnée par un haut responsable du gouvernement syrien à mon patron, qui le questionnait sur la situation intérieure, alors que la Syrie avait décidé en 1990 de se joindre à la coalition contre Saddam Hussein.

Le calme a en effet régné.

Mais il ne fallait pas jouer avec le feu. Quelques semaines plus tard, un groupe de collègues faisant du vélo de montagne s'est retrouvé par accident en plein milieu d'une base militaire syrienne. Profitant de l'effet de surprise des soldats, et d'un vigoureux coup de pédale, ils ont rapidement quitté les lieux. Ils furent chanceux.

De retour chez eux, ils purent se remettre de leurs émotions en enfilant de la Veuve Cliquot à 10\$ la bouteille. C'est que l'on trouvait d'excellents crus, pas cher, chez notre « dépanneur », le supermarché des frères Ghazalé de Chtaura au Liban, pas loin de la frontière.

En échange d'un chèque canadien à leur banque du deuxième étage (en fait, un gros coffre-fort sur laquelle s'appuyait une Kalachnikov), on obtenait une énorme pile de livres syriennes ou libanaises, entourée d'un élastique, puis on faisait nos courses.

Il n'y avait pas de système de taxation au Liban. Les prix étaient donc imbattables, que ce soit pour un bon Bordeaux, une boîte de petits pois Le Sieur ou un camembert juste à point.

Le chèque était rapidement encaissé à la succursale de L.B Pearson. Je n'ai jamais compris comment ils le faisaient si vite. Mais les Libanais sont pleins de ressources...

En ce qui concerne les vins, il fallait cependant se méfier. Souvent, de fausses étiquettes étaient apposées sur les bouteilles. Ainsi, un Kefraya 1989 se retrouvait travesti en Château Margaux 1956! Je soupçonne que la résidence officielle du Canada s'était d'ailleurs fait prendre. En effet, il arrivait que le vin indiqué sur le menu avait un goût différent une fois dans nos verres. (À mon dépanneur à Montréal, des Libanais chiites originaires de la Bekaa, me disent que les Ghazalé sont toujours en affaires et qu'elles sont prospères).

Pendant la guerre du Golfe, nous n'avions pas vraiment accès à la presse internationale et les médias locaux ne servaient qu'à la propagande. Notre principale source d'information était la BBC sur ondes courtes.

Des images de la guerre? De temps en temps CNN à l'hôtel Hilton et la flamme qui s'échappait des missiles SCUDS de Saddam que l'on voyait passer au-dessus du Golan le soir. Parents et amis au Canada

Statue du grand leader de l'époque.

qui eux, regardaient le conflit en direct, s'inquiétaient davantage que nous.

Pour le reste, la vie suivait son cours. On savait que nos téléphones étaient sur écoute et nos mouvements observés. Mais ce n'est pas la subtilité qui caractérisait les services de sécurité. On reconnaissait leurs agents rapidement. Air patibulaire, barbe de deux jours, blouson de cuir noir, jeans et, surtout, élégantes chaussettes blanches.

Dans la même veine, un jour où je parlais en français avec des collègues de l'ambassade à Amman, une troisième voix nous a interrompus poliment « Can you speak in English please? ». Alors que j'effectuais une visite « secrète » auprès du grand-rabbin de Damas, mon départ de sa résidence fut salué par des coups de sifflets de mes « suiveurs ». Pas très subtile, je vous disais.

Mais quand on voit tout ce qui se passe en Syrie maintenant, carnages, attentats terroristes, destruction sans fin et ces millions de réfugiés, je ne peux qu'être nostalgique de cette époque.

Me reviennent en mémoire nos week-ends à Lattaquié et ce petit resto en bord de mer entouré de pins, d'où on pouvait voir la

résidence d'été du président Assad-père. Nous y allions après nos baignades manger des mezzés et du poisson frais, le tout arrosé d'Arak glacé. Bien sûr, parfois le vent ramenait des bouffées blanchâtres de la cimenterie construite pas loin, mais bon...

Les visites à Alep étaient elles aussi des moments forts, notamment les promenades

« frayer » avec les Occidentaux (des gens d'affaires et quelques universitaires et diplomates), il était clair que la répression et « l'espionnage » de l'époque limitaient les approches.

Pour maintenir la paix sociale, le régime s'assurait que la population ait accès, à peu de frais, à des services et

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dans le souk couvert. On en profitait pour dîner à notre restaurant arménien préféré.

Comme je m'intéressais à l'archéologie, la Syrie était extraordinaire d'autant plus que dépourvue de touristes. Palmyre, bien sûr, mais aussi le Krak des Chevaliers, Apamée, Mari, de même qu'un séjour avec la famille d'un archéologue de l'Université Laval qui faisait des fouilles dans le nord du pays.

Les Syriens étaient relativement ouverts et sympathiques, mais à part quelques individus qui avaient l'autorisation de

produits de base. Si on comparait avec l'Égypte par exemple, où j'avais été en poste auparavant, le niveau de vie était « potable ». Les enfants allaient à l'école, les villages étaient électrifiés, les paysans s'en tiraient relativement bien, il n'avait pas de chômage, etc. Bref, tout se passait bien pour le citoyen moyen à condition de se taire. L'omniprésence du président sous la forme d'images ou de statues le leur rappelait.

La minorité alaouite contrôlait le pays et avait établi une connivence certaine avec les autres minorités, en particulier les



L'auteur avec l'Ambassadeur Martin Collacott en visite à UNIFIL dans le sud Liban.



Un « dépanneur » libanais où faire ses courses.

chrétiens qui n'avaient rien à craindre et vivaient en général fort bien (médecins, avocats, dentistes, gens d'affaires). La liberté de culte était totale et les nombreuses dénominations chrétiennes avaient toutes leurs églises. Évidemment, pas question de contester le pouvoir. Tout le monde y trouvait son compte, sauf les populations kurdes et la communauté juive.

Ceci dit, le Canada fut très impliqué dans le dossier des juifs syriens qui voulaient quitter le pays, principalement pour Israël. Nous les avons aidés à le faire, et quand on voit la situation actuelle en Syrie, on peut se féliciter de l'avoir fait.

La petite communauté diplomatique canadienne se débrouillait fort bien. Nous étions à peu près tous dans le même quartier, pas très loin de l'ambassade. Nous habitions dans un édifice (le Habbal Building) de trois ou quatre étages, occupé seulement par des diplomates canadiens. Un peu trop de promiscuité à mon goût mais c'était grand, moderne et nous avions une grande terrasse.

À côté s'y trouvait aussi le club canadien (le Chimo Club), où les compatriotes et des invités venaient prendre un verre et s'exercer aux fléchettes. Un beau matin, nous avons retrouvé notre club sans toit. La

tôle en avait été tout simplement arrachée par des voisins peu aimables.

Il y avait aussi les aléas liés au métier. Dans mon cas, la première soirée à Damas avait été, disons, particulière. Mon épouse et moi étions arrivés le jour même d'Alep, en voiture. En effet, nous en avions pris livraison en Allemagne (ce n'était pas une Mercedes, rassurez-vous!) puis l'avions conduite jusqu'à Venise, avant de prendre le traversier pour la Turquie puis la route jusqu'en Syrie. Mon prédécesseur avait organisé sa réception de départ et nous présentait par la même occasion. Fatigués par le voyage et sous le choc culturel, cette première immersion dans la vie diplomatique locale fut nécessaire mais peu probante. Par la suite je dus m'excuser de ne pas reconnaître ceux qui y étaient!

Il y eut aussi la fausse évacuation du personnel canadien « non essentiel » et de leurs familles. Alors que l'on croyait avoir reçu l'approbation de la centrale et dit au revoir à ceux et celles qui partaient, quelle ne fut pas notre surprise de voir leur autobus de retour de l'aéroport avec tous ses passagers quelques heures plus tard. Car entretemps, Ottawa avait changé d'idée et annulé leur départ. Ils partirent finalement, mais seulement après l'autorisation officielle!

De petits événements ponctuaient la vie parfois monotone de l'ambassade. Ainsi, une collègue m'arriva un jour dévastée. Le pot de fromage « Cheez Wiz » reçu de ses parents par valise diplomatique n'avait pas résisté au transport!

Une autre collègue se montait quant à elle une collection de portes antiques. Son appartement avait été vidé des meubles fournis par la Couronne pour faire place à des portes et autres boiseries découpées dans de vieilles résidences damascènes puis revendues aux étrangers de passage. Ses fêtes étaient mémorables et attiraient même quelques « Excellences » lassées des fêtes nationales.

Outre les conducteurs de Damas, certains risques venaient avec la fonction. Mais étrangement, ils étaient parfois causés par notre employeur. Ainsi, pour aller en fonction officielle au Liban, nous devions prendre un véhicule blindé. À l'époque, la construction de ce type d'automobiles n'était pas très au point. Par exemple, le moteur de l'un d'entre eux avait la mauvaise habitude de s'arrêter alors que nous roulions, ce qui avait pour conséquence fâcheuse de bloquer la direction et la transmission... et ainsi de nous précipiter dans le fossé!

Plus récente, une énorme Chevrolet blanche nous était arrivée avec des options

« James Bond », mais peu d'instructions pour les utiliser. Nous nous retrouvions souvent dans l'impossibilité de reprendre la route, car elle se verrouillait toute seule et le pauvre chauffeur ne pouvait ouvrir les portes avec ses clés. Stationnée devant la mission, il lui arrivait aussi sans raison apparente de se mettre toutes sirènes hurlantes, ce qui indisposait les gardes de sécurité car cela les réveillait et les mettait dans un état d'énervement inquiétant.

Nos jeunes enfants avaient la chance d'évoluer dans un quartier particulièrement stimulant. En effet, on y trouvait les résidences des leaders palestiniens les plus en vue du régime. Elles étaient protégées par des gardes armés jusqu'aux dents mais qui, le cœur tendre, se laissaient apprivoiser par les risettes de nos charmantes têtes blondes et leur distribuaient même des bonbons.

Le soir de l'attentat du vol PANAM 103 au-dessus de Lockerbie, la section palestinienne de notre voisinage fêta très tard dans la nuit en tirant dans les airs à la mitrailleuse à balles réelles. Une tradition locale dangereuse et ma foi un peu stressante.

Le travail diplomatique sous la dictature « correctionniste » d'Assad-père n'était pas facile. Pas de médias libres, difficulté

Les rapports avec les responsables syriens étaient tout à fait « langue de bois ». Nous avions toujours le même interlocuteur qui, se sachant écouté par ses autorités dans son bureau, se limitait au strict minimum mais dans la plus grande civilité. Mes rapports pour Ottawa étaient donc souvent préparés avant nos rencontres car je savais déjà ce qu'il allait nous dire.

Nous couvrons aussi le Liban. Là, c'était une toute autre affaire. Beaucoup de contacts et autant de demandes de visa. Comme j'étais responsable pour ce pays, j'y allais assez souvent et je m'y plaisais. D'abord, le français y était encore très pratiqué. On y mangeait par ailleurs beaucoup mieux qu'à Damas. Il y avait aussi un superbe petit musée phénicien sur le campus de l'Université américaine de Beyrouth.

Ce qui ajoutait du piquant à mes visites, c'est que nous pouvions parler au Hezbollah. Nous rencontrions leurs dirigeants. Un jour, avec un collègue de notre ancienne section du renseignement au ministère, nous nous étions rendus, pour rencontrer un porte-parole du mouvement, dans un bâtiment difficile à trouver dans le quartier chiite de Beyrouth, où nous soupçonnions que des otages avaient été



Présentation des lettres de créance au président Assad.

pays à la ruine et la désolation. Pour toute la région, c'est une irrémédiable descente aux enfers.

Ce ne sont que pertes en vies humaines et images de destruction. Le souk d'Alep a été ravagé et sa forteresse, en partie détruite ainsi que la Grande Mosquée. Des temples et autres vestiges ont été dynamités à Palmyre. La folie djihadiste est passée par là.

De voir ces millions de pauvres gens qui trouvent refuge où ils peuvent et risquent leur vie pour tenter de survivre me bouleverse. Il est réconfortant de voir que le Canada fait sa part pour alléger leurs souffrances et leur procurer un avenir.

Notre fille est née alors que nous étions en poste en Syrie. Elle fut baptisée grecque-catholique dans une église du 4^{ème} siècle à Maaloula, ce petit village où l'on parlait encore araméen. Elle ne s'en souvient pas mais nous, oui. J'espère qu'un jour nous pourrions retourner ensemble revoir les lieux de ses premières années, s'ils existent encore. ☺

François LaRoche a pris sa retraite en 2014. Arabisant, il a été en poste au Caire, à Vienne (OSCE) et à Bruxelles. À la centrale, il a surtout travaillé sur les enjeux liés au Moyen-Orient et a été directeur des relations avec le Cabinet. Sa dernière affectation était au Secrétariat de la politique étrangère et de la défense au Bureau du Conseil privé. Il réside maintenant à Montréal où il fait du bénévolat auprès des immigrants et du vélo. Il écrit à l'occasion dans les journaux à propos du Moyen-Orient et est président de la section montréalaise de l'Association canadienne pour les Nations Unies.

Le travail diplomatique sous la dictature « correctionniste » d'Assad-père n'était pas facile. Pas de médias libres, difficulté de rencontrer des contacts, etc. Comme la plupart de nos collègues étaient dans la même situation, nous passions beaucoup de temps à essayer (sans succès) de confirmer des rumeurs.

de rencontrer des contacts, etc. Comme la plupart de nos collègues étaient dans la même situation, nous passions beaucoup de temps à essayer (sans succès) de confirmer des rumeurs. La principale portait sur l'état de santé du président. On le disait malade et toujours à l'article de la mort (mais il a pourtant survécu à mon affectation et n'a rendu l'âme qu'en 2000).

Les réceptions diplomatiques servaient donc à vérifier ces informations. On en ressortait avec d'autres rumeurs. J'en ai moi-même fait le test. Ayant transmis un (faux) « scoop » à un autre diplomate au début d'une fête nationale, ma « nouvelle » fit le tour de la salle et me fut répétée, dans le plus grand secret, entre deux bouchées de dessert. Je n'ose imaginer le contenu des télégrammes (eh oui!) que les diverses capitales reçurent les jours suivants...

détenus. L'entretien dans une salle sans fenêtre au sous-sol avait certes été fort instructif et courtois, mais nous n'étions pas trop fâchés de quitter...

Ce qui était très bon pour mon ego de premier secrétaire étaient mes accès privilégiés au président de la République libanaise. Il s'était pris d'affection pour moi. Le fait qu'une de ses filles vivait à Montréal y contribuait sûrement. Il faut dire aussi que la présence étrangère juste après la guerre civile était limitée. Le chef de l'État devait se sentir bien seul dans ses appartements. Je le voyais donc assez souvent et cela facilitait notre travail.

Depuis mon départ de Syrie, un autre Assad a été mis au pouvoir. Il a mené son

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Trade and Civilization

by Roger Lucy

Trade is as old as civilization, indeed it is far older. Excavations of old stone age sites will often unearth things like sea-shells or high quality flints or ochre paints that originated far away and must have been acquired in exchange with some other group. Otzi, the famous 5,300 year old "ice-man" whose frozen remains were found on the Austrian-Italian border with a miscellany of goods, may have been an itinerant trader.

Trade really came into its own with the emergence of urban civilization in Sumeria (i.e. lower Mesopotamia) around 3,000 BC. The flood plain of the Tigris-Euphrates valley is immensely productive for agriculture, but remarkably deficient in raw materials. Indeed, aside from mud (good for bricks, writing tablets and growing abundant crops) and reeds (good for boats, roofing and writing styluses), there is little else: no decent timber, no building stone, no metal ores. It was to their traders that the Sumerians turned to get these things and they wandered far and wide to do so: up the river valleys, into Syria and Anatolia, onto the Iranian plateau and beyond into Central Asia, down the Persian Gulf to the Arabian peninsula and the Indus valley and even to Egypt, then still a neolithic village society. In exchange for raw materials, they could offer processed agricultural products such as oil and wine and manufactured goods such as pottery and decorative metalware, but above all, the basis of Mesopotamian trade was textiles, of which five grades were made, ranging from utilitarian to very fine pieces indeed. Surviving cuneiform records show the scale of Sumerian cloth production industry – employing tens of thousands of workers and maintaining millions of sheep (possibly up to five sheep to every Sumerian). Much of the organization of the workforce and the production and distribution of these textiles and other processed goods seems to have been centered in local temple complexes. Organizing the raw materials, the labour, production and distribution of trade goods was facilitated by the developing elaborate record-keeping techniques, which evolved into a very adaptable



Side of the Great Standard of Ur showing commercial activities.

writing system, as well as an urban-based political and social system – in short "civilization."

Where trade went, complex political organization and eventually urban civilization would soon follow, as local entrepreneurs came to appreciate the advantages of establishing political mechanisms for controlling the supply of the raw materials sought by the foreign traders and the redistribution of the goods they brought in exchange. Market centres sprang up and grew into cities, literacy skills were quickly acquired as a tool for keeping accounts. Soon it was found to be more profitable to process the raw materials locally and to take over the quest for new sources and their transport back to the older urban centres. As the quest for raw materials widened, cities spread up to the middle and upper Euphrates and Tigris, into northern Syria, onto the Anatolian and Iranian plateau, down the Levantine coast and the Persian Gulf and to the Indus valley (from whence urban civilization spread into the Central Asian Stans"). Even the rapid emergence of civilization and literacy in Egypt may have been inspired by contacts with Sumer. These new centres, in turn, spread their commercial wings.

For example, the city of Ebla in northern Syria, near modern Aleppo, became a major textile producer. Some time around 2100 BC, it concluded a commercial treaty (perhaps the earliest trade policy instrument found) with Ashur in northern Iraq. Its terms included clauses protecting each state's merchants in the other's territory, as well as establishing special trade zones. These, however, were not free trade zones – their purpose, in fact, was to ensure

merchants paid the taxes to both their home and host states! Two hundred years later, merchants from Ashur were active in central Anatolia, where they left behind an immense "paper-trail" of over 17,000 clay tablets recording their activities, mainly trading imported tin and textiles (both acquired from third parties) for local silver and copper.

One of the great legends of Mesopotamia is the epic of Gilgamesh which centres on a quest to obtain cedar from what is now Lebanon. Gilgamesh succeeded, but his successors soon had competition – from Egypt. One of the greatest and most enduring trading relationships from the unification of upper and lower Egypt around 3000 BC to the Assyrian conquest of the near east in the 9th century BC, was that between Egypt and the Lebanese city of Byblos – its Greek name. To its west Semitic inhabitants it was Gubla, the mountain – the source of its wealth – timber. Not all the timber was traded, the Byblians and their neighbours also built ships, and soon dominated the maritime trade of the eastern Mediterranean, opening up Cyprus – a rich source of copper – followed by Crete and the Aegean. Byblos also had its own sources of copper and became a terminus for the trade routes bringing the other component of bronze – tin – from what is now Afghanistan to the Mediterranean. Byblos and the other Phoenician port cities, which appeared in the late bronze age, also became manufacturing centres for textile production, metal work, glass production and ivory work.

The technological exchange was by no means one way. While the use of metals – gold, silver and copper – has ancient roots in the near-east, their earliest

employment was more decorative than utilitarian. All three metals are relatively easy to extract and work, but none are terribly durable or hold an edge. Metallurgy spread at a fairly early date from Anatolia to the Balkans, and from there across the steppes north of the Black Sea and around the Caspian. Somewhere along the way it was discovered that alloying copper with arsenic created a harder metal that could take and hold an edge. The casting of practical tools and weapons became possible and by about 3,000 BC this technology was spreading very rapidly. The speed of this diffusion was helped by another technological advance – again originating somewhere in the barbarian north – the wagon. Wagons and metallurgy created societies of cattle herding pastoralists (their mobility soon enhanced with the domestication of the horse and the Bactrian camel) who exploited the metal resources of the southern Urals and Caucasus on an almost industrial scale. Workers of arsenical bronze, however, did not enjoy a very long life and a superior, and safer, alloy ingredient soon replaced it, tin.

Even compared to copper, sources of tin were remote from the civilized world – Cornwall, Spain, Bohemia, and what are now Uzbekistan and Afghanistan. To marry copper and tin therefore required the creation of complex networks of trade and exchange, of which little is known, as most of it involved pre-literate peoples. But clearly they were effective. By 2000 BC, bronze artifacts – often very utilitarian objects: kettles, sickles, and cauldrons (and, of course, weapons and armour) were in widespread use from the Baltic to the Persian Gulf and were eventually borne by bands of Indo-European cattle-herding smiths all the way through central Asia to China (Old Kingdom Egypt and the Indus Valley were two civilizations which were slow to adopt bronze tools).

In the late Bronze Age (circa 1600 BC), new traders appeared on the scene, the Minoans in Crete and the Greek-speaking Mycenaeans on the European mainland, whose high quality pottery is found all around the Aegean and along the Levantine coast and into the western Mediterranean basin. However, progress was not constant. Empires waxed and waned and when great kingdoms faltered, their lesser trading partners often fell off the edge. The collapse of Old Kingdom Egypt in the

mid-3rd millennium BC had a catastrophic effect on proto-urban cultures of south-west Jordan, which suffered massive population decline and reverted to a pastoral economy. Around the same time, a similar fate seems to have befallen some of states which had grown up around the Persian Gulf, “east of Sumer”. The decline of the Sumerian states, at the expense of the Akkadians further up the Tigris and Euphrates, caused the trade routes to shift further north, favouring suppliers on the Iranian plateau and in the “Stans”.

Even more pronounced were the “dark ages” which ended the Bronze Age around 1100 BC. In Asia Minor, the Hittite Empire collapsed and the peninsula was over-run by peoples from the Balkans. Egypt and Assyria both went into serious decline and many Levantine cities were overrun by peoples from the interior or from the Aegean. In Greece, the collapse of civilization was so complete that the knowledge of (and likely the need for) writing was lost for almost 500 years. It has been suggested that one reason for depth of this depression was the advent of iron technology and the concomitant collapse of the copper and tin trade networks. Unlike the ingredients of bronze, iron ore can be found almost anywhere – Viking ship-repair crews even extracted it from the bogs of northern Newfoundland. Suddenly the far-ranging, almost global exchange networks that supplied the ancient world – civilized and barbarian alike – with bronze were no longer so vital. Self sufficiency in terms of metal became possible – if not total. Bronze continued to have its uses, some sources of iron were of higher quality than others and some people were better smiths, so over time a specialized trade in iron and steel would also emerge. But generally this involved a much more local trade and the great Eurasian bronze net-work withered away.

Interestingly one area which did not go under at the end of the Bronze Age were the trading cities of Phoenicia, which weathered the dark ages by developing new markets among the successor states to the north, south and east of them and taking over Mycenaean trade routes to the west. The Phoenicians seem to have dominated Mediterranean shipping until the re-emergence of Greek maritime commerce in the 8th century BC. The dark ages also saw the fruition to what was to be Phoenicia's greatest contribution to the

advance of civilization, more important by far, than its purple cloths and knock-offs of Egyptian decorative arts – the alphabet. Its origin is associated with Byblos/Gubla, which is appropriate as Byblos is also associated with papyrus, which it re-exported from Egypt. Papyrus was the medium most appropriate for cursive alphabetic writing. Indeed the name “Byblos” is simply the Greek word for papyrus and the root of the English word “bible”. Suddenly, literacy no longer required years of study and documents could be conveyed in a lightweight form, not on heavy clay tablets.

The Phoenician alphabet emerged around 1200 BC and was soon adopted by speakers of related west Semitic languages, the Arameans and the Hebrews. Soon its use spread to Cyprus and Asia Minor. As Phoenician traders spread west, to Greece, Italy and Iberia, they took and diffused their alphabet. By the 8th century BC, it was adopted in a modified form (which included the creation of vowels) by the long-illiterate Greeks and the never-literate Etruscans. Again trade had stimulated urbanism – re-emerging in Greece and developing for the first time in Italy – and with it the need for a writing system. Both the Greeks and Etruscans soon became major traders. The former were usually rivals of the Phoenicians; the latter, able to exploit the rich mineral resources of the Apennine mountains were usually the Phoenician's partners.

By the mid-9th century BC, the cities of Phoenicia were having to pay tribute to the growing power of Assyria. The Assyrians wanted this in silver and gold and the Phoenicians found new sources for this and other metals in western Italy and southern Spain. While Assyrian tribute demands were heavy, the Assyrian Empire, which embraced the entire “fertile crescent”, and its successors the Babylonian and Persian Empires, created a huge market for Phoenician trade, one that endured for several hundred years and drew in goods from afar as far as Europe and India.

To secure its trade route to the west, Phoenician colonies were founded in Spain, in Sicily and in North Africa, and one of them, Carthage, near modern Tunis, came in its turn to dominate the western Mediterranean. Rival Greek colonies in the west soon followed. The Greeks came to dominate southern Italy, soon known as Magna Graecia, but the Phoenicians gained

the upper hand in Corsica and Sardinia. Sicily was, in effect, partitioned. The Greek and Carthaginian presence stimulated the rise of urban life in all these regions. Aside from Phoenician or Greek colonies such as Carthage and Cadiz or Syracuse and Naples, we see local responses such in Tartessos in Spain and the Etruscan city-states in Italy – soon to be followed by the Etruscans' Latin neighbours.

An important Greek colony was Massalia (Marseilles) in southern Gaul, near the mouth of the Rhone. This gave Greek traders access to the river systems of Western Europe and to that region's mineral, timber, agricultural and human resources. In Gaul, the Greeks competed with the Etruscans to quench the locals' unquenchable thirst for wine. The Greek and Etruscan wine trade with Gaul proved highly lucrative to both sides. Reportedly, Greek traders could exchange a 30-litre amphora of wine for a slave – and both sides probably thought they'd got the best of the bargain. Needless to say, a successful Gallic war-lord who could capture lots of slaves would soon corner the source of

bartered wine for thirsty warriors, giving him the means to capture yet more slaves and get even more wine or other luxury goods from the Mediterranean world.

Chieftains emerged in central Europe, whose power base rested on the control of key points along the river systems, by which trade penetrated the interior. One 6th century BC Gallic lady in Vix, in what is now Burgundy (where the head-waters of the Rhone, Seine and Loire converge) was important enough to receive, probably as a diplomatic gift, an immense 200-litre bronze wine bowl, and all the associated paraphernalia for a mammoth Greek symposium (drinking party). Another chieftain on the upper Danube gained the help of technical advisors from the Mediterranean, who built him a set of Greek style mud-brick town walls (alas climatic realities soon washed away this proto-civic adornment.)

Unfortunately, some Gallic chieftains sought more direct access to Mediterranean luxuries. In the 4th and 3rd centuries BC, war bands crossed the Alps into the Italy and the Balkans, looking for loot or employment as mercenaries. The Etruscans

suffered severely as a result, but one hitherto obscure Latin city state, while suffering a Gallic sack in 390 BC, weathered the onslaught and had, a little more than a century later come to dominate the entire peninsula. This new power was Rome. Over the course of the next four centuries it would expand out of central Italy to create a single state and a single market of 60 to 100 million people extending from the Tyne to the Tigris with a demand for goods and markets for its own that stretched from the Baltic to the Black Sea and to south Arabia, east Africa, India and even China. ☸

*Roger Lucy served as a Foreign Service Officer in External Affairs from 1971 to 2004, including in Chicago, Tehran, Oslo and Port of Spain. Over the years, he has contributed many articles to **bout de papier** on "dark-age diplomacy" and has in addition written a number of books and monographs on Canadian armoured vehicles for Service Publications.*



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When Diplomacy Fails: Canada and the Gulf War of 1990–1991

by Gary Luton

This account of Canada's contribution to the 1990–1991 Gulf War is the third in a series of articles marking the 25th anniversary of the liberation of Kuwait. During an 11 month campaign more than 4,500 Canadian Armed Forces personnel were deployed to the region, with a peak of some 2,500 in theatre at one time. Pieced together from personal notes, archival material and conversations with former colleagues, this article gives shape to the rapid sequence of diplomatic and military actions that took place in January and February 1991.

By early January 1991 it had become increasingly clear that a purely diplomatic solution to the Gulf crisis was unlikely to be found. Despite last minute efforts by UN Secretary General Javier Perez de Cuellar, several Arab leaders, and the French Government, none were able to shake an unyielding Saddam Hussein's intransigence. For the first time since the Korean War – almost 40 years prior – Canadians faced the prospect of, and made plans for, a far-off war.

Nuclear power plants in New Brunswick and Ontario reportedly called in additional staff and increased surveillance. The Montreal-based International Civil Aviation Authority warned publicly that Canada was potentially a high-risk terrorist target and Transport Canada activated a special new Alert System for Canada's airports.

With Canada holding a seat on the UN Security Council, then Prime Minister Brian Mulroney was an early proponent of a coalition under a UN Mandate, and by mid-January more than 30 countries were active in the Gulf. Already, more than 1,800 Canadian Armed Forces personnel were at assorted posts deployed as part of *Operation Friction*. Canada's Ambassador to Kuwait, Larry Dickenson, had been working behind the scenes at several locations in the months leading up to the war.

Canada had sent two destroyers and the supply ship HMCS Protector. The destroyers, HMCS *Athabaskan* and *Terra Nova* and their crew of 800 had been on active duty since arriving in the Gulf in early October 1990. Five modified Sea King



Kuwaiti stamps

helicopters were also attached to the Naval Task Group and used to locate and inspect shipping in the central Gulf. Two Canadian fighter squadrons of CF-18s and 450 support personnel from the NATO airbase at Baden-Soellingen were sent to provide air cover for the destroyers.

A diplomatic interface between our Armed Forces, and local conservative societies in the Gulf would be critical. External Affairs and DND would need to work closely together to fulfill their respective mandates in the weeks ahead. Ambassador Dickenson was dispatched to find "ramp space" for Canada's F-18's. Once in Manama, he learned the country's facilities were already over committed to coalition forces. Moving on to Doha, he negotiated

the necessary access agreement with the then Crown Prince/Minister of Defence.

The Canadian Armed Forces were under the command of an integrated Joint Headquarters, Canadian Forces Middle East established on November 6, 1990 led by Commodore Ken Summers and included a communications unit and various joint military staffs. An infantry company and, later, a field hospital at Al Qaysumah, Saudi Arabia with more than 500 personnel, rounded out Canada's military deployment.

Canada established 'micro', temporary 'embassies' in both Manama and Doha to provide defence liaison and consular services. Defence cooperation included Ambassador Dickenson, at the request of Commodore Summers, negotiating access

to the port in Manama for HMCS Protector to allow for the urgent delivery of needed supplies and services. (Local authorities had initially refused to dock the massive supply ship saying that it was a floating gas station and thus a potential bomb.)

Soon a temporary resident of Bahrain, Canada's Ambassador was joined by a small team that included Bob Mason and Christine Pereira from the Trade Section in Kuwait, and a few others from Ottawa. Steve Bennett was brought in from Cairo to head our embassy in Doha. Extremely effective warden systems, critically important in the event of war, were soon in place both to encourage people to leave before a conflict started, and to provide war nings of Scud attacks for those who stayed behind. Canadians in Bahrain were also provided gas masks.

The first Gulf War, also known as "Desert Storm," began with massive sustained aerial bombing and missile attacks on Baghdad and Kuwait 16-17 January. This started an air war that was to last thirty-nine days. It was the kind of high-tech assault that U.S. Gen. Norman Schwarzkopf, the coalition forces commander, had long promised. The conflict lasted forty-three days.

The Gulf Task Force at External Affairs in Ottawa was headed by Andrew Robinson, who would go on to become Canada's Ambassador to Jordan following the war. For those of us junior officers working on the Task Force, in shifts around the clock, work involved a mix of traditional diplomacy – such as hand delivering late night *démarches* in the form of diplomatic notes to Iraq's Ambassador in Rockcliffe – and a kind of made-for-TV reality show that played out almost non-stop on CNN and other networks that we monitored and reported on constantly.

Meanwhile, Ambassador Dickenson was providing shuttle diplomacy between Manama and Doha, and made a series of trips to the UAE, Oman, and to meet with the Government of Kuwait living in exile in Ta'if, Mecca Province, Saudi Arabia. This allowed Canada to pass sensitive messages and to insure that our interests were being considered. The significant presence of more than 30 Canadian media

in the region would also require a considered touch.

Correspondents for CNN provided particularly vivid telephone commentary from their Baghdad Hotel room. *Maclean's* correspondent John Holland, also on-location, depicted the first day of attacks on Baghdad: "all the lights were off and phone lines were down, and an acrid smell and smoke hung over the city."

One American, one Kuwaiti and two British planes were lost in the first day's attack while the Iraqis professed to have shot down 55 coalition planes. Weapons experts claimed the first massive air assault on the ancient capital of Baghdad, which attempted to take-out Iraqi command and telecommunications centres, had 1.5 times the destructive force of the atomic bomb dropped on Hiroshima by the US in 1945.

Relentless waves of American, British, Saudi, Kuwaiti and Italian fighters and fighter-bombers targeted airfields in Iraq and Kuwait, a presidential compound in Baghdad and other government buildings, as well as widely dispersed Iraqi sites for launching Scud missiles.

Prime Minister Mulroney recalled the House of Commons and tabled a motion on behalf of External Affairs Minister Joe Clark on January 15, just hours before the coalition began its assault on Iraqi forces.

General John de Chastelain, Chief of Defence Staff, had already been authorized to put the country's armed forces on an offensive footing; augmenting the squadron of fighter jets in the Gulf with six more CF-18s, an additional 130 service personnel, and a tanker aircraft to refuel the fighters in midair. This decision permitted Canadian CF-18s to provide support to coalition bombers attacking Iraqi installations, despite the lack of a parliamentary vote on the subject.

On Friday 18 January, Prime Minister Mulroney "snubbed" opposition critics and ordered Canada's CF-18 fighters in Qatar, to escort and protect American, British and other forces in bombing runs over Iraq. Liberal Leader Jean Chretien accused Mulroney of lacking "the moral authority" for ordering such an offensive move. In the end, it took 15 hours of debate before MPs passed the Government's motion on January 22, by a vote of 217 to 47. The

decision was not, technically speaking, a declaration of war, but rather a loosely worded motion that reaffirmed Canada's "support of the United Nations in ending the aggression by Iraq against Kuwait."

When hostilities began, the Commander of the Canadian Naval Task Group, Captain Duncan "Dusty" Miller became the multinational coordinator for a significant naval combat area established in the southern Persian Gulf.

A rapid shift to an air-to-ground campaign, General de Chastelain explained at the time, was unavoidable. Canadian dual-purpose fighters, which until that point had been flying sweep and escort missions for U.S. bombers, could now also begin to help destroy Iraqi military ground installations and supply lines.

The escalation of Canada's air operation would require some time, however. Bombs had been left behind in Germany when the CF-18s Hornets first arrived in the Gulf the previous October, as there had been no assignment for air-to-ground duties. These weapons could be transported in a day to the Canadian airbase in Qatar and some of the 26 CF-18s were equipped to perform in an offensive capacity within days.

Once the "mother of all battles" was under way, Iraq began periodic 'Scud' missile attacks on Israel, Saudi Arabia and Bahrain, which lasted sporadically for most of the conflict. These Scud missile attacks on Israel often played out live on CNN pre-empting, in many ways, traditional diplomatic reporting from our Embassy in Tel Aviv. The early Scuds fired on Saudi Arabia and Bahrain were stopped by the first anti-missile missiles ever fired in combat. The so-called Patriot anti-missile system was later also provided to Israel.

Despite more than 8,000 sorties flown in the first five days, Iraq's elusive, mobile Scud missile launchers, which I had seen close-up on flatbed trucks immediately following the invasion of Kuwait, remained a very real and serious threat. Using tactics applied during our stay in Baghdad, Iraq also claimed it had scattered prisoners of war as "human shields" at expected coalition air targets.

By day six of the war Iraq had begun torching Kuwaiti oil wells and oil tanks. The propaganda war also began in earnest with Saddam's claim that the allies had bombed a baby-formula plant, while the coalition said the facility was a chemical factory. The streaming of real-time images of the conflict and the accompanying war of words played out on television and helped intensify antiwar protests in Canada and around the world.

At the end of the second week of armed conflict, in the largest ground battle up to that point, a battalion-size force of U.S. Marines (up to 800) fired artillery, mortars, TOW missiles, at Iraqi bunkers half-mile away in Kuwait.

On January 30, scores of Iraqi tanks and thousands of Iraqi troops advanced into Saudi Arabia. Attacks were countered by U.S. Marines, Saudi and Qatari troops. Eleven Marines died the skirmish. Two days later, Saudi and Qatari troops, backed by U.S. artillery, retook Khafji, Saudi Arabia and on February 1 the coalition heavily bombed a 10-mile-long Iraqi armored column that had also, reportedly, been headed into Saudi Arabia.

In early February Iran offered to mediate peace talks with Iraq and resume official relations with the U.S. Meanwhile, Soviet President Gorbachev warned that military operations in the war threatened to exceed the UN's mandate and announced on 9th February he was sending an envoy to Baghdad for talks with Hussein.

After a month of war, the Pentagon said allied planes had destroyed at least 1,300 of Iraq's 4,280 tanks, 800 of 2,870 armored vehicles and 1,100 of 3,110 artillery pieces. By Friday 15 February, Hussein said he was finally prepared to withdraw from Kuwait, but haggled over conditions (Israeli pullout from occupied Arab territories, forgiveness of Iraqi debts and allied payment of costs of rebuilding Iraq). President Bush dismissed the Iraqi offer as "cruel hoax."

Iraq's ambassador to the UN, Abdul Amir al-Anbari, on February 16 threatened Iraq would use "weapons of mass destruction" if U.S. bombing continued. The following day, Iraq's foreign minister, Tariq

Aziz, arrived in Moscow for talks with Soviet President Gorbachev. He returned to Baghdad with a Soviet peace proposal, which President Bush said, fell "well short" of what was needed to end the war.

Bush, while politely thanking Gorbachev for his efforts, rejected for a second time a Soviet proposal that the Iraqis had accepted; which would have given Hussein three weeks to pull out. The Americans countered with an offer of one week and, unlike the Soviet plan, would not rescind UN resolutions that demanded war reparations and imposed economic sanctions on Iraq. The deadline came and went.

On 22 February President Bush demanded Iraq withdraw from Kuwait by noon the following day to avoid a ground war. In response to the ultimatum, Iraq set ablaze one-sixth of Kuwait's 950 oil wells and the allies stepped up their air attacks under clouds of thick black smoke.

As promised, on February 23, the coalition ground offensive began at 8 p.m. Ottawa time. Soon after, U.S. officials announced Iraqi soldiers were rounding up Kuwaitis to torture and execute. In Ottawa, Prime Minister Mulroney said that the government was "disappointed that it has come to this." The start of the ground offensive, however, cleared the way for a new role for Canada's squadron of CF-18s, air-to-ground bombing, which Ottawa had approved only the week before.

The following day, General Schwarzkopf hailed the ground war as a "dramatic success," with allied casualties very light and more than 5,500 Iraqis captured. Baghdad Radio reported on February 25 (Kuwait's Independence Day) Saddam Hussein had ordered troops to withdraw from Kuwait, in accordance with Soviet peace proposal, but the war carried on. Coalition forces were now on the outskirts of Kuwait City, poised to take it back.

By February 26 Iraqi forces were in "full retreat" with allied forces pursuing along what became known as the "highway of death." The liberation of Kuwait was reaching its final phase.

The sight of the "highway of death" had reportedly appalled even the U.S.

commander-in-chief, Norman Schwarzkopf and helped persuade General Colin Powell to stop the war.

By this time Iraqi POWs numbered 30,000-plus and soon reached 63,000. At one point, Saddam Hussein announced Iraqi occupation forces would withdraw completely. But it was too late. The death toll, when tallied at the time, was wildly uneven – an estimated 20,000 Iraqi soldiers and civilians killed and about 90 coalition troops.

Residents of Kuwait celebrated the end to occupation and suspension of offensive combat. After forty-three days of armed conflict, Kuwaiti troops raised their flag on February 27, 1991. The U.S. declared the suspension of offensive combat and laid out conditions for a permanent cease-fire.

Ambassador Dickenson and his team, along with Commodore Summers arrived in Kuwait to reopen the embassy at the end of February. He was the third Ambassador to return to the Emirate, arriving shortly after his British and French counterparts. It was an emotional affair, he recounted recently: "As we raised the flag on the roof of our embassy, cars came to a halt on the neighbouring ring road and a raucous crowd gathered to welcome us back as if we were rock stars."

The first Gulf War and its aftermath sent tremors of instability throughout an already unsettled region that are still felt to this day. Those immediately effected by the conflict included several nations and millions of people – from the Gulf, to Jordan and North Africa. The confrontation also raised a number of questions in the months and years that followed: Did the hostilities end too soon, and should more have been demanded of Saddam Hussein during peace discussions?

As recent history in the region teaches us, regardless of the actual outcome of the conflict, the coalition's policies postwar would be critical. As for Saddam Hussein, despite a brutal and relatively swift defeat, he would live to fight another day. ☺

Gary Luton is currently Director of the Treaty Law Division. His most recent postings abroad were as Head of Mission in Doha, Qatar and, prior, as Consul General in Mumbai.

Les Prix de l'APASE 2016

Reconnaissance de l'excellence

photos par Gordon King

Le 9 juin 2016, 290 collègues et invités se sont réunis pour célébrer l'excellence au sein du service extérieur canadien lors du dîner de remise des Prix de l'APASE 2016. C'est au son de la cornemuseur-major des Sons of Scotland, Bethany Bisailion, que les invités ont fait leur entrée dans la salle de bal Trillium du Centre Shaw, à Ottawa, pour une soirée exceptionnelle. Timothy Hodges, qui était alors président de l'APASE, a accueilli les participants à la 27^e remise des Prix du service extérieur canadien et leur a chaleureusement souhaité la bienvenue.

« Depuis plus d'un quart de siècle, les Prix des agents du service extérieur canadien célèbrent le travail des agents de commerce, d'immigration et du service extérieur et aident à prendre conscience des défis et des récompenses de la profession du service extérieur. Cette année, nous avons le plaisir d'inclure les agents de gestion et des services consulaires qui ont officiellement joint les rangs de la communauté des agents du service extérieur, il y a un an, et de souligner leur excellence.

L'ajout de ces professionnels inlassables fait davantage ressortir l'importance du service extérieur du Canada et le profond engagement des professionnels du service extérieur au service de tous les Canadiens et Canadiennes.

Tonight is a celebration of the dedication and excellence that Foreign Service Officers bring to their work, day in and day out, in the service of Canadians. This year's recipients, who were selected from a very strong field of nominees, are as impressive a cohort as any in over the quarter century we have been recognizing excellence in our profession through the Foreign Service Awards. »

Norm Baillie-David, qui a fait carrière pendant 30 ans en consultation et développement organisationnel a agit à titre de maître de cérémonie pour la soirée.



Présentation des Prix de l'APASE 2016

Karen Bongard

Karen Bongard, Mission Security Sector Specialist, Kabul, Afghanistan, is a Canadian woman working in the security sector in a male-dominated society. She earned the admiration of her colleagues, peers and local and international partners for exemplary work during Canada's term as co-chair of the influential Afghanistan Oversight and Coordination Board (OCB). This involved keeping five Afghan Ministries, four multilateral bodies and dozens of donor countries informed, coordinating the drafting of complex technical documents and tirelessly negotiating to achieve consensus. Karen possède un talent exceptionnel pour cerner et évaluer les perspectives stratégiques et tactiques et alterner avec souplesse des unes aux autres. Un général américain a qualifié son rendement de « rien de moins que phénoménal », tandis qu'un général afghan a fait l'éloge de ses compétences en diplomatie et en défense des intérêts des femmes dans le Secteur de la sécurité. Karen Bongard se voit décerner le Prix de l'APASE 2016 pour son grand professionnalisme, son excellent jugement et une remarquable capacité d'engager, de convaincre et de motiver des équipes diversifiées de partenaires civils et militaires locaux et internationaux.



Deputy Minister of Foreign Affairs Ian Shugart and Karen's mother, Mrs. Berna Anderson, who accepted the Award for Karen.



Le ministre des Affaires étrangères l'honorable Stéphane Dion et Brigitte Fournier

Brigitte Fournier

À titre d'agente de gestion et des affaires consulaires (AGC) à Athènes, Brigitte Fournier a été confrontée à des défis déconcertants. Lorsque le Plan d'action pour la réduction du déficit a nécessité l'élimination de 8 des 28 postes du personnel local, elle a fait en sorte que les employés touchés soient traités avec compassion, justice et dignité. Le transfert des fonctions financières d'Athènes à Rome a entraîné un déséquilibre dans les charges de travail : Brigitte a recueilli les pratiques exemplaires, consulté le personnel et établi une vision claire qui réattribuait les tâches équitablement, ainsi que des normes de service pour guider les employés. With severe travel restrictions on HQ staff, the decision to acquire a new combined chancery and ambassador's residence and dispose of the old facilities meant work normally done in Ottawa fell on Brigitte. She negotiated purchase, acquisition and design issues, orchestrated the move to the new chancery and planned the sale of the old residence and the fit up of the new one. Brigitte receives the PAFSO Award for her exceptional planning and managerial skills and inclusive leadership.

Jacqueline Kalisz

Afin de mettre en œuvre la décision d'accueillir 25 000 réfugiés syriens au Canada sur une période de quatre mois, il a fallu les efforts combinés de centaines d'employés de l'IRCC et d'organismes partenaires. Le fait que Jacqueline Kalisz maîtrise comme nul autre le Système mondial de gestion de cas (le SMGC) de l'IRCC s'est révélé crucial pour 14 000 réfugiés de Beyrouth. Durant 11 semaines, elle a produit des listes de visas à émettre, de cas exigeant une attention particulière et de réfugiés prêts à voyager. Ses listes ont fait en sorte que les réfugiés puissent remplir toutes les étapes et partir en avion à destination du Canada. Her data provided Ministers and managers with hard information on progress and problems. Her ability to project future flows of cases through the system informed the operational decisions that ensured success. Recognized as a "GCMS Wizard", Jacqueline embodies the qualities that make the Foreign Service great – initiative, dedication and profound expertise. For her quiet, inspirational leadership and her indispensable contributions to the Syrian refugee project Jacqueline Kalisz is awarded the 2016 PAFSO Award.



Jacqueline Kalisz et le Ministre de l'Immigration, des Réfugiés et de la Citoyenneté l'honorable John McCallum



Mona Yacoub et la Secrétaire parlementaire du ministre des Affaires étrangères Pamela Goldsmith-Jones

Mona Yacoub

Mona Yacoub, chef du Bureau du haut-commissariat du Canada à Kigali, Rwanda, jongle avec ses responsabilités politiques, consulaires, commerciales et administratives ainsi que ses responsabilités en matière de développement au Rwanda et au Burundi, pays instable au plan politique. Durant la crise au Burundi, ses missions bien planifiées lui ont permis de recueillir de l'information à transmettre sur une situation très complexe. L'état de préparation du consulat repose sur un réseau de coordonnateurs consulaires bénévoles. Lorsque plusieurs coordonnateurs ont fui le pays, Mona a recruté des remplaçants, a vu à ce qu'ils soient formés et a apaisé leurs craintes relatives à la sécurité. She also managed the relocation of Canada's Honorary Consul's office in Bujumbura and persuaded Rwandan authorities to allow evacuated Canadians visa free entry to Rwanda. She is effective at diplomatic receptions and official consultations, but equally effective in the field, driving dangerous roads to meet consular wardens, monitor projects and expand her contact network. For her courage, sound judgement and determined action on behalf of Canadians in a crisis situation, Mona Yacoub is awarded the 2016 PAFSO Award.

2016 Panel of Judges / Jury de sélection 2016

The panel selecting this year's Award recipients comprised people of great distinction in their own fields:

Monsieur Denis Comeau (président) a joint les rangs du ministère des Affaires étrangères et du Commerce international en 1974. Il a occupé plusieurs postes supérieurs à la centrale, notamment ceux de porte-parole et directeur de la direction des relations avec les médias, de la direction des comités consultatifs sur le commerce et la compétitivité et de la direction des relations avec le Japon. Il a été ambassadeur auprès de la République de Corée, du Royaume de Thaïlande, de l'Union du Myanmar et de la République Démocratique Lao. Au terme de son affectation en Thaïlande, il est revenu à Ottawa où il a occupé le poste d'inspecteur général jusqu'à sa retraite en 2009. En mars 2008, M. Comeau a reçu le Prix pour services insignes de la fonction publique du Canada lors d'une cérémonie à Rideau Hall. Il est membre du conseil d'administration de Parrainage civique et de l'Association nationale des retraités fédéraux et bénévole auprès de la Bruce Denniston Bone Marrow Society.

Monsieur Serge April a joint les rangs du ministère des Affaires extérieures et du Commerce international en 1968. Il a servi à Rome, à La Havane et au sein de la Délégation auprès de l'OCDE à Paris. Il a été ambassadeur au Sénégal, Haut-Commissaire adjoint à Londres, ambassadeur en Pologne et aux Pays-Bas. À Ottawa, il a occupé plusieurs postes supérieurs, notamment ceux de directeur de la Direction du droit économique et des traités, conseiller principal pour les Relations fédérales-provinciales, directeur général du Service juridique, négociateur en chef des accords aériens et conseiller principal pour les questions juridiques. Depuis sa retraite en 2006, M. April a été vice-président de l'Association des chefs de mission à la retraite et vice-président de la Section de la capitale nationale du Conseil international du Canada.

Mr. Andrew Cohen is a professor, journalist and author. Among his bestselling books, *While Canada Slept: How We Lost Our Place in the World* was a finalist for the Governor General's Literary Award in 2003. His latest book is *Two Days in June: John F. Kennedy and the 48 Hours That Made History*. A former foreign correspondent and editorialist with *The Globe and Mail*, he writes a column for *The Ottawa Citizen* syndicated in Postmedia Newspapers and appears weekly on the CTV News Channel. The founding president of The Historica—Dominion Institute, he is a member of the boards of The Trudeau Centre, The Writer's Trust and the Pearson Centre for Progressive Policy, as well as a mentor with the Action Canada Fellowship Program. He has won two National Newspaper Awards, three National Magazine Awards and twice received the Queen's Jubilee Medal. Mr. Cohen teaches at the Carleton School of Journalism and Communication, as well as at the Norman Paterson School of International Affairs.

Madame Claudette Deschênes a amorcé sa carrière au ministère des Affaires extérieures en 1981 en qualité d'agente des visas dans des missions canadiennes au Mexique, au Guatemala, au Costa Rica et à Trinidad et Tobago. Elle a aussi été gestionnaire du Programme d'immigration à Colombo, au Sri Lanka de 1994 à 1996. À Ottawa, elle a occupé des postes comportant de plus en plus de responsabilité à Citoyenneté et Immigration Canada (CIC) et à l'Agence des services frontaliers du Canada. En 2004, Mme Deschênes a assumé les fonctions de vice-présidente, Direction générale de l'exécution de la Loi, à l'Agence et en 2007, elle est revenue à CIC à titre de sous-ministre adjointe (Opérations), poste qu'elle a occupé jusqu'à sa retraite en juin 2012.

Dr. Linda Duxbury is a professor at the Sprott School of Business at Carleton University where she teaches Masters and PhD courses in Managing Change, as well as the Masters course in Organizational Behaviour. She is an accomplished trainer and speaker in the areas of supportive work environments, work-life balance, managing the new workforce, recruitment and retention, change management, gender and communication and the communication process. Dr. Duxbury has completed major studies on balancing work and family in the public, private and not-for-profit sectors and has published widely in both the academic and practitioner literatures. She is currently undertaking a national study on balancing work, childcare and eldercare and is also working with several police forces across Canada on an action research study into how police need to change to be more sustainable.

Prix de l'ACMAR pour le meilleur article dans bout de papier

Outre les quatre prix de l'APASE, deux autres prix de l'ACMAR/bout de papier ont été annoncés lors du dîner de l'APASE, le 9 juin 2016. MM. Alan Bones et Pierre-David Jean ont chacun reçu un prix de 300 \$ parrainé par l'Association des chefs de mission à la retraite (ACMAR). M. Bones a mérité le prix dans la catégorie Photographies pour son article « L'Islande et les îles Féroé » (volume 28, no 4) et M. Jean, dans la catégorie Perfectionnement professionnel pour son article « Le grand saut! » (volume 29, no 1).



De gauche à droite : Alan Bones, la présidente de l'ACMAR Sandelle Scrimshaw et Pierre-David Jean

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Pourquoi ne pas envisager dès maintenant de présenter une ou des candidatures aux Prix de l'APASE de 2017? La date limite de réception des candidatures est fixée au 5 avril 2017, mais il est possible en tout temps d'envoyer une candidature ou un avis de candidature, soit par courriel à prix@pafso-apase.com, soit par la poste à : La Secrétaire du Comité des Prix, APASE, 412-47 rue Clarence, Ottawa (Ontario) K1N 9K1. Les lauréats seront dévoilés à un dîner qui se déroulera le jeudi 8 juin 2017 dans la salle de bal Trillium au Centre Shaw, Ottawa.

James Frederick Gould

1944–2016

Jim Gould was the consummate diplomat: polyglot, hugely knowledgeable and armed with an amazing trove of enthralling stories. He was greatly respected by his peers, and a good friend to all. His richly informed insight into Middle Eastern affairs ensured that his views were sought whenever major issues arose, and his clarity of vision found expression in measured and sometimes quite forthright language. As one friend said of Jim, he “out-thought and outworked those who mouthed platitudes ... and while always polite, he could be withering in his criticisms.”

Like the classical diplomat, he was an observer of events and a gatherer of information. His passion was the Arab world. His academic studies focused on the area, including his MA from the American University in Cairo and a PhD in Islamic history from the University of Edinburgh.

Shortly after he joined the foreign service in 1975, a colleague recalls him standing on his Riverside apartment balcony loudly summoning the faithful to prayers in Arabic. A less familiar call than now, he undoubtedly shocked many of his neighbours. It reflected his quirky sense of humour.

Most of his postings were in the Middle East, invariably during ‘interesting times.’ He later enjoyed relating how he had amassed a detailed family tree of Saddam Hussein merely by reading the gossip pages in the Arab-language Iraqi press, the results of which impressed colleagues in agencies with infinitely more resources. Once during his time in Foreign Intelligence we had a contest to see who had been present in the most wars. Jim won hands down.

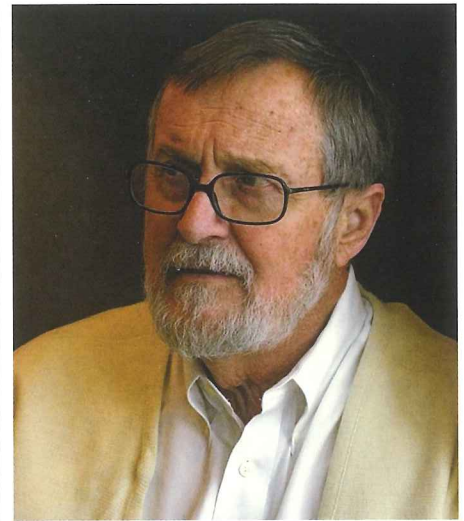
Much of Jim’s career related to Canada’s security and intelligence needs. A former supervisor attests that Jim “made significant contributions to the security and well-being of Canadians, in some cases at personal risk, knowing that there would be little praise and no public acknowledgment.” His detailed insights and understanding of Saudi Arabia, Khomeini’s Iran, and the Taliban in Afghanistan were provided years before these same assessments became the standard conclusions found in intelligence reports.

Jim’s career spanned a time of great upheavals in the parts of the world with which he was concerned. Most of his career events cannot be discussed because of security considerations, but one event which had a deep impact on him was the case of Omar Khadr. A person who was close to the case described Jim’s contribution as “an example of the best of the Canadian foreign service.” Had Jim lived a little longer, he would have been proud of the Emmy nomination for Michelle Shepherd and the documentary, *Guantanamo’s Child*.

Jim’s love of the Middle East was also evident in the enthusiasm with which he introduced visiting colleagues and friends to the history, culture and monuments of places where he and Judith were posted.

One visiting officer completed her extensive and detailed official Baghdad program with Jim taking her on a weekend tour to the holy cities of Najaf and Karbala, the ruins of Babylon, and the remains of Seleucia, all the while providing a running commentary on the history and forces determining the unfolding of events in Iraq. Another colleague recalled scuba diving with Jim and Judith in the Red Sea while staying in The Creek, a small cottage available to the staff stationed in Saudi Arabia. Other forays were made to Taif and the Hejaz mountains to experience the last vestiges of unspoiled Arabia outside Yemen.

Many older members of the now Global Affairs family will remember Jim’s years in PAFSO (2002–2004) and his presidency from (2000–2002). During those years he also served in the Foreign Intelligence Division. It was a time of acrimony and poor morale. These were difficult times: the FS conversion, the compensation study with foreign governments, salary negotiations, PAFSO’s first strike and a first step in addressing the wage gap. Jim was a significant factor in attaining respect and compensation for the FS group. He orchestrated a sophisticated campaign to deal with the obstructing hurdles, worked through the bureaucratic, political and economic opposition, successfully lobbied MPs and ministers (including Minister John Manley), and brilliantly addressed popular opinion, to eventually attain a fair



James Frederick Gould

settlement. It was a time when PAFSO needed exceptional leadership, and Jim filled the role while gaining the respect of both members and management.

Jim’s great love was teaching. This was always evident during the years I worked with him in intelligence. Meetings sometimes became grad school seminars as he patiently and with great insights and empathy explained the complexities of the Middle East. In retirement he realized great satisfaction from teaching courses on the Middle East at both Carleton University and University of Ottawa.

Jim leaves behind his beloved Judith and their children Saara and Matthew, son- and daughter-in-law, Nick and Jessamy, plus three super grandsons – Freddie, Seeley, and Wilfred.

Above all else, Jim was a man of integrity who understood the responsibility placed on the shoulders of those working in the special areas of foreign intelligence. He bore this weight easily. ☺

Kurt F. Jensen is a retired Foreign Service Officer who worked for many years with Jim in foreign intelligence. Kurt also went on to teach at Carleton University after retirement. These memories of Jim could not have been recorded without the significant assistance of so many of Jim’s friends and colleagues.

What is an “Arabist” and do we need them?

by Stuart Hughes

We put the question to the late Jim Gould, who was among Global Affairs’ best-known experts on Arab and Islamic affairs, and Judith his spouse and life’s partner.

No surprise to those who knew him, Jim’s bio is a classic outline of focused diplomatic tradecraft. Raised in Woodstock, Ontario he liked to say that he “fell in love with the Middle East in High School history class, never knowingly having met an Arab or a Muslim”. He received B.A., M.A., and Ph.D. degrees from the University of Toronto, American University in Cairo and Edinburgh University, respectively – all in Islamic History. He specialized in the early centuries, the Prophet Muhammad and the rise of the Islamic Empire. His doctorate examines a religio-politico faction in 7th century Medina known as the “Munafiqun” or the “Hypocrites”. It deals with the era and its historiography, or how “history” changes in passing decades and centuries. His thesis remains pertinent to the debate on what is “true” Islam and what happened long ago in its specific cultural context.

Jim “was clever enough”, as he put it, to marry Judith in 1968. Their partnership thrived in the Foreign Service ... as have their two children. He joined External Affairs in 1975 “primarily as a way for the two of them to return to the Arab world”. A “great career”, Jim said, having met kings, presidents, terrorists, spies and holy men. He represented Canada in far-flung corners such as Sana’a, Aceh and Guantanamo Bay.

SH: What were some of the most memorable moments in your diplomatic lives?

JUDITH G: There were many of them: camping in Medain Saleh (cities inhabited by the Thamud, mentioned in the Qur’an, that later became part of the Nabatean civilization of Petra fame); visiting Dar St Catherine in Sinai (the remote Greek Orthodox monastery famed for its early Byzantine mosaics and pre-Iconoclastic icons); scuba diving in the Red Sea with its amazing coral and fish life; visiting archaeological sites in northern Iraq; exploring every inch of the Smithsonian in Washington... and hosting and making friends with nationals from almost every country in the world.

SH: “Behind every successful man comes a surprised woman”, (says an old joke), but being an FS spouse itself can be seriously challenging. What was your experience?

JUDITH G: It all began with that leap of faith I made as a very young and naïve twenty-two-year-old (who really had not strayed far from Concord, Ontario) when I married Jim... and left for Cairo two days later! The further leap of faith was that he said that we would be away for ten months and we returned seven years later when he joined the Foreign Service. I should have known what I had “signed up for” as we basically spent the next twenty years on posting.

Jim always knew the right things to say to get my agreement to move again (often through a little trickery, but that’s another story). Happily, our two children, Saara and Matthew, “bought into” Jim’s passion for travel, learning, adventure and intrigue.

It all began with that leap of faith I made as a very young and naïve twenty-two-year-old (who really had not strayed far from Concord, Ontario) when I married Jim... and left for Cairo two days later! The further leap of faith was that he said that we would be away for ten months and we returned seven years later when he joined the Foreign Service. I should have known what I had “signed up for” as we basically spent the next twenty years on posting.

Their great ability to adapt made my job easier to support Jim as he turned his passion for Islam and all its intricacies into a career that spanned almost all of the Middle East and the areas of academics, diplomacy, security, and intelligence.

SH: What is an “Arabist”?

JIM G: For me it is nothing less than a specialist in the language, politics, culture, history, religion and economics of the Middle East. Of those, language is key because without it you can’t get beyond the surface in most things, notably politics, culture and religion. Much of what you need is not available in English or French. For example, some Islamists – usually speaking or writing in a Western language – argue that “Jihad” is badly misunderstood in the West and that it refers most

importantly to the struggle for personal spiritual improvement. There is truth in that, but if you read the Qur’an in the original Arabic, as I did, you’ll observe that in almost all cases “jihad” refers to a physical struggle, a holy war. It’s an important distinction if you want to understand the region and its tensions.

SH: Do “Arabists” matter?

JIM G: Yes, and more than you might think. Take Iraq. Gertrude Bell was from a great British steel making family. Born in the second half of the 19th century she became a famous alpinist, archaeologist and explorer. Her daring travels in Ottoman Arabia together with her unparalleled linguistic and cultural skills made her the pre-eminent British expert on the Arab world (despite the claims made about T.E. Lawrence). Ms. Bell was the principal architect of modern Iraq in the aftermath of WWI. She was a builder.

One wonders, if she had still been alive, whether Iraq would have become what it is today. It will take many more of her ilk to help stop today’s terrible cycle of violence and mitigate the damage done.

SH: What do people mean when they condemn the behaviour of extremists as not the “real” Islam?

JIM G: That’s like asking Catholics, after two thousand years of debate, to explain the Holy Trinity in couple of paragraphs! I am not sure there is such a thing as “real” Islam, but rather the many varied interpretations of what the Qur’an and the Prophet actually said (and intended). Religions live and breathe, and Islam is no exception.

Much of what we commonly understand to be “real” Islam (as it has evolved, deepened and developed over the centuries)

is based on both the Qur'an and the "Hadiths", the later communal collections of sayings attributed to the Prophet. Whatever their spiritual value, in many cases these sayings reflected and served the political needs of a later time. For example, there is a Hadith cited by many extremists to the effect that "When you see a black flag coming from Khorasan (northern Persia), join them for the Muslims are coming, thereby declaring themselves the only Muslims". That Hadith appeared about 750 CE when the Abbasids, with their emblematic black flags, conquered much of the Islamic world beginning with Khorasan. The green flag we usually associate with Islam belonged to earlier rulers. ISIS' use of the black flag today reflects the political need to be seen as implementers of their own "real" Islam.

SH: To many in the West ISIS came from nowhere, criminals using the mantle of religion to justify their brutality. Would an Arabist share that view?

JIM G: That perception is understandable but it's much more complicated than that. The appearance of ISIS, and their peculiar brand, are not new and the seed of their ideology, and that of others of their kind, goes back at least to the Crusades and the Mongol invasions of the Middle East. Ibn Taymiyyah was an influential Muslim scholar and theologian of the 13th century and advocated a literal interpretation of the Qur'an and an absolute rejection of all innovation with regard to the faith – i.e. a return to traditionalist (some might say hardcore fundamentalist) Islam.

Ibn Tamiyyah's beliefs were resurrected in the late 18th century by Abdul Wahhab. They were adopted by the Saudi royal family, giving rise to today's arch-conservative Wahhabism. Many argue that ISIS is one of the apples that fell from that tree. But I also think we need to keep cultural differentiation very much in mind here. At different times and places interpretations of Islam have varied under the influence of separate groups. For instance, from our first arrival in Cairo in 1968 to the present day, Judith and I have noted that urban women wearing one or other variants of the veil has increased many

fold. In my view, culture has changed and Islam has evolved as a result of a multiplicity of external and other forces (many of which we do not fully understand, at least not yet).

SH: Why did "Arabist" become code in some quarters for special pleader?

JIM G: Difficult to say, but my sense is that it had a lot to do with the playing out of Western and perhaps more specifically American politics in the seemingly endless Arab-Israeli conflict, and with the zero-sum game mindset of so many of the players. It is a truism among those who have worked on conflict resolution that moderates on both sides are likely to have more in common with each other than they do with their own extremists. I tend to agree, but as we know, fundamentalists often control the balance of power in their own societies. I think, post 9/11, that short shrift for Arabists is unhelpful. It's a needed role if we, the West generally, hope to extricate ourselves responsibly from what we helped create.

SH: What should Global Affairs Canada do?

JIM G: It's very much part of a bigger picture, but three points are key:

- You can't do much if you don't have the resources. If you want to have meaningful expertise – in any region or on any issue – you need to make it possible. Canadians need to look up and look out.
- We need to better manage what we already have – to take just one modest example: don't send someone off to two years of language training only to discover on their first mission that they have no desire to develop their careers in the region.
- We must rejuvenate relations between political decision-makers and the people who generate policy options for Canada. Decision-makers need to take advice and give direction to the people who know and understand the region or issue, and senior diplomats need the skills to generate real foreign policy options. That means that our professionals need to be more than

adept managers, they need to be foreign policy experts.

SH: What are some of the issues potential Arabists need to address?

JIM G: It is trite, but true: The Middle East is a region full of conundrums and puzzles. These may evolve and change, the names may differ, but ethnic, sectarian and political issues remain much the same. Lur tribesmen from the highlands of Persia invaded Mesopotamia early in the first millennium BCE and the Iranians and the Iraqis still have no neighbourly feelings for each other. A century after the fall of the Ottoman Empire the Kurdish issue in Turkey (and beyond) remains a hot one. The Arab/Israeli dispute seems destined to be with us forever, likewise the internal religious schisms among Muslims, Christians or Jews. Old political and economic issues also abound. Will the national borders drawn so haphazardly by the colonial powers continue to exist unchanged? Why do authoritarian regimes still dominate the landscape? Will petroleum continue to give Arab producers the leverage over the rest of the world they have today? Are Muslim states progressing or actually regressing from a democratic point of view?

There may be no definitive answers to such questions but they are all moving targets and must be addressed and understood if the West, Canada included, is to play a positive role in the region. Diaspora politics also plays an expanding role in our foreign policy and presents Western politicians and diplomats with plenty of diplomatic opportunities and challenges. The need for broad, specialized knowledge can only grow.

SH: What are the "lessons learned" most pertinent for a new generation of FS?

JIM G: The core lesson is that acting out of ignorance – like engaging in misplaced wars – carries a terrible price. Similarly, developing expertise doesn't make you an apologist, it's usually the opposite... the more you know, the more you appreciate the need for wisdom and for nimble diplomacy. I believe that Canadians (and Global Affairs Canada) will always need their generalists – and great careers can be built around a very broad but relatively thin

understanding of the regions and issues of the globe. However, if one is bent in a more academic manner, and I place myself firmly in this camp, selecting a specific area of specialization is the way to go. Travel, study, learn and then apply this knowledge to your input into policy formulation – or at least try to. This can be personally frustrating in a world of sound bites when many of our senior officers are sure they understand everything they need to know about an issue. We will always need a cadre of officers with real specialization, with legal and foreign policy expertise in the Middle East, other regions and on issues critical to Canadian interests. ☺

*Stuart Hughes is a retired Foreign Service Officer, former Editor of **bout de papier**, and old friend of Jim and Judith Gould. NB: Interestingly, despite resource constraints Jim's alma mater, the University of Toronto, currently is expanding its own cadre of Arabic specialists.*

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Jacques Noiseux

1936–2016

J'ai rencontré Jacques Noiseux pour la première fois il y a quarante ans. Il était alors le directeur du Bureau de Presse sous Allan J McEachan, secrétaire d'État aux Affaires extérieures. Le ministre prenait part à un de ces forums Nord-Sud, la Conférence de Paris sur la coopération économique internationale, dans lesquels le Canada au temps de Pierre Elliott Trudeau jouait un rôle de premier plan. En contemplant le parcours de Jacques, je revoyais quelques grands moments de la diplomatie canadienne. Jacques était un produit de son époque. Diplômé en droit de l'université de Montréal après avoir fait son cours classique au Collège Jean-de-Brébeuf, il avait le profil traditionnel d'un futur diplomate.

À sa première affectation à Londres en 1966, Jacques Noiseux eut la chance d'avoir Charles Ritchie comme chef de mission, qui le prit sous son aile. À l'époque, un diplomate provenant de certains pays du Commonwealth était désigné comme adjoint à l'Écuyer de la reine. Jacques remplit ce rôle pendant un an. Il en garda une admiration pour l'humour britannique. Il aimait cette anecdote se rapportant à la future reine Élisabeth : à sa première rencontre avec l'imposant Général de Gaulle, celui-ci crut approprié de lui faire un compliment sur la qualité de son français. Elle l'en remercia tout en remarquant qu'elle avait eu une gouvernante belge.

Jacques était un conteur né. On n'aurait pas dit qu'il était doué pour le sport ou la technologie. Il était par contre féru d'histoire des civilisations, il lisait énormément et aimait discuter de politique. Il appréciait les arts, la musique et l'opéra.

Il était divertissant autant dans les salons à Londres, Paris ou New York qu'auprès de rares visiteurs reçus à Alger, son dernier poste d'ambassadeur au milieu des années 1990. Même les gens qu'il ne rencontrait qu'occasionnellement se souvenaient de lui beaucoup plus tard à cause d'un bon mot tiré de son vaste répertoire alimenté de nombreuses affectations y compris auprès des gouverneurs généraux Jeanne Sauvé et Ed Schreyer.

Il y a cinquante ans, les diplomates 'canadiens-français' se retrouvaient souvent dans les pays francophones ou latino-américains et dans le secteur de la culture. Il n'est donc pas surprenant que Jacques se soit retrouvé à Kinshasa et à Paris mais aussi à Dakar comme 'conseiller régional'. Ottawa avait créé ce poste diplomatique d'un nouveau genre au moment des péripéties entourant l'institution de la Francophonie dans les années 1960.

Jacques Noiseux se sentait toutefois à l'aise dans les deux mondes – plus tout à fait des solitudes – qui ont longtemps subsisté au ministère. Il attribuait en souriant cette facilité à son ascendance écossaise. C'est ainsi qu'il a navigué dans les eaux du Commonwealth, de la Francophonie et qu'il s'est retrouvé à Nairobi comme à Alger.

Son aisance dans la société mondaine était un atout à l'époque précédant la 'diplomatie publique'. Renseignement et réseautage rimaient avec diplomatie et se pratiquaient surtout dans les chancelleries et les résidences. Cela lui a bien servi lorsqu'il fut affecté au Consulat-Général à New York. Il y a retrouvé Ken Taylor qu'il avait connu peu de temps auparavant à Paris où ce dernier s'était replié de Téhéran. Il partageait avec ce dernier une fascination pour le Moyen-Orient qu'il a mise à profit après sa retraite en 1998.

Les événements qui ont le plus marqué Jacques ont trait à la crise du Liban. Après l'invasion par Israël en 1982, la sécurité ne fit que se détériorer à Beyrouth. Le ministre Joe Clark prit finalement la décision en 1985 de fermer notre ambassade où Jacques était arrivé comme ambassadeur en août 1984. Nos diplomates se replièrent en convoi par la route à Amman pour quelques mois, le temps de mettre sur pied l'ambassade que Jacques dirigera à Damas.

Tel qu'il le décrit plus tard, cette expérience laissa un goût amer chez Jacques puisque la décision d'évacuer fut prise à Ottawa sans consultation avec la mission et avec instruction de ne pas en informer par avance les employés locaux. Une des caractéristiques du style de Jacques était



Jacques Noiseux

justement l'attention qu'il portait à ses collaborateurs et en particulier aux employés recrutés sur place. Je l'avais constaté lors d'un court séjour à Alger, juste avant le meurtre des moines de Tibhirine, à un moment de grande tension sécuritaire.

Jacques avait aussi la grande qualité d'être fidèle en amitié. Cela s'est avéré lorsqu'il nous a quittés de façon inopinée en février dernier après une courte maladie. J'ai été touché par le témoignage de son collègue australien à Damas qui notait la générosité avec laquelle Jacques partageait sa compréhension des subtilités de la région. La présence à la chapelle Notre-Dame des Neiges de membres de la communauté libanaise de Montréal en plus de collègues et amis de toutes les époques de sa vie était tout aussi éloquente en cette journée d'adieu ensoleillée de mars qui anticipait le printemps. ☺

Anne Leahy donne le cours 'Catholicism and Public Policy' à l'université McGill. Pendant ses 40 années aux Affaires étrangères, elle a été en poste auprès de la Communauté européenne, l'OCDE, en URSS et ambassadeur au Cameroun, en Pologne, en Russie, auprès des Grands Lacs d'Afrique et au Saint-Siège. Elle a fait aussi été la coordonnatrice du gouvernement pour la Journée mondiale de la jeunesse à Toronto en 2002 et la première directrice de l'Institut d'études internationales de Montréal à l'UQAM.

Points of Entry: How Canada's Immigration Officers Decide Who Gets In

Reviewed by Ian Van Haren

POINTS OF ENTRY: HOW CANADA'S IMMIGRATION OFFICERS DECIDE WHO GETS IN, by Vic Satzewich, University of Toronto Press, 2015, 305 pp, \$32.95 paper

How do Foreign Service Officers at the Department of Immigration, Refugees and Citizenship Canada (IRCC) make decisions on immigration applications? This is the question that Vic Satzewich seeks to answer in his recent book *Points of Entry: How Canada's Immigration Officers Decide Who Gets In*. The result is an insightful read for persons familiar with immigration processing as well as for those who have never been inside a Canadian visa office.

For an outsider, the book contains valuable information on visa offices' procedures. Satzewich's research is based on visits he made to eleven Canadian visa offices abroad from 2010 to 2012. While on these visits, he interviewed 76 Canada-Based Officers and 58 Locally Engaged Staff. He also observed 42 interviews with visa applicants and became familiar with general office practices and standards. This extensive research allowed him to provide a clear explanation of organisational procedures along with descriptive examples that demonstrate how immigration officers assess applications.

Satzewich's study discusses nearly all aspects of immigration processing. When he first proposed this study, Satzewich wanted to understand how substituted evaluation was used when assessing Federal Skilled Worker immigration applications. (This is when an immigration officer chooses to substitute the points accorded to an immigration applicant with a different assessment when the points are an inaccurate characterization of the person's ability to become economically established in Canada.) However, as his study progressed his focus expanded. The book includes chapters on spousal sponsorships, economic immigration, and visitor visas. Other chapters convey how immigration interviews are conducted,

discuss approval and refusal rates between different offices, and describe the structure of visa offices with particular attention to personnel. He also includes an overview of academic literature on discretionary decision making and the development and implementation of immigration policy.

The experienced immigration officer will find the book perceptive, but will be disappointed by some of the errors. Satzewich explains that he was not permitted to record any of the interviews he conducted with staff. Rather, he relied on notes taken on paper during his visits to offices. This may be the reason for some of the inaccuracies, which include misstating the length of training for local officers, incorrectly describing appeal procedures for visitor visas, and terminological errors

The book includes chapters on spousal sponsorships, economic immigration, and visitor visas. Other chapters convey how immigration interviews are conducted, discuss approval and refusal rates between different offices, and describe the structure of visa offices with particular attention to personnel.

including overlooking the difference between a 'permit' and a 'visa'. Furthermore, certain sections of the book are now out of date with the introduction of Express Entry (a new system to manage how people with skilled work experience apply to immigrate to Canada) and revision of other immigration policies such as updates to the list of countries requiring temporary resident visas.

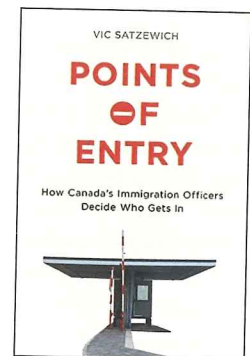
These errors do not diminish the strength and insight found in the book. Two insights are particularly valuable.

First, the descriptions of *how* decisions are taken illuminates the factors that affect the outcome on each visa application. Noting that visa decisions are assessments of credibility and risk, Satzewich identifies macro-, meso-, and micro-level factors that

affect decision making. Macro factors include laws, policies, and socio-economic and political circumstances in Canada and countries of origin for immigration applicants. Meso-level factors

include internal pressures within the IRCC, such as the time and resource constraints placed on immigration processing which may discourage officers from focusing on detecting fraud or refusing certain cases: he notes that approving cases takes less time and effort. Micro-level factors include the individual experiences and perspectives of immigration officers as well as their direct interaction with visa applicants or – more frequently – the documents submitted by these applicants. At both the meso- and micro- level, Satzewich notes that immigration officers and managers vary in their approaches as either 'facilitative' or 'enforcement-minded.'

Second, Satzewich's research notes the consequences of reducing client interaction during immigration processing. He characterizes IRCC as "a truly nameless and faceless bureaucracy" and states there is a "firewall" between applicants and officers. The barriers applicants face in contacting visa offices has increased with the outsourcing of certain tasks to Visa Application Centres and centralization of intake of other applications in Canada. While many cases were interviewed in the past, Satzewich notes that all types of face-to-face interaction at visa offices with clients are increasingly rare. Satzewich is clear: the decrease in interviews or in-person service is driven by financial constraints as well as an effort to waive unnecessary interviews. While he notes that some of this shift is reasonable, he states that the trend "is somewhat disconcerting". In particular, he expresses concerns about losing the ability to counsel new immigrants, notes



how eliminating interviews decreases the personalized assessment given to each application, and recounts how Foreign Service Officers identify reduced client interaction as a contributing factor to job dissatisfaction and employee turnover. He also states that never meeting “good” applicants causes officers to operate in “an atmosphere of distrust” which reduces the quality of decision making.

Satzewich’s clear prose and astute observations make this book worth reading. His analysis provokes reflection on how decisions are made on immigration files. As the government pursues its modernization agenda focused on streamlining immigration processing, his concerns about how current and future policy changes impact client service and the quality of decisions must be heeded by officers and managers alike.

Ian Van Haren joined IRCC as a Foreign Service Officer in 2009 and is currently First Secretary (Immigration) in Pretoria, South Africa. He has previously been posted in London and Beirut. He did not have the fortune of meeting Vic Satzewich during his study of immigration offices abroad.

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Superforecasting: The Art and Science of Prediction

Reviewed by David MacDuff

SUPERFORECASTING: THE ART AND SCIENCE OF PREDICTION, 2001–2014, by Philip E. Tetlock and Dan Gardner, Signal/McClelland & Stewart, 2015, 352 pp, \$35.00

On August 17, 2007, George Soros hosted twenty of Wall Street’s most senior financiers to lunch at his Long Island estate. Earlier in the month, BNP Paribas had frozen withdrawals from three of its funds and central bankers around the world were becoming increasingly worried about overall economic conditions. The discussion among the financiers centred on whether a recession was imminent. Of the twenty-one attendees, nineteen forecast an economic slowdown and a correction in the market. Only two (one of whom was Soros) forecast the global financial crisis – which, of course, was exactly what happened.

This story, related by the former journalist and now Minister of International Trade, Chrystia Freeland, in her book *Plutocrats: The Rise of the New Global Super-Rich and the Fall of Everyone Else*, underscores the difficulty of accurate prediction. Even the experts are often wrong.

But what about non-experts? Can a group of numerate, informed, and open-minded non-specialists develop insights about future events? It’s a theme that has been gaining traction, reflected in Philip E. Tetlock and Dan Gardner’s *Superforecasting: The Art and Science of Prediction* (2015). *Superforecasting* was reviewed favourably in *The Economist* (“Unclouded vision,” September 26, 2015) and the authors contributed a featured article to that magazine’s *The World in 2016* (“Keeping score: What you learn from measuring predictions”). Tetlock is a professor at the Wharton School of Business at the University of Pennsylvania and obtained his undergraduate degree at the University of B.C., where he later taught. Gardner is an Ottawa-based journalist and consultant and was hired earlier this year by the Prime Minister’s Office as a senior advisor.

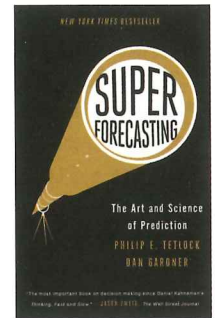
The authors begin with a trenchant critique of forecasters. Building on

Tetlock’s decades of research, they conclude that when predictions are measured against actual outcomes, the average political forecaster is no more accurate than a “dart-throwing chimpanzee.” Even worse, many forecasters are never held to their inaccurate predictions. For instance, business talk show host Larry Kudlow spent much of the first decade of the 2000s forecasting the “[George W.] Bush boom” shortly before the global economic meltdown of 2008. In another indictment of forecasting practices, the authors show that if forecasters are asked to recall their original prediction about a given event after the event occurs, many will adjust an incorrect prediction to align with how things actually turned out. (In this

The authors begin with a trenchant critique of forecasters. Building on Tetlock’s decades of research, they conclude that when predictions are measured against actual outcomes, the average political forecaster is no more accurate than a “dart-throwing chimpanzee.” Even worse, many forecasters are never held to their inaccurate predictions.

reviewer’s own informal conversations since last federal year’s election, it has been striking how many people have said that they predicted the Liberal victory months before, when that party was in a decidedly third-place position in opinion polls.)

On a global scale, the greatest recent crisis in geopolitical forecasting was the failure to find the expected weapons of mass destruction in Iraq. In the aftermath, the U.S. government’s Intelligence Advanced Research Projects Activity (IARPA) funded a series of forecasting “tournaments”



between 2011 and 2015. Tetlock formed a "Good Judgement Project" team of non-experts, recruited from the general public. His team competed against professional intelligence analysts (who had access to classified information) and two university-based teams. The groups were asked to make a series of predictions on precise, time-bound questions, such as "In the next year, will any country withdraw from the eurozone?" Tetlock's non-expert forecasters won the tournaments.

What are the stand-out qualities of superforecasters? Drawing on the classic division of "hedgehogs" (who shape their thinking around one or two concepts, such as a core political ideology) and "foxes" (who are broader minded), the latter are better predictors. Notably, superforecasters are ready to make adjustments to their forecasts based on new information and, perhaps most important of all, are committed to a "growth mindset," by which they seek to learn to become better predictors over time. They are also highly numerate (although they may not have formal training in mathematics or statistics) and very comfortable with probabilistic thinking. Superforecasters are even more accurate when working together in teams and following training. (A sixty-minute tutorial of the "Ten Commandments for Superforecasters," included in the appendix to the book, produced a 10% improvement in predictions.)

For all the strengths of *Superforecasting*, probabilistic thinking may not appeal to every reader in every instance. Consider this quotation: "There are no certainties in life – not even death and taxes if we assign a non-zero probability to the invention of technologies that let us upload the contents of our brains into a cloud-computing network and the emergence of a future society so public-spirited and prosperous that the state can be funded with charitable donations." (p. 12–13) Uploading the contents of one's brain to the cloud seems rather distant from life itself. And the prospects of the state being funded by charitable donations seem so improbable as to question the opportunity cost of calculating them.

At a more practical level, Tetlock and Gardner note that after five years or so, predictive accuracy falls toward even chance. They also acknowledge that mega-events ("black swans") – such as

9/11 – can affect the course of history and adjust the entire foundation on which specific predictions are based.

Given these various considerations, in the final analysis, we need to set practical and realistic expectations of superforecasting. In particular, both parts of the

"There are no certainties in life – not even death and taxes if we assign a non-zero probability to the invention of technologies that let us upload the contents of our brains into a cloud-computing network and the emergence of a future society so public-spirited and prosperous that the state can be funded with charitable donations."

subtitle of the book – "the art and science of prediction" – require equal weight. The measurement and analytical techniques of superforecasting may well be scientific.

But knowing which questions to ask and how to use predictions – the beginning and the end of a decision-making process – is a true art.

For an organization such as Global Affairs Canada, which relies on forecasting both implicitly and explicitly every day, the prospects for using superforecasting are very favourable. The new government's interest in evidence-based policy fits closely with the book's emphasis on measurement and accuracy. *Superforecasting* is not about hackneyed clichés of crystal balls or sci-fi but rather the deliberative and structured analysis of geopolitical trends. It encourages thinking about a range of possibilities, allowing an organization to prepare at an operational level for different outcomes. Members of PAFSO may wish to take up the Good Judgement Project's invitation to join its 2016 Classic Geopolitical Challenge and judge for themselves. ☺

David MacDuff is a Foreign Service Officer currently based in Ottawa. He served in Singapore from 2010–14.



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THE HUNGRY DIPLOMAT

by Lisa Bitto

Food is arguably one of the world's most important and ubiquitous diplomatic tools.

Many items we eat and drink have a storied past,
political importance or trade significance.

This column explores one food, drink or ingredient at a time.

COFFEE. Ah, coffee, the Provider of Brainpower and the Maker of Mornings. Going without it in the morning would be unthinkable for me and “sub-optimal” for those around me. I happen to think it's better than sliced bread ever was – but bread's a column for another time. Coffee is the world's second most popular beverage, after tea, which proves that no one is perfect or they'd be drinking coffee too.

Coffee is said to have been discovered in Ethiopia a thousand years ago or more, when a shepherd noticed his goats had extra pep after eating coffee cherries, the fruit from which the coffee beans are harvested. From the sheer brilliance of whoever decided to collect, clean, roast and brew those seeds, we now savour our daily brew.

There are two types of commercial coffee bush: Robusta and Arabica. Robusta is easier to grow, more disease resistant, and higher yielding. The problem? It doesn't taste as good, so it's mostly used for the kind of coffee that comes pre-ground in huge tins in the grocery store. Instead, we prefer the more delicate Arabica bean that will only grow at 2,000 feet above sea level or higher. Go figure.

Most coffee is produced in Latin America, Africa and parts of Asia. African coffee tends to taste earthy and rich (my preference), while South American tends towards the floral. I'm not as familiar with the Asian coffees from Vietnam, Indonesia and elsewhere, but would certainly welcome the tasting notes of those who are posted nearby! A few other types you

may have heard of are Blue Mountain from Jamaica, as well as Kona and Ka'u from the Big Island of Hawaii, which is my favourite of all. The roast affects both flavour and caffeine level – the darker, the more caffeine has been burned off.

The mighty bean is big business. According to a 2013 study by the Coffee Association of Canada, 65% of Canadians had drunk coffee within the previous 24 hours of taking the survey and 78% in the previous week. The United States consumes slightly less than we do at 59% and Europe drinks the most in the world. Guess which country consumes the most? No, not France. And not Italy. *Finland!*

With this popularity comes ethical issues like labour exploitation and the environment. The more I researched for this article, the more complicated the issues became. Following a coffee price crash at the end of the century, countries that had invested heavily in producing coffee found themselves with an unprofitable but labour-intensive crop. So paying farmers and farm labourers less (or sometimes nothing at all) is a problem in many parts of the world. Likewise, land clearance for coffee cultivation and the use of pesticides to ensure the productivity of crops present challenges to the environment. It's worth looking into with whomever you buy from.

Iced Coffee Recipe

Iced coffee recipe: Combine 1 cup ground coffee and 4 cups of cold water in a jar. Cover and shake. Leave out overnight and filter it in the morning to remove the grinds. Put the concentrated coffee deliciousness back in the rinsed jar and keep in the fridge up to 2 weeks. When you want to drink it, fill a glass with ice, pour in the concentrate and add a few tablespoons of sweetened condensed milk (such as Eagle brand). Drink it with a straw on the patio in the sun!



For those of you who choose to indulge without the caffeine (though I can't imagine *why* you would choose to forego the Elixir of Life), you may be familiar with the term "Swiss Water Decaf". That's a company name as well as a process. The Swiss Water Decaffeination Method is a method of extracting the caffeine from coffee using water rather than chemicals that can be used on both conventional and organic beans. And it's done in Canada! Coffee beans get shipped from abroad to Swiss Water Decaffeinated Coffee Company in Burnaby, British Columbia. The beans are processed to remove 99.9% of the caffeine and are then re-shipped.

To get the most out of your bean, I have a few tried and true tips. First, buy and use it as fresh as possible. Obvious, right? Raw (green) coffee beans can remain good for many years, but once you roast it, it has a very limited lifespan. In my experience, it stays fantastically delicious for about a week after roasting, then quickly declines no matter how well you re-package or store it. If you're lucky enough to be able to get locally roasted coffee, ask when it was roasted.

Then buy whole bean instead of the ground stuff. Ground coffee has an increased surface area, allowing more oxygen contact to make it go stale faster. Grind just what you need, when you need it. Second, don't put hot coffee into a cold cup: ceramic, metal or otherwise. If you rinse it with hot water first, you'll avoid the acidity that the hot coffee + cold surface combo causes. Third, don't drink your coffee piping hot. Let it cool slightly before you enjoy it; I don't know why it tastes better like that, but it does. Then put your coffee grounds in the green bin or garden to improve the soil and reduce waste. I've been told they reduce slugs/snails around the base of plants and increase the acidity of the soil, which tomatoes, blueberries and many other crops like...

Lisa Bitto is a political FS Officer and an avid baker, cook and food geek since her mother first refused to bake her cookies and she took matters into her own hands. She usually chooses her vacation destinations based on the food.



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Middle Power at Mid-Century

In the early 1950s, deputy under-secretary of state for external affairs, Escott Reid, inspired and led an ambitious project to produce a series of thematic papers "to focus and clarify our longer-range thinking on the objectives and the application of Canadian foreign policy," as the circular note covering one study put it. The intent was not to define "a rigid 'party line'" but rather to provide "an aid to digestion in thinking" about key aspects of Canada's foreign policy. Not all of the papers were completed and fewer were circulated by the time the "Re-Examination of Canadian Foreign Policy" stalled and then halted, as few could devote the energy and enthusiasm to the exercise of its originator.

Even so, some of the draft papers shed light on attitudes, assumptions and circumstances that help us to understand how Canadian policy-makers dealt with the day-to-day challenges of international relations in the early years of the cold war.

*The paper extracted below (ellipses indicate omissions for reasons of length) was intended to serve as the overview and introduction to the series. Its principal author, R. M. Macdonnell, was serving as assistant under-secretary of state when this draft was circulated to colleagues. There is no circulated final version on file (5296-A-1-40) at Library and Archives Canada. Dr. Boris Stipernitz retrieved this document and conducted initial editing when we worked together on another ambitious and ill-fated project for the department, an educational website entitled *Canadians in the World / Les Canadiens dans le monde*.*

– Hector Mackenzie

[R. M. Macdonnell]

Influences on Canadian Foreign Policy

[October 9, 1952]

Confidential

Draft

What peculiar Canadian factors must be borne in mind by Canadian Governments and their advisers in reaching decisions on foreign policy? What are the objectives and assumptions that will command support in Parliament and throughout the country? What limitations are imposed by our own history and the external world? Every country has its own special problems to consider when making up its collective mind on the big and little issues that constantly present themselves in international affairs.

2. ... Inevitably between state and state there will be differences in internal history, in economic capabilities, in relations with other states and in national aspirations, to mention only a few factors. ...
3. At the same time, it must be recognized that states which are genuinely (and not merely theoretically) peaceful, democratic, freedom-loving and which enjoy reasonably high standards of living and of education share a good deal of common ground in their approach to questions of foreign policy. ...

A – The Main Objectives and Obstacles Are the Same

6. Peace and the well-being of the citizen are widely shared objectives and many countries have accepted the assumption that the best route to this objective is to create in the world an equilibrium of force to deter the Soviet Union from committing an act of aggression likely to lead to the outbreak of a general war. ... Underlying this assumption is a belief in the peaceful settlement of disputes and a rejection of aggression as an instrument of policy. Thus, a good many states agree that the principal obstacle between them and the kind of life they would like to lead is the threat from Eastern Europe. Further, there is fairly widespread agreement that meeting this threat is a long-term and not a short-term problem. It is not likely that any cheap or easy way will be found to end the present tension.

B – There is Agreement on the Necessity of United States Leadership

7. Since the increasing power of the Soviet Union has not been accompanied by a similar increase in the power of Western Europe, Europe cannot by itself reach an equilibrium in power between East and West. Such an equilibrium is now impossible without United States participation and, since the United States is so much the most powerful country, without United States leadership. This has been recognized by many of the Western democracies, in some cases with more reluctance than in others.

C – Like Others, Our Resources Are Limited

8. Along with other countries, Canada disposes of resources well below the level of great powers. There are obvious absolute limitations imposed by population, possession of raw materials, industrial production and so forth, and there are less tangible limitations imposed by a public opinion unwilling to devote too great a percentage of those resources to the fulfillment of any particular policy. A country in such a position ... must make its policies acceptable to other (and especially major) like-minded powers. Those policies must be able to win support by their own worth.

D – Foreign Policy Is Made the Same Way – Reconciliation of Conflicting Views

9. No democracy can be immune to internal tussles over the direction taken by foreign as well as domestic policy. These internal disagreements can take a wide variety of forms. They may be between region and region, between industry and agriculture or fisheries; between the long view and the short view. They may even be between the personal predilections of leading public figures. A fairly depressing catalogue could be compiled of foreign policy decisions taken by governments which because of the strength of a particular group or region ran counter to the long range interests of the country. The foreign policy of a democracy is not a tidy reference book drawn up by theorists and searched for answers when questions arise. It is frequently the outcome of determined jostling which, on occasion, imparts an air of untidiness to the finished product.

10. If then we can set aside these factors as not constituting unique or unusual problems for Canada, it may be easier to identify the factors which make Canadian foreign policy problems different from those of other countries.

A – The Need for National Unity

11. The most important single factor in Canadian foreign policy is the need to maintain national unity. In Canada there is a special danger of disunity ... by reason of the fact that the country is divided into two principal linguistic groups which also in the main correspond with the two chief religious and cultural divisions. Canadian foreign policy must be careful, on the one hand not to make the smaller group feel that the majority is riding rough-shod over its interests, and at the same time avoid making the majority feel that their deference to the feelings of the minority has been an undue restraint. ... Cultural affinities probably have less bearing on foreign policy than differences in religious outlook though the special importance of relationships with France – a cultural rather than religious connection – has a significant bearing on this question of national unity. Differences in religious outlook exert a considerable influence on the conduct of Canadian foreign policy. The fact that within the Canadian population there is a large Roman Catholic group and a large Protestant group is bound to affect the policies which any Canadian Government can pursue.

B – Influence of Commonwealth Links

12. The existence and development of the Commonwealth has had and will continue to have an important influence on Canadian foreign policy, in fact a variety of influences. Foremost is the strength of the ties – both practical and sentimental – with the United Kingdom. Partly to offset too great reliance on the United States, partly because of a community of interests and ideas in a number of fields, and partly because of sentimental attachments dating from an earlier era, Canadian policy must take account of what the United Kingdom is doing. To a very much lesser extent this is true of the older Commonwealth countries. ... South Africa is a special case; we would feel much less embarrassment in the United Nations and could take decisions more easily on questions of racial policy if South Africa were not a member of the Commonwealth. Then there are the Asian members ... Newly independent, uncertain about the advantages and disadvantages of Commonwealth membership, and not taking a very prominent place in the thinking of most Canadians, they pose problems of some complexity in the formation of Canadian foreign policy. They represent the Asia bridgehead of the Commonwealth bridge between the Asian and the Western worlds which is a potentially valuable mechanism, and it is important to take their views into account. ... At the same time, the differences in interests and outlook between Canada and Asian members of the Commonwealth are so wide that it is not easy to achieve a harmony of views.

13. The existence of the sterling area, which is essentially a Commonwealth creation but of which Canada is not a member, has a very direct influence on Canadian foreign policy. ...

C – Influence of the United States

14. Canada is dependent on the United States in many ways. Canadian industry is to a great extent controlled by United States industry. While, therefore, the Canadian government can prevent Canadian industry from taking positive actions which are contrary to Canadian policy, it cannot always rely on Canadian industry to take action which it considers desirable. ... Also, Canada is very much dependent on United States channels of trade. ... Therefore, if the United States prohibits trade with a certain country, Canada may normally expect to be faced with the loss of its trade with that country if the trade is carried on through United States ports. In a time of competition for raw materials such as steel, the Canadian Government cannot adopt a policy contrary to United States policy without grave danger of losing access to a large part of the raw materials because it imports them either from the United States or from other countries through allocation agreements with the United States.
15. Canada is subject to more cultural influence by the United States than any other country. ... the Canadian public is exposed to a good deal of argument and counter-argument designed for a United States audience. To some extent therefore it is conditioned to accept the same views on international affairs as the public in the United States, whether that view be in Canada's interests or not. Since the Canadian Government is bound to follow the dictates of Canadian public opinion, in practice, the United States organs which influence Canadian public opinion influence Canadian foreign policy.
16. It must also be recognized that Canada is ultimately dependent for its defence upon the United States. ...

D – Dependence on Trade

17. The Canadian economy is more dependent than many other economies on exports for the maintenance of a high standard of living. ... Therefore, it has long been a fundamental need with the Canadian Government to follow whatever course of action is necessary to maintain the highest possible level of international trade. The disruption caused by the Second World War resulted in a serious decline in the ability of other countries to buy from Canada. This decline has been offset partly by United States economic and military aid, by similar aid granted by Canada, and to a small extent by such aid granted by other countries. ...

E – Constitutional Limitations

18. Under the Canadian constitution, the powers of sovereignty are so divided that except in time of war, real or apprehended, or other unusual emergency threatening the existence of the state, the Canadian Government is unable to operate internationally in some spheres. ...
19. The remainder of the paper will deal with the substance of foreign policy. Given the historical background, what general observations can usefully be made on the direction which Canadian foreign policy should take? What should be the major considerations in the minds of those who frame policy?
20. In the first place, no Canadian policy will be acceptable if it seems to involve an undue risk of provoking another world war. ... In a more positive sense, Canadian policy has to aim at promoting conditions most favourable for the achievement of an understanding with the Soviet Union which will provide reasonable relief from fear of imminent war or subversion. ... Canadian policy must aim to have the Atlantic Powers protect their reasonable interests without giving legitimate grounds for complaint to the Soviet Union and its associates and without giving the Soviet Union's propaganda the opportunity to convince the people of the West that the Atlantic Powers have threatened the legitimate security of the Soviet Union.
21. In second place, Canadian policy puts Europe ahead of Asia; it holds that the preservation of Western Europe (and that part of the Middle East bordering on the Mediterranean) from Soviet control is of greater importance to the free world than preserving Asia from Soviet or Chinese control. ... The Far East cannot be ignored – witness Korea – but insofar as we have any choice in the matter, Europe comes first.
22. The urgent need to maintain and strengthen the North Atlantic alliance and the community of interests on which it is based means that Canada, like the other members of the alliance, must be prepared to agree to compromise in an effort to preserve the necessary degree of unanimity within the alliance. ...
23. In the third place, the importance of the potential value of the United Nations [Organization – UN(O)] must not be disregarded even though the Organization is incapable of doing the things its founders hoped it could do and even though much of its effort bogs down in frustration. A properly functioning United Nations is to a large extent the embodiment of Canadian views on the international community and Canadian policy must always avoid action which would weaken or destroy the United Nations so long as there is any hope that the Organization will carry out the purposes for which it was founded. ...

YI XING ON MARS

An annotated visit to the red planet by A Aalto

A Taoist immortal, a bearded fence and a black lesbian hacker walked into a bar¹. Steffi de Lyre's seventh clone massaged his brass knuckle implants as he shouted down a little man with a pencil-thin mustache. A couple of spacers were playing Go using flameworm eggs as counters; occasionally one hatched and set fire to the board. Non-Stop Gabby Farkas had cornered a desperate Venusian, who was pouring a Mickey Finn into his own glass. The piano player was murdering Led Zeppelin with his left hand, Wagner with his other two. A young man rode in on a white gen-mod unicorn, leaped from saddle to table-top, ripped off his shirt and launched into a speech on climate change². The bartender, Shenanigan³, was absent-mindedly polishing the bald pate of a living-jade monk slumped on the bar. A typical quiet evening in Marsport Joe's.

Yi Xing, Hairy Harry January and Bugbyte sat down at a synthwood table. An attractive waitress came over and said, "42, Master Yi." The immortal replied, "42, Eccentrica.⁴ Please bring me tea – Celestial Seasonings of course – and sandstorms for my friends." He turned to his tablemates. "The galaxy's driest Martinis. Joe owns the only bottle of vermouth on the planet and he just walks the glass of gin on by." The drinks arrived. Harry said, "All right, we follow you to Mars. We are sitting in a dive that does not change since Jabba the Hutt takes off. What's up?" Bugbyte said, "Seventy-five million kilometres and a century into the future are a long way to go for a good martini, even in a souped-up Tardis.⁵"

Yi Xing pointed. "Do you see that man with the Boston Blackie moustache?" Harry squinted. "I am thinking it looks like Rialto Sleazewagon, but he is dead a long time gone and besides, that gent is green." "It is Sleazewagon," said Yi. "And yes, he should be dead, but a while ago he fell for an immortality scam. It did make him immortal, but he didn't read the fine print. It turned him into a were-snake. That made him the most successful thief

on Mars⁶ and the go-to man⁷ for information people want to keep hidden." "But where do we come in?" asked Bugbyte.

The immortal nodded. "Long story. Seventy years ago, a woman in upstate New York, Agnes Macphail MacGuffin, invented an inter-dimensional transporter. She was a brilliant theoretical physicist but also a New Age fruitloop⁸. She was tinkering with a crystal healer for arthritis⁹ but got something different and dangerous. She was smart enough to realise that revealing her discovery would have unfortunate consequences, including perhaps the destruction of the human race¹⁰. But when she tried to destroy it, it just shifted itself to a parallel dimension until the threat had passed and then returned to her worldline.

Agnes consulted her brother Angus, who had worked as a young man for Alfred Hitchcock and had given the director the concept of the MacGuffin¹¹, but was now a leader in the Mars colonization movement. Once contact had been made with the Old Martians, the siblings saw a way out of the dilemma. The Old Martians already knew about inter-dimensional transport, which

¹ Yes, I know what it sounds like. Don't hold your breath.

² Terraforming on Mars requires an increase in atmospheric carbon dioxide, to warm the planetary surface via an enhanced greenhouse effect. It is thus the only place in the solar system where eco-warriors drive SUVs.

³ From the Irish *sionnach*uighim, meaning "I play the fox". Probably a good thing no-one on Mars speaks Erse.

⁴ No, she's not from Eroticon 6. Sorry, guys.

⁵ Who gave it to them? Indeed he did.

⁶ He had to leave earth after a close encounter with a were-mongoose in a fedora, working for the feds.

⁷ Or snake, depending on the phase of the moons.

⁸ Of course, New Age was getting kind of old by then.

⁹ Which would have been much more useful, a boon to millions.

¹⁰ Although several species might not necessarily regard that as an unfortunate consequence.

¹¹ A device in a movie plot whose only purpose is to give the characters their motivation for acting in extreme ways. He and his sister used "MacGuffin" as their codeword for the transporter. Coincidence? We think not.

they could do without technology, so they were the only people for whom the MacGuffin device posed no temptation. Angus made contact and they readily agreed to take it into their protection¹².”

“But I am asking what all this has to do with Sleazewagon,” cut in Harry. Yi Xing lifted an admonitory finger¹³. “He’s the only one who knows where the MacGuffin is. The story of Agnes’ discovery was lost for half a century until it was picked up by de Lyre’s syndicate. But the story didn’t say where the device was hidden. Steffi reached out to¹⁴ the best expert on the Martian shadow-world and Sleazewagon eventually delivered. Or not, as it turns out” “Where do we fit in?” asked Bugbyte. “Well, we need to keep the MacGuffin out of de Lyre’s hands. So we have to get to it first. Unlike Dr MacGuffin, I know how to destroy it.” Harry interjected, “But if Rialto knows the location, why is he not telling Steffi?”

“Sleazewagon’s price has gone up since they originally cut the deal. He has fallen in love – with Eccentrica. He’s got it bad¹⁵, but is convinced she won’t touch him with his scales and forked tongue. He’s willing to give up immortality for her, but doesn’t know how. And that’s his price for the MacGuffin – lifting the curse. Steffi doesn’t know how. But I do.” “Makes sense. Except maybe for Sleazewagon in love. But why do you need us?” asked Bugbyte. “I need your technical skills to handle the MacGuffin. Harry I need to approach the man in the first place. They are, ah, professional colleagues.”

Harry nodded and strolled over to the green man’s¹⁶ table, de Lyre having stomped off. “Say hey, Rialto. Amazing to see you. You are looking like you die some months in the past, but then I must be 150 years old myself, counting from the day I emerge into the snows of Muskoka, so perhaps I am not one to talk.” Sleazewagon sneered and gestured for the fence to take a chair¹⁷. Yi Xing and Bugbyte watched their conversation, Rialto’s face shifting from caution to surprise to intense concentration¹⁸ to sadness to eager attention. Finally, Harry led him over to their table.

“Sssso, Mr Yi,” he hissed, “You believe you can reverse the curse that keeps me from my loved one.” “I don’t just believe it. Are you willing to tell me how to get the MacGuffin device?” “Rather than let Ssssteffi’s mob get hold of it, I should tell you for free. But you have something I want.” Bugbyte asked, “Why haven’t you picked up the MacGuffin yourself? A man like you could use something like that.” Sleazewagon shrugged. “Agnes sssset things up so that only a human woman could claim it. I’m doubly disqualified. But if I get the woman I want, I don’t need a parallel dimension.”

He shrugged. “I’d ssssay we have a deal. The device was hidden by the Old Martians in their village on top of Mons Olympus. Sometimes the village is there, sometimes not so much. But it always turns up on the Martian summer equinox – three days from now. To get the MacGuffin, you have to give them a release phrase.” “What phrase?” asked Harry. Sleazewagon opened his jacket, ran a thumbnail along an invisible seam in his skin and pulled out a cylindrical brass case¹⁹. “The phrase is hidden in this puzzle²⁰. There are 12 words along the top. Ten correspond to the definitions in the lower part. If you eliminate those ten, the last two that are what you need²¹.” Bugbyte took a quick look at the scroll and nodded. “Not complicated, although some of the references were old even in our time. We’re jake.”

ARES, BARSOOM, CURIOSITY, DAMON, MARVIN, MOM, MUSK, NIX, OLYMPICA, PHOBOS, SCHIAPARELLI, WELLS

1. US entrepreneur who has said he hopes to die on Mars, “just not on impact”.
2. Italian astronomer who first mentioned “canali” on Mars.
3. Greek equivalent of the god Mars.
4. He starred as “The Martian”.
5. Edgar Rice Burrough’s Martian civilisation.
6. US lander, roved Mars in the early 21st century.
7. First Indian orbiter to reach Mars, for short.
8. Looney Tunes’ little Martian.
9. One of Mars’ moons.
10. UK author from whose novel Welles scripted his radio report of a Martian invasion.

¹² Of course they did. Imagine the impact on property values if humans started showing up all over the trans-dimensional worldlines.

¹³ One of his own, as it happens.

¹⁴ That is, kidnapped and put a lot of physical pressure on.

¹⁵ And that ain’t good.

¹⁶ Ironically, earthling Sleazewagon was the only “little green man” on Mars. The Old Martians are tall and azure.

¹⁷ Harry nevertheless left it where it was – not much resale value – and sat down on it instead.

¹⁸ Broken momentarily when he leaned suddenly over, snake-fangs emerging, to snatch up a mouse from the floor.

¹⁹ Let’s all not think about the word “slime”.

²⁰ You knew that was coming.

²¹ Agnes was clearly of the “complicated is best” sect of tradecraft. New Age but old school.

Two days later, the three earthlings boarded a sand-buggy outside Marsport Dome and headed across the dunes toward Mon Olympus²². Yi Xing was explaining about the Old Martian settlements. "They phase in and out of our worldline, like Brigadoon²³. This may be the only one left on this Mars. We humans are slowly changing the planet out of all recognition. So the Old Martians will go elsewhere, fade out of this worldline and not come back. The reason Sleazewagon was able to find their secret is probably because they want to discharge their responsibility to Agnes MacGuffin before closing the door."

As the sand-buggy worked its way up the slope, the landscape shifted from barren vistas to something... more. Appearing and disappearing in the mist, ghostly crimson sail-boats on razor-sharp runners came racing over the desert, only to veer off before reaching them. Canals emerged, filled with dark fragrant liquid. "Lavender wine," said Yi reverently. In the distance, ruined gold and sapphire cities glistened in the sun. As they crested a last rise, they entered a circle of crystal pillars with a circular silver bench running around the inside. Standing to meet them were slender humanoid figures in iridescent green and white robes, the smaller ones bearing fire-flowers to the visitors²⁴.

Yi Xing raised a hand. "We come from the world of Agnes Macphail MacGuffin to recover the device she left with you so many of our years ago." From the front row of the Old Martians, a blue-faced figure with a diamond torc replied with words that echoed in their heads, not their ears. "To us, it was as yesterday²⁵. Do you have the words of release?" Yi Xing turned to Bugbyte, who spoke the phrase from the scroll. The Martian walked over to a white

stone platform in the middle of the circle and made a simple gesture. There was a hum and a helmet of silver wire and crystal beads appeared as if out of nowhere²⁶. "Take it, earthlings. But treat it carefully. It is a source of great power and could lead to catastrophe for your people." "We are of the same mind," replied Yi Xing. "We plan to destroy it. Perhaps someday we will be ready for it." The Martian nodded. "Very wise²⁷." At that, the light in the circle flashed suddenly bright. When the earthlings could see again, the Martians were gone and the crystal pillars lay scattered in weathered fragments on the ground.

Bugbyte placed the MacGuffin in a stasis box for later destruction²⁸. The three drove back to Marsport in silence.

Later that evening, a Taoist immortal, a bearded fence and a black lesbian hacker walked into a bar²⁹. They were surprised³⁰ to find Sleazewagon with his arms around Eccentrica, sharing a lingering kiss. He looked up. "Hey, it turns out that she is OK with me like I am!" She blushed and said, "Well, I used to do a show in Venusberg with this snake and we got along really well. Although I had to dump an entire tray of beer over this dork before he got up the nerve to talk to me." Sleazewagon added, "Sssso it looks like I won't need the cure after all." The three earthlings look at each other and shrugged. Yi Xing said, "I think we need something to drink. This time, make all three of them sandstorms, please."

Can you duplicate Bugbyte's feat and provide the release code? **bout de papier** will decide the winner by drawing from a hat containing all correct submissions received by February 28, 2017. The winner will receive a book autographed by A Aalto³¹. Not necessary to win, but who is MOM anyway?

²² They wore loose translucent skin-suits that provide air and warmth. Imagine an Edvard Munch sketch of ET.

²³ Yi Xing is a fan of 40s musicals. Bugbyte and Harry just assumed it was something mysterious and oriental.

²⁴ Ray Bradbury describes the world of the Old Martians a lot better in *The Martian Chronicles*. But then he describes almost everything better.

²⁵ The Old Martians are not big on time, but on portentous statements, they rule.

²⁶ Curiously, it looked like a New Age crystal box for curing arthritis, which was invented shortly after Agnes' death.

²⁷ What he actually said was, "Based on humanity's track record, we have our doubts." The Martians have a very diplomatic telepathic translator, however.

²⁸ You expose it to an Escher drawing and it disappears into a recursive inter-dimensional loop.

²⁹ You can stop holding your breath now.

³⁰ Almost as surprised as he was, although not as happy.

³¹ Talk about old school.



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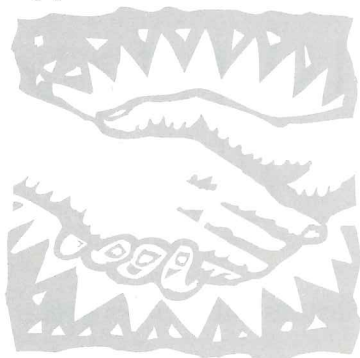
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Free-lance prestidigitator A Aalto continues his association with South Asia and hopes senior management never finds out about his moonlighting with the Tannu Tuva Fighters for Nationhood (TTFN³²). This puzzle is for Ray Bradbury, of course, but also for Douglas Adams and for the hundreds of fine science fiction writers who have given us so many different Mars over the years (before and after we learned there were no canals), plus the scientists, engineers and lately business leaders who are fighting to get us there for real. Agnes Macphail was a Canadian icon, the first woman elected to Parliament. Angus McPhail really was Hitchcock's assistant. He and she were contemporaries but not siblings³³. Thanks as ever to the eagle-eyed Mrs Aalto.

³² And they wonder why people don't take them seriously.

³³ As far as we know. But stranger things have happend. Ask Mrs. Clinton, alas.

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Banishing Baron Madrigal: Answers

Winner: Steen Petersen, Nanaimo, BC

The answer is EIECE TE DAEMONIUM, which translates as "I banish thee, demon!" The full chart is given below:

1			T	I	N	K	E	R	B	E	L	L
2				E	L	A	I	N	E			
3					O	B	E	R	O	N		
4	L	E	P	R	E	C	H	A	U	N	S	
5	M	A	L	E	F	I	C	E	N	T		
6			N	I	G	H	T	S	H	A	D	E
7				B	L	U	E	F	A	I	R	Y
8							D	O	B	B	Y	
9				I	O	L	A	N	T	H	E	
10	B	A	N	S	H	E	E					
11					O	Z	M	A				
12				L	E	G	O	L	A	S		
13	M	O	R	G	A	N	L	E	F	A	Y	
14					A	R	I	E	L			
15						P	U	C	K			
16				G	O	D	M	O	T	H	E	R

For those who are not into Camelot, Mordred was (at least by some reports) Arthur's illegitimate son by the king's half-sister, the fairy Morgan Le Fay; he went on to kill Arthur at the battle of Camlann. Sonia was never particularly subtle.

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