

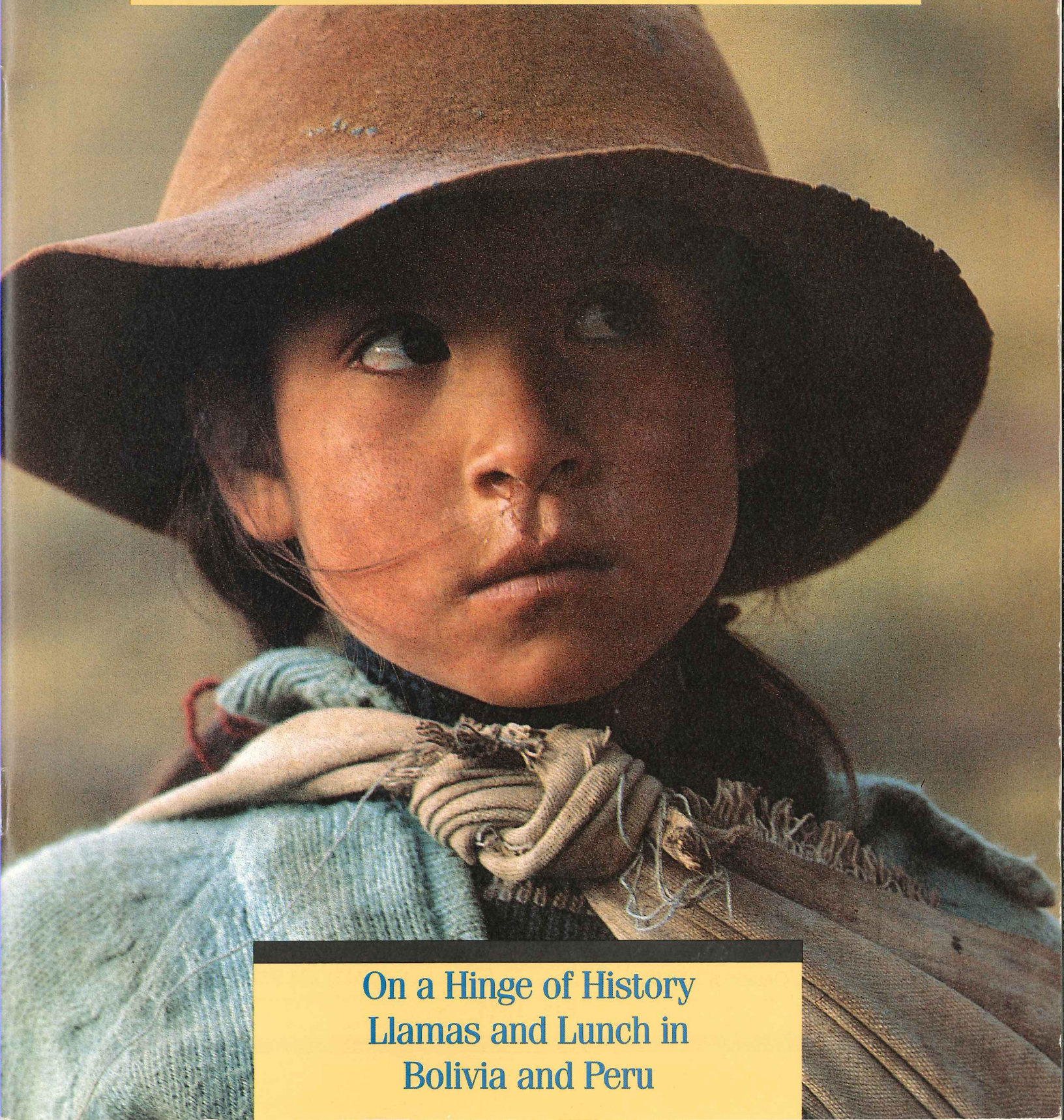
SUMMER/ÉTÉ 1991

\$4.50

bout de papier

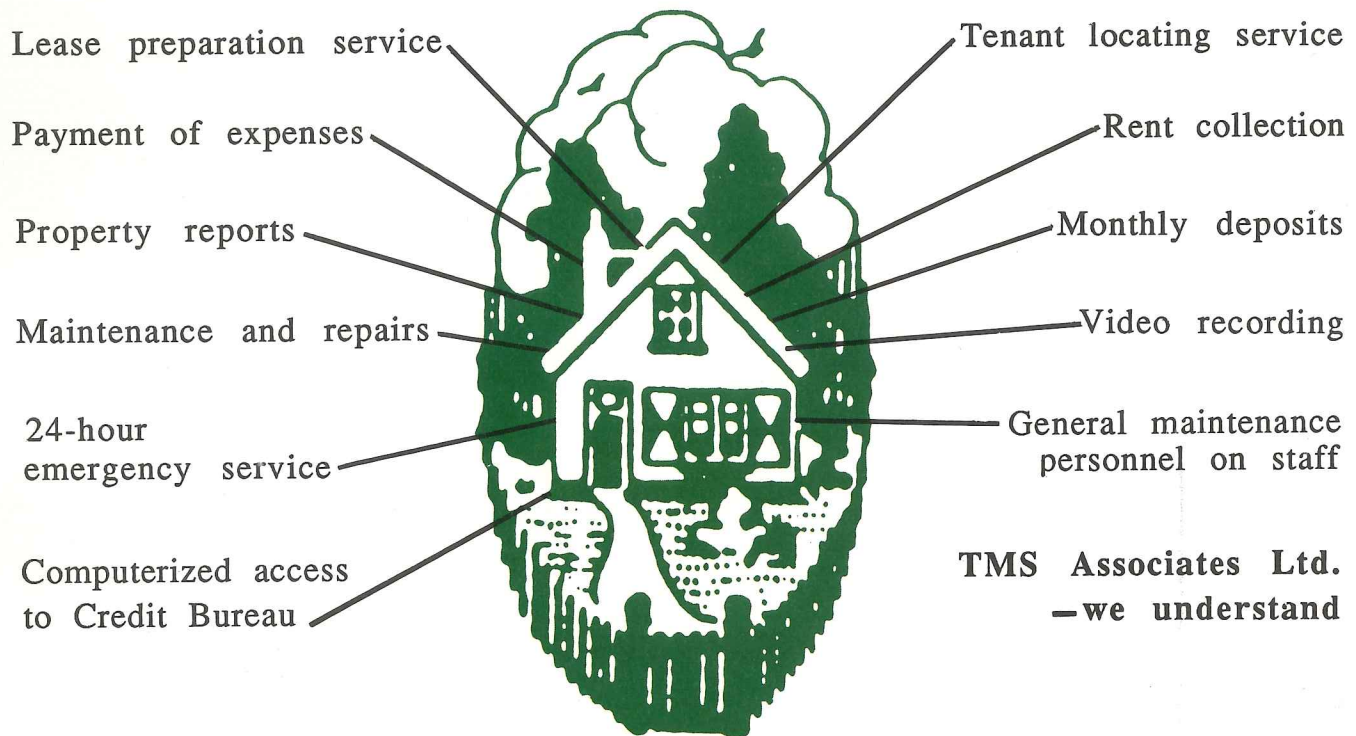
Canada's Magazine of Diplomacy and Foreign Service
Le magazine canadien de la diplomatie et du service extérieur

Vol. 8 No. 3
ISBN/ISSN 305500



On a Hinge of History
Llamas and Lunch in
Bolivia and Peru

At TMS Associates, we personally understand the concerns of homeowners while posted.



TMS Associates Ltd.
—we understand

Our computerized services are tailored to individual needs and are intended to enhance and maintain property values.

Phone or write today for information or an appointment.

TMS
ASSOCIATES

RESIDENTIAL
PROPERTY
MANAGEMENT

Suite 200, 231 McLeod Street
Ottawa, Ontario K2P 0Z8

(613) 233-2200
Fax (613) 233-9771

Est. 1985

Features/Reportages

A Soliloquy for Septuagenarians

Geoffrey Murray questions whether Canada has *ever* had a foreign policy.

17

On a Hinge of History

We excerpt from Ivan Head's new book on the connection between development assistance and global instability.

21

Llamas and Lunch in Bolivia and Peru

Carol Walker roves the heights of Latin America to obtain just the right shot (and participates in an unusual luncheon).

25

Departments/Chroniques

Editor's Notebook /

Carnet du rédacteur

Managing Diversity and Change

2

From the President's Desk /

Le mot du président

The Diplomat's Union

5

Letters / Correspondance

7

Commentary / Opinion Libre

9

Canadian Oceans Policy

A review article by Jim S. Nutt

Guest Column / Invité d'honneur

13

The Department and the Country

by John G. Kneale

Freifeld On / Le commentaire

de Freifeld

A Scrap of Paper

16

Vignettes

31

A Diplomatic Point of View

Managing Your Money/

L'argent et vous

Réclamations d'assurance et évaluation d'oeuvres et d'objets d'arts

par Delano Boily

New RRSP Calculation Method in 1991

by Andrew Billingsley

33

Tales from Far and Wide /

Contes du monde entier

The Prisoner by Michael Martin

37

Poetry / Poésie

Reflections on an Ottawa Spring
by Terry Jones

39

External from the Internal / Les Affaires extérieures, vue de l'intérieur

Vignettes from a Leaner,

Meaner Foreign Service

by Kevin O'Shea

Operation MoonDip

by Denise Jacques

40

Books in Review /

Critiques de livres

44

Anne Park on *Japan the Blighted Blossom*

by Roy Thomas and *The Future Japan* by

Tokutomi Soho; David J. Bercuson on

No Balm in Gilead: A Personal Retrospective

of *Mandate Days in Palestine* by Sylva

M. Gelber; Doug O'wram on *Canada's*

Department of External Affairs, Vol. 1

The Early Years, 1909-1946 by John Hilliker;

John Starnes on *Games of Intelligence*

by Nigel West, *The Ultra Spy* by

F.W. Winterbotham, and *Churchill's Secret*

Agent, Codename "Jay Bee" by Josephine

Butler; Peter Neary on *Joey — The Life*

and *Political Times of Joey Smallwood* by

Harold Horwood.

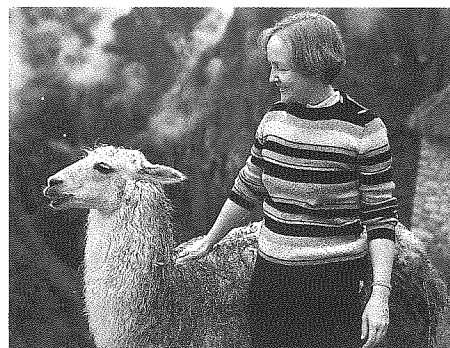
Entertainment / Divertissement

51

Jimmy the Turk's Trivial Pursuits by A Aalto



Near Cuzco, Peru, her skin shows the harsh effects of wind and sunburn in the thin altitude. Our cover photo this issue is by Carol Walker.



Carol Walker, here sharing with a local guide the misty view of Peru's Machu Picchu ... p. 25.

In Our Upcoming Issue:

The New Internationalism
Constitution-Building in Namibia

All contents © PAFSO, 1991 *bout de papier* is published quarterly by the Professional Association of Foreign Service Officers, Suite 600, 45 Rideau Street, Ottawa, Canada K1N 5W8 (613) 234-1391, FAX (613) 234-4018.

Editorial Note / Note de la rédaction : Unsolicited manuscripts are welcome in double-spaced format, preferably on WP diskette, with a short biographical note about the author(s). Given the bilingual background of our membership, PAFSO's policy for *bout de papier* is to publish all articles in their original language. Subscriptions: one year \$16.; two years, \$30. PAFSO itself remains at your service to provide any assistance you require in the language of your preference. Opinions expressed in *bout de papier* are not necessarily those of PAFSO.

Editorial Board / Équipe de rédaction : Carol N. Markham, Editor / Rédacteur, Debra Hulley, Managing Editor / Advertising, Richard Belliveau, Paul Bennett, Robert Burchill, Philip Calvert, Fredericka Gregory, John Hilliker, Terry Jones, Barbara Martin, Bob Peck, Michael Rooney, Michael Small, Shig Ueyama.

Senior Editorial Board / Conseil de rédaction sénior : Bill Barton, Yvon Beaulne, Arthur Blanchette, Georges Blouin, Ross Campbell, Sidney Freifeld, John Hadwen, John Halstead, Jim Langley, Arthur Menzies, Geoffrey Murray, John McCordick, Jim S. Nutt, Alfred Pick, Charles Ritchie, Pauline Sabourin, Arnold Smith, Douglas Small, John Starnes.

Technical Consultants / Conseillers techniques : Acart Graphic Services Inc.

Managing Diversity and Change

The Department buzzes with a current pre-occupation with "managing change" (ie. organization and work-related change). Nothing is said about a concurrent need for "managing diversity" (ie. non-traditional composition of employees).

Clearly, the results of the Corporate Review impose certain requirements for changing the ongoing practices of the Department. In addition, the series of cuts by the Government's Expenditure Review Committee, the February 1991 Budget, and the Treasury Board Sub-Committee on Grants and Contributions all affect the Department in ways which require development of new approaches.

However, without also evaluating the changes outside the Department which have made the world a different place, any approach which senior management decides upon after a one-day internal seminar can only be cosmetic at best. At worst, it will be yet another top-down exercise based on views carefully sanitized and prepared in-house by the local gurus who seldom stray from the eighth floor of Tower A in the Lester B. Pearson Building (the eyrie of senior management).

For change to be meaningful, it must be developed by all members of the organization working together toward the same common end. This requires broad consultation and negotiation; tolerant give and take; and knowledgeable compromise. It can only take place in an atmosphere of equality and fundamental respect, irrespective of occupational category or level in the hierarchy. Until External Affairs manages to achieve an egalitarian team spirit, there can be little hope for a beneficial change in departmental morale or organizational practice.

Management of diversity requires dealing with the fact that the Department is no longer a monolithic, homogeneous organization (if, indeed, it ever was). Its inhabitants no longer fit the concept of a male-headed household, with the wife and kids at home waiting for the sole breadwinner to return for dinner. We already know as a Department (and as a nation) that managing two cultures and languages requires sensitivity, good faith, divestment of preconceptions, and considerable dexterity. Management of diversity requires even more adroitness.

What is diversity? A recognition that both men and women work in the Department, whether as officers or support staff. A recog-

nition that individuals from different races, colours, cultures, religions, languages, ages, expectations, and preoccupations all work for the same organization but do not operate in the same manner. Nor is there any need for them to do so. What these non-traditional employees bring to the organization is a broad set of skills and talents. It is harnessing their skills and talents (not the individuals) which the organization needs to adapt to the changes imposed upon it.

The need to manage diversity probably represents the greatest challenge which all organizations will face in the first quarter of the 21st century. The reason is that the baby boomers, the most significant population bulge existing in Canada, are now entering middle age. All will retire at roughly the same time, require medicare at roughly the same time, and die at roughly the same time. Currently, they swell government, academia, industry, and the corporate worlds. Our Department is no exception.

What will not happen, however, will be a parallel influx of young, educated workers into the marketplace. There will be fewer young people entering the job markets and many who do enter will have either less or irrelevant training. To resolve the shortage, organizations will need to pursue hiring non-traditional employees in escalating numbers. In addition, with the increasing exponential growth in human knowledge, there will be an ever increasing requirement for systematic new training on a regular basis. This training cannot be at the option of the individual. Employers cannot ignore this requirement. They cannot except that potential employees will present themselves at the door having already undergone, on their own, all the education they will ever require for a lifetime of employment.

Rather, training will need to be incorporated into the workplace as a regular occupational requirement for all employees, irrespective of rank or previous educational background. For this to occur, employers will need to develop a system for determining, tracking, and regularly updating the particular training, skills, talents, and interests of all employees on an individual basis. This information will be a fundamental building block for all organizations because no one can predict precisely which skills and talents will be necessary to get the job done (or even what the job will entail) ten years down the road. All employers

will be searching for individuals from the same limited pool of employees. They will need to develop, at an ever increasing pace, flexible programs to deal with the needs of a diverse group, or else fail to tap that pool. No longer will employers or managers be able to state that a certain job is not suitable for a "...." — (I leave it to the reader to fill in the blank). To do so, would risk rendering the organization ineffective and uncompetitive.

External Affairs must begin analyzing the experiences of other organizations in learning to manage diversity. A first step could be to elevate the personnel function to the deputy minister level, parallel with the trade and political functions. It would concretely underpin the oft-repeated phrase that employees are the Department's "only" asset. It would also strengthen the resolve of senior management, and the ability of the Department, to develop approaches for dealing fairly and equitably with different kinds of employees (eg. women, handicapped, indigenous, visible minorities, married, single, single-parents, employees with aged parents or disabled children, young, or old). This does not mean treating all employees the "same way" by forcing them to fit into the same mould. They are not the same; they are different. Such a simplistic approach inevitably results in unfairness and discrimination. There are differences in requirements and needs, and in approach and behaviour. In saying this, I do not mean, resorting to favouritism. I mean learning to deal in an humane and practical manner with the fact that equitable mechanisms must be put into place which recognize and validate such differences. They are immutable factors of the human condition for which individual employees should not be penalized.

The test for an organization will be its capacity to deal creatively with diversity. The amount of money invested by the organization in each individual is too significant to endure lightly the prospect of losing the associated skill and expertise along with the employee. External Affairs is at a crossroad; it must make the right decisions to ensure a viable organization for the 21st century."

Turning to the current edition of *bout*, readers will be pleased to note a new feature — the **Photo Essay**. We seek to stimulate all you

super photographers to help **bout** make its impact with photos and not just words. Our première into the realms of image can be seen in the wonderful photographs entitled "**Llamas and Lunch in Bolivia and Peru**" taken by **Carol Walker** while travelling in Peru and Bolivia with the World Bank. We are very proud to excerpt as a feature article a section from **Ivan Head**'s soon-to-be-published provocative book, **On a Hinge of History**, concerning development assistance and the future struggles between countries of the North and South. A second feature article, **After the Ball is Over...**, is vintage **Geoffrey Murray** on Canada's foreign policy (or lack thereof) in a fast-paced and spirited riposte to the authors of **Pirouette**. **Jim Nutt** takes a look at Canada's oceans policy in **National Strategies and the New Law of the Sea**. Finally, the debate concerning the foreign service continues with a thought-provoking Guest Column by **John G. Kneale** from his book-in-progress, **The Department and the Country**.

Nous devons nous excuser auprès de **Guy Archambault** de la qualité inférieure de la préparation française de son article, « **Entrevue au Secrétaire-général de l'ACCT, Monsieur Jean-Louis Roy** », qui a apparu dans notre édition de l'hiver. Nous sommes désolés de cet incident et nous essaierons de faire mieux la prochaine fois.

In our spring issue, we neglected to provide a biography for **Rick Belliveau**, whose picture, taken along the **Amazon River**, was used in the magazine. **Rick** has had postings in Jakarta, Hong Kong, Beijing, Algiers, Madrid, and Brasilia. He is currently Director, Cabinet Liaison, at EAITC.

Readers will be sorry to note that "**Pardy's Corner**" regrettably is absent from the current edition. However, never fear, our trusty and stalwart writer, **Laurel Pardy**, will return in our fall issue with her unique perspective from Central America.

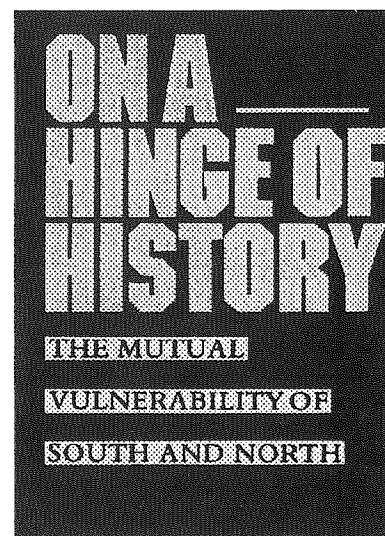
In this issue, you will also notice the absence of **illustrations** by **Susan Macartney** as she is on maternity leave prior to a posting in Japan. Once she has unpacked, however, she will continue to contribute to **bout** from that exotic locale.

Ottawa, 4 May 1991

Carol

Carol N. Markham, Editor

On a Hinge of History



The Mutual Vulnerability of South and North

I V A N L . H E A D

'With unusual clarity and passion, Ivan Head demonstrates the threat to the industrialized North that comes from the poverty, disease, and instability of the developing South. We must not ignore his call for a new Northern attitude towards the South — one based, not on arrogance, but in humility.'

Robert McNamara, former President of the World Bank

\$35.00

UNIVERSITY OF TORONTO PRESS

To order your copy, return this coupon to:

Marketing Manager
University of Toronto Press
10 St Mary Street, Suite 700
Toronto M4Y 2W8

Please send me ___ copy/copies @ \$35.00
of *On a Hinge of History*
(ISBN 0-8020-2766-0)

Postage & handling: \$2.50 for 1st
copy, \$.75 for each additional

7% GST (#R108162330)

Total

Name _____

Street _____

City _____

Country / Postal code _____

☐ Cheque enclosed, payable to University
of Toronto Press

☐ VISA

☐ MasterCard

Expiry date _____

Signature (order not valid without it)

PRESTIGIOUS REAL ESTATE INVESTMENT OPPORTUNITIES

THE COMPANY

Sterling provides investors of diverse financial backgrounds with opportunities to invest in large scale prestigious real estate projects by pooling financial resources while reducing investor risk.

Acquisitions made on behalf of investors include land for development, multiunit apartment complexes, office towers, retail shopping centres, mixed use projects, and recreational property.

Sterling has established a benchmark for success by consistently achieving for its real estate investors Rates of Return well above those of the general market.

OUR OBJECTIVES AND PHILOSOPHY

Sterling's investors are given the opportunity to own high-quality investment real estate usually only available to large-scale developers. This quality of investment is reflected in secure and steadily increasing cash flow together with significant potential for capital appreciation.

Sterling demonstrates a long-term commitment to each investment by retaining a sizeable equity investment in each property. Sterling does well when its investors do well.

OUR RECORD OF SUCCESS

The benchmark of Sterling's success on behalf of our investors is evidenced by project cash flow and excess refinancing proceeds

distributed to investors, increases in property values as evidenced by regular appraisals, and a number of project sales.

Sterling assumes all responsibility for day-to-day operations and administration of each project while the benefits of owning superior real estate accrue to each investor.

REAL ESTATE DEVELOPMENT

Sterling's in-house development expertise, comprised of Land Acquisition, Design and Construction Management, Finance, Marketing and Leasing offers each of our investors the opportunity to participate in the profits and income tax savings associated with development and ownership of prestigious new income properties.

For further information, or a copy of our newsletter, please contact:



STERLING

SDC STERLING DEVELOPMENT CORPORATION

Attention: Roger Hunter

1306 Wellington Street, Suite 400, Ottawa, Ontario K1Y 3B2
Tel.: (613) 729-6500 Fax: (613) 729-0606

OTTAWA • TORONTO • KINGSTON • EDMONTON

The Diplomat's Union

On posting to Brazil, I found that one of the fastest ways to get a reaction from Latin American diplomats was to introduce myself as a "sindicalista", or "member of the Canadian diplomats' union". The concept of an elite profession being unionized seemed inherently ridiculous to them.

I receive a similar reaction these days in Canada from the many NGOs I deal with in my current job, when I casually toss into the conversation that I, too, am the head of an NGO — the Canadian diplomats' union. Among my earnest NGO friends, my PAFSO activities are regarded as a kind of comic turn, rather than as a serious statement of political affiliation.

Like Rodney Dangerfield, it seems that a white collar trade unionist "just can't get no respect". In PAFSO's case, much of this stems from our historic confusion of roles between being a "professional association" and a "trade union". The reality is that we have to be both; and in fact we play a multiplicity of other roles as well. To illustrate this point, consider some of the activities in which we are currently involved.

This summer, we will start our next round of contract negotiations with the Treasury Board. This is PAFSO's bedrock activity. The fact we negotiate our own contract is the core of our identity as the bargaining agent for the FS group. Contract negotiations are a sobering experience. Foreign service officers are unaccustomed to operating outside the "life-support" systems of the Department. Yet this is one task that we have no choice but to do for ourselves. It is an even more challenging task when you consider that our side consists of part-time negotiators, with little experience in collective bargaining, who are pitted against full-time labour negotiators from the Treasury Board.

This "David and Goliath" situation, however, does not turn to our disadvantage. First, we have excellent professional advice from PAFSO's full-time Executive Director, Peter Cenne. Second, our research for this round has shown that, contrary to popular wisdom, PAFSO has received wage settlements in recent years consistent with those of other bargaining agents. Furthermore, by using our members to develop bargaining positions, rather than paid negotiators as is done by many other bargaining agents, we tend to be more innovative (witness the precedent-setting lump-sum bonus provisions negotiated in our last contract) and more convincing about the conditions of service in the FS group. Finally, forming a team and doing the job yourself is a tremendous learning

experience for those involved — in both the art of negotiation and the intricacies of public service staff relations.

By virtue of serving as the bargaining agent for the FS group, PAFSO has a seat at the table of another body — the National Joint Council. The NJC covers a wide variety of terms and conditions of employment that are shared among different bargaining agents. For the FS group, the most important issue is the Foreign Service Directives. The FSDs are revised only once every three years and the next round comes up in September. In these negotiations, PAFSO shares the employees' side of the table with a wide range of other bargaining agents; but, FS officers are the most numerous group serving under the FSDs, and no other bargaining agent has such a high percentage of its members overseas. This gives PAFSO a very high stake in the FSD negotiations and significant clout at the table.

PAFSO also serves as the recognized advocate of individual members' rights vis-à-vis the Department. Indeed, one of PAFSO's most important responsibilities is to provide a "counselling service." A significant portion of Peter Cenne's time is spent giving advice on the FSDs, the collective agreement and other aspects of their rights as public servants. PAFSO staff can take up individual members' cases informally with the Department or, more formally, PAFSO can act to represent individual members in grievances, disciplinary hearings and appeals. The PAFSO Executive has a standing committee to consider such requests for assistance.

As an extension of this counselling service, PAFSO has started an "information service" by producing PAFSO guides on various aspects of life in the foreign service. Our first effort was the *PAFSO Guide to the Foreign Service Directives*, written by Laurel Pardy, which we distributed last year. A new *PAFSO Guide on Grievances and Appeals* has also been distributed to all PAFSO representatives and is available to interested members.

In the same vein, PAFSO is beginning to move into the area of employee training. This summer, we will begin a program of training seminars, in co-operation with the Personnel Branch, on the appraisal and promotion system. We hope that our training material will provide the basis for a future PAFSO Guide on this topic of perpetual interest to the FS group. We also intend to provide training seminars for new recruits on "how to read the collective agreement".

PAFSO has also moved further into the area of census-taking and public-opinion

polling. As members may have noticed, this spring we distributed three major surveys: a census designed to build up our data-base on our members; a broad-based questionnaire on many contractual and professional issues; and a specific questionnaire on spousal employment. The response to all three has been phenomenal. On the contract questionnaire, we received 609 replies from 1066 members — a 57% response rate, the highest PAFSO has ever received in any survey. The data in this questionnaire gives us, for the first time, an accurate survey of our members' opinions on issues such as career expectations, rotationality and streaming. We are now in the process of analyzing this data and intend to present our findings to senior management.

The response to the spousal employment survey was even more striking with over 500 responses to date, including at least 100 from EX affiliate members of PAFSO or their spouses. Many respondents added extensive personal narratives. It is clear that we have tapped a major source of concern to foreign service officers and their families with this issue. We hope that the results will point the way to achieving new solutions to an issue that continues to grow in importance for members.

In our role as a professional association, PAFSO also functions as a permanent advocacy group within the Department for improvements to the management of our careers. Our dialogue with the Department on professional issues has expanded significantly since the Corporate Review. Last autumn, PAFSO was asked to participate in meetings of the discussion group convened by CRX (the Corporate Review Implementation Team) to examine the "country desk concept". The PAFSO Executive, as well as individual FS officers, ensured that the perspective of "the managed", as well as "the managers", was brought to bear on this debate.

Since December, we have held a series of formal consultations with Personnel on their long-term plan to restructure the FS group, and as a result the Department has modified its approach on this issue. Our dialogue will continue, once the Department receives approval in principle to proceed with restructuring from the Treasury Board; and we will be inviting the views of our members on the options before us. We intend to begin similar consultations on the long overdue issue of reforms to the appraisal and promotion system. Our training workshops this summer will be the first stage in this process.

Finally, PAFSO continues to play a unique role in encouraging wider discussion about Canadian foreign policy issues through our two "Crown Corporations", partially the Professional Committee and **bout**

de papier. Although both are partially funded by PAFSO, use PAFSO staff and facilities, and are governed by PAFSO's constitution, the secret to their success lies in the fact that they have autonomous boards and deliberately involve other professional groups throughout the Department, as well as retired members of the foreign service. Through both, PAFSO provides a professional service for the broader Department that no other body plays.

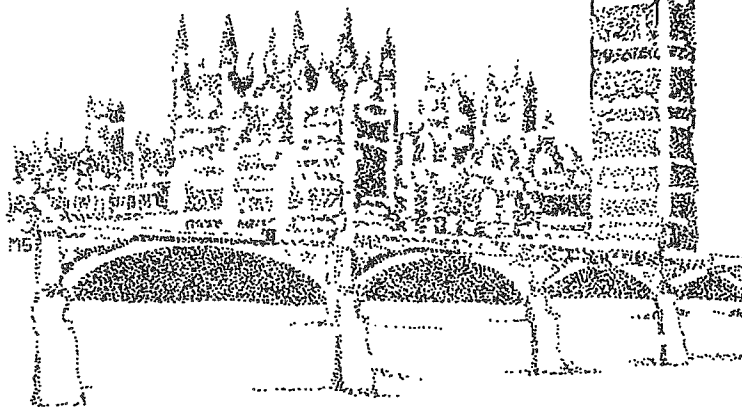
This list is far from complete. (I mention two other recent initiatives — the Foreign Service Officer Award and the PAFSO Evaluation Guide (PEG) — as well as our extensive insurance programs). In the final analysis, what strikes me about the Association is how much we are able to accomplish with only four full-time staff members and a cadre of volunteers — all of whom have other extremely demanding jobs. With summer's turn-over, PAFSO will need new members for our Executive, the Professional Committee, and the **bout de papier** Editorial Board. If you would like to join us, please contact PAFSO.

Michael Small

Michael Small

LONDON

We cater to the diplomatic community whether your next posting is in London or, anywhere else in the world.



AMJ CAMPBELL

INTERNATIONAL MOVERS

(613) 737-0000

OTTAWA, ONTARIO



MANAGING YOUR INVESTMENTS FROM ABROAD

When you're away from home, it's difficult to keep up with the latest investment opportunities.

At **Midland Walwyn**, we'll assist you in planning your investments and keep you informed of the best rates available.

We offer a full range of investment products and services including:

- Self-Administered RRSP
- Retirement Savings Bonds
- Portfolio Management
- Guaranteed Investment Certificates (GICs)
- Treasury Bills
- Mutual Funds
- Stocks & Bonds

For more information on these or other investment vehicles, call Jeff Turcotte or Stephen Harrison at **(613) 237-5775**.

MIDLAND WALWYN

INDIVIDUAL FINANCIAL SOLUTIONS

Midland Walwyn Capital Inc., 50 O'Connor St., Suite 205, Ottawa, Ontario K1P 6L2 (613) 237-5775

I cannot agree more with Diana Lary's case for more exchanges between the Department, Universities and the Private sector (**bout de papier**, vol. 8, no. 1, "Outsider, Inside"). The four university sinologists I have personally known in Beijing are all leading very distinguished careers... I know that their secondment with External has counted very much in their personal and professional lives — as Diana says with her wonderful humour.

Their contribution to this Department is a matter of public record. They helped with the elaboration of a Canadian Strategy on China, adopted by Cabinet in 1986 and were consulted when Canada reviewed its relationship with China after Tiananmen. Unfortunately Beijing is the only post where an active program exists to add academics to our staff.

I agree with Diana that such exchanges are beneficial — both ways. More diplomats could expand their horizons by testing their skills in University. Why reserve this opportunity to a handful of individuals, usually at the end of their careers? Prejudices against more secondments do not exist only in our Department (where many officers would fear leaving the "rat race" for two years). One of my sinologist friends was scoffed at when returning to his home university; he could now resume "real" work after his "Chinese Club Méditerranée" holidays. How many knew of the innovative programs he had created single handed at the cost of long evenings and week-ends at the office?

Thank you, Diana, for joining us in 1985. I would join you at university any time. Ni shuo de hen dui!

Daniel Dhavernas
Bangkok

Une auberge bien tenue?

À la lecture du commentaire du Président de l'APASE paru dans **bout de papier**, vol. 8, no. 1 ("Warm Beer and Lousy Food") concernant nos conditions de travail, une réflexion s'impose sur notre propre association professionnelle. Le commentaire du Président met en évidence des faits intéressants mais la nature des propos du Président soulève en même temps des questions sur l'attitude de notre propre association professionnelle. On pourrait également s'interroger sur la différence existant entre la nature d'une association (« groupement de personnes qui s'unissent en vue d'un but déterminé ») par rapport à celle d'un syndicat (« groupement qui a pour objet la défense d'intérêts professionnels »). Les commentaires du Président illustrent bien ce fait car ils reflètent le problème de

notre association qui semble mal comprendre son rôle et surtout ses responsabilités.

Le fait que le Président d'une association puisse commenter la qualité de ses membres n'est pas très convenable car n'est-il pas avant tout le représentant de ceux-ci? C'est pourtant ce que le Président de l'APASE fait lorsqu'il s'interroge sur les raisons qui expliqueraient la baisse de qualité des nouvelles recrues au Ministère.

Il est vrai que de telles réflexions laissent de toute manière perplexe. La nostalgie du « bon vieux temps » nous rappelant que jadis le Ministère n'était constitué que de boursiers Rhodes semble être plutôt tenace. Ce type de réflexion est véhiculé tant de fois (les professeurs ne se plaignent-ils pas constamment que les étudiants ne sont plus ce qu'ils étaient) qu'il ne peut être pris au sérieux. Il est évident que les qualités des personnes diffèrent d'une génération à l'autre et prétendre les évaluer par rapport aux générations passées est une opération hasardeuse, voire même inutile. D'ailleurs, avons-nous déjà essayé de déterminer si parmi les recrues des dernières dix années, ceux qui présentaient le meilleur potentiel ont effectivement le mieux rempli les attentes du Ministère? Cet exercice n'a probablement pas été effectué. Le contexte du marché du travail a aussi fortement changé ces dernières années en fournissant aux personnes

intéressées par les questions internationales beaucoup plus d'options de carrière qu'auparavant. Mais évitons de sombrer dans l'analyse sociologique contemporaine et revenons à la « baisse de qualité » des nouvelles recrues.

Or pour expliquer cette baisse de qualité, le Président cite dans ce même article les mauvaises conditions de travail, entre autres salariales, de notre groupe des agents du service extérieur. Une fois de plus cet argument laisse songeur. Tous admettent que notre convention collective mérite d'être grandement améliorée, y compris au chapitre des salaires. Pardonnez cette modestie, mais malgré l'aspect multi-dimensionnel de notre travail, il est difficile d'admettre qu'un membre de l'association puisse avoir le temps et l'expérience pour négocier une convention collective avec les très professionnels et expérimentés négociateurs du Conseil du trésor. Or c'est ce que nous faisons, avec grand naïveté, à chaque convention. En d'autres mots, ne sommes-nous pas en partie responsables de nos mauvaises conditions de travail? Et la règle du 3 % imposée par le budget Wilson ne fera rien pour nous aider à améliorer cette situation. Au contraire, elle nous obligera à vivre cruellement avec cet héritage pour un autre trois ans. Heureusement, pour la première fois cette année, il est vaguement question

INTERART ÉVALUATION

INTERART INTÉGRATION

INTERART CULTURE

INTERART CONSEIL

INTERART FILM

INTERART COURTAGE

PRÉSIDENT DIRECTEUR GÉNÉRAL : DELANO BOILY
V.-P. - MONTRÉAL : CHRISTIAN HARDY

SOCIÉTÉ INTERART INC.

100 BOUL. LUCERNE, LUCERNE, QUÉBEC, J9H 5C2, (819) 776-ARTS
1374 DR. PENFIELD, MONTRÉAL, QUÉBEC, H3G 1B7, (514) 286-ARTS
8704-101A AVENUE, EDMONTON, ALBERTA, T5H 4B3, (403) 429-ARTS

d'engager un négociateur professionnel pour accomplir cette tâche dans le futur.

Finalement, le problème qui se pose pour notre association en est un de conception et d'approche. Du point de vue d'un membre, il semble y avoir une certaine distortion au sein de la direction de notre association. L'exécutif ne semble pas toujours conséquent avec son rôle et ses responsabilités, comme on serait en droit de s'attendre d'un syndicat au sens traditionnel du terme. Par exemple, lorsque l'on lit les commentaires de M. Copeland dans le dernier **bout de papier** sur le système de promotions, s'agit-il là de l'opinion personnelle d'un agent qui en a long à dire sur la question ou plutôt de la position officielle de l'exécutif de l'APASE telle que véhiculée par un de ses représentants? Cette confusion des genres, que d'autres appelleraient un problème d'éthique, est aussi alimentée par les commentaires du Président tel que décrit plus haut. Une saine auto-critique au sein de l'Association visant à revoir le rôle fondamental de celle-ci par rapport aux intérêts réels des membres ne serait certainement pas superflue. En d'autres mots, les membres de l'exécutif de l'APASE doivent reconnaître les responsabilités qu'imposent leurs positions; ils représentent les membres de l'Association quelqu'ils soient, et se doivent de défendre leurs intérêts. Ils ne sont plus de simples individus mais bien une institution représentant

un groupe de personnes. La représentation a ses avantages mais aussi ses devoirs et responsabilités. Notre auberge est-elle bien tenue? Le service laisse peut-être à désirer et ceci pourrait en partie expliquer la mauvaise qualité de la bière et de la nourriture!

Jean Paquette
Budapest

I enjoyed reading the several letters — and even more so the cartoon — triggered by the piece in vol. 7, no. 4, entitled "Warm Beer, Lousy Food" that appeared under the by-line "From the President's Desk". I repeat that I was *not* the author of the letter reprinted on that page — although I would have liked to claim authorship. It was, however, "an authentic passenger statement" from a member of the FS group — which to judge from the reaction has struck a chord with our members. May the **bout** letter page prosper!

Michael Small
President, PAFSO

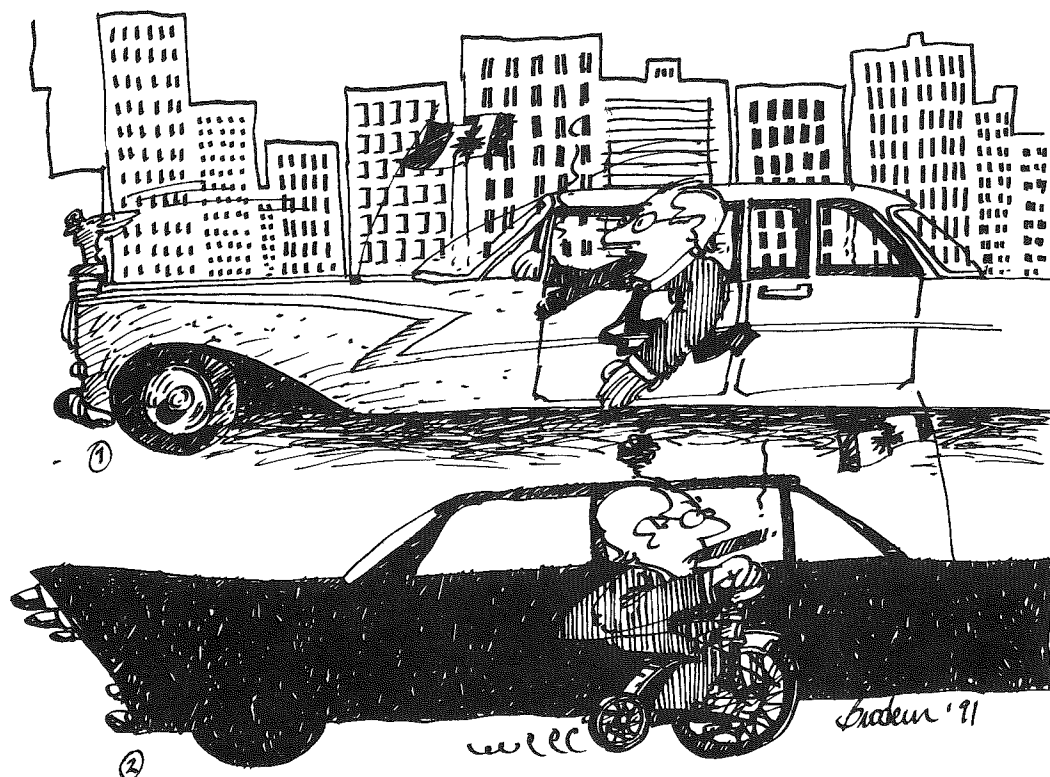
I don't believe that we have ever met but judging from the fact that since you have taken over the editorial helm of

bout de papier, you have done away with the back page caption contest, I have a pretty good idea that you are a very serious person without any sense of humour whatsoever. Your high brow approach to editorial content, including the so-called humorous anecdotes sent in by my colleagues, totally disregards the fact that many of us at home and in the field revel in the inane, purile, and scatological in order to take a break from the anal retentive discipline of working in a bureaucracy.

The loss of this light-hearted feature in **bout de papier** re-inforces my impression that short of playing football with a half-eaten haggis in a drunken reverie on Bobby Burns night, Anglo-Saxons lack the humour gene; just take a look at your editorial board!

In the absence of a caption contest, please accept my entry in my own contest using your vol. 8, no. 1 cover as the photo: "Saddam Hussein's answer to safe sex." I don't expect you are now laughing so hard that either your blood pressure or your laundry bill is going to be higher this week, however, for us infantile colleagues with a minute to spare after poring over **bout de papier**, let's have the caption contest back.

Ted Lipman
Taipei



CANADIAN FOREIGN
POLICY ON THE MOVE

LA POLITIQUE ÉTRANGÈRE
DU CANADA EN MOUVEMENT...

Yves Brodeur

The Department and the Country

by John G. Kneale

(In this excerpt from a book he is writing about the Canadian foreign service, the author argues that foreign service officers must do much more to explain their profession to the Canadian public.)

The process by which a decision was reached in 1986 to close the embassy in Quito (and six other posts) was simple and brutal. The prime minister had ordered his cabinet ministers to make major cuts in their department's establishments. Since this was to honour his 1984 campaign pledge to reduce the size of the federal government, he also ordered that the cuts be real and visible to the public, not mere number juggling. Treasury Board, the committee of ministers which oversees government spending, set reduction targets for each department for each of the next few years. Then the minister and deputy minister of each department selected activities or programs which could be scrapped to achieve the desired reduction. In the case of External Affairs, it was agreed by Mr. Clark and Mr. James Taylor, the Under-Secretary, that closing a number of foreign missions was the best way to make substantial economies in a clear and visible way. Accordingly, each of the assistant deputy ministers (ADMs) responsible for a geographic region was told to pick posts in his or her region for possible sacrifice. Naturally there was a good deal of angry resistance to this from the ADMs but in the end argument was in vain and seven of the smaller embassies or consulates were identified for closure. They were Philadelphia in the USA; Hamburg, Marseille and Helsinki in Europe; Perth in the Asia-Pacific region; Quito in Latin America; and Abu Dhabi in the Middle East.

This efficient procedure might well have been adapted from the method employed by Jim Pattison, the millionaire Vancouver car dealer so admired by some politicians. It is said of Pattison that he held a sales meeting once a week and the salesman with the fewest sales to report was fired on the spot.

None of the posts that was closed was targeted because it was not needed, or because it was not earning its way with trade promotion, or because our relations with the host country were being broken. All were chosen

because they would render the required savings and create the least amount of public reaction. In one case the gamble failed. The Finnish community in Canada took umbrage at the thought that Helsinki would be closed and mounted a well-organized lobbying campaign. To their voices were joined those of the exporting and foreign policy communities, both of which saw the Canadian embassy in Finland as having great value not only in itself, but also as a listening post next door to the Soviet Union. Against this chorus the government could not prevail and Helsinki was dropped from the list. Evidently the Ecuadorian community did not have the same voting clout or was less well organized.

What is lacking in Canada is a solid grasp by the general public of our place in the world and our need for instruments such as embassies and a foreign service to accomplish our global objectives.

There is an old saying that the exception proves the rule. In the case of the 1986 post closings, the really interesting fact is not that the Finnish community successfully resisted the move, but that this was virtually the only public or widespread protest made against the government's decision. George Grande, in his column in the *Ottawa Citizen*, suggested that any proposed closure of a Canadian mission should be examined closely by a parliamentary committee, the public and the media. But if the closure of posts is important enough to require this kind of scrutiny, why did the government's decision in 1986 draw so little fire, especially when no fewer than seven posts were involved? (An even longer list of posts had been closed

in 1984 by the previous government.) There are several obvious reasons and one not so obvious.

There were in fact some pro forma protests. A few members of parliament wrote letters or asked questions in the House, and the parliamentary committee responsible for reviewing the operations of the departments of External Affairs and National Defence did examine the reasons given for the closures. With a government majority in the House of Commons and on the committee, however, it was unlikely the decision would be seriously questioned or overturned. More significantly, Opposition politicians did not see in this an issue with which to excite public outrage against the government (the exception of course was those Opposition and government MPs with large Finnish communities in their ridings).

The "public" in Mr. Grande's phrase did grumble a bit. The Canadian Exporters' Association lamented the loss of posts that were providing assistance to exporting companies, but accepted External's argument that opening some new one-officer trade missions in places like Osaka, Shanghai, Orlando and Pittsburgh was a good redeployment of scarce resources. The foreign policy community for its part did not perceive the posts involved (with the exception again of Helsinki) as crucial to Canada's ongoing involvement in major international issues: disarmament, aid to the poorest developing nations and settlement of regional conflict. The protests from both groups were muted and for the record.

The media, those tireless guardians of the national interest, not only failed to start a hue and cry but actually ridiculed the Professional Association of Foreign Service Officers (PAFSO), which did protest, saying that the latter were griping because a few cushy sinecures had been snatched from their grasp!

Thus, for reasons of political partisanship or special interest, those groups which might have protested the decision in a vigorous way did not. In fact it is a kind of back-handed tribute to the political and bureaucratic architects of the decision that they were able to choose six posts which individually and cumulatively had so little widespread support from the Canadian public. It was rather like that vaudeville act where a

magician deftly removes watch, belt, tie and wallet from an unsuspecting member of the audience while the rest look on with glee.

But this was not a magic act. Something real was lost. In six cities of the world, the Canadian presence was diminished. The department could argue that a redeployment of resources balanced this off by increasing the Canadian presence in several other places through the creation of miniposts; but this is more sleight-of-hand since the original reason for the closures was to make real and significant cutbacks.

The crux of the matter is that those who ought to have opposed the decision strenuously — politicians, special interest groups, the media — did not do so because they believed the general public would not support them. They believed, probably rightly, that the public has no real understanding of the rationale for a foreign service and so they lowered their voices.

What is lacking in Canada is a solid grasp by the general public of our place in the world and our need for instruments such as embassies and a foreign service to accomplish our global objectives. In the general public, understanding of such things is influenced by romantic spy novels and the memoirs of diplomats such as Pearson and Ritchie. But in the foreign service we are not spies; and the world that Pearson and Ritchie describe is the world of war and the early post-war period, not the vastly changed scene of the 1990s.

Those who should be providing a better comprehension of Canada's role in the world are doing a very lukewarm job of it. The newspaper, magazine and television media do, it is true, a reasonable job of presenting the news and the issues behind the news (although gaps remain; they still have not explained, for example, after years of coverage, who was fighting whom in Lebanon and why). Their coverage of Canada's positions on international trade and political issues is increasingly sophisticated. But they continue to regard the foreign service as a butt for jokes. "Cookie-pushers", Charles Lynch called our diplomats, hanging his contempt on that ancient shibboleth about cocktail parties. Politicians are guilty too. Pierre Trudeau thought *The New York Times* was an adequate substitute for our network of posts abroad. He and other prime ministers have sometimes used the foreign service as a parking lot for cronies or people who had to be pensioned off. A few of these patronage appointees, true enough, have done quite an adequate job (often thanks to energetic, behind-the-scenes work by their career foreign service staff), but others have been disastrous. What has been most harmful in the long run is the message these appointments send to the Canadian public, namely that the

heads of our embassies and high commissions and consulates do not need professional expertise in international relations; that anyone with a high public profile in our own country can be a good ambassador to another one.

Those most responsible, however, for the poor public understanding of Canada's place in the world are foreign service officers themselves. We have done virtually nothing over the years to communicate to Canadians what it is that makes our work relevant to their day-to-day interests. We have not challenged attacks on our role by politicians and journalists in a broad and strategic way. We have instead been content to let the supposed glamour of our work protect us and we have trusted our political masters to repay our silent loyalty with privileged status. That worked well enough at one time, but in these days of aggressive, investigative journalism it will not, and we must be prepared to justify our existence in terms which the average Canadian will understand and accept.

Those most responsible, however, for the poor public understanding of Canada's place in the world are foreign service officers themselves. We have done virtually nothing over the years to communicate to Canadians what it is that makes our work relevant to their day-to-day interests.

Our position is tenuous now because over the years we have not maintained rigorous standards of professional skill. We have recruited generalists and then left them on their own for thirty years to develop required skills any way they could. That approach has produced a small handful of brilliant achievers and a larger corps of competent but unmotivated "lifers". While every other profession in Canada has implemented continuing education programs to introduce new

concepts to its members and to upgrade their skills, we still assume that our officers can get all they need to know from reading *The Globe and Mail*. No wonder politicians and the public think that anyone can do an ambassador's job!

My view (others may disagree) is that Canada needs a professional foreign service institute, associated with a university, which would produce a yearly crop of Master's level graduates with training in international relations from among whom the department could recruit. The institute would also provide continuing education courses for the foreign service and, in its academic role, serve as a crucible for new ideas and new approaches to Canada's international relations.

There is of course a need for people with internationalist skills in places other than the foreign service. Banks, large companies, provincial governments, other federal government departments and universities all employ specialists in one area or another of international relations and would benefit from having a pool of qualified graduates from which to draw. Over time we would develop in Canada a network of skilled foreign relations professionals in business in government and in academia. They would be able to work effectively together and to communicate information rapidly and efficiently amongst themselves, like specialists in any profession. Their shared understanding of our national objectives in international relations would make transfers and secondments amongst them relatively easy, and this would reinforce the strength and flexibility of the foreign service by providing it with a much deeper pool of expertise from which to draw when new crises arise on the world scene.

It is imperative for Canadians to have a clearer understanding of Canada's place in the world and of the tools, such as a professional foreign service, which are required to achieve our national objectives. This understanding must come in the first instance from foreign service officers themselves who are well placed to see how new developments in the world will affect Canada. It is part of our job, after all, to be the scouts and sentries for our country. I have the modest hope that this book will contribute something to public understanding and will also, perhaps, stimulate others of my foreign service colleagues to lend their hands to this task. 

John G. Kneale has served in Algiers, Mexico, Tehran, and Quito. He is currently Consul and Senior Trade Commissioner at the Consulate General in New York. Author of several articles on Canada's foreign relations, he is currently working on a book about the Foreign Service.

Marsh & McLennan

Personal insurance coverage while abroad.

We at Marsh & McLennan
have a program specifically designed to meet
your overseas personal insurance needs.

**At Marsh & McLennan,
we think you're special**

Marsh & McLennan Limited
P.O. Box 3190, Station C
Ottawa, Ontario
K1Y 4J4
Tel.: (613) 725-5050
Fax: (613) 725-1108



**When you are posted overseas,
7 Reasons Why Albert College is the
best choice for your son or daughter.**

- With a teacher-pupil ratio of 1:9 Albert College offers small classes averaging 14 students from grades 5 – OAC.
- With over 125 years of co-educational experience, Albert College offers a warm and friendly atmosphere.
- Because 20% of Albert's students are from families posted overseas, parents are well informed as to their child's progress.
- Albert College is located on a scenic 25-acre campus along the beautiful Bay of Quinte 2 1/2 hours from Ottawa, less than two hours from Toronto.
- Over 95% of Albert's graduates go on to the College or University of their choice.
- A million dollar endowment means that one student in eight receives bursary or scholarship assistance.
- Albert College is a member of the Canadian Association of Independent Schools, the Conference of Independent Schools (Ontario) and a founding member of the Canadian Educational Standards Institute.

For immediate attention contact:

Admissions, Albert College
160 Dundas St. West
Belleville, Ontario
K8P 1A6
Tel: (613) 968-5726
Fax: (613) 968-9651



**ALBERT COLLEGE
SINCE 1857**

A Scrap of Paper

by Sidney A. Freifeld

As one of **bout de papier**'s supporters and contributors, from time to time I am asked why PAFSO's quarterly was given its distinctive name.

The first PAFSO reference to **bout** appears to be a statement in the President's Report to PAFSO's Annual General Meeting held in December 1972. It said: "Communication with the membership evidently needs to be intensified and the Executive recently decided to supplement *Aide Memoire* (to be henceforth reserved for the more elaborate type of article) with a **bout de papier** in the form of a monthly newsletter conveying to members, particularly those abroad, information about current developments in the public service bargaining field and in the activities of the Association..."

The first issue of **bout** came out in March 1973, and it bore little resemblance to the handsome publication we know today. It began with the following statement on page 1: "This issue of **Bout de Papier** is the first of what will hopefully become a monthly publication. It will contain regular reports on PAFSO activities, including highlights of Executive Committee meetings and progress accounts from the various subcommittees.... It is also intended that there be an exchange of ideas and members are urged to make a contribution in the form of articles or suggestions..."

PAFSO's pre-existing publication, *Aide Memoire*, was later incorporated into **bout de papier**, and **bout** subsequently began to be published quarterly, as it is today. Somewhere along the line, the upper case B of **bout** and P of **papier** were lowered and, for the past eight years, we have had **bout de papier**.

But why the title?

The English translation, "a scrap of paper", provides little guide. In earlier years in External, that phrase, a "bout de papier", was commonplace, as it may well be today. Your Head of Division might ask you to prepare a short, informal paper outlining, say, the pros and cons of Canada joining the Organization of American States. You would set forth the factors for and against, but without regard — at that stage — to what form your paper might ultimately take. It might become a Memorandum for the Under-Secretary, or for the Minister, or for Cabinet. It might become a Circular Despatch to posts, seeking their comments, or simply a

memorandum to headquarters divisions. It might become an internal discussion paper, or end up as a Green Paper or a White Paper, or even an Aide Memoire or a Note Verbale. But at the preliminary drafting stage it was just a modest thing, a "scrap of paper."



The phrase, *bout de papier*, has acquired a rather special and different meaning. It may be, for example, an unofficial or personal adjunct to an oral diplomatic communication with a representative of another government. When, say, an embassy official arranges an interview at the local foreign ministry, that individual may have typed a brief note on a plain piece of paper to assist his memory in covering the required points. At the end of the meeting, as a courtesy, the officer may leave this paper — which is much more informal than an Aide Memoire and bears no attribution — with the interlocutor to ensure that there will be no doubt about the points made. It is thus both a personal courtesy and a practical convenience, although neither side can claim it has any official status.

Satow's *Guide to Diplomatic Practice* gives the example of a conference about to founder on the apparent inability of either side to move towards a mutually agreeable formula. One side may have worked out a proposition which it cannot officially propose, but which it could agree to recommend for its government's consideration if the other side were to advance it. An anonymous *bout de papier* might say "If you felt able to propose ... I should then be prepared to try it on my Government".

Thus, a *bout de papier* clearly is not a formal diplomatic document. It is likely to be written in a friendly and probably more intimate style in which the author feels free to outline possible views quite frankly. It can be a vehicle for trying out an idea on the

representative of another government, in a quite informal way, and without commitment. As the title for a publication, *bout de papier* implies that its readers are members of an extended family, who can talk frankly with one another. It is not quite the same as a non-paper, in which a diplomat might float an idea which if unacceptable, could then subsequently be disclaimed, or in which informal thoughts are conveyed with a wink and a nudge, so to speak.

In choosing the elusive title, **bout de papier** nearly two decades ago, PAFSO's directors and **bout**'s editors provided the flexibility needed to write about the arcane world of diplomacy both from the point of view of its practitioners as well as of its critics and historians. This has enabled **bout** to develop into the magnificent prize-winning quarterly it has become today. 

*Sidney Freifeld is a former Ambassador to Colombia and Ecuador, and a member of the Senior Editorial Board of **bout de papier**.*

FOR DISCERNING ART COLLECTORS

OTTAWA'S ONLY FINE
ART PHOTOGRAPHY
GALLERY

•
**A SELECTION OF
CANADA'S BEST
PHOTOGRAPHIC
ARTISTS**
•

BY APPOINTMENT ONLY:

M.A. (PEGGY) CAMERON
58 CONCORD ST. N.
OTTAWA, CANADA
K1S 0Y6
(613) 234-5379

After the Ball is Over...

A Soliloquy for Septuagenarians

by Geoffrey Murray

In recent months some of our historians have published their matured spin to explain the course of Canadian events way back in the Trudeau era. *Pirouette: Pierre Trudeau and Canadian Foreign Policy* cries out for comment on its treatment of policy development in those years. Policy in mid-century Canada has been a big subject of no small interest to me, ever since my involvements in foreign policy reviewing in September 1967-March 1968 (Robertson Review); and August 1969-June 1970 (the so-called "Trudeau review"). In between these two discrete endeavours, I was asked by Undersecretary Cadieux to produce a statement on policy that had been requested by our new Minister, Mitchell Sharp. A May 29, 1968 press release issued by the Prime Minister's Office and entitled, *Canada and the World*, seemed to be drawn largely from my draft for Sharp, although the text claimed to say what the new leadership of the old party had in mind for foreign affairs.

I later learned that the 1968-69 policy reviewers, operating mainly out of External Affairs, DND and CIDA, had found the May 29 paper helpful to their own endeavours. I also discovered that, in the first formative months of the Trudeau Government, the May 29 statement was virtually the only formal guidance on broad intentions that the official reviewers ever got from the new Prime Minister.

These facts hardly jibe with *Pirouette's* unsupported assertion on page 14: "In charge [of the Trudeau review] was Geoffrey Murray, ironically the draftsman of the Robertson review that had drawn scorn for its perceived rejection of change". This quotation does echo opinions Professor Granatstein and some other outside observers expressed beginning in the mid-seventies in books and articles.

Few of the published pundits ever spoke directly to me about the tales they proposed to tell.

Throughout there are insights drawn from selective dabbings in a wide range of documents and from interviews, on and off the record, with persons who should have known whereof they spoke. The sly ones, in particular, who had their names withheld, shed some new light on old suspicions.

Pirouette has some intriguing, hard information to offer — especially in Parts Two (Errand in the Wilderness: Canada and the United States) and Three (Defining the Country). Throughout there are insights drawn from selective dabbings in a wide range of documents and from interviews, on and off the record, with persons who should have known whereof they spoke. The sly ones, in particular, who had their names withheld, shed some new light on old suspicions. But the basic flaws in this kind of "evidence" are first that documents, even the

once highly-classified ones, rarely tell the whole story; and secondly, that many individuals interviewed for oral history seem more interested in covering their own butts or preening their own feathers than informing posterity about the actual state of play at any given time in public affairs. In both cases, moreover, the evidence may be meaningless, even irrelevant, if it is not seen, analyzed and judged in the context of ministerial manoeuvrings and bureaucratic processes — including boondoggling and bungling in both spheres of influence. All this is especially so in the course of policy formulation and the decision-making that ultimately sets the policy line and puts it to work. Individual personalities, even strong ones with cool logic and hot charisma, rarely succeed in carrying the day — "in seizing control" — in those policy marathons. One way or another, success is a collective achievement. Could the authors of *Pirouette*, with all the impressive research opportunities afforded them, have penetrated the entwined mazes in which ministers and bureaucrats played their power games? Yes, I believe so, if the interviewees had been pumped until they came clean.

Pirouette seeks to substantiate its "scorn" (the authors' word not mine), for the so-called "general paper" of 1970, entitled, *Foreign Policy for Canadians*, (FPC). Complaints by Pearson, shortly after its publication, are cited: angry and contemptuous scribbles on his copy of the papers, and a 20-page memorandum not released. It was never any dark secret that the former Liberal PM was upset by the way the so-called Trudeau review turned out. Peyton Lyon gleefully regaled me (and presumably anyone else in earshot) with tales about Pearson's chafing at Carleton, where he was conducting seminars. He reportedly liked the Robertson Report; it was "so superior" to the FPC presentation of the "Trudeau doctrine". *Pirouette* says that Pearson was much disturbed by the emphasis

and priority given to *Economic Growth* at the expense of *Peace and Security* (two of the six policy themes in FPC). Perhaps so, but I suggest that he was most incensed by the alleged "abandonment", or "renunciation", of the "helpful fixer" role, which was the media's (and a host of academic followers') faulty interpretation of two short paragraphs on page 8 of the FPC general paper. My best guess today is that Pearson was more put out by what the critics said from the very first day (June 25, 1970) about "helpful fixer", than by what either FPC or the Robertson Report had to say about Canada's middle power role(s) in the whole field of *Peace and Security*. In substance, both papers said the same thing, though in slightly different words. These were directed at Canada's diplomacy in the mid-sixties and **not** at the illusory "golden age".

In the autumn of 1967, when Geoffrey Pearson and I worked jointly on our drafts for the Robertson review, requested in August by PM Pearson (**not** by the Department or its minister, though SSEA Martin and USSEA Cadieux were consulted), we discussed among other things my draft Chapter III entitled, *Canada's Role in International Affairs*. It was one of the aspects being castigated mightily by Canadian critics of foreign policy, by the mid-sixties. The complaints derived from the deepening

anguish about Vietnam. Some of the sharpest critics were younger academics and their bewildered students, both baffled by the engineered enigma of that War. The anti-war, anti-militarism, anti-American ground swell

*It was the much more significant failure to foresee and prepare, by Trudeau's team **and** their predecessors, that really scuppered the attempts at establishing new economic contractual links with Europe (and Japan) in the early seventies.*

of the sixties was most unsettling for the government and its foreign policy responses, week by week, month by month, as the ugly

conflict dragged on. The public demands intensified for Canadian intervention aimed at stopping the War. The Government's reactions were decried as irresolute, backsliding from international responsibility, and unworthy of Canada's peacekeeping tradition.

Accordingly, among other dilemmas, the Robertson review team analyzed in some depth Canada's post-War functioning in world affairs. Specifically we found that, over the years, marked confusion had grown in the public perception of Canada's status and capacities as a middle power. Some outside observers, for example, drew the conclusion that in all international disputes, including threats to the peace, Canada should invariably move toward middle ground positions in order to help with the reconciliation of differences between states, to find "the Canadian compromise" through a mediatory role if necessary.

Notwithstanding such enthusiasms and advocacies, clearly this could not be an immutable nor inevitable role for Canada, applying in all cases of violent conflict or other clash of interest. To begin with, we were among the committed states of NATO which had banded together to ward off perceived threats from the Soviet Union. Canada had even longer and closer bilateral ties with our big allies in the Western world, above all with its superpower leader, the

WORRY-FREE

HOME MANAGEMENT

WHILE YOU'RE AWAY

Come home and find things just the way you left them with NCM property management services.

**National
Capital
Management**

- Property Management
- Financial Services
- Specializing in
 - Foreign Service
 - Defence - R.C.M.P.

824 Meath Street, Ottawa (613) 728-1759 Fax (613) 728-8994

INTRA

**EXECUTIVE
TRAVEL**

*Going on
posting?*

*Planning a
holiday?*

Contact us for
expert travel
services
worldwide

Anné H. Wang
60 Queen Street
Suite 303
Ottawa, Ontario
Tel: (613) 236-5555

USA, with its powerful and manifold influences on Canada's economic, cultural and political life as a nation. Contrary to what many critics argued, it was Canada's firm position in NATO, our long-standing links with its leading members, and our identification with the progressive wing of lesser powers in the alliance, that enhanced (not restrained) our capacity to serve effectively as a middle power, inside and outside the UN family of international organizations. In my ten years of consecutive involvement in UN affairs (1955-64), I never had the slightest reason for doubting that conclusion. UN members from neutralist and non-aligned groups fully understood, I found, our need to help preserve the NATO security shield; many appeared to welcome our moderating influence within NATO forums. It all provided solid under-pinning for Canada's various contributions to the enlarging UN peacekeeping responsibilities of the fifties and early sixties, the establishment of UNEF in '56 being a paramount example. It helped in the Commonwealth too, in its intercultural bridging operations, and in the various fora where disarmament and arms control were pursued.

Months, if not years before the Trudeau ascendancy in April 1968, External Affairs knew that the foundations on which that "traditional role" rested were becoming shaky and unreliable, especially after the UN's debilitating experience in the Congo, its feeble response to the Six-Day War, and its helplessness in the face of Vietnam. We were acutely aware of the changing agendas and priorities (emphasizing heavily: race conflicts, development assistance and lingering remnants of colonialism), across the whole spectrum of UN activities and reflecting the swelling influx of third world nations after 1960. More specifically, External Affairs officers with firsthand experience in Indochina knew full well how and why events had moved badly for the USA and its adherents since 1954. Our echelons engaged in defence matters knew that the resurgence of power in West Germany and France, and in Western Europe generally, called for reassessment of Canada's ongoing participation in NATO, and the related arrangements under the NORAD treaty with the USA. At the same time, Europe's quickening march toward integration raised growing political and economic problems for Canada. Policy reviews in most of those areas were in train, in some cases two years before the Trudeau phenomenon occurred in Canadian politics. De Gaulle's adjustment in 1966, of France's military ties with NATO, for example, had caused all treaty members to reassess their own positions, not the least Canada with its growing balance of payment problems. As

well, the international implications of the emerging Quebec factor in Canada had closely engaged the personal attention of the Under-Secretary virtually since the "quiet revolution" of the early sixties.

As for China policy, the Trudeau Government made the long delayed decision to recognize Beijing. But was that really the brilliant Trudeau innovation that *Pirouette* is at pains to portray? Most of External's Far Eastern experts and our international lawyers, had known for two decades that there was no legal justification for the Canadian government refusing to recognize the Chinese Communists, virtually since their victory in 1949. We all understood the hesitation of successive Canadian governments. Added to the splits in Canadian public opinion, were the potentially grave risks of rocking Canada's complex relations with the USA. The Korean War, with its decisive Chinese involvement, had crystallized the impasse on recognition. Trudeau arrived in power about the time that US opposition was beginning to crumble, which many observers could see coming even before 1968. The Trudeau government saw advantage in jumping ahead of Nixon by a few months with the China decision and made it public a few days before Nixon's first inaugural address. The timing was terrible and undoubtedly seen in Washington as a deliberate snub. Yet it was only part of a mismanaged Canadian diplomacy that ran roughshod over the well-established norms of Canada's inevitably close relations with the USA. These called for full and frank consultations, on an ongoing basis, with honest differences freely expressed, to be sure, but no unpleasant surprises, please! The China disaster was paralleled only weeks later by the clumsy implementation of the Government's shotgun decision (in March-April, 1969), to reduce Canada's military participation in NATO. The allies were not amused, but we could hardly console them with tales about the bizarre tactics through which our political masters shaped and decided their policy "innovations."

And how did all this earlier "innovation" impact abroad on the "third option", when it slowly emerged half-baked in 1971-72? *Pirouette* seems to say it was Trudeau's failure to follow through. But why? He was the leading light, not the follow-up minister(s)? It was the much more significant failure to foresee and prepare, by Trudeau's team AND their predecessors, that really scuppered the attempts at establishing new economic contractual links with Europe (and Japan) in the early seventies. From Canada House in London, we were preaching "be prepared" sermons from 1966 on, when it became clear that Britain would join the march

toward European integration. The economic fraternity back in Bytown kept their own counsel, as far as we ever knew in London. It was 1971 and Nixonomics, before the economic specialists seriously began to scratch their heads. Why were Canada's global economic relations not given the collective, comprehensive and systematic scrutiny long overdue by the sixties?

*Yet it was only part of
a mismanaged
Canadian diplomacy
that ran roughshod
over the well-
established norms of
Canada's inevitably
close relations with
the USA. These called
for full and frank
consultations, on an
ongoing basis, with
honest differences
freely expressed, to be
sure, but no unpleasant
surprises, please!*

Pirouette has very little that is solid to say about this whole complicated prelude — including the sharp rifts among Pearson's ministers, about similar defence issues, for example — to those major decisions of the first Trudeau term. *Pirouette* is weakest when it seeks to analyze policy developments, apparently because the authors gained no firm grasp from their research of what constituted the substance of policy; nor of the arcane processes whereby it could be achieved. They may have been misled by what they were told in interviews about Trudeau seizing control and knowing what he wanted, as regards foreign policy, supposedly from the outset of his tenure. *Pirouette* here seems obsessed with showing that the old "elitists" of External Affairs had become atrophied dodos with long necks and fuzzy heads tucked in the sands of a past long gone. It was the new birds on the upswing — identified in the later chapters as brilliantly feathered but at first found coyly nesting in secret cabals — who conspired and counter-planned in the cause of "creative tension".

To round out this charming charade, *Pirouette* cites from its eighty-six "confidential interviews" to show how the new elitists eventually dragged the newly "consolidated" External Affairs into the "modern era", whatever that means in "post-modern" today! The fantasy spoils its own splendour with a confession (Page 222), that, after the second coming in 1980, Mark MacGuigan, by then SSEA, reaffirmed *Foreign Policy for Canadians* as the Government's enduring "policy" guide.

Now that "white paper" (which was not really a white paper) was many things to many people; anathema to most of its critics inside and outside government circles, before and after its release. But it was not what it started out to be in late 1969, an agreed statement on *Foreign Policy for the Seventies*, with clearly defined objectives and priorities. Higher authority than I in "the Department" decreed that this general paper should be seen as *Ways of Thinking about Foreign Policy*, and that is how it was put before Cabinet Committee on 2 March 1970. Unlike the November encounter, which yielded enthusiastic agreement in principle on the "conceptual framework" for a six-theme approach to foreign policy, the March meeting was decidedly unpleasant, with sharp differences among ministers and noticeable

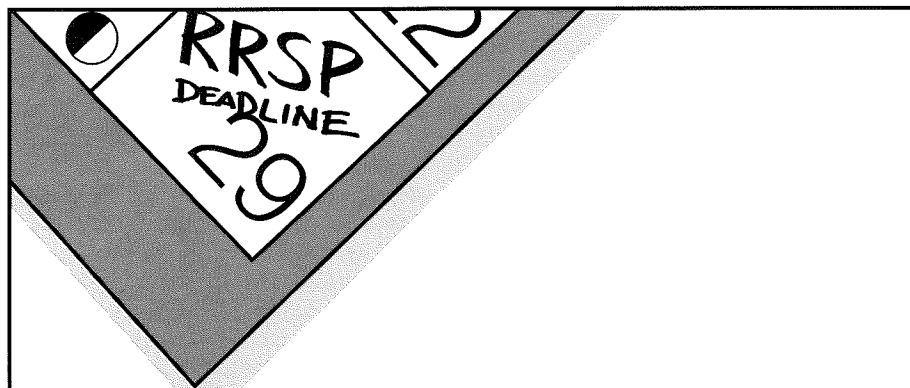
irritation around the table. The discussion ended inconclusively as regards some key questions (about national aims and interests, and Government objectives and priorities, for example) and we were left with meagre guidance about how to write the general paper, by then envisaged as a policy framework and tone setter for the five "sectoral papers" in the FPC packet. I should make it categorically clear here that no mention was made, nor query raised, about the absence of a separate paper on Canada-USA relations. There had been no separate and comprehensive review of that "sector", although frequent references to USA influences and related factors were to be found in both the general paper and the sectoral papers, on Europe, Latin America and the Pacific, for example. But that random approach did not satisfy very many policy watchers on the outside, waiting in anticipation for what the Trudeau government would say about its intended relations with the US Administration (Nixon). Most commentators, after the FPC papers were released, lambasted the Government for the gaping black hole in Canada's six-pack survey of our universe. I still wonder why and how we landed in that predicament. *Pirouette* leaves the mystery unresolved, notwithstanding a very good factual account of specific Canada-

USA encounters, and including the "third option" proceedings that began in August 1971 and petered out a few years later.

There is no space left to spell out the long story about my pilgrimage along the corridors of power in search of grist for the required general paper, or about the designing and eventual dropping of the hexagon, which many well-meaning people found so despicable in the early seventies, when computer graphics were just emerging. Somewhere along that tortuous way, a final chapter on *Foreign Policy in Practice* was also dropped, for reasons never explained to me. The chapter seemed essential to bring the "conceptualizing" in the earlier chapters down to earth, where ordinary readers might have some hope of understanding, in practical terms, what the general paper was seeking to say. My guess has long been that this sixth chapter, which was a wide-sweeping but coherent account of how Canadian representatives abroad operated in the late sixties, was axed because it tended to undercut the position, pushed arbitrarily by PCO at senior levels, for full integration of the "foreign service", at home and abroad. Instead of that chapter, seven paragraphs (Pages 39-41, FPC general paper) were tacked on to Chapter V on *Policy Projections*. This was part of another half-baked scheme for bringing about "integrated planning" for foreign policy and its implementation.

It failed in the end, just as the broader quest for an updated foreign policy rationale failed, for want of agreement among key ministers and senior bureaucrats, on answers to fundamental questions. Trudeau's ministers seemed to be as paralyzed as their Pearson predecessors had been, in articulating where and how they wanted to go in foreign policy, and why. The dialogue on policy died down and muddling through the weekly hodgepodge prevailed, as it had from time immemorial. Policy returned once again to its sterile reactive mode, while creativity withered away, as it had by the sixties. Why were the Trudeau reformers unable to find their way forward to new areas of opportunity for clear-cut Canadian creativity in world affairs? The answer to that question, and others I have posed, may still be worth finding. The opportunities for new creativity are out there somewhere — especially today, on the expanding margins of a world in transition — just waiting to be embraced.

*Geoffrey Murray, from 1955-64, was a Senior Advisor on UN Affairs in New York and Ottawa and later, from 1968-71, on foreign policy. Since his retirement in 1978, he has done studies for External Affairs and is currently a member of the Senior Editorial Board of *bout de papier*.*



February will have an extra day in 1992!

Smart federal government employees won't need it to take advantage of the new RRSP rules! Tradex mutual fund purchases of up to \$8,000 made now start

generating tax-sheltered income immediately and can be deducted from earned income in any future year. Tradex no-load funds have been RRSP eligible since 1962, and are exclusively for federal employees and their families.

Ask any of the more than 4,000 shareholders about Tradex performance, or contact Tradex Management Inc.



Tradex Management Inc.
124 O'Connor St., Suite 504
Ottawa Ontario K1P 5M9
(613) 233-3394

On a Hinge of History

On a Hinge of History: Mutual Vulnerability of South and North by Ivan Head, published in June 1991 by the University of Toronto Press, \$35.00

In 1988, the International Development Research Centre (IDRC) approved a series of studies by Canadian scholars on the theme, "global disequilibria and the resulting mutuality of vulnerability of societies in both the industrialized and the developing regions of the world". This is the first book in the series.

Ivan Head, former President of IRDC, quotes John Ruskin, "Whereas it has long been known and declared that the poor have no right to the property of the rich, I wish it also to be known and declared that the rich have no right to the property of the poor."

Head's approach is an ethical one. The industrialized countries (the North) are inherently susceptible to events in the developing countries (the South). The North has failed to notice the profound changes which have taken place. Its dedication to military security, desire for ever more comfortable lifestyles, and indifference to the swelling populations in the South, have all combined to threaten global environmental and social stability. These now, much more than the possibility of nuclear war, challenge the very survival of the planet.

Head analyzes the roots of disequilibria, focusing on economic, environmental, demographic and political matters. We excerpt a section on demographics, about the chaos which will result if global population continues unabated, forcing massive, and unprecedented, movements of entire populations seeking survival and acting beyond the control of governments....

From prehistory until about 1000 AD, the world's population did not increase by much. In earliest times, life was so precarious, and food supplies so unreliable, that a rough balance obtained between births and deaths notwithstanding an undoubtedly high fertility rate. The introduction of agricultural practices about 8000 BC lent a greater certainty to food supply but was for a long time largely offset by recurring crises of other natures — plague, war, etc. Population growth was modest for many centuries — from about 300 million at the time of the birth of Christ to some 800 million in the mid-eighteenth century. The doubling period was about 1,500 years. An equally important phenomenon is the fact that the rate of growth was approximately the same in all regions of the world.

From about 1850 onwards, growth accelerated immensely. Mortality decreased with the advent of science and technology. The next doubling period was reduced by 90 per cent; the world required only 150 years to grow from 800 million to 1.7 billion in 1900. That acceleration has continued. By 1950 the figure had reached 2.5 billion. By 1987, 5 billion. Doubling, which once had taken 1,500 years, had now been accomplished in 37.

Growth figures of this magnitude are difficult to digest. They work out to an annual increment of a little more than 100 million persons. One hundred million is about the population of Bangladesh. From now to the turn of the century, then, the world's population will grow by the equivalent of one new Bangladesh every year. That growth will be almost entirely in the South. In the next twenty years, 9,950 births out of every 10,000 in the entire world will take place in the developing countries.

Since 1950, another important distinction has become apparent. The long-standing, roughly parallel, growth rates of countries industrialized and developing ceased. From 1750 to 1850 the two groups were not that far apart: 0.6 per cent annual growth rate for the nations of Europe, North America, and Japan, 0.4 per cent for Africa, Asia, and Latin America. Each group eased upwards in the next century from 1850 to 1950; 0.9 per cent and 0.6 per cent respectively. From 1950

onwards the change has been startling. Between 1950 and 1970 the growth rates increased and reversed. Accepted projections distribute the population for the year 2000 — 6.25 billion — as 4.95 billion for the developing countries, 1.3 billion for the industrialized countries.

As the developing countries' share of world population grew, their share of production dropped: from 44 per cent in 1800 to 19 per cent a century later and to 17 per cent in 1950. In 1980 the production share had risen to 21 per cent, but the population share was 75 per cent.

Another comparison between North and South is equally salient. The current size of those developing countries is now at the threshold of industrialization and in the infancy of self-government is immensely larger than the size of the Northern countries at a comparative moment in their history. India is now 853 million, Indonesia 181 million, Nigeria 113 million, Mexico 89 million. In 1800, by comparison, France was about 30 million, Britain 10 million. In 1850 the United States was about 24 million, Japan 30 million.

The challenges to contemporary developing country governments are thus incomparably greater than were those to the now industrialized countries at an equivalent time in their history. Not only are populations severalfold larger but instant communications reveal to the poor the contrast of living standards with the better off. In all countries, North and South, governmentally imposed curtailments of freedom have followed on population growth; zoning laws, emission standards, and water and land use restrictions are among those well known. Authoritarian measures in countries with populations much greater than Canada's are not, therefore, entirely without precedent. Nor should we be surprised if they increase, as they will, even in the democracies. The challenge to democracies everywhere is to ensure that those restraints be chosen wisely and administered justly. It is a formidable challenge.

North America is home to one of the fastest growing of all national populations. The population of Mexico in 1950 was 25 million. Before this decade concludes, it will be 100 million. At that time more people will

be resident in Mexico City alone than occupied the entire country a half-century earlier; as many as the entire population of Canada. Similar growth patterns and demographic shifts can be cited in dozens of developing countries. They represent a wholly new dynamic in international relations, one that is as yet absent in the policy formulation of governments of the North. In its absence, those policies are bankrupt because they are failing to anticipate social upheavals of historically unprecedented scale.

The survival instinct within each human being is a powerful force. In the quest for food, fuel, and shelter, immediate needs are given primacy. The more desperate the need, the more desperate the measures that will be taken. If social structure and economic circumstance combine to deny even a minimum standard of living, environmental havoc and communal disruption are the usual result. If these in turn are so threatening as to diminish any likelihood of a decent life, flight then becomes an instinctive response.

In earlier centuries, families fled religious persecution or economic hardship most often in search of a 'better life,' or a 'new beginning.' Today, entire communities seek refuge elsewhere to survive. Whereas Samuel de Champlain brought thirty-two settlers with him to New France in 1608, and the *Mayflower* carried 102 persons to Massachusetts Bay in 1620, hundreds of thousands have fled Vietnam since 1980. Each day, as many as five thousand persons enter the United States illegally across the Mexican border (less than half of them are apprehended); each day in June 1989, more than five hundred Vietnamese landed in Hong Kong.

Dislocated human beings threaten the stability of the communities in which they land, as they reflect the instability of the societies from which they have fled. These surges represent an immense and growing threat to a peaceful world: corrosive in influence, debilitating in impact, unpredictable in outcome. The issue may well be the largest, yet least recognized, international challenge of this and coming decades. It bears little resemblance to movements of the past and its understanding and management will not be derived from earlier precedents.

It is difficult for anyone from an industrialized country — save, perhaps, members of North American aboriginal communities — even to comprehend the agony and the hopelessness of those people in developing countries whose circumstances are described by the World Bank as 'absolute poverty.' The Bank's definition of that phrase is so shocking as to remove it from the personal experience of virtually every single person in Canada. To exist in absolute poverty is to be so calorie

deficient that one lacks the energy needed to work. This is not a definition of idleness, or indifference, or absence of opportunity. It is a definition of reality: because of insufficient food, one is too weak to put in an effective day's work. At present in the developing countries of the South, in the aggregate, one out of four persons falls into that category — more than 1 billion persons too weak to effectively help themselves.

Not since the Great Depression of the 1930s have circumstances in North America been so desperate that there were large numbers of persons migrating in search of work — and food. In Canada and the United States, elaborate safety nets have been designed and put in place to ensure that those tragedies need not recur. In these countries, the unemployed and economically deprived are in greatest number able to find food and necessities because the social economy is able to provide it. Far the greatest percentage of those in need of this kind of assistance are physically able to work. They lack not strength, but jobs.

Dislocated human beings threaten the stability of the communities in which they land, as they reflect the instability of the societies from which they have fled. These surges represent an immense and growing threat to a peaceful world: corrosive in influence, debilitating in impact, unpredictable in outcome.

When one seeks to remain above the threshold of survival, one is reduced to the most basic biological functions. In two fundamental respects, however, humans are distinct from other creatures with which we share this planet. For one, we are more dependent on water — for drinking, for food preparation, for bathing, for washing clothes. Second, humans require cooked food, and for this

they need fuel. These two dependencies create the pattern of activity most common in the poorest regions of the world: the carrying of water and the carrying of tree branches or animal dung. These are labours almost inconceivable today in the countries of the North. They are not the simple carriage of a pail of water to a house from the pump in the farmyard, or the movement of firewood from the lee of a building into the interior stove. They are arduous trips several kilometres long. So lengthy are they that the circle of denuded landscape around many African villages can be accurately described: it has a radius of 7 kilometres. That is the distance that a person can reasonably walk in quest of firewood and return in a single day. In many places, nothing of a woody nature remains inside such a circle.

There is a second distinction as well. It is women and children, almost exclusively, that act as beasts of burden carrying water on their heads or their backs. And although the practice is not quite as pervasive, women and children nevertheless carry far more than their share of firewood. This form of gender discrimination is an issue that only the developing countries themselves can address. Yet it must be addressed as one of the major inequities, most widespread, found in rural sectors of impoverished societies.

Firewood and water, under these circumstances, are not squandered. Indeed, for millions of persons in sub-Saharan Africa, fuel shortages are so acute that supplies permit only one cooked meal a day. In countries dependent on root crops such as cassava or on coarse, unmilled grains such as millet and sorghum, which require much cooking, there does not exist an alternative of uncooked fruit or vegetables. Malnourishment is thus compounded by a lack of both food and cooking fuel. In the result, more is at stake here than the level of unemployment or a healthy diet. Children are stunted both physically and intellectually. In Mexico, a recent government study found that only one in every five children under the age of four was of normal weight or height. Worldwide, 146 million children under age five are underweight for their size. This suggests that some countries are at risk of populating themselves with a generation that will be even less capable than the current one to tackle the challenges of the coming decades. (In contrast, those societies such as Japan and South Korea that have been able to sustain healthy economies and — thus — healthy diets find that the younger generation is taller than the preceding one.)

Diet is not, of course, the sole factor influencing either physical or mental health and growth. Social, as well as nutritional, elements must be taken into account. Nevertheless, the denial or deficiency of key nutrients

in the diets of women both before and after conception has been linked clearly with low birth weights and with mental and physical retardation. In the South, an estimated 600 million women of child-bearing age suffer from nutritional anaemia.

We in the North have long been properly concerned about maternal and infant needs in our own communities. We are concerned not simply out of a desire to reduce infant mortality; we are properly dedicated to the rearing of a healthy, competent generation capable of assuming our responsibilities in the age-old cycle of all living creatures. We should be equally concerned about the competence of the coming generation in the South. Those children will be the contemporaries of our children and grandchildren and will outnumber them five to one on a planet increasingly pressed to provide the natural resources of earth, air, and water in adequate measure and wholesome quality. To meet that challenge successfully, the human species will require the full panoply of skills and talents of all societies, both North and South. The health of children in the South is therefore in the interest of the children in the North. That being so, the adults of the North bear a fiduciary relationship and responsibility towards them. It is a responsibility that is shamefully disregarded, as evidence adduced at the September 1990 United Nations Children's Summit clearly revealed.

The statistics cry out. UNICEF, the United Nations agency responsible for children, reported to the Summit that each year in the countries of the South 700,000 children go blind as a result of a vitamin A deficiency that can be overcome for pennies a day or simple servings of green vegetables. Hundreds of thousands more are born with brain damage that could have been prevented had their mothers been given access to iodized salt while pregnant. Fourteen and a half million children have died in the past year from preventable causes — treatable diseases and inadequate nutrition. Of that number, 3 million die from measles, whooping cough, and tetanus, all preventable by simple immunization at a cost of a few dollars per child; 2.5 million die from diarrhoeal dehydration. Infant mortality rates, until recently, have eased but are now once more on the rise. In Nigeria, 174 infants die for every thousand live births; in Afghanistan, 162; in Mali, 159. By comparison, the rate in Finland is 5, and in Canada 6.

There is no mystery about these deaths and deprivations. No research is required to reduce them substantially. No magic medicines are needed. No more is necessary than a modest allocation of resources. In the North and South, that requires some shift in priorities, some decision about what is most

important, about which element in our society most deserves help and public funding. One element common to most countries is military expenditures. In few developing countries is a larger share allocated to any other budgetary item than to the military. In the South, the comparisons are so startling as to be disgusting. There, the ratio of soldiers to inhabitants is 1 to 240; of physicians, 1 to 1,950. Since 1960, developing countries have increased their military expenditures at a rate that is double the rise in per capita income. As a percentage of GNP, developing countries dedicate 1.6 per cent to health care, compared to 5.2 per cent to military expenditures. (The comparable figures for the industrialized countries of the North are 4.6 per cent and 5.5 per cent respectively.) In recent years, over twenty-five developing countries have spent more on military activities than on health and education combined.

In few developing countries is a larger share allocated to any other budgetary item than to the military. In the South, the comparisons are so startling as to be disgusting. There, the ratio of soldiers to inhabitants is 1 to 240; of physicians, 1 to 1,950.

A much more sensitive spending comparison, one that generates even more anguish, is the amount expended in the North to extend the life of the very elderly by a few days or weeks, compared with the amount spent in the South to encourage the health of the very young. No category of social expenditure has risen more rapidly in the United States and Canada in recent years than has that of health care. No age group of our societies consumes more of that expenditure, and is more demanding of it, apparently, than the aged. In California, studies are under way that indicate that an increasing percentage of all health care costs is dedicated to the needs of persons in the final few weeks of their lives. Some of these, of course, are

accident victims, or the severely ill, but most are better defined as elderly and infirm. If the welfare of our children will be increasingly dependent on the welfare of their peers in the developing countries, the health care claims of the aged in the industrialized countries must be examined and weighed. Particularly will this be necessary as the percentage of aged in our societies increases as it is now doing. Smaller family units and longer life expectancies have transformed the demographics of the countries of the North. In 1900, only 4.7 per cent of Britain's population was over sixty-five years of age. Today, that age group represents 15.1 per cent of the total. Fifty years from now, in the European Community as a whole, 25 per cent of the population will be sixty-five or more.

The contrast with the countries of the South is vivid. In several African countries, for example, more than 40 per cent of the population is under fifteen years of age. Because of the demographic imbalance, by the turn of the century half of all people alive will be under the age of twenty-five. In the developing countries as a whole, where five-sixths of the planet's population will be, 35 per cent will be under fourteen.

As migration from the rural areas intensifies, the population of the urban centres builds. Throughout the South, dozens of cities are already overcrowded, yet destined to grow even larger. In 1960 there were only three cities in Africa with populations of more than 500,000; today there are twenty-eight. In 1960, of the ten largest cities in the world, only three (Shanghai, Beijing, and Buenos Aires) were in the South. In 2000, only two (Tokyo and New York) will *not* be in the South. The balance of urban concentration is already overwhelmingly in the South. Of the twenty-five cities in the world with a current population of more than 7 million, sixteen are in the South, including the largest, Mexico City; it has 18.1 million inhabitants — two-thirds the population of all Canada. By 2000, forty-five of the sixty largest cities will be in the South, eighteen of them larger than 10 million.

Faced with numbers of this magnitude, the provision of basic services on an equitable basis becomes absolutely impossible. Squalor and depravity increase. Political instability grows. And the future is placed in jeopardy. By the year 2000, 51.2 per cent of the world's population will be urban. And, because of the youthful trend of the population of the South, urban dwellers in increasing percentages will be young. By 2000, there will be 247 million more urban children between the ages of five and nineteen than there were in 1986. Of that number, 233 million will be in the developing countries.

In the absence of economic opportunity, urban youths find themselves on the streets: abandoned, uneducated, unemployed, alienated from any societal norms, without any loyalties except to their own gang, and — increasingly — with easy access to rapid-firing weapons. The Independent Commission on International Humanitarian Issues reported in 1986: 'The fate of the street generation is inseparable from the uncertain fate of cities. Bursting or decaying, they were never built with the needs of children in mind. Today, the notion of man as a measure of all things has long vanished from urban life, and huge urban agglomerations have become increasingly inhuman and unmanageable.' One hundred years after Dickens, the phenomenon of street children has returned in numbers far in excess of anything known to Oliver Twist.

Today, the notion of man as a measure of all things has long vanished from urban life, and huge urban agglomerations have become increasingly inhuman and unmanageable. One hundred years after Dickens, the phenomenon of street children has returned in numbers far in excess of anything known to Oliver Twist.

The reaction of young persons facing a future without hope is predictable. Yet governments are not always wise predictors. Current events in Gaza and the occupied territories of the West Bank provide ample evidence. So do the appalling events now unfolding in so many large cities in the South. As has been common in the slums of big cities since long before Dickens, street crime is a means of survival. The common urchin activities of pickpocketing and petty theft have given way in the age of television and machine-pistols, however, to homicide

and kidnapping. In countries as geographically disparate as Brazil and India, the kidnapping of wealthy businessmen and farmers or their families is an increasingly common entrepreneurial activity. In Bogota, contract killers fix their price according to the vulnerability of the target; for an unsuspecting creditor or landlord or in-law, the charge may be as low as U.S. \$100. These business enterprises consist of two teenagers, one motor bike, and one assault weapon. As between the motorcycle and the machine-gun, the latter is far and away the cheaper and the easier to buy.

When brutality is commonplace, a community becomes enured to it, and even countenances its covert use in response. In Sao Paulo, street children are hunted down and killed by the armed mercenaries of shopkeepers who are enraged at the incidence of shoplifting. Unwilling, perhaps unable, to distinguish between runaways and robbers, between street children and street youth, police and vigilantes mete out cruel punishment in the service of the privileged. In Rio de Janeiro or in Lagos, the image of the police is as clearly defined as it is in Toronto or Los Angeles. It was vividly described by Michael Harrington in *The Other America*: 'For the middle class, the police protect property, give directions and help old ladies. For

the urban poor, the police are those who arrest you.'

Why, in these circumstances, do people continue to migrate to the cities? Simply because life in the city, desperate as it is, violent, overcrowded, and uncertain, is often superior to what is available in the village. Moreover, it offers the promise of social amenities such as hospitals and schools, and the lure of opportunities for employment. Hard-pressed governments are often simply unable to extend into the countryside even the most basic of social services, clean water, or shelter, or able to assure the distribution of food or cooking fuel or the other essential ingredients of a tolerable life. Even less are they able to do so when burdened by heavy foreign debt, and by creditors and the international financial institutions who insist that government expenditures be reduced.

These conditions are the consequences of many factors, often interacting with one another. Certainly, poverty and population growth are major contributors and it is of little benefit to address one without the other. Each must be understood better in the North than it has been to date. Because poverty has either been endured or ignored in Northern societies for generations, the novelty of population growth may have a better chance of impact. 

Jewellery Appraisals

For Insurance Purposes

In the Privacy of Your Own Home

Member of The Canadian Jewellers Association
Member of The Canadian Gemological Appraisers Association

We are privileged to serve
over 25 leading Jewellery stores
as well as several

Government and Security agencies in the
National Capital Region

**CONGER'S GEMOLOGICAL
SERVICES LTD.**

Please contact: David Conger

celebrating our 10th anniversary

50 Sundback Lane, Kanata, Ontario K2L 2W8
592-5511

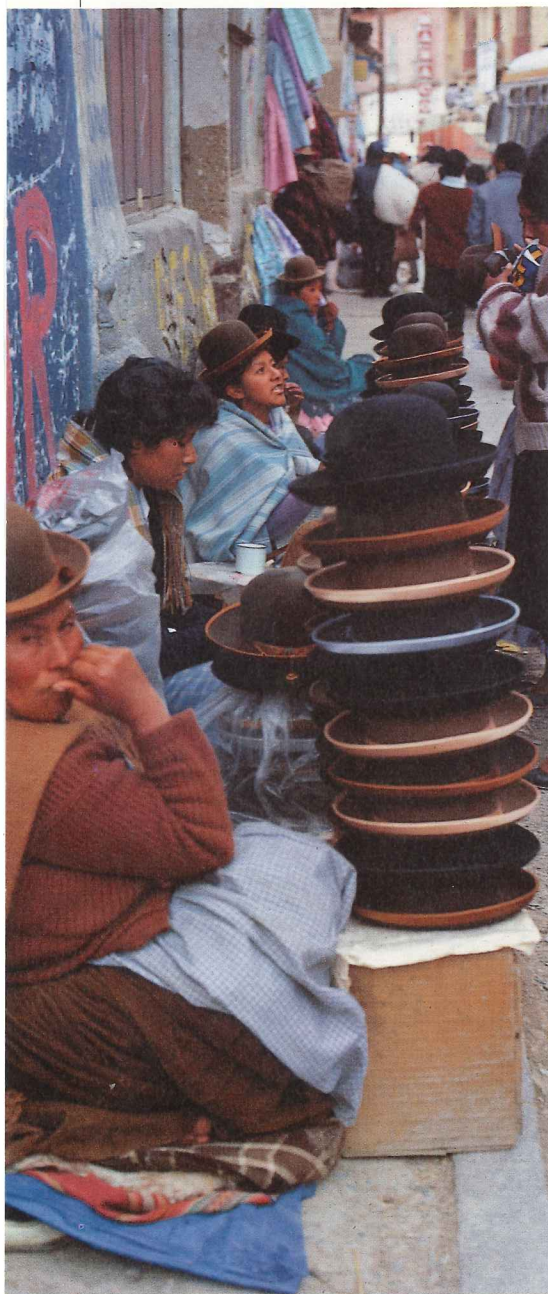
Llamas and Lunch in Bolivia and Peru

story and photos by Carol Walker

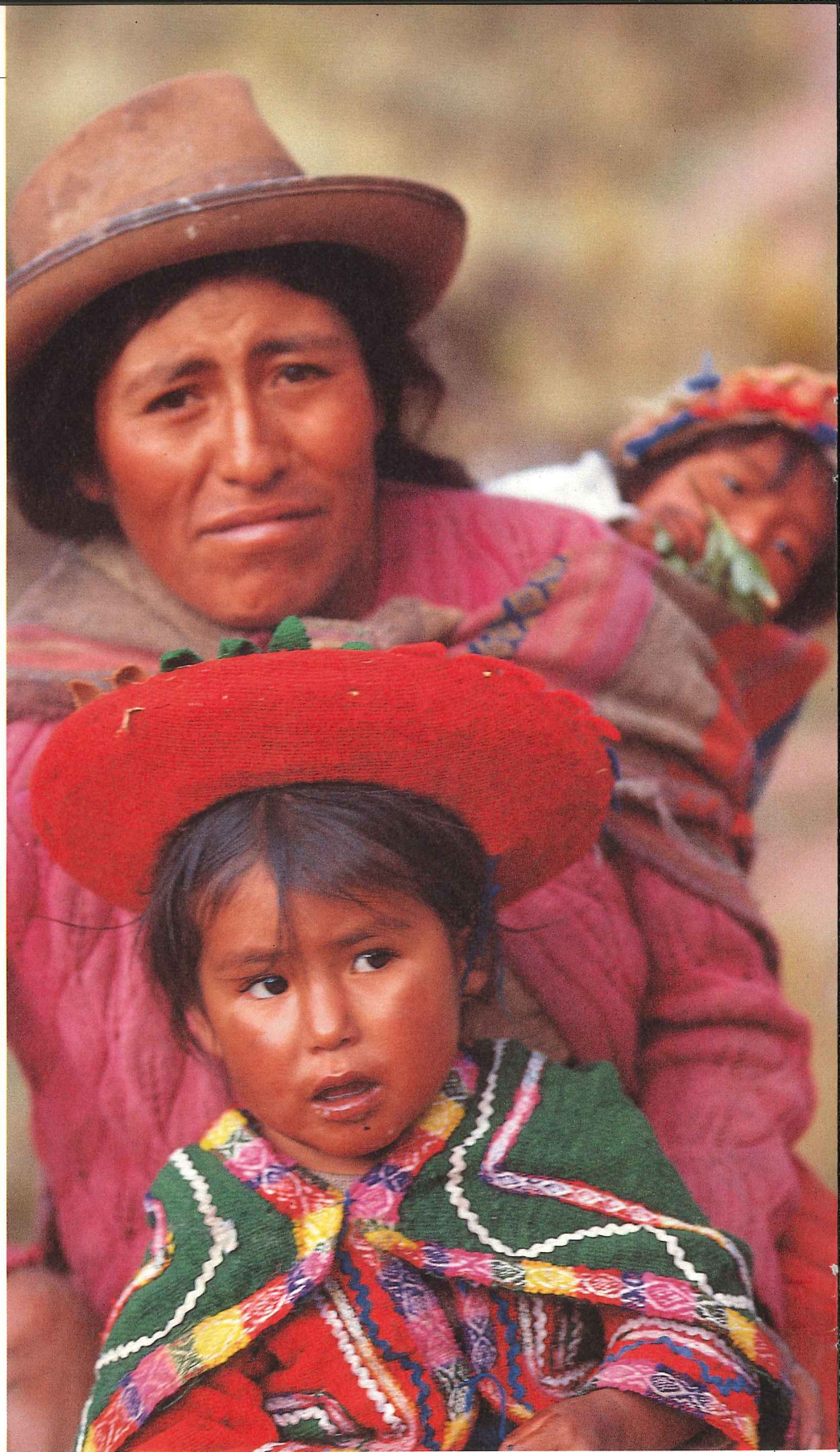


I was hired on subcontract with the World Bank in Washington, to produce a slide show. It would eventually be translated into 22 different languages, to be used by professors in Third World Universities as a guide to making their own slide shows. Before starting the official project, I managed to visit a spot many of us dream of: the Inca village of Machu Picchu in Peru. From nearby Cuzco, I travelled alone overland by train to Puno, visiting the floating reed islands on Lake Titicaca, then by minibus to La Paz, Bolivia.

Certain photos were taken while accompanying a UN group on their visits to Indian villages accessible only by landrover. The road petered out entirely before we reached



Bowler hats (a hefty \$30 U.S.) for sale near the Sagarnaga Witches' Market in La Paz.



the first: we forded streams and went through the goal-posts of a soccer game to get there. We were greeted with local bands, dancing children, and refreshments.

At one village, they slaughtered a llama as we arrived, and the meat was boiled in

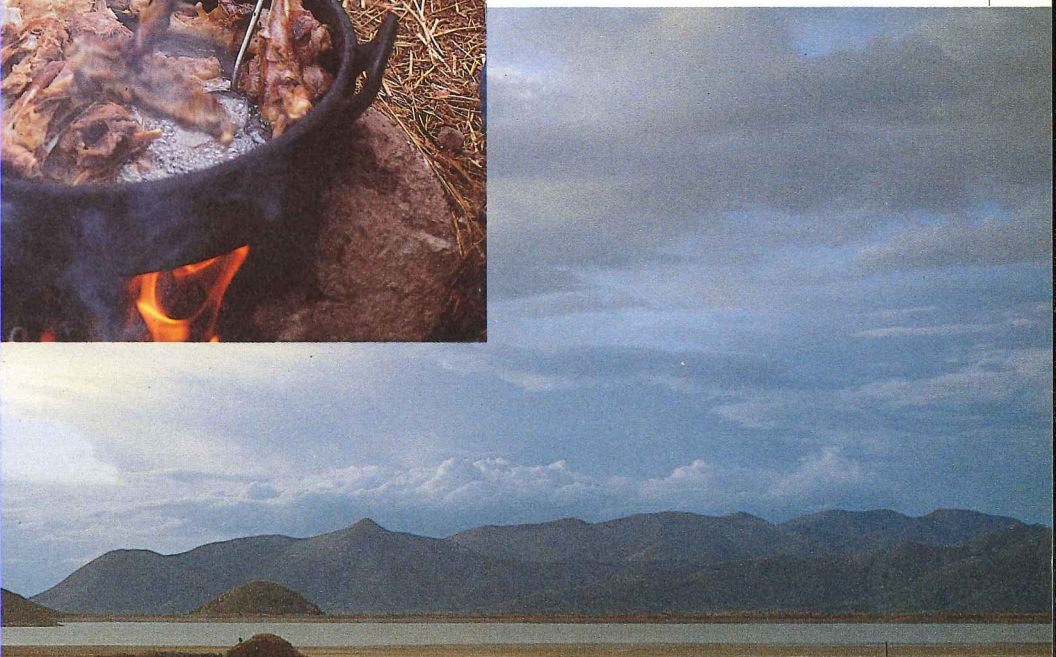
Large families are common in the Altiplano. Women are sharp in business. They knit in pastures while tending their sheep and llama, or even while walking down the street, and later hawk their handmade goods in the market. Husbands may leave to work in the lucrative cocaine fields far away and do not necessarily return.



All ages enjoyed the feast. Village oven appears in background.

Lunch is served!

High (13,000 feet) above the tree line, the landscape turns into a moonscape at dusk.





There's the head and the legs and we ate everything in between.

Llama is cooked in barrels to treat a visiting UN team, in celebration of their new water project.



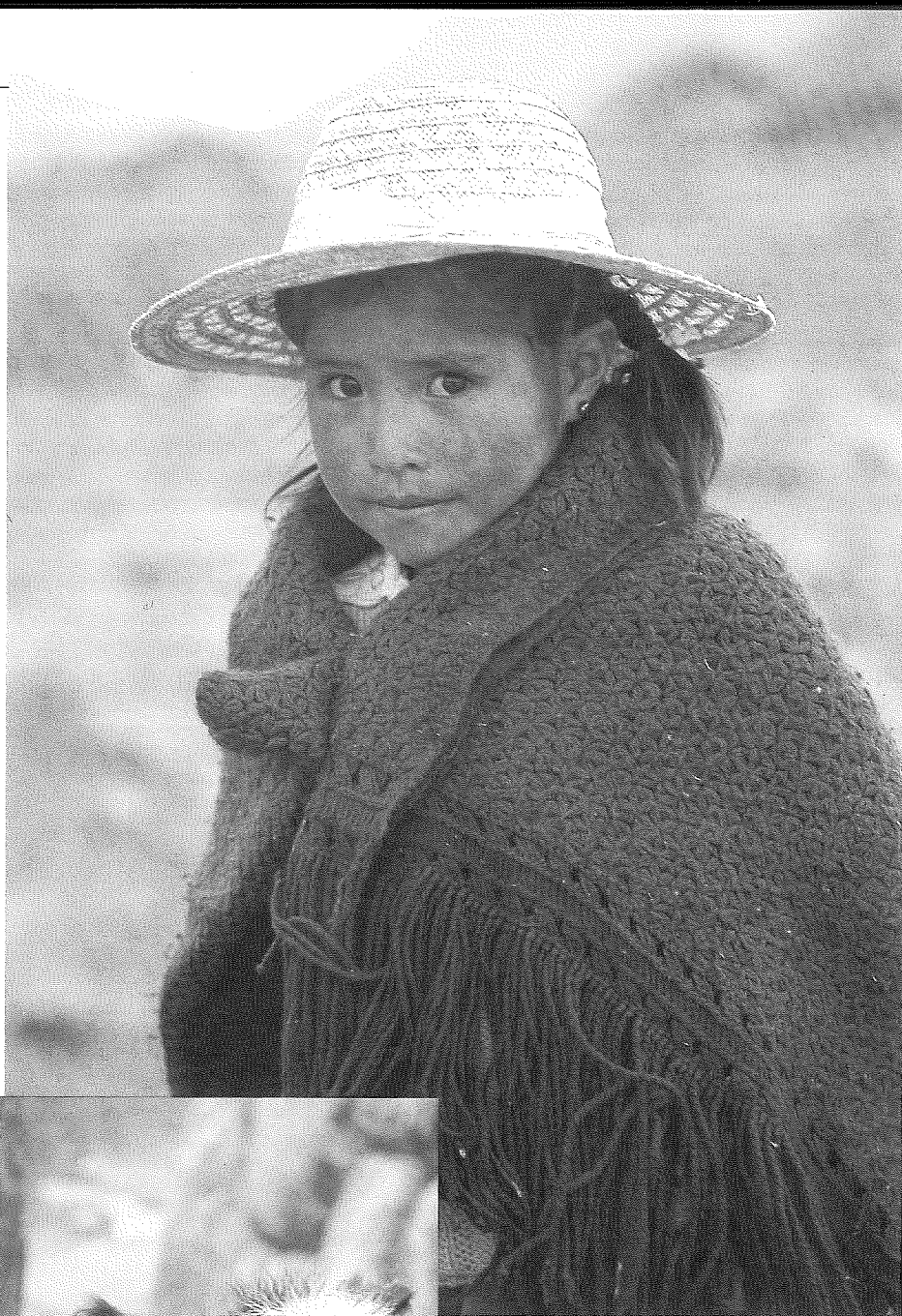
barrels. How did it taste? Like mutton-flavoured rope. You could chew it forever. Llamas live on scrub land, with little water, and the meat is very tough. The most popular member of our party was the son of a UN official who knew enough to bring along dental floss, and kindly shared it!

What is it like to work at 13,000 feet? With altitude sickness you feel enormous distress: your head pounds, your judgment goes, and you are tired and short of breath. You can't sleep it off because you can't sleep. On the other hand, one beer feels like several! The body does adapt: even a few days makes a difference. If you stay six months, your red blood corpuscles double. If you are born there, you will have more blood vessels in your feet and hands, the better to cope with the cold.

It was scary to shoot 22 rolls of film without seeing the results until I was back in Ottawa, and keeping the exposed rolls safe became an obsession. Shooting to match



What a great lust for life.



The children had great appeal.



Like lady like llama.

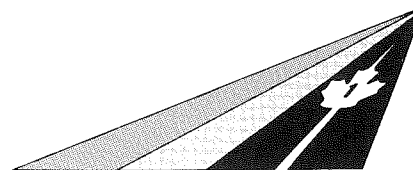
slides to a script written before seeing the actual location was not the same as taking "grab shots" on vacation. But what exhilaration to pull it all off, and what an opportunity to visit such remote, fascinating places. I would have to say that, on most days, it certainly beats a desk job! 

Carol Walker, a former officer in the department, resigned upon marriage to a foreign service officer as was then required. She accompanied her spouse on postings to Jakarta, Moscow and Paris. She is now the Spousal Employment Coordinator at EAITC.

ALL CONTINENT TRANSPORT LTD.

Division du Groupe Cotnoir

Telephone: (613) 526-3065



member: ALLIED ... The Careful Movers

We at "ALL CONTINENT" don't want to tell you that we are the *SUPER MOVERS*, we simply want to say that we are professional and our clients are satisfied.

Dear Mr. Giguères

I have no hesitancy in recommending your firm to my former department, External Affairs, where I was the Head, Section of Travel and Removal for some years.

A. Jenkins

Excellent, careful,
clean movers!
Best so far
Company in all the
moves I have had.

Mr. Glazer
Director/N.B.

Dear Ray,

Marc and Pierre did a very efficient job. My congratulations to "All Continent".

C.J. Grove
External Affairs

To: Mr. B.T. Pflanz
Director General
ABD, Ext. Affairs

I want to bring to your attention the excellent services and exceptional courtesies we received from "All Continent" throughout all phases of our removal from Seattle to relocation in Ottawa.

Ian Wood

Nous sommes entièrement satisfaits de notre association avec "All Continent" et espérons continuer pour plusieurs années.

Mike Graham
Albany International
Canada Inc.

Je veux souligner, outre la compétence technique dont vos équipes ont fait preuve, leur amabilité et compréhension, notamment en ce qui concerne l'attention particulière apportée aux objets personnels de ma fille. (Ayimer/ Paris et retour).

Marcel Renoux,
Université du Québec

Cher monsieur,

Je tiens à vous féliciter pour la façon dont vous avez agi pour nous aider lors de notre récent déménagement de Paris à Ottawa.

G. Guigui

ANYWHERE IN THE WORLD, WE SHIP WITH CARE — AIR, SEA AND LAND

Colleagues will be interested to note that members of the Senior Editorial Board fended off the chills of winter by presenting their views, as former diplomats, on the need and prescription for achieving Canadian unity. We reprint two articles, one from the Globe and Mail, the other from The Hill Times (which originates on and primarily circulates among those who work on Parliament Hill).

from The Hill Times, Thursday, February 28, 1991

A Diplomatic Point of View Canada's Future: speaking with one voice

Two former ambassadors, one francophone, one anglophone, give their prescription for a united Canada.

*Georges-Henri Blouin and John A. Stiles,
Hill Times Guest Columnists*

During the next few months we should strive in the discussions about any constitutional

system, to improve it, not to destroy it. Therefore, while the shortcomings of the system should be recognized, if we wish to build a more united and stronger entity we should not overlook our nation's very commendable achievements to date, which have made Canada the envy of many countries.

Viewed from abroad, Canada's democratic system has served us well indeed. If we don't like a government we can throw out the incumbents at the next election. We have been able to do this peacefully and without army coups and bloodshed. It is an understatement to say that this is not a universal phenomenon.

Our federal and provincial officials have earned a high reputation for having provided competent, honest and impartial services through numerous political leadership changes. This is not the case in many countries.

Our legal system has served us well and is admired by other countries. Anyone who has lived abroad in Europe, Africa, Asia or Latin America could not fail to realize the value of the freedoms we enjoy. Recent events in Eastern Europe and the Middle East have reinforced the feeling of how fortunate in this respect we are in Canada.

Canada's educational system also enjoys an excellent reputation, as witness recent

graduation lists of foreigners at many Canadian universities.

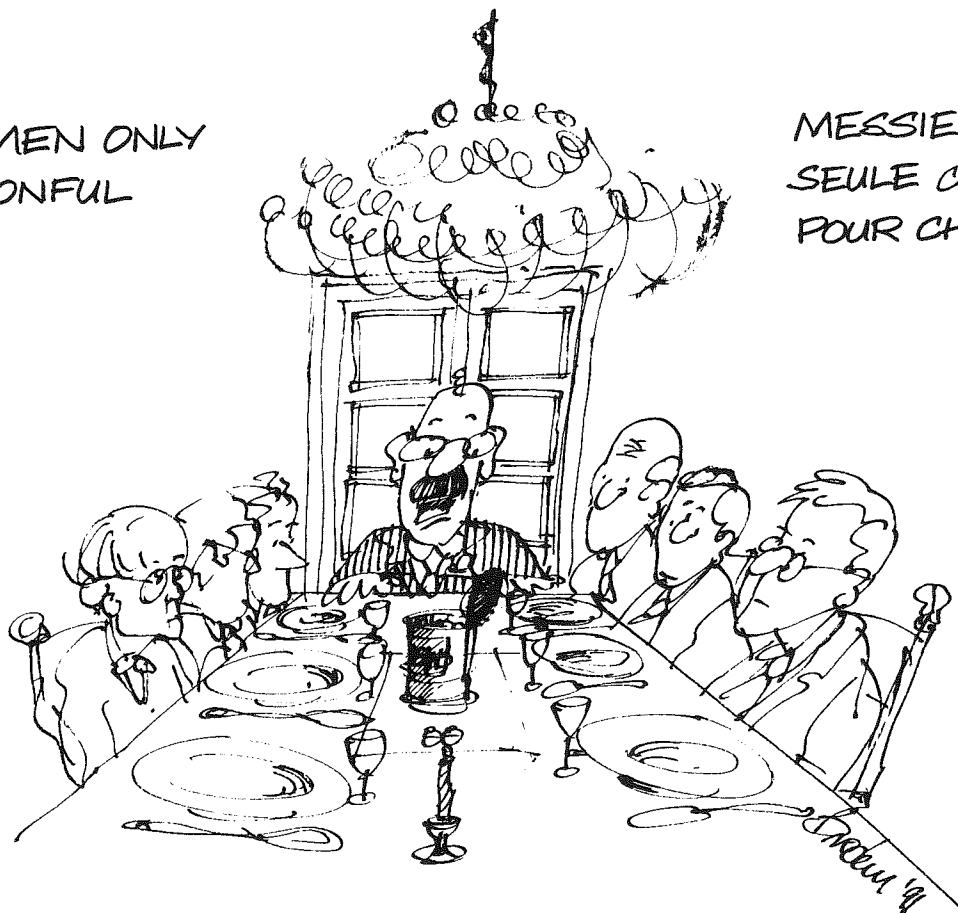
Most foreigners believe that, despite our country's tremendous size and relatively small population, we have managed to achieve an enviable standard of living for our citizens. This is, no doubt, because of our tremendous natural resources, but developed under the leadership of a strong central government, with the co-operation of provincial governments.

Canada's international position has drawn praise from many foreigners. We are indeed a country that has made a worthwhile contribution to the common goals of justice, peace and international welfare, without compromising our own national interests.

Considering these acknowledged achievements, it is understandable that many foreigners have been asking: "What is the matter with Canadians? Why are they creating problems for themselves?"

In fact, we are going through a constitutional crisis of adolescence. After all, 123 years is a very short period in the life of a country. Most countries have had more than one constitution and many have had several, some as many as 20. On July 1, 1867, Canada comprised only four provinces. It is now normal for a highly developed and vast country such as ours, with a particular geographic configuration and situated next to

GENTLEMEN ONLY
ONE SPOONFUL
EACH....



MESSIEURS, UNE
SEULE CUILLERÉE
POUR CHACUN....

Yves Brodeur

the strongest and most influential entity in the world, to ask questions about its real identity and future. The Western region is asking for more "recognition," the Eastern one considers itself "the poor relative" of the family, while our aboriginal people claim special rights as first inhabitants.

However, our essential problem is that the co-founders of this country, the "francophone Canadians" of the province of Quebec, because of their different language and cultural background, feel that they are not fully accepted within "the family." They have the sentiment of an adopted child who is different from his "brothers" and "sisters." They want their differences to be accepted and to live fully according to their own background. This may appear too simplistic an image, but it does outline a fact which is perhaps easier to understand than wordy explanations.

In political terms, it is a "national" attitude. It is clear that the Québécois have characteristics different from those of the main group with whom they share this country. The consequences have to be accepted. There are many examples of this type of problem throughout the world; suffice to mention recent events in the Soviet Union and in Eastern Europe. Individuals can be assimilated, but nationalistic groups very rarely, if ever. Our own indigenous peoples represent still another example.

Thus, an essential step in the current constitutional debate is to concentrate our efforts on finding a way to allow the people of Quebec to achieve their aspirations, while at the same time maintaining Canada as a single entity for the benefit of all Canadians. Bearing in mind the traditional Canadian characteristics of tolerance and respect for the freedoms and rights of others this should not be an impossible task.

Who could have predicted after the Second World War that the "nationalistic," even "imperialistic" countries of Europe, with widely different characteristics of language and cultural backgrounds, like Germany and France, for instance, would combine one day to form a unified group, while maintaining their languages, cultural heritages and a large degree of sovereignty?

Let us not make a tragedy of a problem which can be worked out in a practical way. There are a variety of possible solutions which will require a review of existing power-sharing arrangements between the federal and provincial governments. The guiding principle behind such a review should be which authority (or authorities) can carry out the responsibilities most effectively in the best interests of the citizens concerned.

In any event, we should strive to work together for our national security, to achieve

desirable international trading arrangements, to develop projects too large for any single region, to meet growing social and environmental problems and to speak with one voice — a typical Canadian voice which is recognized and respected in the world — in dealing with other countries.

If we do not make the strongest possible effort towards these objectives in a cool, intellectual way, we will have failed not only our forebears, who have achieved so much in the past 124 years, but also those who follow on after us. Many of Canada's friends around the world will also never understand why we could not find a solution. 

Georges-Henri Blouin and John A. Stiles are both retired Canadian ambassadors who have served with External Affairs and the Trade Commission Service in postings around the world.

from The Globe and Mail, Thursday, February 28, 1991

Two mini-states for one Canada: a losing proposition

by William Barton, Jean Fournier, Robert Cameron and Jim Nutt, Ottawa

At a time when the Spicer Commission is canvassing Canadians for their ideas and "vision of the future," the fact that Canadian forces are fighting in the Persian Gulf should remind us that there is a big, turbulent, potentially anarchic world out there — a world we ignore at our peril, no matter how much our own constitutional problems may preoccupy us.

It is a world where Canadians have demonstrated for generations their willingness to contribute to making peaceful and prosperous conditions for people to live in. Through the collective efforts of its citizens, in peace and in war, Canada has earned a reputation abroad of which we can all be proud.

At this moment, Canada is in the midst of an emotional debate about its own future. The events of the past few years and frustration with the shortcomings of our political institutions have made such a debate unavoidable. But before the time arrives to reach decisions, we must be sure that the temperature of the discussion is lowered to the point where the heart does not thoughtlessly rule the head, and that we weigh carefully the consequences of the decisions we reach.

It may be that existing institutions must be modified or replaced by models more suited to current needs. Unquestionably, the

basis of our political system is the right of the people to make and to alter their constitutions of government.

The Canadian federation allocates greater powers to its constituent members than do most other federal states, but perhaps a further redistribution is needed to restore domestic peace.

But in the process of constitutional bargaining, we should not lose sight of the reality that Canada has developed institutions, both internal and external, which have served us well. These will be difficult, if not impossible, to maintain if the capacity to legislate in areas of national concern is attenuated.

On the international scene, mini-states don't count for much, and two or more mini-states as a substitute for one Canada is a losing proposition.

Politically, our ability to deal with the other nations of the world, the effectiveness of our role in the United Nations and its specialized agencies, in the North Atlantic Treaty Organization, the Conference for Security and Co-operation in Europe and other international organizations, and our capacity to defend our interests, would be significantly reduced.

Economically, we would certainly lose our membership in the Group of Seven leading industrial nations. Our voice in the General Agreement on Tariffs and Trade negotiations would fade, and most seriously, our capacity to bargain effectively on trade and markets with the United States, the European Community and Japan would be impaired.

At this moment in history, the countries of Western Europe are moving to integrate their economic and foreign policies. Those nations have zealously guarded their sovereignty for hundreds of years, but they have come to recognize that there is a difference between real sovereignty — safeguarding the capacity to provide for the best interests of their citizens — and the illusion of sovereignty.

As the Canadian constitutional debate proceeds, let us be sure we do not sacrifice what the Europeans are seeking to obtain.

We have achieved a place on the international stage that has served us well. Our goal should be to preserve and strengthen it, not only to further our interests as Canadians, but to continue our contribution to the advancement of worldwide peace and prosperity. 

William H. Barton is a former Canadian ambassador to the United Nations. Robert P. Cameron is a former ambassador to Poland and Yugoslavia. Jean Fournier is a former Canadian consul-general in Boston and Quebec agent-general in London. Jim S. Nutt is a former consul-general in New York, Los Angeles and San Francisco.

Réclamations d'assurance et évaluation d'oeuvres et d'objets d'art

par Delano Boily

À bien des égards, faire évaluer ses oeuvres d'art et objets précieux importe autant que de les assurer.

Les compagnies d'assurance exigent des preuves de plus en plus détaillées de propriété, d'authenticité, de description et de valeur. Par ailleurs, ni la police, ni les compagnies d'assurance et leurs ajusteurs ne sont habituellement très familiers avec les oeuvres d'art et les objets précieux ou exotiques. Dès lors, obtenir satisfaction fait problème. Dans ce contexte, une documentation et une évaluation professionnelles de ces objets faciliteront grandement un règlement rapide et équitable de vos réclamations.

Toute évaluation qui ne propose comme information sur l'oeuvre qu'une seule ligne descriptive ("a one liner") n'offre aucune protection sérieuse.

Pour que ne subsiste aucun doute au regard de la compagnie d'assurance, toute oeuvre ou objet doit être photographié, sa photographie scellée à une description pertinente. De plus, la firme qui produit l'évaluation devrait garder dans une boîte ou à la banque les données de l'évaluation — et fournir au besoin au client ou à sa compagnie d'assurance — une copie certifiée de l'évaluation.

Le document ainsi préservé par une partie tierce invalide tout soupçon de falsification, et la compagnie d'assurance ne peut émettre aucun doute quant à son authenticité.

Dans cet esprit, veuillez conserver vos reçus ainsi que des notes sur les circonstances et l'endroit où vous vous procurez oeuvres et objets d'art. Obtenez des détails sur la provenance des objets anciens. Faites-la documenter par le vendeur, et prenez ses coordonnées. Partez de l'hypothèse que dix ou vingt ans plus tard, ou en cas de réclamation, ces détails, qui peuvent vous paraître anodins, vous faciliteront le règlement de vos réclamations, vous permettront d'obtenir un meilleur prix à la revente. De plus, ils vous rappelleront des circonstances savoureuses, que vous voudrez partager les détails avec vos enfants ou petits-enfants.

Possédez-vous des oeuvres ou objets d'art provenant de plusieurs parties du monde? Votre mobilier, vos tapis ont-ils été achetés au gré de vos affectations? Assurez-vous de choisir une firme capable d'une expertise dans ces secteurs variés, pour que soient évités rendez-vous et déplacements nombreux qui vous occasionneront un

surcroît d'obligations, de même que des frais supplémentaires.

Si, malgré toutes les précautions prises, advenaient néanmoins des dommages à vos objets précieux, informez sans tarder la compagnie d'assurance. Celle-ci fera normalement évaluer par une tierce partie les coûts de restauration. Dans le cas des objets de grande valeur, vous souhaitez obtenir, des experts de votre choix, le coût de la restauration, et l'assurance des qualifications du restaurateur.

À moins que votre police d'assurance ne l'exclut spécifiquement, (et si tel est le cas, le temps est venu de changer de compagnie) vous avez droit à la dépréciation de la valeur marchande de l'oeuvre endommagée. Cette dépréciation est applicable, même si l'oeuvre a été parfaitement restaurée.

Compte tenu de l'importance des dommages, la dépréciation peut représenter jusqu'à 30, 60, et dans certains cas, 80 pour cent de la valeur marchande de l'oeuvre au moment du sinistre. Si le coût de la restauration et de la dépréciation totalisent près de 100 pour cent de la valeur marchande de l'oeuvre, la compagnie d'assurance peut élire de vous donner le plein remboursement de la valeur marchande et de prendre possession de celle-ci.

Pour une oeuvre évaluée à 50 000 \$, il vous reviendra donc jusqu'à 40 000 \$ s'il advenait un dommage grave. Souvent, les compagnies d'assurance paieront volontiers les coûts de restauration, mais chercheront à éviter le paiement de ce qui vous est dû au titre de la dépréciation de l'oeuvre. On peut les comprendre, compte tenu des sommes en question. Il vous appartient cependant de défendre vos intérêts.

Obtenez vous-même d'une firme d'experts l'évaluation de la dépréciation de l'oeuvre, et présentez la facture de ces services à la compagnie d'assurance : les deux vous sont remboursables. La firme qui vous a fourni l'évaluation de vos oeuvres devrait en mesure de vous fournir ce service.

M. Boily est Président fondateur de Place Interart, de la Société Interart inc., ainsi que d'Interart Évaluation. Ces deux dernières compagnies ont des bureaux à Montréal, Edmonton et Ottawa depuis 1978. À titre gracieux, il se fera plaisir de vous donner quelques conseils concernant l'assurance des oeuvres et objets d'art et les réclamations. N'hésitez pas à communiquer avec lui au (819) 776-ARTS (annonce publicitaire à la page 7).

CLIENT/CLIENT ADRESSE/ADDRESS		PIERRE & VANIA CÉLESTIN 385 RUE DES SABLES OTTAWA, ONTARIO	
#1			
PAULUS PHILIPUS RINK AKTIST/ARTIST PRODUCTEUR/PRODUCER			
SANS TITRE (SCÈNE D'INTERIEUR) TITRE DE L'OEUVRE/WORK TITLE (DESCRIPTION)			
HOLLANDE PAYS D'ORIGINE/ ORIGIN			
HUILE SUR TOILE MEDIUM/ MEDIUM			
171 TRACÉ/ EDITION			
AU BAS À DROITE "RINK 88" SIGNATURE/ SIGNATURE			
1885 DATE/ DATE			
34 X 42 cm DIMENSIONS/ SIZE			
44 X 52 cm ENCADREMENT/ FRAME			
25 000 \$ Valeur/ VALUE			
CETTE OEUVRE APPARTIENDRA À LA COLLECTION PARTICULIÈRE DU CONSERVATEUR DE LA COLLECTION ROYALE DE BELGIQUE LEONARD J. L'ARTISTE AUT GRAND PRIX DE ROMA EN 1887			
PARTICULARITÉS/ PARTICULARITIES			
DATE DE L'ÉVALUATION/ EVALUATION DATE		15 MARS 1991	
COTE D'ÉVALUATION A ÉTÉ FAITE PAR/ EVALUATION DONE BY		INTERART ÉVALUATION DIVISION DE SOCIÉTÉ INTERART INC.	
		808-1014 AVENUE EDMONTON, ALBERTA T5H 4R3 (403) 421-ARTS	
		100 BOUTARD LUCIENNE LUCIENNE, QUÉBEC P81 5G2 Tél.: (819) 776-ARTS	
		171 DR. PENFIELD MONTRÉAL, QUÉBEC H3G 1H7 (514) 286-ARTS	

New RRSP Calculation Method in 1991

by Andrew Billingsley

As a result of changes to the Registered Retirement Savings Plan (RRSP) legislation on 1 January 1991, all foreign service officers may now make a deductible contribution of at least \$1,000 a year to an RRSP. Those who earned between \$28,900 and \$86,111 in 1990 may make a deductible contribution of up to \$2,821 in 1991. These contributions are in addition to the mandatory deductions for superannuation that all federal government employees make. This is welcome news for those who earned more than \$46,667 in 1990. In that year, they contributed at least \$3,500 in superannuation, which meant that they could not make any deductible contributions to an RRSP.

Under the new system, the 1991 limit for deductible contributions to your RRSP is calculated by subtracting a "Pension Adjustment" (PA) from the lesser of 18% of your 1990 earned income or \$11,500. (Note these important changes: the fraction of earned income has decreased from 20% to 18%; the ceiling has increased from \$3,500 for members of registered pension plans to \$11,500; and contributions are now based upon your prior year's income, not the current year.) Earned income includes salary, rental income, maintenance receipts and net business income, but does not include investment income (interest and dividends), pension receipts and retiring allowances. Maintenance payments for which you claim a deduction reduce your earned income. The maximum contribution of \$11,500 for 1991 will increase by \$1,000 per year to \$15,500 in 1995, after which it will be indexed in accordance with increases in the average industrial wage. This means that the earned income necessary to make the maximum contribution will increase from \$63,889 for 1991 to \$86,111 for 1995.

The PA is a new concept. It is a dollar figure that measures the "imputed value" that an employee received in the previous year from being a member of a registered pension plan. For those who are members of "money purchase" pension plans, the PA is simply the sum of the required contributions made to the plan during the year by the employee and the employer. For those who are members of "defined benefit" pension plans, which includes all federal government employees, the PA reflects the benefits that accrue under the plan during the year. The

actual contributions made to the plan by the employee and the employer, however, are not used in calculating the PA.

For federal government employees, benefits under the pension plan accrue at a rate of 1.3% on earnings under \$28,900 and 2% on earnings above that amount. Because of the five year phase-in already referred to, 1990 earnings in the range starting at \$63,889 and ending at \$86,111 are not used in the calculation. To calculate your PA, multiply your annual income by the accrual rate, multiply that product by 9, and then subtract a \$1,000 offset. Here are two specific examples involving federal government employees with 1990 earnings of \$50,000 and \$90,000.

- PA on earnings of \$50,000:

$$[(1.3\% \times \$28,900) + 2\% (\$50,000 - \$28,900)] \times 9 - \$1,000 = \$6,179$$
- PA on earnings of \$90,000:

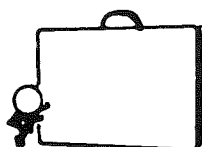
$$[(1.3\% \times \$28,900) + 2\% (\$63,889 - \$28,900) +$$

$$2\% (\$90,000 - \$86,111)] \times 9 - \$1,000 = \$9,379$$

For these employees to determine the amount of deductible contributions they may make to an RRSP in 1991 (commonly referred to as "contribution room"), they must now subtract their PA from the lesser of 18% of their 1990 earned income (assume that salary is the only component) or \$11,500. For the \$50,000 employee, 18% of \$50,000 is \$9,000, which is less than \$11,500. The contribution room is therefore \$9,000 minus \$6,179, which is \$2,821. For the \$90,000 employee, 18% of \$90,000 is \$16,200, which is more than \$11,500. The contribution room is therefore \$11,500 minus \$9,379, which is \$2,121. Contribution room declines quickly at earned income above \$86,111. The \$1,000 offset is reached at earned income of \$96,226, so the contribution room for employees earning above that amount is the \$1,000 minimum.

If this sounds complicated, do not despair. Your employer is responsible for calculating

PROPERTY MANAGEMENT



ATTACHE MANAGEMENT SERVICES INC.

OVER 10 YEARS

OF DISTINGUISHED SERVICE
TO CANADA'S DIPLOMATS
AT HOME AND ABROAD

SUITE 204, 3754 RICHMOND ROAD, NEPEAN, ONT. K2H 5B7

TEL. (613) 721-9547

FAX. (613) 726-7181

the PA, and it appears in Box 52 of your T4 slip. Also, based on your income tax return, Revenue Canada will send you a statement confirming your RRSP contribution room in the fall.

However, it is better to know your annual contribution room early in the calendar year. This enables you to make your RRSP contribution earlier, and take advantage of the tax-sheltered compounding over a longer period. This will yield a larger sum on retirement. It also allows you to estimate the monthly equivalent, which can be used to purchase mutual fund shares and gain the benefit of dollar cost averaging. For example, those with earned income between \$28,900 and \$86,111 who contribute \$235 per month would make full use of their \$2,821 contribution room.

There were two other important changes to the legislation: one dealing with over-contributions, and the other dealing with carry forwards.

It is now possible for those over the age of eighteen to over-contribute without penalty to an RRSP to a cumulative maximum of \$8,000. If you over-contribute in one year, you may claim the tax deduction in subsequent years as more contribution room becomes available. Alternatively, you may allow the over-contribution to compound and earn tax-sheltered investment income, and then continue to contribute to the extent of your contribution room each year. If you adopt this alternative, you will not get a tax deduction for the over-contribution and, like any amount that is received from an RRSP, the over-contribution will be taxable when it is withdrawn. This is a form of double taxation but, if the over-contribution is left in the RRSP for about 15 years, the positive effect of tax-sheltered compounding will outweigh the negative effect of double taxation.

Another helpful change is the ability to carry forward unused contribution room for up to seven years. This means that if heavy expenses for a house or university tuition make you unable to contribute to an RRSP in a given year, you may make up the contribution over the next seven years. However, by doing so, you delay the receipt of the tax deduction on the contribution, and decrease the length of time that the tax-sheltered compounding is working in your favour. Therefore it is advisable to resort to the carry forward only where absolutely necessary.

There is no question that an RRSP is one of the best investments available. Where else does one receive a tax deduction for making an investment, and have the effect of tax-sheltered compounding throughout the life of the investment? The name of the game

is definitely to contribute as much money as possible to an RRSP, and to do so as early as possible. With the changes to the legislation, it is now never too early nor too late to take advantage of this excellent tax deferral technique.

Andrew Billingsley is President of Tradex Management Inc. of Ottawa. Tradex manages two mutual funds that may be purchased only

be federal government employees and their families: Tradex Investment Fund Limited, investing primarily in common shares of Canadian companies, and Tradex Security Fund, investing primarily in Canadian government bonds and treasury bills. Both are eligible RRSP investments. For additional information, see the Tradex advertisement on page 20 of this issue.

Lakeshore Movers

2764 Sheffield Rd.,
Ottawa, Ont.
K1B 3V9

External Affairs & International Trade Canada,
125 Sussex Drive,
Ottawa, Ont.
K1A 0G2

Dear Member,

If you are posted and looking for a careful and meticulous mover, perhaps a few words about our agency would be of interest.

At Lakeshore all carpets are mothproofed and plastic wrapped. Sofas, loveseats and items requiring special care are covered and stored separately. All other items, once wrapped, are put into sealed pallets. Quality material is used to prepare overseas shipments. A consultant has been assigned to look after all enquiries from the department.

Pride of excellence and meticulous care are our credentials. We feel that our attention to detail greatly improves service and customer satisfaction.

Our warehouse is open for your inspection at any time. Please call us at your earliest convenience we shall be at your disposal to discuss your move.

Yours truly,

Lakeshore Movers

The Lakeshore Group

Lakeshore Group (613) 741-1800

Lakeshore Movers & Warehousing Canada Ltd.
Montréal Ottawa Toronto

Lakeshore Overseas Forwarders Inc.
Montréal Ottawa Toronto

Lakeshore Management Corp.
Montréal

Relocation Plus Inc.
Hull Ottawa Toronto Montréal

D.J. Brule Enterprises Ltd.
Montréal



**WHO IS LOOKING AFTER YOUR CONCERNS
WHEN YOU'RE ABROAD?**

WE ARE A FULL SERVICE COMPANY
OFFERING:

- FINANCIAL & TAX PLANNING
- PROPERTY MANAGEMENT
- PROPERTY ACQUISITION &
DISPOSITION
- RELOCATION ADVISORY
SERVICE (FRANCAIS AUSSI!)

WE ARE
EFFICIENT, EFFECTIVE & ECONOMICAL

CALL...GREG KENNY
tel:(613)749-0128....fax:749-3792

KENLOE GROUP

15-6 BEECHWOOD AVENUE, OTTAWA, K1L-8B4



**A Primary
Education
Alternative**

The Counterpoint School

(Established 1971)

62 Maple Lane, Ottawa K1M 1G7
(613) 748-1052

Promotion of academic
excellence is achieved through
individualized programming
in a positive learning
environment.

- Grades: K-4, coeducational
- low student/teacher ratio
- Core French
- art, music, physical education
- non-denominational
- affordable fees

Register immediately as spaces
are limited.

CAR RENTALS AT

MYERS

DAILY • WEEKLY • MONTHLY & LONG TERM

*We have . . . Special Gov't Rates
FOR BUSINESS or PLEASURE*

- All sizes of Cars, Vans, Minibuses
- **FREE** Airport and City Pick-Up
- Courtesy Baby Seats Available
- **VISA • MASTERCARD • AMERICAN EXPRESS • enROUTE**

1200 Baseline at Merivale
Ottawa, Ontario K2C 0A6

(613) 225-1260

Fax # (613) 225-2231
Direct Line Phone (613) 225-8006

TELEX CABLE ADDRESS:
MEYERSOTT, OTTAWA

**SALLY BRADLEY
MANAGER**

The Prisoner

by Michael Martin

"I am sorry, but we must be sure that there are no mistakes," said the Deputy Superintendent (DS), sensing my irritation and fatigue. It was dusk, and I had returned, once again, for the Prisoner. I found the DS in his underwear in his shabby house behind the high prison wall, and I waited by my car as he struggled into his uniform.

It was very hot, perhaps 45°C. I was dressed for consular duty in a tie and a dark wool suit, and I had brought the Ambassador's car and driver. "Authority," I tried to say to these men. As always, they shrugged, unimpressed. We all knew that the game was over. The flow of money and cigarettes would now stop. It was time for the Prisoner to be released.

"Where is the appeal order?" the DS asked the Assistant Superintendent (AS) in charge of records. The AS pointed to the bundle of papers before the DS, bound with a single thin string. The appeal order lay on top. The court clerk had told us that it would be sent to the prison in due course, but it never arrived. We had procured another copy, from the same clerk, after payment of an "administrative fee", as we had carefully designated the expense in our file.

The DS slowly ran his finger down the column of hand-written numbers indicating the days of sentence served and remitted until he came to the bottom of the page. He stabbed at the total with his finger as if butting out a cigarette. "Six months," he said, "six months still to serve." I sagged. How many long days had we spent trying to determine the actual release date!

"The two sentences are to be served concurrently," I said. "We have secured written confirmation of this from the Assistant Sessions Judge." I pointed to a single thin sheet of paper on his desk.

That morning, when we had first come for the Prisoner, that particular paper had been missing. So we had gone to see the judge, far from the prison, in the collapsing bungalow that served as his court and chamber. "He is not here," said his clerk. "Come back at two o'clock." We pushed back through the tide of defendants and their relatives, past rows of fruit sellers and lawyers who drafted pleas in the sun for the illiterate and the dispossessed. An hour later, at the Embassy, I wrote a formal request to the judge for clarification of the sentence. When we returned at 2:00 p.m. we found the judge at his desk.

"We will have tea," he said sadly, which we drank while he dictated to his clerk. "Justice delayed," he said, "is justice denied. I have more than thirty murder cases before me at the present time. They seem to drag on for years. After a while even I can't tell the defendants apart." As he spoke, a fine yellow frost of plaster dust descended upon us from the distant ceiling above where a fan spun violently. We thanked the judge and left, clutching the order that we hoped would set the Prisoner free.

We returned to the prison. "The Deputy Superintendent is not here," said the young jailer with whom I had argued angrily the week before, when I had found the Prisoner in iron shackles. "We found drugs. It is the punishment. You may complain to the Superintendent, if you wish," he had said. "He denies the charge," I had replied. "In any event, it is cruel and inhumane. He is a Canadian citizen." The jailer had smiled broadly. "Ah, you see, but this is not Canada." He did not forget our quarrel, or my complaint. "Come back at dusk," he said. As we went to leave he asked: "Do you wish to see the Prisoner now?" I hesitated. He knew today was to be the day. "No," I said coldly, without explanation.

Now, at dusk, the Deputy Superintendent reviewed the judge's order. While he did so, a line of almost thirty prisoners, all in shackles, was brought into the corridor outside his office. Three older men were also brought in, and they sat with us, drinking coke and chatting pleasantly. "They are to be released as well," whispered my friend. "What was their crime?" I asked. "Inciting sectarian violence," he replied, referring to a riot which had occurred during a recent religious holiday. Suddenly, the three men rose from their chairs, embraced their jailers, and left. In turn each of the thirty remaining prisoners was called before the DS. "Name!" he shouted, referring to a large green register. "Father's name! Village! Clan! Identifying marks!" Each prisoner responded in turn and bared his scars. Finally, my Prisoner entered the room.

He was very, very thin; thinner still by half than when I had first met him, in this same office, nearly two years before. At that time he had already confessed. The clothes he now wore, which had been donated by the Ambassador, hung on him loosely, and he looked like a small boy dressed in his father's old suit. The DS turned to the Prisoner. "We

found heroin in your bed," he cried. "Admit it was yours!" Every muscle in my body tensed with fear and anger. The DS scowled, the Prisoner weakly protested his innocence, and I glared madly at them both. "It is finished!" I said slowly to the DS. He held my gaze for two long seconds. Then he sat back, and nodded. "You have two days to deport him," he said and slammed the register shut.

The sun had set as we passed, for the very last time, through the heavy iron door. "Where are your things?" I asked the Prisoner, remembering the dozens of paperback books loaned from the Embassy library, two of my shirts, and the Ambassador's suitcase. "All stolen," he said simply, as his foot hit the gravel of freedom outside the prison door. "You are free!" said my friend, as he embraced the Prisoner. "Let's get the hell out of here," I said with a wry smile, and so we left.

Michael Martin served in Islamabad from 1987-1990. He is currently on foreign language training.

TAKE A STEP ABOVE THE CROWD

Anne Keable
Sales Representative



Michael Breeze
Sales Representative



BUS: (613) 563-1155 FAX: (613) 563-8710
RES: (613) 234-3307 CAR: (613) 769-8623

- 28 YEARS EXPERIENCE IN THE OTTAWA MARKET
- THE RE/MAX COAST TO COAST REFERRAL SYSTEM
- CONSIDER RE/MAX — THE NO.1 REAL ESTATE ORGANIZATION IN CANADA

RE/MAX Metro-City Realty Ltd.
344 O'Connor Street
Ottawa, Ontario K2P 1W1

Your Position in the World Requires the Very Best Coverage...



“Over the many years of our Foreign Service careers, my wife and I have had excellent support from your company and do highly recommend it to all who plan to live and work abroad. ”

Clements & Company Insures It.



CLEMENTS & COMPANY

Specialists in Insurance for the Foreign Service at Home and Abroad
1730 K Street, NW, Suite 701, Washington, D.C. 20006

Phone (202) 872-0060 **Fax** (202) 466-9064 **Telex** 64514 **Cable** Clements/Washington

Reflections on an Ottawa Spring

(with apologies to Robert Browning)

by Terry Jones

"When winter comes can Spring be far behind".
Yes, if you live in Ottawa
where winter lasts November until May.

Spring, the stuff of poesie and daydreams,
of "blossomed pear tree in the hedge" and thyme,
of "chaffinch singing in the orchard bough",
of damsels wooed by swains with songs and rhyme.
Reality, alas, strikes different chords.

The end of winter, when with rue you view
those bulges on your waist and spreading hips
which will not force into your summer clothes
except like sausage, bursting at the seams.

As winter ends and snows beat fast retreat
appears those unseen chores, hidden 'til now.
Then housewives cry "Spring Cleaning" to their mates,
"bring out your brushes, dust your sluggard tools,
for you must now mend gutters, fences, steps,
which winter's ice and salt did eat away.
Banish all thoughts of swallow in the fields,
for here the cuckoo sings "work-work, work-work".

Regretfully it's true. I remember
only once did I taste spring and greening buds
with boughs bursting with sap, and wild wild rose.
I'd just returned from Trinidad, and three
long years of sun, beach, carnival and rum
— a Caribbean hell of heat and sloth,
of decadence and indolence despised!
Quickly I rushed back to the hoary chill
of Baptist Ottawa, to beat my breast
and mortify my flesh in sleet and hail.

But then came Spring. I swear the buds did burst
with sap, as life bloomed forth in greens and golds.
My blood ran quicker, flaming in my veins,
my step more active, virile. Secretaries
on seeing me approach would flee, hiding
in typing pools until my manly step
had past. Halcyon memories! Now when
I see the swallow's swooping flight
I reach instinctively for tools.
My blood has thickened. Ottawa has won.

Terry Jones has served in Sydney, Port of Spain, Accra and Copenhagen. He is currently a Deputy Director in the Asia Pacific South Relations Division at EAITC.

bout de papier

Published/tiré Quarterly

To subscribe simply fill
in the coupon below and
mail to us with your
cheque or money order
payable to **bout de papier**.

Veuillez compléter le
coupon ci-dessous et le
retourner avec votre
paiement au **bout de papier**
si vous désirez vous abonner.

- ☐ 1 year \$16.00/ 1 an, 16 \$ ☐ 2 years \$30.00/ 2 ans, 30 \$
- ☐ New/ Nouveau ☐ Renewal/ Renouvellement
- ☐ Mr./Monsieur ☐ Mrs./Madame
- ☐ Ms. ☐ Miss

Name/Nom : _____

Address/adresse : _____

City/ville : _____

Prov.: _____

Code: _____

Mail to: **bout de papier**
600-45 Rideau Street
Ottawa, Ontario K1N 5W8

Adressez à : **bout de papier**
600-45 rue Rideau
Ottawa (Ontario), K1N 5W8

Vignettes from a Leaner, Meaner Foreign Service

by Kevin O'Shea

Has the latest round of budgetary cuts affected the capacity of the Foreign Service to deliver programs overseas and provide foreign policy advice to the government? A recent article in the March edition of Playdiplomat, the magazine of policy advice and nudity for foreign service officers, has shed some interesting insights on the issue. Excerpts of the article are printed below.

Playdiplomat has visited a number of posts to see how the new leaner, meaner foreign service is working. These vignettes from the front lines and the home front show a Department of External Affairs in a remarkably buoyant shape.

All is Quieter on the Western Front

The new regional Canadian Embassy in Strasbourg covering the U.K., France, Belgium, the Netherlands and Germany is a nondescript yellow and red gypsy caravan nestled in a quiet picnic area off the main highway leading into town. Despite the modest surroundings, morale is obviously high. Credit for this, his staff say, is largely due to Ambassador Greg "Eat My Elbows" Dornbusher, former NHL star and defeated candidate in the provincial leadership convention in Manitoba.

Ambassador Dornbusher is a new model, action-oriented diplomat. His sharp smile sets off the rugged handsomeness of a face etched with 500 stitches. He is certainly not awed by his seemingly enormous task.

"We're loaded for moose, eh! I got a team here which can deliver the goods, no questions asked. Hell, all them prissy missions in Europe were overstaffed anyway, eh!"

The staff at the Embassy is small but projects an image of professional efficiency. Arnie Shackelbach, the Ambassador's driver and Suzie LaTokya, his secretary, are long time friends from earlier in his career, especially his stint in minor leagues in Sault Ste. Marie. Halstead Ridley Kinleydown, the political counsellor and Jean-Pierre Montague d'Estampe, the cultural, immigration and consular officer are busy in the back offices of the caravan. Jake Dunlop, the Trade Commissioner for Western and Eastern Europe, is away with an industry mission on bull insemination techniques in Southern Spain. Five Finance officials fill out the roster

of the Embassy but they are housed in the Savoy chain of hotels in the major capitals.

Halstead Kinleydown steps down the stairs of the caravan, carefully brushing the waistcoat of his Savile Row suit. He goes around and feeds some sugar to the horses at the front of the caravan. "Downsizing has not really hurt our ability to report on events in the different countries. I just rip out articles from *Der Spiegel*, *L'Express*, and *The Economist* and fax them to Ottawa from the post office down the road. The Ambassador particularly likes to sign off the articles from *Paris Match*."

He continues, patting the thick neck of the horse. "Where I think our service has deteriorated somewhat is on the organization of ministerial visits. When we read in the newspapers that some European Minister is going to Canada, we just send them a pamphlet on the Ottawa-Hull region and the brochure from Customs Canada on what they are allowed to bring into the country."

Counting bundles of money in his small office, Jean-Pierre Montague d'Estampe admits the he originally feared that downsizing might make his consular/immigration tasks impossible. "A couple of things helped, though. One was the user fees. We are glad the government decided to treat our services as professional services. So, just like lawyers and doctors, we charge anyone who calls fifty dollars for three minutes. That's cut down on a lot of calls. Our location has helped too. The gypsies down the road have stabbed a lot of people coming here about lost passports. And, since we keep moving, prospective immigrants have a hard time finding us."

In the Belly of the Beast

The Lester B. Pearson Building casts its majestic, sombre shadow on the dark inky sky of a late cold winter Ottawa night. Only the bright neon lights of the Harvey's franchise, the new tenant on the ground floor of Tower A, betray the solemnity of power which resides there.

In the corner of the eighth floor in a spacious office decorated with large prints of sunflowers and Sudanese dung beetles, Garrotte W. Kinsbert III twirls a pencil in his hands slowly. He is Assistant Deputy Minister for the Asia-Pacific, Middle East, Latin America, Affirmative Action and International Fisheries Issues Branch. He

weighs each of his words as carefully as an unrepenting smoker would exhale in a federal building.

"Downsizing has taken a certain toll. We have ten person years here in the entire branch. If you don't count the cleaning ladies, we are seven."

He flicks one of his fingers at a non-existent crumb on the lacquered top of his empty desk. "It hasn't affected our ability to give policy advice, though. It is a question of management. You decide what the priorities are, what your resources are, and then you just drop the rest."

Kinsbert III pauses for a second, then continues. "For example, we don't do memoranda for the Minister or for Cabinet anymore. That used to take at least three or four people drafting, endless consultations with countless divisions, and a couple of days to clear them through the DGs, ADMs and Deputies. Now, I either answer the Minister's question over the phone or tell the Minister's office to ask our Washington Embassy. Same thing for Qs and As, instruction telexes and talking points for ministerial visits. Washington is delighted with the work. We draw the line, however, on speeches and letters to the public. My staff likes reworking the old classics."

Mr. Smith ET AL go to Washington

The young executive assistant to the special assistant of the political counsellor in charge of the Multilateral Affairs Division of the Economic Section is flustered. He hurriedly crosses the rotunda of the gracious Canadian Embassy.

"I must apologize. My research assistant forgot to tell my administrative assistant to contact the assistant deputy head of our Press Relations Division to have her contact the deputy protocol officer of the Economic Section who would have ensured that you were met by two liaison officers and their drivers at the hotel. Glad you made it over here anyway."

He leads the way to the panelled offices of Quinston Wintertown. The political counsellor's office is filled with a buzzing crowd of elegant earnest men in pin-striped suits and fashionably-attired young women, all engaged in deep conversation. Snatches of conversation — "government agenda," "spin on the issue," "cashing our political chips with administration," "downsizing," — stab the air.

Quinton clears his throat and the room becomes noticeably quieter. Thirty-five pairs of eyes turn to the patrician features of the young diplomat.

"The Reagan revolution has come to the Canadian foreign service. We are in a process of structural readjustment. This may inconvenience some, but that's tough. It's a major thrust of the government's agenda. And we in Washington certainly intend to make that sacred thrust a sacred trust. And we will do our part, no matter what the sacrifices."

A hearty chorus of "hear, hear" goes up from the Multilateral Affairs Division of the Embassy's Economic Section.

From the Heart of Darkness

The door of the Canadian High Commission in Harare is slightly ajar. The offices appear abandoned. A small piece of paper is pinned near the lion's head door knocker. It reads "And the last one out of Africa, please turn off the lights, or at least the generator."

Kevin O'Shea is currently exercising his wit as a member of the Canadian Delegation to the OECD in Paris. He has also served in Accra.

SUBSCRIBE TODAY!

Have you tried to explain what you do to your family and friends? Have you tried to explain what it is like to live abroad? Have you tried to explain how what you do is significant for Canada?

Why not let **bout de papier** do some of the explaining for you?

A subscription for your parents, your sister, your brother, your friends could help them feel closer to you when you are so far away.

Fill in and mail the subscription form on page 39 today!



List of Advertisers

Albert College	p. 15
All Continental Movers	p. 30
AMJ Campbell	p. 6
Attaché Home Management	p. 34
BDO Ward Mallette	p. 52
bout de papier	p. 39
Boyd Group of Companies	p. 43
Century 21	p. 12
Cameron Art Gallery	p. 16
Clements & Company	p. 38
Conger's Jewellers	p. 24
Counterpoint School	p. 36
Elizabeth Antiques	
Appraisal Service	p. 46
Elmwood School	p. 48
Fairlawn Travel	p. 42
Government Travel Service	p. 12
Group Services	p. 50
Intra Executive Travel	p. 18
Kenloe Group	p. 36
Lakeshore Movers	p. 35
Lycée canadien en France	OBC
Marsh & McLennan	p. 15
Midland Walwyn	p. 6
Myers Chev-Olds	p. 36
National Capital Management ..	p. 18
Otto's Service Centre Ltd.	p. 50
PAFSO Insurance Plan	IBC
Re/Max Metro-City Realty Ltd. ...	p. 37
Société Interart Inc.	p. 7
Sterling Development	p. 4
Subscribe Today!	p. 41
TMS Associates	IFC
Tradex Security Fund	p. 20
University of Toronto Press	p. 3
VSP Video Security Process	p. 46

DO MORE WITH LESS FAIRE PLUS AVEC MOINS

Yves Brodeur

Operation MoonDip:

A Departmental Joint Venture Extravaganza

by Denise Jacques

The Administrative Deputy Minister recently spoke to a modest Departmental audience on the subject: "A Retrospective of the Corporate Review". For those of you who were not able to attend this highly informative session, the following is an extract from his impromptu remarks:

"I would like to reflect upon the one genuinely popular innovation of last year's Corporate Review — Operation MoonDip. In evaluating MoonDip's first year of operation, I want everyone to cast their minds back to the circumstances of last year at this time. Frankly, do you remember how bad things were — the threat of delayering, the suggestion box, the cost-cutting, the cheese-paring? Distinguished ex-ambassadors were exiled to the academic gulag and told to "write home, if you get work". Morale had sunk to that of imprisoned lemmings. In response, some inspired employees cast around for a way to increase their meagre stipends by beating the cost recovery derbies at their own game.

Providing the Department with a reasonable return for heat and light, they decided simply to take over the ninth floor hospitality area on week-ends for their own moonlighting purposes. Thus, Operation MoonDip was born, using the already extensively pre-tested experience on posting of our staff to provide during their off-hours a complete hospitality service for weddings, receptions and theme parties. When several local embassies began to use these services so their diplomats could chat-up our staff as they ran around serving drinks, the Department realized that we had a full-scale success on our hands. We decided, therefore, to turn Operation MoonDip into a regular Departmental program, administered by its own division (MDIP).

The staff of MDIP tell me that we have had particular success with our "Thousand and One Nights" theme party. Not only did we actually locate some authentic arabic-speakers, but it was a brilliant idea to have all staff working that night each bring their favourite oriental carpet. I was told that New Edinburgh was positively denuded of rugs for the evening! A few foreign service spouses did go wild with the harem girl outfits, but they reported the tips as being enormous. Besides it gave everyone an opportunity to flourish all that bazaar stuff they'd been squirrelling away for years.

Unfortunately, during the invasion of Kuwait, we decided to mothball some of the larger props used for this event until more serene times. I'm glad to report, however, that we are also doing very well with the "Peter Pan" theme-party concept. Although a Senior Ambassador turned down a cameo role as the crocodile, he reportedly would still consider an appearance as Captain Hook. There has also been increased demand for the "Mexican fiesta" theme which may have something to do with the briefs that people are churning out during their day-time jobs on a possible Mexico free trade agreement.

I would also like to make honourable mention of our eight-piece PAFSO band — "The Permanent Underclass". They are certainly giving the RCMP Band a run for their money. I do not wish to be critical, but I should note that it has been brought to my attention that the band could choose a better sign-off song than "I Can't Get No (Satisfaction)".

On the fashion side, it has been frequently observed by many of our clients that our personnel are certainly well-equipped with evening clothes. Better still, since we chose to supplement our ranks with some of our retired members who are attempting to augment their pensions, those waiters who are able to dress in white ties, tails and medals have given an even greater sense of class to a MoonDip event, and our fees have escalated accordingly. We have a style for every pocketbook!

So enthusiastic are many MoonDip employees about our little answer to downsizing, that I think you can understand the need to institute our new departmental rule which insists on continued service at your day-time jobs. I know that many of you have expressed considerable interest in shifting to part-time work only, in order to pursue a more stimulating and remunerative life with MoonDip, but we decided that *someone* has to get on with writing telexes, memos, briefing books, photocopying and answering the phones.

Those of you who have left our ranks by means of the brass hand-shake are more than welcome into the MoonDip family. However, MoonDip positions no longer will be available for those members who wore their "Quest for Fire" theme party get-ups to the reverse boards charged with the herculean task of choosing the most incompetent among us to qualify for the hand-shake.

I must also note MoonDip's latest innovation, the all-Volvo livery service which has increased our wedding business enormously. Not only do we cater the reception but we can now throw in the limo service as well. Be certain that all cars are equipped with bumper stickers sporting one of our three official slogans: "MoonDip: The Friendly Face of Downsizing", or "MoonDip: Pin-Strip Revenge", or "MoonDip: Up Yours Treasury Board" (this last one is recommended appropriate for second marriages, only).

Finally, in closing my year-end report, I want to compliment all of you for learning to promote our undervalued calling so imaginatively and with a little capitalistic flare. Operation MoonDip is a testament to the untapped human resources which we will all have to employ if the Department is going to make it to the year 2000. Thank you."

Denise Jacques is currently in the South America and Mexico Trade Division at EAITC where she is desk officer for Argentina, Chile, Paraguay, and Uruguay.

FAIRLAWN TRAVEL

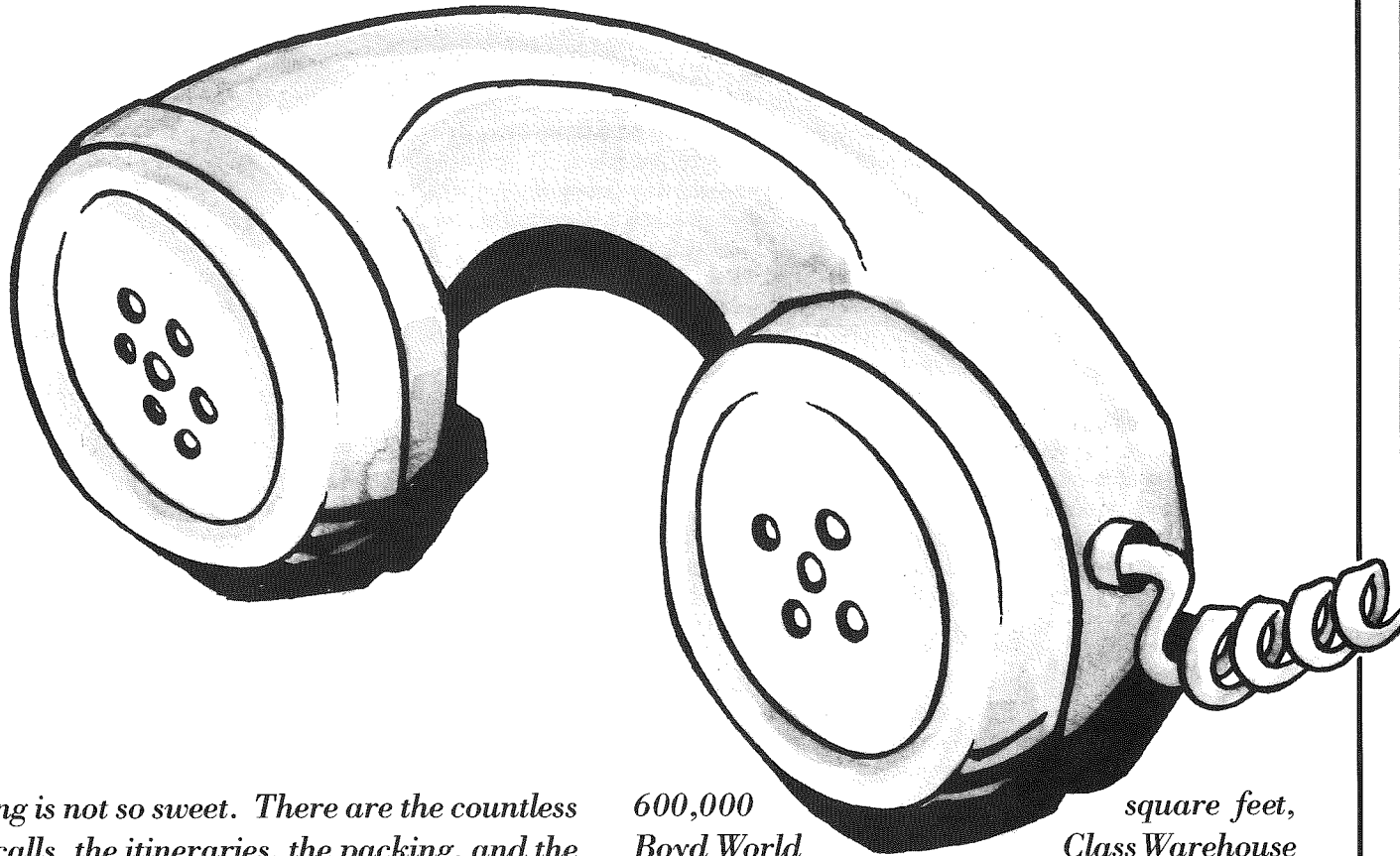
is now established in its
location in
Centrepoince Commerce Court,
117 Centrepoince Drive in Nepean

Our experienced staff
are ready to assist you
with your new posting
or vacation.

For further information contact:

Steve Buck, Fairlawn Travel
Centrepoince Commerce Court
117 Centrepoince Drive
Nepean, Ontario K2G 5X3
Telephone (613) 723-9223
Telex 053-3623
Fax (613) 723-9285

Don't Say "Goodbye" Until You Say "Hello" To Us.



Parting is not so sweet. There are the countless phone calls, the itineraries, the packing, and the farewells. With so much arranging to attend to before you go, the last thing you need, is to be overwhelmed by details. Say "hello" to The Boyd Group of Companies. We'll make personal travel arrangements for you and your family, pack your household goods and have everything prepared for shipping by air or by sea. With one of the region's largest warehousing facilities of over

600,000 square feet, Boyd World Class Warehouse has ample room to store your personal effects. And at Boyd Vehicle Storage, we'll pamper your vehicle until you return. Since 1945, we've been the company to turn to for all your travel, transportation, and warehousing needs. Give the Boyd Group of Companies a call. We'll do everything for you. Well, almost everything. You will have to say your own "goodbyes".

BOYD
GROUP OF COMPANIES

Japan, the Blighted Blossom, by Roy Thomas, New Star Books, Vancouver, 1989, \$19.95.

The Future Japan, by Tokutomi Soho, translated and edited by Vinh Sinh with co-editors Matsuzawa Hiroaki and Nicholas Wickenden, University of Alberta Press, 1989, \$24.95.

Reviewed by Anne Park

Despite the general current trendiness of things Japanese and the significance for Canada of Japan's increasing impact on the world, remarkably little has been published here about Japan. As a glance through almost any library shows, most books relating to Japan concern the particular experience of Japanese Canadians during and after World War II, something which has more to do with historical Canadian attitudes and policies than with Japan itself. Two books published in Western Canada therefore are of more than passing interest.

Roy Thomas' *Japan, The Blighted Blossom*, attempts to reveal the reality behind Japan's image as a relatively stable democracy, supported by a rigorous education system and an economic miracle within which managers and workers co-exist in workaholic harmony. As such, it is far from what might be termed the geisha and shoji screen school of writing, falling well into the critical camp of those who worry about what is happening in Japan and what it may mean not only for Japan but also for the rest of the world.

His central thesis is that Japan forfeited its chance for social democracy in the immediate post-war period when General MacArthur and the U.S. government shifted gears from trying to introduce democratic institutions and values in Japan, toward a preoccupation with cold war ideologies and the objective of making Japan a key strategic ally in the Pacific. This, he argues, allowed much of the pre-war Japanese hierarchy to resume power under the Liberal Democratic Party in cahoots with Japanese industry. The result has been a de facto one-party state existing mainly on "money-politics" and corruption, in which the aspirations of those on the left of the political spectrum have been effectively held in check in favour of a gradual return to pre-war nationalism. Some of his sharpest arrows are reserved for former Prime Minister Yasuhiro Nakasone, an arch conservative whom he portrays as successfully playing off American desire for opening Japanese markets and an assumption by Japan of more responsibility for defence spending into domestic support for his real agenda, Japanese re-militarization.

The result is a growing gap between official myth and realities associated with the gap between Japan's economic success and the benefits delivered to the Japanese population. This is beginning to show up in dissatisfaction in how Japan stacks up with western countries in terms of such things as inadequate housing, little leisure time, low social welfare spending, and an extremely hierarchical, costly education system. Such things, he suggests, may lead to a more truly democratic society as the yoke of pre-war style politics loosens its grip.

Much of what Thomas writes is simply factual, and provides a good digest of the ills of Japan, past and present. It involves things of which any serious observer of Japan should be conscious, and is worth reading for that alone. It also provides a thought-provoking perspective on the impact of U.S. policy on Japan, arguing that the new generation in Japan is likely to find increasingly less tolerable continued critical demands driven by U.S. domestic politics and this is certain to strengthen the forces of Japanese nationalism.

Whether the book has got it quite right is another matter. Perhaps because it is so intent on dispelling myths, the book creates the impression of being essentially one-sided, focusing only on the negative, and ignoring much of what is admirable and encouraging about Japan. Part of the difficulty may originate with the inspiration for the catchy metaphorical title, characterizing Japan as some sort of unblemished "blossom" which has somehow been "blighted". This contrasts oddly with the title of Thomas' other book, *China, the Awakening Giant*. It questions whether the blinders may not come off our perspective on Japan, when westerners can stop romanticizing it, and finally see it as a country like any other; imperfect and forced to grapple with the problems with which it is faced.

The book is also very much a product of Thomas' own social democratic values, in which the yardstick is the democratic reforms envisaged in the immediate post-war period, and the evolution of western democracies since that time. There is, of course, nothing wrong with this yardstick, which is one Japan increasingly uses itself. However, to use it exclusively is to ignore another important measure. This is the distance Japan has come in its own terms over the past hundred years, or so, in which it has shifted dramatically from a largely feudal society to a modern economic powerhouse, leading much of the rest of the world. While the Japanese people have undoubtedly paid for their post-war economic success in various ways, there can be little doubt that, for the

most part, they are decidedly better off than they were 50, 30 or even 20 years ago. Nor does the book address the extent to which the Japanese model, with its unique blend of culture and economic values may, or may not, be a suitable model for the modern industrial state vis-à-vis present western institutions.

It is tempting to look to Tokutomi Soho's *The Future Japan* (published by the University of Alberta Press), to pick up where Thomas leaves off speculating where Japan vis-à-vis the rest of the world is heading. The title is somewhat misleading: the future of the Japan which is being written about is one envisaged a hundred years ago, shortly after its opening to the west.

This makes the book nonetheless interesting. Tokutomi Soho was a key figure in the group of young Meiji reformers in that remarkable period during the 1870's and 1880's when Japanese intellectuals enthusiastically embraced virtually all things western as the only way to deal with the newly-arrived foreign powers. *The Future Japan* was a best seller, and is a fascinating amalgam of western political theory as expounded earlier by John Stuart Mill, Adam Smith, Alexis de Tocqueville, Herbert Spencer and others, encompassing oriental philosophy and Meiji period preoccupations. Soho believed that Japan must, first and foremost, become an industrial nation and a peaceful and democratic society, warning that, if the Japanese people were hesitant in following world trends, "those blue-eyed and red-bearded peoples will intrude, like rough waves, upon our country and drive our people to the islands in the sea, and a democratic society in a great commercial nation created by the Aryans will come to be seen in our homeland.... If we cannot do what the Westerners do, they will aspire to do it in our stead." Like many Meiji reformers, Soho eventually lost his faith in western liberalism, shifting his focus toward more militant nationalism and expansionism, especially when Japan was effectively forced by Russia, Germany and France to return the territories acquired by its victory in the Sino-Japanese war of 1894-95.

The Future Japan is an intriguing book for anyone interested in the origins of modern Japan. Like Thomas's book, it also provides a subtle reminder that the future of social democracy in Japan will be influenced by its treatment by western countries as well as by its own actions.

Anne Park, a former foreign service officer, is a senior official at the Department of Finance. She is currently on a leave of absence and is living in Geneva.

No Balm in Gilead: A Personal Retrospective of Mandate Days in Palestine by Sylva M. Gelber, Carleton University Press, 1989, 284 pages, \$21.50.

Reviewed by David J. Bercuson

In early 1948, Sylva M. Gelber left the Palestine she had come to as a young woman sixteen years before. Her dream of participating in the building of the Jewish National Home had been shattered by the gunfire and bomb explosions of Palestine's agony throes. In the early years of the Great Depression, Gelber had aspired to a career in the theatre and had written a column for the weekly *Toronto Jewish Standard*. In 1932, for reasons which are not explained in this book, she left Toronto to spend a year in Palestine. That year stretched into more than a decade and a half, much of it spent as a social worker for both private and government agencies — a career in which she had received no prior training in Canada.

Why did Gelber decide to settle in Palestine? No real answer is given. The impression conveyed in this book, time and time again, is that Gelber went there as an adventurer and stayed because of inertia, because of an unwillingness to reinsert herself into Canadian (and Toronto Jewish) society, and because she found a unique niche for herself in Palestine. There is no hint that Gelber went because of any commitment to Zionism, although she clearly found attractive what she thought of as the moderately socialist Zionism of David Ben Gurion's Mapai Party.

Gelber is very good at establishing a sense of place and in putting across the underlying mood of a certain part of Palestinian Jewish society in the 1930s and 1940s. The most effective part of her story is her description of the impact that Jewish terrorism had on Palestine and on the Palestinian Jewish community. She clearly recoiled from the wanton murder and destruction carried out by the Irgun and the Stern Gang. Those parts of the book which describe some of the innocent British victims of that terror are poignant.

Gelber's recollections of some of the people she worked with are very effective in evoking character; they provide sometimes truly fascinating miniature portraits of Yishuv notables such as Henrietta Szold. Some of the most interesting chapters are those that describe both the living conditions and the psychological strains of the people Gelber worked with during the war years. The uncertainties of the military situation in the Middle East and the rumours (and later confirmation) of mass slaughter of the Jews of Europe, combined with food shortages and the virtual total mobilization of the Yishuv, produced a Palestine that was tense, expectant, and often worried about its fate and the fate of world Jewry.

All this is told against the backdrop of Gelber's personal development and her apparently increasing integration into Yishuv society. Her hopes of launching an English language theatre career dashed, she moved into other areas, eventually earning credentials as a social worker, working first for Hadassah and then for the Palestine Department of Labour. While pursuing her professional career, she maintained her interest in music and the arts and even enjoyed a brief stint as a broadcaster for Palestine Radio. Her circle of friends widened as her professionalism deepened and her apparent commitment to her new home was strengthened.

Why then did she leave Palestine when she did? The roots of her anguish went back to the late 1930s and the period which saw the Arab Revolt of 1936-1939, the growth of the Irgun, the intensification of its counter-terror terror, and the White Paper of 1939. Gelber clearly found the violence deeply disturbing, whether directed by Arab at Jew, vice versa, or as so often happened, at moderates by extremists inside both communities. At first, she made her peace with the situation by reassuring herself that the leadership of the Yishuv did not countenance terror, that it believed in the concept of *havlagah* or "purity of arms" — violence for self-defence only and even then in restrained measures. After the war, however, when the *haganah* itself began to engage in military action against the British mandate, sometimes in cooperation with the Irgun, she no longer believed that the leadership of the Yishuv were as pure in thought and in deed as she had once imagined. It was after the bombing of the King David Hotel that she began to consider leaving Palestine. She was deeply disturbed, not only at the violence, but at the Yishuv's apparent acquiescence in it. So she returned to Canada.

It is all too easy to accuse Gelber of naïveté. It is equally easy to pass gratuitous judgment on her — "if you didn't like things as they were, why didn't you try to change them?" This book makes clear, however, that Gelber herself was unsure of her own motives from beginning to end of her Palestine sojourn. At times, she appears to have been by her own choice, "in" but not "of" Yishuv society. How else to explain the almost total lack of resolution at the end of this memoir?

Gelber's failure, at least in this book, either to resolve the meaning of her experience in Palestine or the manner of her leaving it, is a very personal one. It makes this book much less satisfying than it might otherwise have been. But then, life is rarely that cut and dried!

David J. Bercuson is Professor of History and Dean of the Faculty of Graduate

Studies at the University of Calgary. He is the author of Canada and the Birth of Israel: A Study in Canadian Foreign Policy

Canada's Department of External Affairs, Vol. 1. The Early Years, 1909-1946, by John Hilliker, McGill-Queen's University Press, 1990, 406 pages. \$49.00.

Reviewed by Doug Owsam

There are a couple of departments in the federal public service which symbolize the modern public service. One is the Department of Finance where, between the early 1930s and the end of World War II, individuals such as Clifford Clark, W.A. Mackintosh, R.B. Bryce and others transformed a small, relatively unimportant book-keeping body into what became the centre of government financial policy formation. The other is undoubtedly the Department of External Affairs. In the early 1920s, this was little more than a clearing house for international correspondence. A small headquarters staff, only two posts abroad (London and Paris), and a poorly defined role within government service meant that it was a department of marginal importance in Ottawa. Yet, within a generation, it would be transformed into the elite department in the government. By the late 1950s and early 1960s, the "Pearsonalities" as John Diefenbaker scornfully termed them, were part of a new mandarin class that was well-educated, self-confident and occasionally a little arrogant. External Affairs had moved from the margin to the centre of the Canadian public service. The rise of External Affairs from its formation in 1909 as an obscure adjunct of the Prime Minister to the powerful post-war department is the subject of this official history.

Initially, there would seem to be two obstacles to an official history of the department. The first is that it is an official history. The preface makes the somewhat ominous point that this manuscript was reviewed by no less than a nineteen-member committee with "authority to solve such problems of emphasis, interpretation, style and content as may arise." Frankly, the whole structure sounds like a bureaucratic nightmare and must have made it difficult for Hilliker and the other historians involved to do their jobs properly.

The second obstacle is that there has already been a great deal written on Canadian external policy and on the key individuals who dominated the formation of that policy. In addition, there have been numerous memoirs by the politicians and public servants whose careers took shape in the inter-war and wartime years. Until now, however, there has never been an official history of the department, and as anyone who has worked in the

public service will know, the story of the department is important to the understanding of the lives and attitudes of those who worked within it. The 'corporate culture' is always relevant and in a department which symbolized the mandarin class, that culture is especially important to understanding power, policy and reaction in Canadian foreign policy.

What Hilliker's book makes clear is the way in which that corporate culture evolved. As mentioned, External was not always the elite department that it later became after World War II. For years after it was founded, it remained a peripheral body, small in size and restricted in scope. This was for reasons both external and internal to the department. Externally, there was a fear that any broad mandate for the department would in effect challenge the constitutional unity of the Empire. Internally, people like the first Under-Secretary, Sir Joseph Pope, simply did not have the necessary orientation toward policy to make much of the department. Thus External Affairs was not involved meaningfully in the framing of the 1911 *Reciprocity Treaty* or in the Imperial Conference that took place the same year. Even during World War I, a time when so many constitutional precedents were set, External remained a peripheral organization, maintaining correspondence and handling routine matters.

By the 1920s, change obviously was needed. The precedents set by the war, Canada's membership in the League of Nations, and Mackenzie King's belief in an autonomous foreign policy implied a much larger role for this fledgling department. Initially, an aging Under-Secretary and an inefficient departmental structure retarded the development of this role. Instead, the Prime Minister looked to individuals outside the service, bringing them in as needed for advice. Then, in one of his most famous appointments, King appointed one of these outsiders as Under-Secretary of State. O.D. Skelton was to create a new and vital department; for it was under him that the department assumed its distinct personality.

Skelton's role (Under-Secretary 1925-1941) was crucial in two ways. First, as a former academic he sought out men (not women at this stage) of intelligence and education. The most famous names of the department's history, Lester Pearson, Hugh Keenleyside, Norman Robertson, Hume Wrong and others were hired by Skelton. Second, Skelton was able to win the trust of both Mackenzie King and R.B. Bennett. Especially in the case of the former he became, as has often been said, something of a deputy Prime Minister. This close relationship meant that Skelton's department likewise moved into a somewhat special position within the civil service,

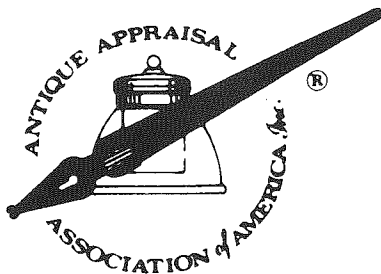
especially as at the time the Prime Minister was also still the Minister of the Department.

The Skelton story is well known, but this book makes an additional point that is important in understanding the evolution of the department. The change in power came under Skelton but not the change in size. For one thing, whatever Skelton's strengths, he was not an administrator. He refused to delegate and seemed unable to adopt any systematic organization for the department. He could survive only because of its relatively small size and the personal style of administration that functioned in the pre-war era. Moreover, the combination of Mackenzie King's penny-pinching, and the financial realities of the depression, meant that even in 1939 External Affairs was a small body, both at home and abroad. Thus, for example, H.L. Keenleyside was the officer more or less totally responsible for "the Far East, Latin America, the United States other than commercial; central and eastern Europe"!

Growth came, as in so many other parts of the public service, with the Second World War. Once Canada entered into a global conflict, not as a member of the British Empire but as an independent state, it found that the web of necessary connections grew apace. Mackenzie King, who had remained as Minister throughout the war, found himself agreeing in spite of himself to create new

Elizabeth Antiques Appraisal Service

FINE ARTS & ANTIQUES



Elizabeth Mayhew

68 Pine Glen Crescent
Nepean, Ontario
K2G 0G8

(613) 226-5915



**V. IDEOTAPE
I. NVENTORY, and
D. OCUMENTATION
E. STABLISHING
O. WNERSHIP**

V.I.D.E.O. SECURITY PROCESS

A comprehensive consultative and videographic security
conscious inventory service for:

HOUSES / CONDOS / APTS / OFFICES
CHURCHES / CLUBS / SMALL BUSINESSES

Special discounts for diplomatic, government and commercial
representatives moving abroad on postings.

PROTECT YOUR PERSONAL & BUSINESS POSSESSIONS

V-I-D-E-O Security Process (VSP)

TEL: (613) 596-0960

FAX: (613) 729-2108

SUITE 2907, 1025 RICHMOND ROAD, OTTAWA, ONTARIO K2B 8G8

DIVISION OF HILL-HOLLAND ASSOCIATES

posts and positions. Norman Robertson, Skelton's successor, finally reorganized the personal and individualistic functions into a series of divisions. Hierarchies expanded and specialized functions replaced the previous rather casual assignment of duties. By the time the Cold War began (and this volume ends) External Affairs had taken on many of its modern characteristics. It retained the sense of elitism that derived from the inter-war years. It now also had the prestige and capability within the public service to fulfill the needs of a nation that, whatever the constitutional precedents may have said, really only assumed its role as a functioning power during the years of the Second World War.

This is a fascinating book, and one well worth reading. As an official history, we are indeed fortunate that it is available in both official languages.

Doug Owram is Professor of History and Associate Dean of Arts at the University of Alberta. Among his books are two relevant to the Canadian public service. *Building for Canadians. A History of the Department of Public Works (1979)* and *The Government Generation: Canadian Intellectuals and the State 1900-1945 (1986)*. He is currently working on a history of the baby boom generation in Canada.

Games of Intelligence, by Nigel West, Weidenfeld and Nicolson, 1989. 248 pp. \$29.95.

The Ultra Spy, by F.W. Winterbotham, Collier Macmillan Canada, 1989, 258 pp., \$26.95.

Churchill's Secret Agent, Codename 'Jay Bee,' by Josephine Butler, Methuen Canada, 1983, 205 pp. \$29.95.

Reviewed by John Starnes

Nigel West is the pseudonym for Rupert Allason, a conservative MP for the Home Counties who has written a number of popular but controversial histories of Britain's intelligence and security organizations. He also has written a spy novel.

West is no stranger to Canada. He participated as a panelist at a conference of the Canadian Association for Security and Intelligence Studies (CASIS) at the University of Windsor in June, 1988. He presented a paper entitled, "Moles — A Counterintelligence Challenge" at the CASIS conference held at Laval University in May, 1989. I marvel that he finds the time to do the necessary research, writing and promotion of his many books, in addition to carrying out his parliamentary duties and various other pursuits.

Although well written, I would be surprised if "*Games of Intelligence*" has a wide

appeal. It will interest those having a professional stake in intelligence and security matters, whether as practitioners or as students, but it is unlikely to attract the average reader. Unfortunately, the book is sprinkled throughout with long, uninteresting lists of espionage agents and cases which make for difficult reading. These should have been placed in the appendix.

It attempts, for some bizarre reason, to grade six of the world's better-known intelligence services on a cost effectiveness basis: the CIA, the KGB, the British SIS, Mossad, the French DGSE (formerly SDECE), and the Russian military intelligence service (GRU). He rates the last at the top of his list.

While the book contains much that is interesting and entertaining, although not particularly new, the cost effectiveness approach in judging these agencies seems inappropriate. By excluding certain other intelligence services, for example those run by the Chinese, the Indians, the Cubans, the West Germans and others, the picture he presents of international espionage is lacking both in balance and completeness.

West refers to a *Time* magazine article, dated February 1978, in which an attempt was made to assess the relative performance of the intelligence agencies of fourteen countries, and claims to write about "Canada's CSIS" — which did not exist until 1984. He also includes what he describes as "a rare picture of Anatoli Golitsyn," a KGB officer who defected in Helsinki in 1961, at the age of thirty-five. It seems reasonable to assume the photograph published in the book would have been taken when he defected or shortly thereafter. I first met Golitsyn in October 1969, and certainly he did not resemble at that time the man in the photograph. However, I suppose he could have aged considerably in the intervening eight years — or his appearance could have been changed.

The difficulty facing an outsider who attempts to write authoritatively about matters which are secret is pointed up by his reference to CAZAB, which he describes as "a highly secret international co-operative ... which included select members of the security and intelligence agencies of Britain, Canada, Australia, New Zealand and the United States." He appears to have drawn heavily on Peter Wright's book, "*Spycatcher*," which I believe contained the first public mention of CAZAB. Regrettably, West's analysis has not added anything new or informative on the subject, with the result that his confident assertions about CAZAB are rather unconvincing.

On the other hand, I was pleasantly surprised that "*The Ultra Spy*" was not just another book about spies and spying. The first half of the book deals in a delightful way with the author's family background

and his life until 1929 when, almost by chance, he joined the British Secret Intelligence Service to operate a sub-organization within that agency on behalf of the RAF.

Although Winterbotham was ninety by the time the book was published, there is no hint of his great age in the freshness of his writing or his astonishing powers of recall. Indeed, throughout the book one feels the vigour, the intelligence and the sheer zest for living which marked Winterbotham's life. He was unquestionably what writers of the 1920's would have called "a lady's man."

His descriptions of his early years as the son of a well-to-do lawyer in the halcyon years leading up to the First World War are evocative of life in upper class England at that time. He contracted measles at the public school he attended (Charterhouse). Because of this and his rapid growth (he was over six feet tall at the age of fourteen), his doctors recommended a long sea voyage. In 1913 he travelled to Canada, the Far East and Australasia. By the time he returned to England, the war had begun and he joined the Royal Gloucestershire Hussars' Yeomanry. However, since there was little need of cavalry, eventually, the regiment was disbanded. He then joined the Royal Flying Corps, first seeing action in Belgium in 1917. In July of that year he was shot down and made a prisoner-of-war.

At the end of the war he went up to Oxford. After graduating, he went into his father's law firm but couldn't stick it. He then married his first wife, Erica, who had inherited a good deal of money, and they farmed until he decided to try his luck in Rhodesia. The African venture was not a success. Eventually, his first marriage collapsed. He remarried in 1945. After the death of his second wife, he married yet again in 1987.

The second half of the book is an account of his years as a member of MI6 and about his fascinating contacts with senior members of the Nazi Party (such as Hitler, Rosenberg, Hess, Ribbentrop, Heydrich, Goering, Wenninger, Kesselring, von Reichenau and Himmler) from 1932 until about the end of 1938. Particularly interesting are his accounts of the different reactions in London to his 1934 reports. These could have left no doubt about Germany's real intentions and military capabilities, but in some quarters, notably in the Foreign Office and among some Cabinet members, they were not well received.

Winterbotham adds a number of interesting personal touches to his close involvement in the development of Ultra, described in his excellent book "*The Ultra Secret*," published in the mid-1970's. Ultra, of course, enabled the allies to read almost all the important German army, airforce and naval signals traffic during the war and to use it for tactical and strategic purposes. Indeed, its

successful use probably was the single most important reason for the defeat of Germany.

An older book, but one closely connected to events in the previous two books, is Josephine Butler's "Churchill's Secret Agent", an extraordinary account of her dangerous exploits between 1942 and 1945, while working in France as a member of a very small espionage service established and operated by Churchill. While the book is reasonably well written, it is the almost unbelievable story she tells, and what it reveals about the author and Winston Churchill, that make it so well worth reading.

Born on Christmas Day 1901, she was 41 when she first became a secret agent, and 82 when her book was published. In 1942, while working in the Ministry of Economic Warfare, she was recruited by a mysterious military figure known only as "The Major."

Shortly after meeting him, she found herself being ushered into Churchill's underground wartime headquarters at Storey's Gate in Whitehall, after which she was to become the only woman of a twelve-member "secret circle" working directly for the Prime Minister. Her particular tasks took her (in over fifty flights by Lysander aircraft) into France. Having attended a convent school in Bruges at the age of eight, her first language was French and, since her father had an estate in the south of France and the family went often to France, she had an

excellent knowledge of the country, the people and the different dialects. Among her many other notable attributes was an unusual photographic memory, which becomes very evident in the telling of her extraordinary story.

She pays special tribute to those who developed the Enigma machine and the Ultra System, including Winterbotham. Quite apart from her own courageous exploits is the interesting light the book sheds on Churchill's individual methods and his creation of a personal espionage service which he kept secret from MI5 (the British Secret Intelligence Service), S.O.E. (the armed forces), the Foreign Office and the majority of his own Cabinet.

She never identifies "The Major", and claims not to have seen that individual ever again following their final dinner together at Claridges Hotel in the summer of 1945. However, she does hint at a possible identity later in the Epilogue when she refers to a "Major Holland" who, prior to 1939, had written about a new kind of warfare in which a handful of saboteurs and secret agents could do more damage than hundreds of soldiers. She considers that Winston Churchill was one of the few political figures who had paid heed to Holland's theories, and that after becoming Prime Minister in 1940, he actually put them into practice.

These are three books on spying and spies. As such they present three fascinating and

unique visions of the intelligence game — both past and present.

John Starnes is a former Assistant Under-Secretary of State for External Affairs who later became the first civilian Director-General of the RCMP Security Service from 1970 until 1973.

Joey — The Life and Political Times of Joey Smallwood, by Harold Horwood, Stoddart Publishing Co. Limited, 1989, 348 pp., \$29.95 hardcover.

Reviewed by Peter Neary

On Christmas Eve, 1989, Joey Smallwood turned 89. He has had a long and eventful life and it is no surprise that we now have two full scale biographies of him (Richard Gwyn's *Smallwood: The Unlikely Revolutionary* was published in 1968, and revised in 1972). More work on his career will undoubtedly follow as scholars begin digging into the rich policy files that he and his contemporaries have created.

The fascination of the man is not hard to understand. Born at Gambo, Bonavista Bay in 1900, Smallwood began life among the outport people who would eventually propel him into political power. The Smallwood family soon moved to St. John's and it was

ELMWOOD STUDENTS ARE IN A CLASS BY THEMSELVES

GIRLS: Grades 1-13 BOYS: Grades 1-4

Elmwood is now accepting applications for the 1991-92 school year for a limited number of spaces in some grades.

If you would like your daughter to acquire the special skills, rigorous academic background and leadership qualities that are the hallmark of all

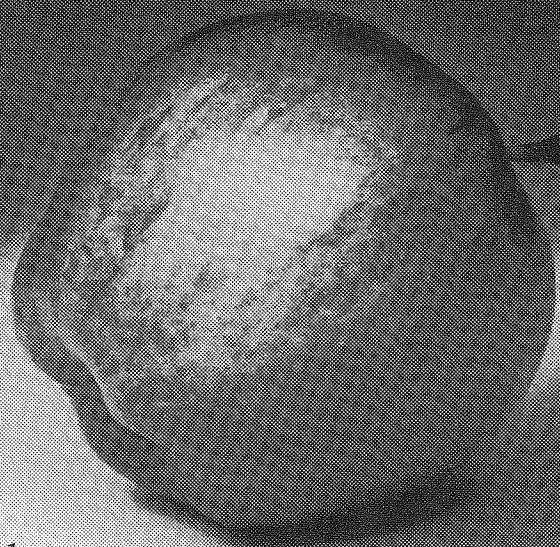


ELMWOOD

An Independent Day School for Girls
Founded in 1915

Elmwood School, 261 Buena Vista Road,
Rockcliffe Park, Ontario K1M 0V9 (613) 749-6761

Elmwood graduates contact us today for a personal interview at (613) 749-6761.



in that gossipy, segmented and multifarious old town that he grew up. There is no escaping one's childhood, and Harold Horwood writes sensitively of Smallwood's boyhood, which was full but not without trials. The Smallwoods, Horwood writes, were "poison poor." Young Joey was also small of stature and carried the psychological burden of his father's drinking problem. At the same time, he possessed worthwhile gifts. One was boundless energy that remained with him for most of his adult life and which he traced to his Prince Edward Island born grandfather, David, who had established the family in Newfoundland. Joey had brains to burn, and as a strong individualist he soon left the formal school system behind. Finally, he was wonderfully fluent in speech. According to Horwood, his rhetoric was shaped by what he heard at the Bethesda Mission in St. John's, a church to which his mother was drawn. From fundamentalist Christianity he gleaned "endless repetition of simple slogans ... loudness and earnestness of voice," and "straightforward appeal to simple, basic emotions." In the end, his rhetoric was perfect for the "semi-literate radio listener."

Leaving school at age fourteen, Smallwood led a knockabout life for more than thirty years. He was variously a printer, journalist, editor, author, union organizer, cooperative promoter, back-room boy, candidate, radio personality and pig farmer. In the 1920s, his intellectual roving took him to New York and then to London. In both metropolises he mixed journalism with left wing politics. In 1925 he married Clara Oates of Carbonear, Conception Bay, a remarkable woman who yet awaits her own biography.

In his journeyman years, Smallwood was an enthusiast and a big risk taker. This was most unusual in the conservative ethos of Newfoundland. He flitted from job to job, and from venture to venture, but never found the main chance. By his mid forties, he was well known to his countrymen but cast in the role of an upstart gadfly. He was a marginal man in local society. As late as 1945, few would have predicted the political ascendancy he would soon achieve. In Harold Horwood's words, he was "a drifter" and "a tired radical who had become a pig farmer."

Horwood's Joey is indeed a paradoxical and quixotic figure from adolescence to middle age. Smallwood fancied himself a socialist but became a devoted follower of Richard Squires, the quintessential Newfoundland party man. For all his fascination with ideology he had a "penchant for giving more loyalty to an individual than to a cause." He threw himself into one business venture after another but "was never really interested in money, viewing it mostly as a necessary nuisance." Not surprisingly, the result was a

series of misadventures; as an entrepreneur Smallwood was a visionary but somewhat inconsistent. "He never did learn," Horwood writes, "that he was incapable of dealing successfully with businesspeople ... Everything he touched was a financial fiasco. Yet, through it all, he was personally successful and increasingly popular." In 1937, in a country that was barely living from hand to mouth, Smallwood published the first two volumes of the encyclopaedic *Book of Newfoundland*. This was a worthy but madcap venture, the enterprise of a dreamer who was the antithesis of a cost accountant." Smallwood was, Horwood claims, "a lifelong debt accumulator, a terrible credit risk, with the glib ability to persuade people to lend him funds."

Smallwood's big opportunity in politics came in 1945 when the United Kingdom government called a national convention in Newfoundland to advise it on the choices to be put before the people of the country in a referendum on their constitutional future. Since 1934, Newfoundland had been governed by a British appointed Commission of Government, a constitutional experiment which the British for a variety of reasons, were now anxious to end. Prior to the calling of the National Convention, the United Kingdom and Canada had reached an understanding that they would work together to promote the cause of Confederation in Newfoundland by whatever means they could within the framework of democratic choice for the Newfoundlanders themselves.

Amazingly, it was Smallwood the outsider, who aligned himself with what the United Kingdom and Canada (and for that matter the United States) wanted in Newfoundland, while the local gentry largely fought a rear-guard action in favour of the system of responsible government and dominion status that had given way under the impact of the Great Depression and had been replaced by the Commission of Government. In the National Convention, Smallwood emerged as the champion of Confederation and, based on his performance there, went on to carry the issue in two hard fought referenda and to become the first premier of the new Canadian province. Since the Liberals were riding high in Canada at the time and had engineered Confederation at Ottawa, Smallwood became a Liberal in Canadian politics. His premiership lasted until 1972 and, if there were a provincial premiers hall of fame, he would certainly qualify.

As premier, he set out to build the social and educational services of the province and to create jobs for those he called in public "the toiling masses", and in private "the ragged-arsed artillery". Since the 1970s, it has almost been an article of faith in the tenured academic

and other comfortable middle class circles of Newfoundland to believe that the Smallwood government was corrupt, inefficient, profligate, and run by one man, to wit a Maurice Duplessis look-alike. Harold Horwood addresses all these important matters. On corruption he writes as follows: "In Joey's book graft was graft only if the money wound up in your private bank account. Manipulating government spending so as to divert funds into party treasuries was, in his view, almost a messianic activity." In other words, the party war chest was, to borrow a phrase, "a sacred trust" to be used to get on with the business of building what Smallwood himself once called "the new Newfoundland."

Harold Horwood's perspective on Smallwood's approach to job creation is that of the 1960's counter culture and latter day environmentalism. What Smallwood believed people needed, he argues, was "jobs at regular wages that would feed them adequately — not risk, not self-employment, not challenges and spiritual adventures — but jobs." On the 1969 Churchill Falls deal, often said to have been Smallwood's greatest resource giveaway, Horwood delivers a mixed verdict. He accepts that the deal has massively favoured Quebec and that its Newfoundland architects should have insisted on better safeguards for the province. On the other hand, he gives Smallwood full marks for bringing the project to fruition. "Like confederation itself," he writes, "the development of Churchill Falls put the people of Canada permanently in his debt." Yet the image that lingers from this book about the development of Labrador and about Newfoundland-Quebec relations in general is one of startling encounter between Smallwood and Maurice Duplessis. Harold Horwood reports on it as follows: "according to Joey, they 'pissed across the border' to show their contempt for each other's territory."

Horwood agrees with those who contend that it was Smallwood and "not the government who ruled" in Newfoundland. This flowed from Smallwood's "forcefulness and loquaciousness" and from an "aura" about him "that killed debate." Conversely, Smallwood "was quite unable to forgive a friend who was forced by conscience to disagree with him." Smallwood's 1950s Latvian economic adviser, who ended up in a penitentiary, is dismissed by Horwood as "an undersized storm trooper". On his arrival on the Newfoundland political scene, the Hon. J.W. Pickersgill is said to have had "a rather squeaky voice and the appearance of a boiled dumpling." Horwood acknowledges, however, that Smallwood and Pickersgill became one of the most successful federal-provincial two-horse teams ever seen in Canadian politics.

Inevitably, Horwood's biography begs comparison with Smallwood's own 1973 memoirs, *I Chose Canada*. At the same time, Horwood's work is itself in part autobiographical. Horwood worked closely with Smallwood to get Newfoundland into Confederation. In 1949 he was elected to the Newfoundland legislature as a Joey Liberal but, thereafter, the two men fell out, whereupon Horwood became one of Smallwood's sternest newspaper critics. Eventually, Harold Horwood turned away from the everyday cut and thrust of partisan politics towards nature, history, fiction and philosophy. Remarkably, he has been able to take the long view in this fine account of his erstwhile leader. Horwood is a very fine phrasemaker and his biography is memorable in this regard. But it is also notable for its portrayal of the whole man. Harold Horwood finds much to fault in Joe Smallwood's political career but he also finds achievements. Above all, he writes with compassion and understanding, qualities that are always in short supply in society. His broad humanism gives distinction to his work and will make it last.

Peter Neary is a Professor of History at the University of Western Ontario, London, Ontario. His Newfoundland in the North Atlantic World, 1929-1949 was published in 1988 by McGill-Queen's University Press.

WHY?

THREE REASONS WHY YOU SHOULD JOIN THE PAFSO AUTO & HOME INSURANCE PLAN

- EXTREMELY COMPETITIVE RATES
- CONVENIENT MONTHLY PAYMENTS
- EXCELLENT CLAIMS SERVICE

We understand the unique insurance requirements of PAFSO members, so why not call us TODAY for a no-obligation quotation.

TOLL FREE
1-800-268-3494

FAX
1-416-497-4179

*Administered by Group Services Insurance Brokers Ltd.
Underwritten by Traders General Insurance Company*

(Available in Canada only)

TWO MOVING WORDS FROM BMW:



THE NEW 3-SERIES



725-3048 Fax 725-3805
245 Richmond Rd. Ottawa, Ont.
Specialists in Diplomatic and Overseas Sales



THE ULTIMATE DRIVING EXPERIENCE.
Leasing, Diplomatic and European Delivery

Jimmy the Turk's Trivial Pursuits

Another of A Aalto's Numerous Puzzles

"Get in here Liebnitz," came the stern tones of Lydia Kraantz over the ace logician's intercom. He hurried to the office of his Deputy Chief, who was acting head in the absence of MacBannock on his annual Hebridean haggis tour. "We have another of Jimmy the Turk's screwball reports to work out," she told him. "He was on assignment to find the thief who made off with the Maharajah of Riga's gold-plated toenail warmers — John Jonathan Jones."

"Who?" replied Liebnitz.

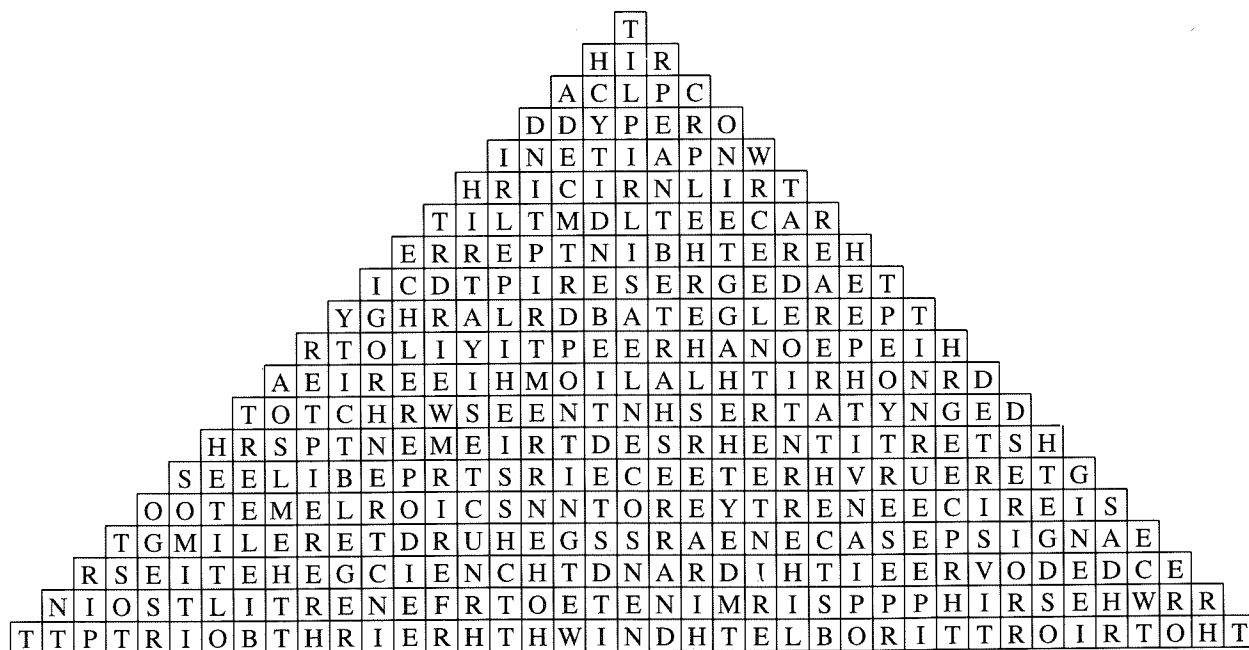
"A brilliant free-lance agent with a penchant for fancy cover-names. Of the guests at the Maharajah's hotel the night the warmers were stolen, we have narrowed the suspects down to five: Mordecai Langhorne Brews, Lloydminster Juteman Crudewell, Prosper Immanuel Summerhayes, Balthazar Hope Belmont and Maxim de Quincey Woze. The Turk's job was to figure out which one was Jones in disguise. He breezed in this morning, announced the case was solved, tossed his report on my desk and vanished." So saying, she passed a dog-eared sheaf of paper to Liebnitz. He caught it and found the following puzzle.

This pyramid of boxed letters contains 34 word-chains. Each chain is made up of a

word or phrase involving the concept of three — such as TRIDENT, THIRD PERSON or THREE LITTLE PIGS. The chains are formed by connecting letter-boxes that are adjacent horizontally, vertically or diagonally. The letters have to be in the right order. A chain does not have to be a straight line, but it cannot cut across itself or another chain. In 31 of the 34 cases, the following clues apply. The words or phrases answering the clues come out in alphabetical order (phrases are considered as one long word for this purpose) and the number at the end of each clue gives the number of letters in the corresponding word or phrase.

- (a) Jackie Robinson played here, and sometimes stole it (9).
- (b) A PhD, or what they do to make you talk (11).
- (c) The Comintern (18).
- (d) It didn't last 1000 years (10).
- (e) They chased an agriculturalist's spouse (14).
- (f) Nocturnal canine rock group (13).
- (g) They come between the calling birds and the turtle-doves (15).
- (h) A speed contest handicapped by tying ankles together (15).
- (i) The old line of offshore legal jurisdiction in the USA (14).

- (j) It links Kurt Weill, Bertolt Brecht and "Mack the Knife" (15).
- (k) What Holmes called a "difficult conundrum" (16).
- (l) A perfect touchdown at an airport (17).
- (m) What you find under the Big Top (15).
- (n) Two's company — (12).
- (o) The human lifetime, according to the Bible (21).
- (p) Very drunk, like a tipsy sailing ship (20).
- (q) Larry, Moe and Curly (12).
- (r) Explosive abbreviated (3).
- (s) To add 200%, or a high singing voice (6).
- (t) Muscle at the back of the upper arm (7).
- (u) Three-horned dinosaur (11).
- (v) Common marine fossil (9).
- (w) A three-volume novel (7).
- (x) Caribbean island-state (8).
- (y) Baron von Richthofen's Fokker D-7, for example (8).
- (z) Three players out as the result of a single hit in baseball (10).
- (aa) Camera stand (6).
- (bb) Exam for an honours BA at Cambridge (6).
- (cc) Painting or carving in three panels (8).
- (dd) Ancient Greek warship with three banks of oars (7).
- (ee) City on the St. Lawrence (13).



"That shouldn't be tough, although some of the references need checking in the Oxford Dictionary or the Britannica," mused Liebnitz as he started sketching lines on the pyramid. "What the devil — ah, some of the chains have branching possibilities. Well, all I can do is pencil them all in and wait for other chains to eliminate the false branches. Yes, that'll do nicely. I've marked off all the chains, and there are 3 areas left — presumably the last 3 chains of the 34 mentioned in the puzzle, the ones without clues. But where do we go from here?"

"Try looking over the report for additional markings, special hints from the Turk," suggested Lydia. The ace logician scrutinized the paper minutely and eventually found what she had suggested — a message in faint pencil on the back, reading "One from each of the three left over."

"That of course makes the answer obvious," said Liebnitz. "That's what you said about that awful Warlords of Tang puzzle, Ludwig, just before it put me to sleep," retorted Lydia. But Liebnitz did in fact have the solution. Can you duplicate his feat by providing the words and phrases corresponding to the 31 clues (a to ee)? Can you also name JJ Jones' alias? Did you know that the roots of the word "trivia" are also connected with threes? Are you at all surprised?

Born in pre-revolutionary Tannu Tuva and raised by Patagonian missionaries on the Zambesi, free-lance prestidigitator A Aalto now commutes between Hell (Norway) and Paradise (Pennsylvania). He requests that you do not attempt to duplicate Ludwig's feat (size 14 Triple E).

JIMMY THE TURK's TRIVAL PURSUITS: Answers

Speaking of numbers, in our last issue the answer to "Jimmy the Turk and the Numbers Racket" was abbreviated for reasons of space. Here are the names of the movies involved: (a) One Day in the Life of Ivan DENISOVICH (b) One-Eyed JACKS (c) One Flew over the CUCKOO'S Nest (d) Three Coins in the FOUNTAIN (e) Three FACES of Eve (f) Three MUSKETEERS (g) Four FEATHERS (h) Five Easy PIECES (i) HENRY V (j) SLAUGHTERHOUSE Five (k) Inn of the Sixth HAPPINESS (l) Seven Brides for Seven BROTHERS (m) Seven Per Cent SOLUTION (n) Seven SAMURAI (o) Seventh SEAL (p) Seven Year ITCH (q) BUTTERFIELD Eight (r) 8 1/2 (s) Ten COMMANDMENTS (t) Ten Little INDIANS (u) Twelve ANGRY Men (v) Twelve O'CLOCK High (w) FRIDAY the 13th (x) Twen-tieth CENTURY (y) Twenty Mule TEAM (z) Thirty SECONDS over Tokyo (aa) MIRACLE on 34th Street (bb) Thirty-nine STEPS (cc) 42nd STREET (dd) SUMMER of '42 (ee) Forty-ninth PARALLEL (ff) One Hundred and One DALMATIONS (gg) FAHRENHEIT 451 (hh) A Thousand CLOWNS (ii) A Thousand and One NIGHTS (jj) IHX 1138 (kk) 1984 (ll) 2001 — A Space ODYSSEY (mm) Twenty Thousand LEAGUES Under the Sea (nn) Million DOLLAR Legs (oo) One Million YEARS BC.

Jimmy's quarry will probably use the name HARRY LIME, which is the name of the villain (portrayed by Orson Welles) in THE THIRD MAN, who also sold adulterated medication and who met the investigator (played by Joseph Cotten) at the Ferris Wheel in the Prater park in Vienna.

A AALTO PUZZLE WINNER, Vol. 8, No. 2:

Gina Smith
Ottawa, Ontario

WARLORD OF TANG — ANSWERS

Leader	State	Leader	State
1. Bing	Pan	11. Xi	Zang
2. Du	Fu	12. Niu	Yang
3. Fan	Tan	13. Wan	An
4. Li	Kao	14. Qing	Ming
5. Rong	Bo	15. Gan	Hu
6. Chang	Long	16. Zhou	Xing
7. Tian	Cao	17. Ping/Pung	Deng
8. Yuan	Wei	18. Han	Jiang
9. Mao	Shan	19. Ji	Nan
10. Kung	Qin	20. Sun	Guang

The above list was valid for the end of the fourth moon. As of the middle of the fifth moon, the Warlord of Tang was **Lord Ji**, whose Beihai faction had the support of the Shu enclave and controlled Nan (his own state), Bo and Shan (the necessary two states adjoining the Imperial Capital), Hu and Xing (the necessary two additional states in his own quad), Long, Tan and Deng — eight in total, while the other two groups had only four each.

BDO
WARD MALLETT

Chartered Accountants

Financial Planning for Your Future

- budgeting
- investment planning
- tax planning
- estate planning
- income tax preparation

Whether at home or abroad it is comforting to know that you have competent professionals working on your behalf.

For further information please contact:

**M.A. (Peggy) Cameron,
Manager
Financial Planning Services**

Box 291, 1136 Church Street
Manotick, Ontario K0A 2N0
Telephone: 613-692-2553

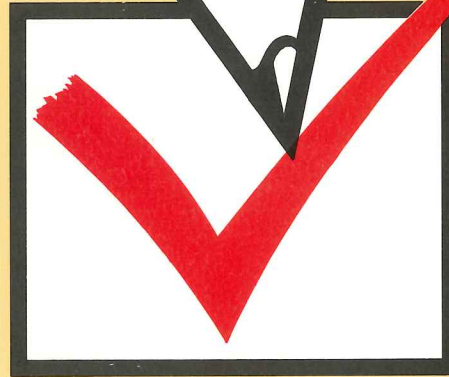
PAFSO MEMBERS

MEMBRES DE L'APASE

**CHECK
HERE ...**

**COCHEZ
ICI...**

*For
Improved
Coverage
Better
Rates.*



*pour une
meilleure
couverture et
de meilleurs
taux.*

Our Basic Term Life Insurance plan has been designed to provide a level of coverage which meets the varying needs of our members. The plan provides for high amounts of low cost coverage.

Notre Régime d'assurance-vie de base a été conçu de manière à offrir un degré de couverture adapté aux besoins propres à nos membres. Il prévoit une couverture étendue avec primes très modiques.

- The Term Life Insurance Plans provide improved levels of coverage combined with competitive rates.
- The Group Auto and Home Insurance plan provides an excellent product with the convenience of monthly payments.

- le Régime d'assurance-automobile et domiciliaire collective assure une excellente couverture et vous permet de pratiques versements mensuels des primes.
- Les Régimes d'assurance-vie offre une couverture plus étendue avec primes concurrentielles.

To receive more information about the plans available to you, please complete the coupon below or call us directly.

Pour obtenir des renseignements complémentaires au sujet des régimes qui vous sont offerts, il suffit de remplir le bon ci-dessous ou de nous appeler directement.

TO/À: PAFSO Group Insurance Plan/Programme d'assurance collective de l'APASE
Suite 600, 45 rue Rideau Street, Ottawa, Canada K1N 5W8
(613) 234-1391

Please send application forms for / prière de me faire parvenir les formulaire suivants:

- ☐ Term Life/ Assurance-vie
 - ☐ Auto and Home Insurance/ Assurance automobile et propriété
- Toll Free Hot Line/ Ligne directe sans frais d'interurbain: 1-800-268-3494

Name/Nom:

Address/ Adresse:

Code/code postal:

Lycée canadien en France

Canada's High School in France



The Lycée canadien en France is an independent Ontario school with a proven record of success. Located in the south of France, the Lycée provides a broad OAC curriculum to students interested in completing their secondary education in a European environment. Outstanding teachers, small classes, a local family residence a wide range of extracurricular activities and travel opportunities are all features of the Lycée experience.

For information and application please contact:



LYCEE CANADIEN EN FRANCE
68 SCOLLARD ST.
TORONTO, ONT. M5R 1G2

(416) 926-0828, (800) 387-5603 (Ontario),
(800) 387-1387 (Canada)