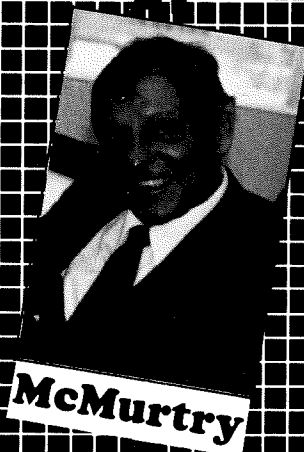


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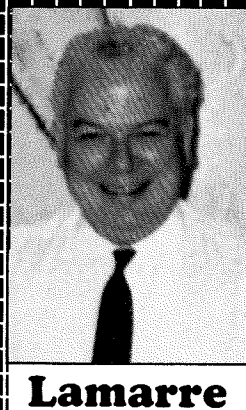
Official Publication of the Professional Association of Foreign Service Officers / l'Association professionnelle des agents du Service extérieur \$2.50 SUMMER 1985 NO. 2 VOL. 3

inside

Interviews with:



entrevue avec:



PLUS:

It's Arbitration

**Implications of
Stream Review**

**Directives sur le
service extérieur**

**A Tribute to
Elizabeth MacCallum**

The Provinces Abroad

Our Family Afield



Melbourne

Front row: Gail Chrisfield, Cathy Beer, Susan Faine, Louise Bland, Sadie Keegan. Second row: Sharry McKenzie, Ross Haggert, Robyn Phillips, Susan Cartwright, Angela Bogdan, Leon Stryker. Absent: Sam Pattee, Wilf Lavoie, Karen Bingham, Nigel Wheeler.

Beijing

Front row: Wang Yunnai, Ji Liangui, Ambassador Gorham, Rita Blackwood, Song Shan, Yang Jinliang, Wang Yuke, Zhang Xuiqi, Liu Xin. Second row: Jiang Chen Li, Nancy Loten, Pierre Racicot, Guo Jinglin, Wong Shijun. Third row: Alex Volkoff, Sylvie Cameron, Geoff Charlebois, Rose Craig-Cameron, Francine Maheux-Nadeau, Murielle Prevost, Li Jingmen, Jean-Pierre Nadeau, Liu Lili, Song Hanqiu, Li Shide, Wang Bing Shen (Ice). Fourth row: Gorden Houlden, Helen Keys, Guy Saint-Jacques, Millie Clark, Susan Gregson, Tom Clark, Charles Le Blanc, Zhao Jin Cai, Gordon Keys, Serge Prevost, Carl Hansen, Hong Tao. Hiding: Alain Racine.



Singapore

Front row: Osman bin Hussein, Shaik Abu Bakar, Frank Quah, David Lee, Peter Ho, Yeow Koon Kwok, Richard Soh, Ghyslain Lacroix. Second row: Susan Poapst, Dick McGreggor, Melani Cutts, Juen Tsai, Pee Hong Chua, Poh Peng Wong, Lilian Ong, Jeannie Sng, Nancy Tan, Molly Toh, Margaret Lim, Susie Cheng, Violet Giam, Anna Khoo, Gloria Beck, Alice Ng, Maureen Koh, Florence Lim, Chun Whye Teh, Kwee Luan Tan, Eva Grodde, Ann Dale-Harris. Third row: George W. Seymour (Head of Post), Otch von Finckenstein, Jim Pomeroy, David Sproule, Ken Kelly, Ernest Allen, Michael Leir, Kerry Kennedy, John Burroughs, Jean Boucher, Lloyd Dowswell. Absent: Rose Clouston, Ken Curry, Nancy Durnan, David De Rose, Phillies Williams.

Portrait of an Issue

The change in regime has been reflected in Canada's High Commissioner to the Court of St. James and the old and the new, Don Jamieson and Roy McMurtry, provide reflections on their past and future activities. This issue begins a new series, *Hommes d'affaires*, with an interview by Christian Sarrazin with Lavalin President Bernard Lamarre.

Some books, said Francis Bacon, are to be tasted, others to be swallowed, and some few to be chewed and digested; that is, some books are to be read only in parts; others to be read but not seriously; and some few to be read wholly, and with diligence and attention. With this latter precept in mind David Kilgour reviews Shevchenko's *Breaking with Moscow* while Sidney Freifeld delights in the memoirs of George Ignatieff. Sidney also provides us with another of his tales — this one on Agnes McCloskey and penny-pinching in External.

The provinces increasingly play a part in foreign policy so we asked two institutions from our largest province, Ontario Hydro and TVOntario, to tell us what they are doing abroad.

John Halstead completes his piece on Diplomacy with a look at the ideal qualities for today's practitioner. Nancy Adler concludes her examination of *A Portable Life* with some useful hints on going the course.

One who has managed quite handily is Rani Greenberg, the daughter of Trade Commissioner Terry Greenberg. She describes her triumph as a movie star in Thailand. The Subcontinent has long provided the stuff for many a good story. Bill Warden describes the diplomacy of air-clearances on the New Delhi Runway, Christopher Westdal recalls a modest expedition to Bangladesh, while William Brett reflects on romance in the days of the Raj.

Negotiations on contract and the FSDs have broken down. PAFSO News looks at the reasons why. To stream or not to stream? That is the question looked at in a paper prepared originally for the PAFSO Executive. You decide.

Keep the letters coming and have a good summer.

Colin Robertson
Editor



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All contents © PAFSO, 1985. **Bout de papier** is published quarterly by the Professional Association of Foreign Service officers, Suite 1002, 130 Albert Street, Ottawa, Ontario, K1P 5G4 (613) 234-1391.

Editorial Note

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 \$8.; two years, \$15. PAFSO itself remains at your service to provide any assistance you may require in the language of your preference. Opinions expressed in **Bout de papier** are not necessarily those of PAFSO.

Bout de papier

Advisory Board: Editor, Colin Robertson, David Adam, Debra Donaldson, Christine Manseau, John Morrison, Robert McDougall, John McNee, Don Page, Christian Sarrazin, Nesta Scott-Hankey, Dean Sherratt, A. Vamos-Goldman. Senior Board Members: Bob Dunn, Sidney Freifeld, Jim Nutt, Charles Ritchie.

From the editor

POLS PROS AND GREY PAPER

Rumours of changes involving ministers, deputies, indeed the structure of both department and the foreign service, may prove little more than midsummer madness. We hope so. What the department does not need at a time when it is wrestling with such fundamental foreign policy issues as SDI and free trade is the upheaval and disruption of another reorganization.

It has been just over three and a half years since the creation of the multi-purpose and multi-minister department. Few would want to undo what has been done. Mr. Clark told PAFSO members last October that the Prime Minister "in his letter outlining the responsibilities Ministers were to assume, made it very clear that he was unhappy about the speculation that had been occurring over further disorganization of the department. He said that it was his plan to keep the structure of this department as it is, to keep it intact, to keep trade here and that what he wanted Ministers to do, and required the public service to do, is to stop talking about where the trade responsibility will be. We should accept that it is here in External and get on with (it)". So let's get on with it!

* * *

The Prime Minister has a choice. During the election campaign Brian Mulroney made much political capital out of the public revulsion to the death-bed dispersal of patronage by Messrs. Trudeau and Turner. His government subsequently "rescinded" the diplomatic appointments of Messrs. Dupras, Mackasey and Whelan. Last October, Mr. Mulroney promised PAFSO that "the standard of professionalism so characteristic of our foreign service will be maintained by my Government and reflected in the diplomatic appointments we will be making". Alas the words in his May 31 letter, (see opposite page) in response to PAFSO's concern over the appointment of the president of the Westmount Progressive Conservative Party as Consul General to Los Angeles, are not so reassuring. "Je

m'empresse de vous affirmer mon engagement continu à respecter dans la mesure du possible les traditions établies au sien du ministère des Affaires extérieures. Soyez assuré que toute nomination diplomatique faite par notre gouvernement aura pour objectif de rehausser la crédibilité des représentants du gouvernement canadien à l'étranger . . ." Patronage, by any other name, is still patronage.

* * *

Long promised, the grey paper on foreign policy review has been tabled and a joint parliamentary committee has been appointed to consider its contents. The Professional Committee, which previously held a very good and well attended evening in March on the future of the Foreign Service, hosted a session a few weeks ago on the Review. Discussion was lively and debate was to the point. Let's hope this same spirit is reflected in the External Relations Committee and in the public debate over the document. △



Letters to the Editor:

Our Readers Respond To The New Look

"Very much enjoyed the last editions of *Bout de papier*. My wife and I read it from cover to cover. Congratulations to the editor and staff — keep up the good work!"

W.L. Clarke
Sao Paulo

"My compliments on the *Bout de papier* new look".

Don Butler
Kingston

"We enjoy the new look in *Bout de papier* and look forward to future editions".

Ernest E. Allen
Singapore

"Best wishes on your next edition of *Bout de papier* — it's getting better and better. As a reward, maybe they will let you edit *Liaison*".

John C. Sloan
Beijing

"What a pleasant surprise to receive a copy of *Bout de papier*, the official publication of PAFSO."

Richard Beach
Director
Centre for the Study of Canada
Plattsburgh, New York

"Thanks Bout de papier"

"I wanted to thank you for sending along the March 1985 issue of *Bout de papier*. Naturally I was most interested in the article on Chuck Marshall. I was very surprised at his death. I had known him since we were friends together at UBC 'away back then'.

I was also most interested in your interview with Charles Ritchie. Furthermore, I notice in the 'Letters to the Editor' the note about the Soward Memorial Fund.

R.H. Roy
University of Victoria
British Columbia

Support for Ombudsman

"An ombudsman versed in the foreign service and who has served abroad would be a good idea. In my day the references to conditions, never pay, would be in the monthly report signed by the ambassador, which we assumed would be properly filed before reading, but available for future reference should that ever be required. The individual officer could not directly communicate, therefore, it was at the whim of head of post. One highlight did occur in Caracas when a visiting treasury officer on his first trip outside Canada decided that our allowances were too high. (Venezuela was then one of the posts with the highest cost of living) and informed us that he would so recommend. He based his deductions on the cheapest goods available and prices of restaurants whose attention to cleanliness and proper handling of any food would be conducive to an agonizing and untidy death to any foreigner daring to eat there (unless he be a treasury officer.) We hastily sent a report to Ottawa backed by evidence from other embassies, menus showing high prices of acceptable establishments, and clothing that withstood only one wearing. We learned later that, based on his report, his expense claim was slashed. Our allowances remained the same.

Although the department had grown, not much had been changed since Charles Ritchie's first appointment and mine in 1947. Although not as severe as described in the letter about Ethiopia, conditions at secondary posts abroad were generally below living standards in the then Byward Market. We gripped among ourselves but no concerted effort was made to correct them.

There is much more I could say about my years circa 1947-1964, but I think I will save those good, exciting, and often struggling days in the East Block and abroad for my book. But I will say that I would not have missed them for the world!

Robert W.A. Dunn

Thanks for Understanding

Thank you for understanding my "cry of despair" and for the sensitivity which you demonstrated in printing my letter in the same issue as Dr. Adler's article on some of the difficulties encountered by spouses serving abroad.

Suzanne Mooney
Addis Ababa

Challenge of Ethiopia

I'm sure that you, like other Canadians, have been following the news coverage of the famine in Ethiopia and other parts of Africa. Canadians have opened their hearts and their wallets, and this generosity has helped slow the mass starvation to some degree. Unfortunately, such action is only temporary and short-term in nature.

There are two issues that we must tackle in order to alleviate the malnutrition and starvation that is occurring. The first hurdle to overcome is to develop a plan by which we can keep this most serious issue in the forefront in Canada, as well as other parts of the developed world. There are many ways for us to take a leadership role and I believe that the Professional Association of Foreign Service Officers can show initiative in this area. For example, your union could challenge unions in other provinces to collect a day's salary (or an hour's wage) each month from each of their members. Just think of the impact you could make — especially when the average annual income for people in Ethiopia is only \$140! If Canadian unions started the ball rolling the results would be outstanding!

The next and most important step, is to establish a long-term plan to restore agricultural production in the drought-stricken countries. I am presently attempting to establish a foundation that will raise funds to rejuvenate their agricultural bases through reforestation, the use of better farming techniques, education and research. I would be pleased to discuss with you the ways in which your union can become directly involved in establishing this foundation and bringing these long-term projects to fruition.

I ask you to become involved in the greatest challenge and fight of our lives — both in the short and long term. There is so much we can accomplish by working together.

Eugene F. Whelan, P.C.
President, World Food Council
47 Clarence Street
Ottawa, Ontario K1N 9K1



From the President

Ottawa, le 8 mai 1985

Monsieur le Premier ministre,

Un communiqué du Ministère des Affaires extérieures annonçait le 29 mars dernier des nominations diplomatiques entre autres, celle de Mme Joan Winsor au poste de Consul général à Los Angeles.

Dans une lettre que vous adressait M. Russell Davidson, alors Président de l'APASE, le 26 juillet dernier, celui-ci faisait état de notre préoccupation à titre d'Association professionnelle eu égard aux nominations de personnages politiques à des postes diplomatiques. Vous nous aviez alors assuré de votre engagement à respecter les traditions établies au sein du Ministère des Affaires extérieures à savoir le recrutement sur une base nationale d'agents qui se destinent à la carrière diplomatique à tous ses niveaux.

La carrière diplomatique canadienne s'est toujours distinguée par sa non-partisannerie. Nous croyons que cette qualité ajoute à la valeur des diplomates canadiens et rehausse leur crédibilité auprès des gouvernements étrangers. Nous ne voudrions pas que s'installe chez nous une tradition de nominations dites politiques qui viennent entacher cette réputation. Vous comprendrez notre désir d'assurer la possibilité pour nos membres de réaliser leurs aspirations de carrière. C'est avec beaucoup de dévouement que ceux-ci servent les intérêts du Canada à l'étranger et y demeurent parfois au prix de sacrifices que seul l'espoir d'atteindre à la distinction d'ambassadeur peut justifier.

Nous reconnaissons toutefois l'apport de certaines nominations politiques non-partisanes à notre service diplomatique. Plusieurs canadiens et canadiennes distingués tels Jean Wadds, Paul Martin, Gérard Pelletier et Roland Michener ont contribué grandement à la carrière. Nos membres les ont servi avec dévouement et professionnalisme et nous sommes assurés que Mme Winsor bénéficiera de leur appui dans la prestation des tâches reliées à ses fonctions.

Nous vous prions instamment, toutefois, de ne pas vous diriger vers le modèle américain et partant, de maintenir la tradition d'excellence et d'objectivité qui fait la réputation de la diplomatie canadienne.

Je vous prie de croire, Monsieur le Premier ministre, à l'assurance de mes sentiments distingués.

Le Président,
Jean-Paul Delisle

The Prime Minister Replies



PRIME MINISTER · PREMIER MINISTRE

le 31 mai 1985

Cher Monsieur,

J'ai bien reçu votre lettre du 8 mai et je vous remercie de m'avoir fait part de vos préoccupations relativement aux nominations de personnages politiques à des postes diplomatiques. J'ai aussi pris connaissance de l'article du Wall Street Journal que vous avez eu l'amabilité de joindre à votre lettre et je l'ai trouvé des plus intéressants.

Je m'empresse de vous affirmer mon engagement continu à respecter dans la mesure du possible les traditions établies au sein du ministère des Affaires extérieures. Soyez assuré que toute nomination diplomatique faite par notre gouvernement aura pour objectif de rehausser la crédibilité des représentants du gouvernement canadien à l'étranger qui, d'ailleurs, méritent toute notre estime et notre reconnaissance: c'est à eux que nous devons l'excellente réputation de la diplomatie canadienne dans le monde et nous veillerons à ce que nulle décision du gouvernement actuel ne vienne l'entacher.

Mon collègue, le très honorable Joe Clark, secrétaire d'État aux Affaires extérieures, ainsi que monsieur Peter White, mon adjoint spécial en matière de nominations, s'intéresseront sûrement à vos points de vue. Je leur ai donc fait parvenir une copie de votre correspondance.

Je vous remercie encore une fois de votre intérêt et je vous prie d'agréer, cher Monsieur, l'expression de mes sentiments les meilleurs.

Life Abroad

Getting About in Bangladesh

"Driver, That Man Assaulting your Windscreen is the Canadian High Commissioner"

by Christopher W. Westdal

To disarm critics, I often allow that I enjoy living in Gulshan (Dhaka's diplomatic oasis) because it is so close to Bangladesh, I can visit anytime.

I visited recently. On April 18, I visited an eye camp at Magura, 125 miles from Dhaka. I left the airport at 8:00 a.m. on Biman ("The more you fly Biman, the more you know Bangladesh") flight 461 to Jessore. I thought it auspicious that in the departure lounge, the Civil Aviation Minister and the Managing Director of Biman, waiting to fly elsewhere, wished me bon voyage. I thought it appropriate that I replied that I was confident, as I was in such good hands.

Their send off was not auspicious. My reply was not appropriate.

The flight, by Fokker F-27, took 25 minutes. From Jessore, we drove an hour and a half back toward Dhaka to reach Magura. We were riding in one of those minivans which trap all available hot air and fail to circulate it. One of those minivans with shock absorbers designed for motorcycles, with horns designed for the deaf and apparently pointed inward, with seats made for midgets and seat cushions covered with grungy, skin-adhering black plastic, designed apparently to introduce buttocks to metal underframes from the first instant.

But we could bear an hour and a half, three hours in all, even though it was 103 degrees.

The eye camp was impressive. One hundred and twenty-eight cataracted eyeballs were cut open (three before my swooning eyes) to have their opaque lenses removed, all in one day, the second day of the week-long camp. (The rest of the week is spent preparing for and then recovering from the surgery.) On the seventh day, the camp is a scene of joy — sight, albeit initially murky, is returning to the blind. I was impressed by the efficiency of the operation, by the obvious dedication of the staff and the local community volunteers and by the productive working relations established with local upazila and union officials who had made available the primary school teachers' training centre in which the camp was held, organized local volunteers and

covered the cost of feeding the patients for the week. I was also impressed by the fact that for this upazila, according to its senior officer, the expenditure involved in holding the eye camp could not have been afforded in previous years; it was only possible now that, through General Ershad's decentralization program, the government in Dhaka was providing larger annual grants to upazila councils.

"I turned ghostly pale . . ."

I was not impressed by the sense of timing of the press photographers there to record my historic visit — they began to take pictures about the same moment I turned ghostly pale, broke into a clammy sweat and stumbled as quickly as possible from the operating theatre where I had learned close-up rather more than I ever wanted to know about eye surgery.

The visit leads me to recommend that one looking for a good charity could do much worse than, say, Operation Eyesight Universal or the Royal Commonwealth Society for the Blind. These organizations perform miracles of pure unambiguous benefit to the blind, their families and their communities.

After the obligatory "light" lunch (warm Pepsi; 32 pounds of rice; eight curried triathlon-star chickens; four pounds of swimming lamb bones; a small pond of dal; one pound of "sweets", well named) and the similarly obligatory "discussion" (eight eagerly silent local officials gathered around a High Commissioner with a rapidly exhausted supply of questions about eye camps and observations about eyes or other subjects at hand, none of which seems to elicit a hint of recognition or a shred of response) — after these ritualistic components of any field trip, we set out for Jessore, driving for one and a half hours, away from Dhaka.

The direct Jessore-Cannes and Jessore-San Francisco flights had apparently departed uneventfully and the next on the TV monitor, in fact the only flight listed on the monitor, was to Dhaka, flight 466, "On Time". We said our farewells and passed through security to the departure lounge. We were soon rushed through to the VIP "Enclosure", a small dark curtained chamber at the end of the lounge, abutting the washrooms. After a half hour, we were advised that the flight was "delayed", the plane we were to fly had been held on the tarmac in Dhaka "by storms". After an hour and a half, the reason changed to "mechanical difficulty", but as this explanation was being offered the plane suddenly landed. Now the plane would "take off shortly". Spirits revived. Another half hour in the enclosure . . . then a new "mechanical difficulty". But they're trying "to rent a Flying Club plane to bring spare parts".

We should have ignored this gambit and set out for Dhaka by road then. Now the

(continued on page 7)

TARMAC DIPLOMACY

by Bill Warden

A new chapter was added to the black art of aircraft clearances in the early days of November last year when our SSEA, Joe Clark, made his departure for Addis Ababa from Delhi after attending Mrs. Gandhi's funeral. The morale of the episode is: Always have a beer before lunch.

The Canadian delegation boarded the CAF 707 at Delhi's Palam Airport at 10:30 a.m. only to learn that the critical clearance from Democratic Yemen had not/not yet come through. The word from Jedda was encouraging: the go-ahead could be expected in not/not less than two hours and not/not more than — at that point the line went dead. Even more encouraging was the advice from the captain of a Saudi jumbo to go ahead and chance it: it was unlikely that aircraft would be shot down.

With the hours and minutes ticking by and with accompanying journalists' comments becoming downright rude, it was only natural that the passengers should offer the captain the benefit of their collective wisdom. Navigation charts were fetched from the cockpit and a select group, under the leadership of De Montigny Marchand, applied itself to the task of finding an alternative route to Addis.

Naturally, a number of useful proposals were put forward. Someone had a friend in the Maldives and was sure the aircraft could land there. Someone else suggested refueling in Somalia. Still another proposal, put forward by a member of the High Commission staff, was that the aircraft take off forthwith and simply fly up and down the African coast until it found an opening. After much consideration by the select group and another mirror committee, the conclusion was reached that the aircraft did indeed have to overfly Democratic Yemen. The charts were returned to the cockpit and a case of beer was broken out.

With the benefit of a beer before lunch, an alert passenger noted that the Air India jumbo parked on the tarmac beside the Canadian aircraft had been replaced by a Yemen I Boeing 727 — whether from the south or north could not be determined. The flight crew, not very open to advice after the failure of the select group, scoffed at suggestions that contact be established. Playing long odds, however, emissaries were dispatched at 12:45 p.m. Armed Yemeni guards were not/not particularly receptive, but after some persuasion agreed to call the aircraft captain.

Fortuitously, the Yemeni President happened to be abroad and preparing for his own departure. At 12:47 p.m. the President said he would be happy to have the Canadians tag along.

The final pre-departure act was a bilateral between the SSEA and the Yemeni

(continued on page 7)

Getting About (from page 6)

Flying Club plane is "unavailable". Fifteen enclosed minutes later it is "non-operational". Finally, at six o'clock, after three hours waiting, the truth is conceded. The flight is now officially "cancelled". Biman will try again tomorrow morning. The dejected crowd spills out into suburban Jessore. Some will opt for a night at the 'Metropolitan', Jessore's finest E-light (as they say there) hotel. Warned, we will not. We climb into the microwave-van and drive back toward Magura, the eye camp and then, an estimated six hours away, Dhaka. We'll be home by midnight — "no problem" (as they also say here, though I've never known why).

The first three hours go well enough. The vehicle gives its victims an intimate introduction to the contours, all of the contours, of the surface of the road and the driver, anxious to please, ensures that this introduction is achieved as quickly and forcefully as possible, but the sunset is spectacular, the temperature is falling mercifully and we seem to be making good time.

"Spare part putting on"

Then there is a flat. "No problem; spare will be putting on". Then the spare is flat. "No problem; spare fixing will be". I'd never planned to become familiar with that particular bit of roadside, but I didn't mind. The activities of dusk were relaxing and instructive to witness. Rickshaws being pulled slowly home. Labourers emptying the fields. A big broad skyfull of stars. And every so often, a thundering overloaded truck or bus or two bearing down fast to remove the bricks from all of us.

With speed I thought miraculous, the driver returned by rickshaw with an inflated spare. I did not ask to inspect its tread. Once it was "putting on", we were under way anew.

The timing of our arrival at the first, short ferry at Daulatdia couldn't have been better. The ferry was loaded and ready to go, with space left just enough for us. We crashed on — there is no other way — and congratulated ourselves on our good luck. The hour spent waiting for the spare would have had to be spent waiting for the ferry even if the tire hadn't been flat going. The crossing was uneventful. We did not want our shoes shined. We did not want fruit juice from a pail, or ice cubes to chew, or watermelon or soup, or chandni-chawk (a tasty assortment of nuts, biscuit factory sweepings, bolts, bonebits, brown items and other chewables). We did not want our hair cut. We did not want to buy combs or hairpins or ballpoints.

After our supply of change and small notes had been exhausted, we played hide and seek among the vehicles with the ferry's licensed supplicants, marvelling at the dramatic improvement in the mobility and depth perception of the halt, lame and blind

which is apparently induced by the nearness of expatriates. Then came the ritual of ferry docking. First, the ferry crashed into the dock (day or night, wind or calm, rain or shine, the ferries here crash into the docks). Then the vehicles crash about on board amongst themselves and there is much frenzy with many more people than required offering instructions. Then the vehicles crash, one by one, onto the ramp and up through the cut in the bank to the road. Then there is a spell of general chaos as the road-bound vehicles fight their way through the closed ranks of their ferry-bound cousins. And then we're back on the road again. It's 10:30 p.m. We left Dhaka fourteen and a half hours ago.

After a four or five mile stretch of washboard on which our determined driver passes each of the vehicles which had preceded us off the ferry, a total of nine (I counted) terrifying overtakings, we arrive at Aricha Ghat to take our chances on a ferry across the Jamuna. (The driver's recklessness was in vain. The first ferry had been last on — last off. This one, we learned many hours later, was first on (us) — last off (us again). But how was he to know? It differs every time. It depends on the nature of the crash with the dock and on which ramp cable or winches happen to have been destroyed recently).

We are greeted by bad news. There are no ferries on this side. Two are expected "soon" (a term I've learned to discredit here), but one will stay put for the night and the other will not leave until two in the morning. Further, what is normally a 30-minute crossing these days takes more than an hour because the ferry has to find its way through a maze of recently emerged dry-season sandbars.

Watching Ferries Wait

The prospect of spending three hours in what is fast becoming the middle of the night watching two ferries wait to cross the Jamuna prods me to action. I ask for the officer-in-charge. He is "bathroom going" but ten minutes later he appears, a swarthy brute who describes himself as the super-intendent. I enquire how many trucks are waiting to cross. One hundred and twenty-six. Why is the second ferry going to wait until 2:00 a.m.? What business of mine is it? At this point our driver explains that, despite the decrepit van in which we have arrived, I am the Canadian High Commissioner. Well, the second ferry is reserved for night coaches . . . but, well, the super-intendent has to check. He walks off into the night.

The superintendent returns to announce that the ferry will depart immediately. An immediate three-quarters of an hour later, the ritualistic cacaphony subsides and we are on board. I spend the hour of the crossing trying in vain to sleep. At one in the morning we arrive on the eastern shore. We are last off. We come to a halt halfway up the

bank. Nothing moves. After a few minutes, this site's supplicants discover me and line up outside the window. I have no taka. They will not leave. Nothing moves. My patience is . . . strained. I descend from the van and weave my way through the crowd to investigate. At the top of the bank I find an impasse. A Dhaka-bound bus and a ferry-bound truck have physically disputed the width of a passage between parked trucks and neither is backing down. And of course all the ferry-bound vehicles have closed in behind their contender as have the Dhaka-bound behind theirs. Gridlock. Pure middle-of-the-night-starlit-stupid-pigheaded-Aricha gridlock. There follows a brief bout of admirable diplomatic initiative.

18 Hours Later

The Canadian High Commissioner offers the bus driver a voluble piece of his mind while attempting physically to push the bus backward while the Bangladesh Director of the Royal Commonweal Society for the Blind, my travelling companion on whom it is dawning that I am getting agitated, explains hurriedly to the driver that the Canadian High Commissioner, that frenzied soul assaulting his windscreen, is agitated.

The bus reverses. The grid unlocks. We hit the now empty road (a 1:00 a.m. to 5 a.m. curfew is in effect), talk our curfew pass-less way past two groups of skeptical policemen, and reach home at two in the morning, 18 hours after leaving.

Spending 18 hours doing 45 minutes work is useful once in a while. It reminds me and, through this account, others who need to remember that getting things done around here, making things work, or getting things built, or running large complex aid programs or just getting home from an eye-camp visit on a very beaten track like the road from Jessore to Dhaka, ain't easy.

You may wonder how (and worry that) I find time to record these minor adventures in such detail. I wrote the first half of this letter at home by candlelight (power failure) waiting earlier this evening to be phoned by Burma Airways to be advised when they might imagine their flight to Rangoon might leave.

Mr. Westdal is Canadian High Commissioner in Dhaka. △

Tarmac (from page 6)

foreign minister midway between the two aircraft. Assurances of high regard were exchanged, whereupon the latter graciously invited the SSEA to have his pilot follow them. Watching journalists in the Canadian aircraft were quick to dub the episode "Tarmac Diplomacy".

The President departed Delhi at 1:45 p.m. in the general direction of Yemen (south or north was of little concern to the High Commission) with the SSEA in hot pursuit.

Bill Warden is Canadian High Commissioner in New Delhi. △

RAPTURES ROADWAY FAR

by William Brett

*"The years go hence, and wild, and lovely things
Their own, go with them never to return."*

Most western women had, and have, a good deal of leisure time in India, and this was particularly true in the days of the Raj when contacts with the Indian ladies were more infrequent than they are now.

A certain amount of dalliance between the sexes was to be expected and there was no doubt a goodly expenditure of time and ingenuity in the civilian lines devoted to "bundo" (arrangements) and more than the odd slap and tickle in the "kala jugga" (dark nook). Things were perhaps a little more leisured and accepted in the hill stations, particularly Simla, the resort which, quite possibly, first gave rise to the term "grass widow", a companion piece (sic) with the Anglo-Indian expression "grass bidi" or casual country encounter. There was a seasonal fillip with the arrival of the "fishing fleet", an annual influx of young ladies out from school. Many of these who returned "bottom empty" were no doubt richer in experience.

Nevertheless, reflecting the prudery of the age, the usual impression of the western women in the days of the Raj partook largely of Mrs. Miniver and the kind who thought of England.

It was with some éclat that a burst of torrid love lyrics arched from Indian shores to stir the banked fires of Victorian prurience which happened to be going through a bad patch between "A Child's Garden of Verses" and Yeats' "Red Hanrahan's Song about Ireland". Beyond these there was little to recall. Shelley's *Indian Serenade* never had swept the clubs like wildfire:

*"I rise from dreams of thee —
The champak odours fail
The nightingale's complaint —
O lift me from the grass
I die, I faint, I fail."*

The new stuff was such as, Afridi Love:

*"When I have slowly drawn my knife across
you*

Taking my pleasure till I see you swoon."

or of "Pale hands beside the Shalimar": *"I would rather
have felt you round my throat, crushing out life, then
waving me farewell"*.

Or, (Gold help us!), what of she whose: *"body lay
with hacked-off breasts, dishonoured in the pass"*.

The new poet, Lawrence Hope, knew his India; some of the lines had the creak and jingle of a Kipling column:

*"'Tis eight miles out and eight miles in
Just at the break of morn
'Tis ice without and flame within
To gain a kiss at dawn."*

Is there something of Tennyson's "idle king" in?

*"Ah! to exchange this wealth of idle days
For one cold reckless night in Khorosan."*

Though still red in tooth and claw there was sometimes a hint of change in approach —

*"... the red tears falling from thy shattered
wrist*

A spent Waziri, forceful still in hate

*Covered thy heart ten paces off — and
missed."*

1901 — and London agog as Lawrence Hope was revealed to be Mrs. Malcolm Nicolson, née Adela Corry, a slip of a girl who had been in India since the age of 16 and had married a Colonel Nicolson who was 20 years older than her, in circumstances which might have strained her poetry.

Nicolson was one of those frontier legends, the kind who went disguised into the Tirah and fought in deepest Sind. He looked like a Pathan and, like Burton, he spoke Pushto, Baluchi and some of the rarer dialects of the frontier. Adela, a beautiful young lady of 24, was seeing Nicholson off to God knows where, at a railway station. When she followed the starting train a bit Nicolson swung her into his compartment and off they went on a lifelong companionship that quite possibly knows no parallel in India, that land of sudden romance.

Adela had amazing empathy with India:

*"These are my people and this is my land
I hear the pulse of her secret soul
... washed in the light of a clear, fierce sun
Heart, my heart, the journey is done."*

In her life with Nicolson she often accompanied him on dangerous missions. In 1890, when Nicolson was in the Zhob valley, where today one cannot go unescorted, she followed him, disguised as a Pathan boy. Together they explored the arcana of the Sub-Continent in a union which puzzled and titillated lesser souls. Could a woman, married to an aging soldier, write:

*"Upon the city ramparts, lit by the sunset dream,
The Blue eyes that conquer, meet the Dark eyes
that gleam."*

It would be difficult to think of Nicolson as a mari complaisant; indeed marriage at Nicolson's age was far from exceptional under the Raj when duty kept the young man in the field. The years passed and Nicolson wrote: — he only wished he had known before how happy life could be.

Nicolson died in India on August 7, 1904, aged 62. Two months later Adela killed herself. Her last poems were dedicated to her husband:

*"Useless, my love — as vain as this regret
That pours my hopeless life across thy grave."*

William Brett is senior Trade Commissioner in San José.

The SSEA: (1976-79)

Don Jamieson

The eyes immediately appraise you upon entering the room. His manner is bluff but friendly and the still mellifluous deep voice readily vouches for his earlier and successful career as a broadcaster. His words flow smoothly and with a well-practised ease. The entry in the Canadian Parliamentary Guide describes him as a director of the Bavarian Brewing Company — his talent as trencherman is renowned. But if the manner is Falstaffian it is in the best sense for the English knight with a love for life possessed certain characteristics essential to politicians and diplomats: to charm and to con.

Born in St. John's when Newfoundland was still a Crown colony of the British Empire, Don Jamieson was

initially an opponent of the union with Canada in 1949. First elected to the House of Commons in a 1966 byelection, he served as the member for Burin-Burgeo (later Burin-St. George's) until his resignation in May 1979 when he served briefly as Leader of the Newfoundland Liberal Party. During his parliamentary career he headed the ministries of Defence Production (1968), Transport (1969-72), Regional Economic Expansion (1972-75), Industry, Trade and Commerce (1975-76). He was Secretary of State for External Affairs from 1976-79. Named Canadian High Commissioner to Great Britain in 1982 he retired from that post in March.

Bout de papier interviewed him at MacDonald House in London.



Jamieson chats with Bout de papier's Robertson

BOUT DE PAPIER: I think you and Paul Martin are unique in that you have both served as SSEA and then gone on to become High Commissioner to the Court of St. James. What is it like to move from commander in chief to general on the front line?

D. JAMIESON: The transition or transformation from the political/ministerial side to the administrative side is significantly greater and involves more change than most people realize. You may think that because you were the minister you're going to know most of the things but you find that there are a lot of housekeeping issues, especially in a mission of this size, of which, as Minister, you were unaware. This mostly has to do with personnel. I find it also gets very confusing as to whom you speak to in Ottawa. The High Commission in London is unique because it is the only one that has its own Act of Parliament. Strictly speaking you are the representative not merely of the government, but of the Prime Minister. That's an historical fact that you may wish to pursue. I gather it was done because of the strange relationship in the beginning between a Commonwealth country and what was, in those days, the British Empire. The first high commissioners, of course, had no diplomatic status. They simply represented their governments on an ad hoc basis and this led to a number of dicey situations between the Canadian government and the British government. The upshot of all of this was the creation (in fact Newfoundland is responsible or rather Canada is responsible although there is a Newfoundland element

in there) of the use of the title High Commissioner. We started calling them high commissioners and then the whole Commonwealth followed our lead. Eventually they were given full diplomatic status as heads of post.

I am the first High Commissioner (although Mrs. Wadds may have had a short period) to have dealt with the new integrated External Affairs system which includes trade issues, economic issues, political issues, Commonwealth issues, immigration — in short, the whole bundle. That does cause some challenges for the High Commissioner in trying to figure out to whom does he make representations, with whom does he make contact. As Minister this sort of thing is handled by others. I don't think it caused a serious problem but it can slow things up quite a bit.

As well, your relationship within the mission keeps being reassessed as the new scheme of things comes into place. You have one set of committees, or people, to whom you talk to on one issue and another set on other issues. There is a tendency in a large mission for watertight compartments to develop. The Canadian defence liaison staff, for example, goes about its own affairs in a natural sort of way. The political side follows suit as does the commercial and immigration sections. It is up to me to ensure that where there is spill-over (inevitable) between one and the other that there are proper lines of communications. These are things that would not occur to you as a minister. You would assume, properly, that they would have been done

somewhere along the way, and as minister, you would ultimately get the end product of all that. In my role as head of post you deal with the bits and pieces, bring them together, and having brought them together you then have to find a means through which you can translate the result to headquarters in a fashion that ensures that they are seen by all the right people, who can take the appropriate action. That is the big difference between being minister and High Commissioner. A person who comes out of the political side is not usually aware of the comprehensive range of responsibilities that you have at this end.

BOUT DE PAPIER: What have been the issues on which you have had to spend most of your time? Mrs. Wadds appeared to be involved in the Constitution while Paul Martin was very much involved in the Heathrow/Air Canada controversy.

JAMIESON: Yes he was and I think that it's fair to say that without Paul Martin we probably would have got turfed out of Heathrow. That's a very good example of personal initiative which, in his case, was carried through very much by the High Commissioner. My own experience has been on two levels.

I suppose the most contentious continuing irritant has been the seal question, and all of the issues having to do with animals and the animal rights movement. One is constantly trying to make decisions as to what level you escalate, what do you respond to, when is it better to leave alone, that sort of thing. Last winter (1983-84) it

seemed like every day, in one way or another, we were involved with seals. It hasn't been the same this year.

Then there is the Commonwealth. The Canadian position is fairly high profile and there is a tendency for quite a number of the high commissioners in London to rely on the Canadian High Commissioner and on this post to either create discussion groups on particular issues, or to join in representations to the Commonwealth Secretariat. In my own case, since I had felt while minister that we needed to do more on the trade and economic side, I have probably done more than my predecessors in starting and then maintaining contact with banks and investment houses, or what is roughly referred to over here as, The City.

These are the issues that shape your day although I should not omit mention of the hospitality role. Yesterday, for instance, I had lunch with the Massey Ferguson people. It was just a general review on how they were doing. Today, it's Westminster Abbey at lunch for the unveiling of a statue of Lord and Lady Mountbatten. Tonight, it is Consolidated Bathurst. You go from the sublime as it were in the Westminster Abbey to the hardnosed business kind of discussions and talk. Those are the things on which I spend a lot of time.

The center-piece of my own objectives while I've been here has been the creation of the Foundation for Canadian Studies. I've taken a personal interest in it and act as chairman of the Foundation through which we fund Canadian studies at various universities. This is a private fund largely contributed to by business as well as the provincial and federal governments. We have two or three quite good Canadian studies programs and this area is one of the items on which I met with the Agents General of the provinces this week. I meet with them fairly regularly on a whole range of subjects.

BOUT DE PAPIER: Once a month?

JAMIESON: It's very difficult to say because you have to ask yourself, what's a meeting? A heck of a lot of stuff is done in a quite informal way, either at receptions or dinners but certainly I would think that in any given month I will have seen all of them in one place or another and I might have seen them collectively. This particular one is a little project I have taken on to provide a Canadian room at Queen's University in

Belfast. We have never really done a lot of educational or university related activities with Northern Ireland. The meeting with the Agents General was to tell them what we, as a federal government, are prepared to do towards the creation of this Canadian room, such as providing books. It looks as though it's going to come together very nicely.

One activity that needs to be mentioned, because I think it tends to be overlooked at home, is the enormous number of visitors. I don't think we have another mission anywhere in the world, including Washington, where there are quite as many both official and unofficial visitors as we have in London. Canada House receives something like 80,000 Canadians a year. They feel it is their home away from home. I've had at least four premiers since the turn of the year, or roughly within the last two or three

the years when you were foreign minister, trade was a major issue. Canada/U.S. relations were also a preoccupation. The media used to say if you were too good a friend of the U.S. to deal with Canada/U.S. relations in an even-handed matter. . .

JAMIESON: I had a very good run with the United States. I don't think I sold the store. Ironically, the emphasis today seems to be to go even further in this direction with Mr. Mulroney saying we must give the Americans the benefit of the doubt and so forth. Compare that with what his party was saying — 'that I was too friendly with the United States or perhaps was too prone to be that way' when I was minister. Actually I wasn't but I had a good run with Cyrus Vance, who was the one I dealt with principally. I think we resolved a great many issues. They probably didn't get as much

high profile as they get now but then we both thought some things were best settled in a quiet, low key fashion. Protectionism, for example, was always there. In the great majority of cases we were able to resolve it without very much 'kafufful'. In some cases, I suppose, we resolved them too quietly because people weren't even aware that there were problems.

I found the Americans tough to deal with but my biggest concern as minister had to be the North/South crisis because that was the period during which it began to take on a higher profile around the world. We had the special Paris Conference (Conference on Cooperation and Economic Development) and one or two others. It

was not the dawning of awareness but there was certainly a big increase of interest in North/ South issues. It was a very frustrating problem because everybody paid lip service to it until you got down to looking for commitments.

The Pacific Rim also emerged as a new frontier of Canadian interest. Once the Common Market included Britain and expanded its membership, Canadians began to look for alternative trading partners. Summits were born during that period. I remember that the French had the first (Rambouillet 1975). It wasn't called a summit in the strict sense of the word and we were not invited to it. Having been in Paris at that particular time, I recall making representations. The following year, when it was in Puerto Rico, we were included and we've been included ever since. So

An Act respecting the High Commissioner
for Canada in the United Kingdom

1. This Act may be cited as the **High Commissioner in the United Kingdom Act**. R.S., c. 142, s. 1.
2. The Governor in Council may, under the Great Seal, from time to time, appoint an officer called the High Commissioner for Canada in the United Kingdom to hold office during pleasure. R.S., c. 142, s. 2.
3. The High Commissioner for Canada in the United Kingdom shall
 - (a) act as representative and resident agent of Canada in the United Kingdom, and in that capacity execute such powers and perform such duties as are, from time to time, conferred upon and assigned to him by the Governor in Council;
 - (b) carry out such instructions as he, from time to time, receives from the Secretary of State for External Affairs respecting the general interests of Canada in the United Kingdom; and
 - (c) subject to paragraphs (a) and (b), supervise the official activities of the various agencies of the Canadian Government in the United Kingdom. R.S., c. 142, s. 3.
4. There may be appointed in the manner authorized by law such officers and clerks in the office of the High Commissioner for Canada in the United Kingdom as may be necessary for the proper conduct of the business of the office. R.S., c. 142, s. 4.

NOTE: This Act was repealed December 7, 1983.

months. Mostly recently, Premiers Lougheed and Devine were here at the same time. You have to make sure that they get their appointments with various people. That takes a lot of time and the visitors tend to come in bunches. We do not set the itineraries. They usually say we think we'll go to London and you might wind up with two or three of them at once.

Then there are the high-level public servants. I don't deal with them personally but I usually talk to them. Later, either on your own initiative or at somebody's request, you might do what I call a think piece. Somebody might say 'what is the future of trade with the U.K.?' or you may decide on your own that you've learned certain things which you feel you ought to pass on to the people at home.

BOUT DE PAPIER: Looking back to

summitry came into its own during that time. Peacekeeping, the crisis in Middle East, Cyprus, and the like were also part and parcel of the issues with which I dealt.

BOUT DE PAPIER: Let's look at foreign policy making. Take the North/South conference for example. It was one of the principal interests of the Prime Minister as well as that of Finance Minister MacEachen. How did you relate to them? Did you go to full Cabinet or was it the three of you who met, or just you and the PM?

JAMIESON: I think a variety of all three. In the case of Mr. MacEachen's involvement, I took over from him just after he left External. One of the things that came out of the meeting I just mentioned in Paris was that the French were slightly embarrassed that we had not been asked and almost bent over backwards to ensure that Canada would co-chair that conference (OECD) and since Mr. MacEachen launched it, it was agreed that he would continue on as chairman. That meant a lot of talk between him and me in that period of about six months. They finally had a meeting in Paris. Nothing very much ever did come out of it.

As for policymaking, it was mostly between myself and the Prime Minister. If it involved expenditures or policy like CIDA, these things would obviously go to Cabinet or to a committee of Cabinet or something along that line. There was no one channel but rather a whole series of things and then, of course, there were some members of caucus who were tremendously interested in various foreign policy issues. I made it a point on every trip, and I don't think there was an exception, to ensure that a cross-section of members of the Standing Committee on External Affairs and National Defence, from all parties, came along so that they had some awareness of what was happening.

BOUT DE PAPIER: Paul Martin had said that while the relationship he had with Pearson was rather special, Pearson had told him that, having served as foreign minister, he knew that everyone in Cabinet was a potential foreign minister and liked to imagine themselves with some knowledge of foreign policy. Unless, however, the issue is really important, it is often better to have policy settled by the Prime Minister and the External Affairs minister.

JAMIESON: There is always a bit of a tension in Cabinet. I would use the same quote as Mr. Martin. Certainly every minister tends to think about himself in terms of foreign affairs while, at the same time, every Prime Minister tends to want to keep a reasonably tight leash on the whole question of foreign affairs. In the conventional days before air travel, before rapid communication, the foreign minister was the one who did most of the travel. The Prime Minister tended to get his information through the foreign minister. Similarly, if the heads of government around the world saw

each other more than once a year it was very surprising. But now in Europe and between Canada and the U.S., ministers are coming back and forth all the time. Unquestionably that has complicated the role of foreign policy making. There is the OECD, the quadrilateral, the group of five, the list is endless and in most of these cases it is a minister other than the foreign minister who is involved. There is a real problem of maintaining an umbrella foreign policy when you have your Prime Minister saying one thing, your Foreign Minister saying another and your Trade Minister something different. Each of them has a legitimate concern but maybe, let's say your Trade Minister or whoever, will come back and say to the Foreign Minister 'Look this national policy on foreign affairs, it is hurting over here'. The whole question of protectionism is a classic case where you have, not only ministers, but trade groups and industries all saying that certain things have got to happen. Just like everything else, everybody seems to be against protectionism and yet everybody practices it in one form or another. So you have this difficulty in sustaining a comprehensive full foreign policy without a whole lot of other elements intruding into it which destroy its symmetry.

BOUT DE PAPIER: You have been a journalist, you've been foreign minister, you've been a diplomat. The relationship between the press and the foreign policy side of things has come under some scrutiny of late. How do you see the relationship between diplomat and journalist?

JAMIESON: Well, in the first place I am pleased to see that there is more interest in foreign affairs. It was always a frustration to

me that not many informed people were writing about foreign policy and secondly, that even fewer Canadians were reading about it. I don't know how many times I have talked to journalists who have put in a lot of work on a foreign affairs story only to find that it either didn't get printed or it got hidden away somewhere and there just wasn't that much interest in it. I think it is a good thing there are more journalists zeroing in on some of the key issues, if as a result there is more public awareness. If I have any fault to find with the press, it is that with a few exceptions they simply don't dig deeply enough, and what they write tends to be, if not superficial, then it just takes a piece of some question, because you can't write about North/South issues in a half column or a column or whatever the case might be.

There has always been this problem of looking for the bad things in CIDA and leaving everything that's good to one side.

But it is miraculous to see what has happened on this Ethiopian situation. I think probably the media can take a fair bit of the credit for it — not just in Canada but world wide. It began here with some reports by a BBC chap and it has mushroomed. The only tragedy of it is that, God knows, Ethiopia is bad but it is not the only place in the world that is bad and so what you tend to have is perhaps a distortion or a feeling that your conscience is saved if you make a contribution to Ethiopian relief and you forget that South East Asia has got its problems, you forget that there are other parts of Africa that are just as bad. I think that Ethiopia is a water shed. I am not sure that we can ever go back to being sanguine about the situation of the third world after



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this because even if Ethiopia, as we all hope, gets itself out of this predicament, if it gets a decent food supply and so forth, I think that there's a pattern that's set in now that somebody will find some other place or will highlight some other problem and once again you will get the churches and the public and so on involved.

I think that one of the interesting things that barely had started when I was minister, was the involvement of outside groups, but most particularly the church. The church began to comment on killing in Central America and over here they have become very deeply involved in the cruise missile issue. What is really happening is that there is a new legitimacy being given to a lot of causes because it is respected church leaders, and not a bunch of crackpots, and the church leaders are not the kind of people you can dismiss out of hand. This is a new phenomena. I don't think it is going to go away.

BOUT DE PAPIER: The press then picks it up?

JAMIESON: They pick it up and I hope they put somebody on it to do, perhaps, a more in depth story than has been the case in the past. Star Wars is a classic example of how the media has concentrated, probably more than the public at large, on this and made it a very big issue. It is fair to say that we've got a more educated population with each passing generation. If I have any strong view it is that with a few exceptions, and again they are limited — most of the press are highly cynical and dubious about Canada's capacity to do anything very much. That is essentially what lies at the root of it all. So we've got to be in NATO — we've got to be in this and that but fundamentally we're not going to make much of an impact.

It's necessary to be there but they're cynical about whether we can change the mind, say of the United States, or whatever. And of course nothing was more demonstrative of that than the initial reaction to the Trudeau peace initiative. By and large, the media just dismissed it. After a while, when they saw that the public thought there was something to it, they began to write about it more seriously and began to be a little bit more positive about what we could do.

I think that we need in our schools of journalism, and perhaps in the universities, a curriculum which would tend to produce more people who receive a knowledge of foreign affairs. I know from my own experience with schools of journalism that they deal with domestic issues. I'm not sure that they address how to write properly — that is another issue; but there is no really serious emphasis on foreign affairs and on Canada's role in the world.

BOUT DE PAPIER: You said earlier that politicians can play a role in the foreign service. You have, as have some of your predecessors. You're soon to be replaced by Mr. McMurtry — how do you feel about

all that? Do you feel you could only have served a Liberal government? You have been serving a Conservative government for the past six months. Does it work?

JAMIESON: Let me go back to the basis of the question — namely the political appointees. I learned as Minister and it has been reconfirmed, that by and large we have a first class group of people in the foreign service. We have some bad ones — but by and large give a foreign service officer a job to do and they'll do it. I don't think you can develop a foreign service if somebody entering it knows that every attractive job that is going to come along, whether it is Ambassador — whatever the hell it is, is going to go to somebody else. Therefore, I would be very much against the idea of politicising the foreign service in the sense of having — I guess the American system is an example — a general turnover. On the second point, however, I think there are jobs, and I think London happens to be one of them, for former politicians. London is unique in this respect. London combines, unlike Washington for instance, the cultural centre of the country. It provides the economic centre, not only of the country but of a big slice of the world, and it's the political heart of the country. Now that puts together something very strange and quite unusual — maybe Paris comes close — but certainly London is unique. In those circumstances, while a career foreign service officer could do a good job, I don't doubt that there is some merit in having someone of experience with political judgement. If it becomes purely and simply a matter of picking somebody of the same political party that would be a mistake. I felt no qualms after having been in seven or eight portfolios, and having been foreign minister that I could do the job and that I could do it professionally. I think I have done it professionally.

You ask whether one could serve another government? I think you can. I think the problem is not with the High Commissioner, it's not with the Ambassador. I think he can serve alright and that there is no real conflict of interest. I should add, by the way, that there is a big difference too, when you've been absent for a period of four or five years, and you're older — I'm retiring, and I was going to be gone anyway within a few months — but I think that if you have had a separation from the House of Commons for a period, then the same sort of antagonisms perhaps are not there. They certainly weren't in my own case. But, I can see how a government, or a minister from Ottawa, would probably feel more comfortable with someone with whom he had worked, or someone whom he knew, someone who was a known supporter. I think in those cases that I can competently understand it. My view is that it's interesting that a Liberal government had a High Commissioner here through that crucial period of the constitution and it didn't seem

to create any serious problems. So I think that it can be done and I would hate to see a revolving door kind of public service, such that every time a party moved everybody and his uncle had to go also.

From my own part, I think it is a nice end of a public career. I am perfectly pleased to be going back. I have no grounds for complaint with Mr. Clark at all or with any of the ministers with whom I have come in contact. They have all been extremely generous to me so that I think that if anything, that proves the point that you can in fact be of a different political stripe.

Let me look at a more serious question — that is the whole question of what goes on within the career civil service — the career foreign service officer and the kind of decisions, which by the way are not always made by politicians but rather bureaucrats, on who goes where and who does what and the manipulations and manoeuvrings and what have you that go on.

If you find that things get out of whack because, in some cases, you put somebody in and the next thing you know he is out after seven or eight months or a year because you want him to do something else, or find in other cases that people get extended beyond the normal term, that is bound to disappoint somebody else who's worked hard, and was told that post is going to become open at such and such a time and suddenly find that it isn't and that there has been an extension.

These hurt morale very much, and I think they hurt family morale, too, in the sense that you've just got your kids in school or you have this or some other problem of that sort like wives finding new accommodation.

It's not as glamorous a life as other people think it is. I think that the minister and whoever the top echelon is, needs a better sense of certainty — not security, you'll always get security, but a better sense of certainty that you can say — 'OK I'm going to Zanzibar, I'm going to go to wherever but it's a two or three year post and I can look ahead down the road and I can say that if I do a good job certain posts will open up somewhere else and I'll be eligible for it and I'll be able to apply for it'.

BOUT DE PAPIER: You're saying that it affects the long operation — the conduct of foreign policy?

JAMIESON: It affects your Canada-based personnel who are told that their time is up at point 'X' but then it turns out to be 'Y' and they haven't got the foggiest notion about what point 'Y' is going to be, and so therefore they are sitting around, whether it is in London or wherever it happens to be, and they are saying to themselves — "Am I going out of here in three months or four months — I don't know where I'm going — what's going to happen to me?"

Another point that needs reexamination is that there are some cases where people are away too long as a consequence of

crossposting and they have difficulty in having a feel for Canada knowing what's going on and feeling Canadian. If you've had three four-year postings in a row or eight or nine years in a row, and you've only gone back home on leave, I don't think that is particularly conducive to a good foreign service. I know that is heresy in some cases because back in the Pearson years — the so called 'golden years' — one just moved from one country to another and really didn't see much of Canada. But I think that there should be — if not mandatory — some sort of implicit awareness that after a certain period of time a foreign service officer ought to spend some time in Canada.

BOUT DE PAPIER: You mentioned early that even your feel for what's going on in Canada is somewhat remote.

JAMIESON: It is. I have been in Canada a heck of a lot more than our own people have been. I know people who are businessmen who go to Canada as many as 10 and 12 times a year for board meetings. The same is true of some of our key business people who are over here very very frequently.

But we at post don't even get a good news service. We get Canadian Press — I introduced that. I think that there was probably some hit or miss system before but we have now regularized it into something we now get every day which is called 'Reporting Canada'.

I get the newspapers from St. John's because my family sends them over to me — mostly to see who died. That's what my wife always looks at first — the obituary column. But we don't have any regular — or immediate newspaper coverage. I would certainly recommend, with today's kind of computers and God knows what else, that it should be possible without any big costs to keep missions like this one better informed. It may be more difficult in Africa. The scan is pretty thin gruel. The Parliamentary Report and its weekly companion was serving a real purpose. I used to look forward to it — I read it every evening. It became the alternative to the daily newspaper. If it had included a crossword puzzle it would have been even better.

BOUT DE PAPIER: What are you going to go on to after you leave?

JAMIESON: I am retiring in the sense that at this age, especially because I think I owe it to my wife, I don't want to go into another nine to fiver. We have a lovely place in Newfoundland on the Salmon River. We'll spend some time there and I have a plan which is already well in the works to do a book on Newfoundland's entry into Confederation — I'll also set to work on a book of reminiscences — not a memoirs in the Paul Martin sense but a book of reflections on my life as a journalist and then politician and sometime High Commissioner. It will be intended firstly for my children.

BOUT DE PAPIER: Mr. Jamieson, thank you and good luck. △

A Remembrance

ELIZABETH PAULINE MACCALLUM

by Anne Trowell Hillmen

She was "a woman with a broad brow, wreathed in an aureole of white hair, and a face of aristocratic lineaments and spiritual refinement She was conversant with every small detail of political and economic life in Palestine. She had read all the literature in European languages which had been published on Palestine and the Middle East."

This was a most unusual tribute for a Canadian diplomat in 1947 — a testimony to unique professional competence and personal gifts of an extraordinary order. But then Elizabeth Pauline MacCallum was a most unusual person.

On June 12, 1985, just one week before she would have celebrated her 90th birthday, Elizabeth MacCallum died in Ottawa. Her career was varied and distinguished: a teacher, writer, scholar, and always a student; a pioneer in the Department of External Affairs, Middle East expert, a sensitive, perceptive colleague, and the first woman to serve as a Canadian head of post; a lively, active citizen of her community and of a world about which she cared deeply.

Elizabeth MacCallum, daughter of Canadian Presbyterian missionaries, was born in 1895 in a small town, Marash, in Turkey's Taurus mountains. There she learned Turkish and Arabic and learned to love the Middle East with a passion that she never relinquished.

The MacCallum family was transferred to Kingston, Ontario, in Elizabeth's teens. She attended Kingston Collegiate and then Queen's University where she studied under O.D. Skelton, a future Under Secretary of State for External Affairs. She received her masters degree in History and English in 1919.

Financial necessity, and an intense curiosity about her new country, had already propelled Elizabeth out of Kingston. She taught in Saskatchewan and Alberta from 1915 to 1917. There was a war on in Europe, and there was a national service aspect to these prairie teaching assignments. Elizabeth often remembered her part in local farming activities during that period of her life. After graduation from Queen's she experienced what she later described as two "glorious" years teaching in Dawson City, Yukon from 1919-1921.

Elizabeth MacCallum, however, was not done with research and scholarship. The close of 1921 found her at Columbia University in New York. As post-graduate student in political science and history, she found tremendous intellectual satisfaction and stimulation in the give and take with her



In 1956 Elizabeth MacCallum, Canada's Chargé d'affaires, on the balcony outside of her Beirut, Lebanon, office.

professors and with a surprising number of other women students. The quality of those women's minds, she recalled, was "scintillating," and the common room atmosphere challenging and rewarding. The contrast with Queen's was striking; there "we just pushed ourselves through from day to day, doing the things we had to do." She was at Columbia in 1921-1922 and 1924-1925, punctuating her studies with a stint as Assistant Secretary of the Social Service Council of Canada and Assistant Editor of the *Journal, Social Welfare*.

In 1925, on the recommendation of Elizabeth's Columbia professors, she was appointed to the Foreign Policy Association, a prestigious New York-based organization which encouraged the study of diplomatic affairs and sponsored weekly nation-wide debates on current affairs by the policy-makers of the day.

It was heady stuff: the electric atmosphere of the exchanges; the possibility, ever present, of violence; the excitement of rubbing elbows with the best minds of the era; the thought that, maybe, just maybe, some good could be done in an already very dangerous world. Dr. Skelton, by now head of External Affairs, participated in one of those debates, this time on Italian fascism.

From 1925 to 1931 MacCallum worked in the Foreign Policy Association's Research Department. In this work, too, she was a pioneer: the department was then getting

under way. She was one of six writer-researchers; they were given scope and intellectual freedom but expected to hold to the highest standards of objectivity and productivity. The more than twenty "monographs" she produced in these six years, mostly on Middle East affairs but ranging all the way to Australian politics, are masterpieces of thorough research, rigorous fair-mindedness, and clear, crisp writing. On Palestine, for example, she understood the complexity and divisions that centuries of history had wrought. The claims of the Jews were honourable and understandable. But weren't the claims of the Arabs just as honourable and understandable?

During the FPA years she lived near Columbia, which in turn was near International House. She loved the Middle Eastern intellectual's habit of combining coffee and discussion before embarking on evening study. Elizabeth was always, and pre-eminently, a scholar.

The "hard-plugging" at the FPA was, as she described it, highly stimulating. It was also wearing and exhausting, and in 1931 Elizabeth retired to a two acre market-garden in Uxbridge, Ontario. This endeavour reflected her long-held conviction that life must be balanced between the physical and the intellectual, and she kept the enterprise up until all of her money was gone.

Elizabeth now returned to New York to work for the World Peace Foundation, becoming an expert on Ethiopia at a time

when Mussolini was about to bring that country to the centre of the international stage. She took on a travelling lectureship on the subject — earning more in a single night, \$50, than she had in a year with her market garden — and published a book-length study, *Rivalries in Ethiopia* (1936).

In 1936 MacCallum returned to Canada, this time to Ottawa and the League of Nations Society, another of those post-1919 organizations determined to do everything possible to promote peace through an understanding of international issues. She worked there for four years, before moving on to the Canadian Legion's Education Service, 1940-1942.

In 1942, at the age of 47, she was invited by the under-secretary's secretary to share her talents with the Department of External Affairs. There was, she recalled, a "charged atmosphere" in the department during those years. Long hours and an unswerving dedication were the norm, and she gave unstintingly of her time and effort. Entering at the clerical level, for women were not allowed to be foreign service officers in those days, she was responsible for reading and marking up various newspapers.

Before long she was performing the duties of an officer: briefing colleagues, preparing policy papers, and almost naturally taking her place as the department's resident expert on the Middle East. As part of the Canadian delegation to the San Francisco Conference in 1945 she was involved in negotiations for the peace settlements involving Libya and Ethiopia.

External Affairs seemed to Elizabeth the ideal job. She had bright, energetic colleagues, most with the same university background. There she could also specialize in the life and politics in the Middle East. Her work was both intellectual and all-absorbing, perfect counterpoise to her contemplative existence in Uxbridge.

Following the Second World War, in 1947, Elizabeth MacCallum was one of the first Canadian women to enter the foreign service. During the next ten years, a crucial decade in the history of Canadian foreign policy, she exercised an influence in the shaping and formulation of Canadian Middle Eastern policy out of all proportion to her departmental rank. All material with even a remote bearing on Middle Eastern questions passed through her hands. Whether in New York, as advisor to the Canadian UN delegation, or in Ottawa, she was respected for her expertise and for her strongminded determination to ensure a balanced and humane approach to the problems of the region. She was directly involved in the negotiations surrounding the partition of Palestine, the internationalization of Jerusalem, the setting up of Canada's first mission in Beirut, and the Suez Crisis.

In 1954, when the mission was established in Beirut, MacCallum became Chargé d'Affaires, the first Canadian woman to carry an official letter of appointment in

such a capacity to a foreign government. She took great pride in that distinction.

Beirut, however, exposed a flaw — and demonstrated Elizabeth's courage. She had been deaf for many years. That had been one of her prime motives in retreating to rural Uxbridge after the constant strain of the FPA years. That had been the reason she had never married, because the "strain of conversation would have proved intolerable." She described deaf conversation as nervous torture, the body "like a wired grand piano pulled to the utmost . . . each sound like a hammer hitting . . . everywhere."

Her deafness made a diplomatic career with heavy social responsibilities, even in as congenial a spot as Beirut, very difficult. During the years from 1954 to 1956 in the Lebanese capital, her hearing declined to the point where two devices, one in each ear, were required. Her outlook, however, remained resolutely positive, «Outsiders», she said, «should adopt an attitude of compassion, understanding and quiet observation.»

Two difficult, trying years in Beirut thoroughly eroded her health, and in late 1957 she asked that she be allowed to take a leave of absence. The Department had wanted her back in Ottawa to direct the newly established Middle East Division but her request was respected. Only a year later, however, she returned to the department, retiring in 1960 at the age of 65. She spent the next four years in Turkey, working on village development and studying Turkish literature . . . again that combination of the physical and the intellectual. Her association with External Affairs continued on an intermittent basis until 1977; she worked for several years on contract in Historical Division, an appropriate home for someone so dedicated to the pursuit of the truth about the past.

In 1967, centennial year, she was honoured by being one of the first to be awarded the rank of Officer of the Order of Canada.

At the age of 82 Elizabeth decided, in a typically decisive manner, to turn her attention to community activities. She devoted much of her free time to working at Ottawa's Civic Hospital with geriatric patients and people suffering hearing impairments, teaching herself the finger alphabet for communication with deaf mutes — a skill she had never acquired on her own behalf. Her aim, she said was to help people, even old people, to realize their full potential. She also polished up a long neglected skill at the piano to give weekly concerts to the patients. Gardening and — believe it or not — jogging provided other outlets for Elizabeth's energy.

These last activities at the Civic Hospital fitted into a life-long pattern of teaching and giving. There was nothing so characteristic of Elizabeth MacCallum as her modesty and lack of pretentiousness, her open and

generous approach to life. Her acute intelligence, gentle ways and unstinting patience made her a natural teacher; as so many of us came to know, no amount of time or effort was ever begrudged. My own interest in Middle East affairs and that of many others was tremendously enriched by her knowledge and expertise. As for herself, she was always courteous, always courageous, always resilient, no matter what the obstacle.

In the week that Elizabeth died in Ottawa's Civic Hospital, her beloved Beirut was again in the headlines, this time as the scene of another hostage crisis. She felt such things deeply, always wondering what she could have done to make the situation turn out differently, always neglecting the personal cost. Were she alive, she would comment — not the first time — on the tragedy, destructiveness and utter futility of it all.

I am indebted to A.E. Blanchette, Paul Frankson, Don Page, Escott Reid, Louise Reynolds, H. Basil Robinson, and Michael Shenhstone for their help with this brief account, and to Diane Gordon, who carried out a fascinating interview with Elizabeth MacCallum for the Queen's University Oral History Project.

△

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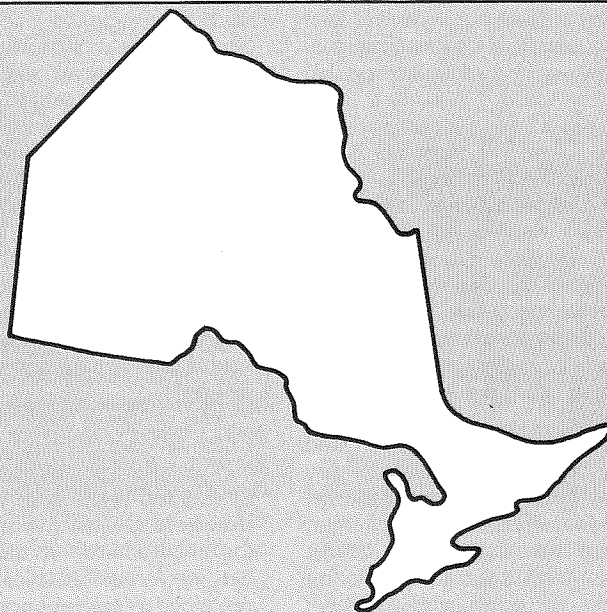
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THE PROVINCES ABROAD: ONTARIO

Canada's largest province is receiving unprecedented scrutiny by pundits and political watchers in the wake of the May 2 Ontario election and the subsequent change in government, the first in 43 years. Ontario has a significant presence abroad and Bout de papier invited representatives from Ontario Hydro and TVOntario to describe their activities.



ONTARIO HYDRO: New Business Ventures

by Cathy Gold

Spurred by the growing United States appetite for inexpensive electric power, Ontario Hydro has emerged as one of Canada's largest energy exporters. As one of the world's largest utilities, Ontario Hydro is looking to export to markets further afield, promoting its technological know-how and utility management expertise to expanding utilities in developing countries. This marketing effort is being undertaken with the backing and cooperation of private sector Canadian contractors, manufacturers and consultants.

Joint ventures and consortium arrangements are a key part of our marketing strategy. The total package approach is an absolute necessity in the highly competitive electric industry market.

Hydro engineers and technicians have been applying their expertise to projects in other countries, mostly in the developing world, for the past 20 years. They have supervised construction and commissioning of generating stations, trained local people to run them, and planned and developed electricity distribution systems in countries such as South Korea, Argentina, Nigeria, Ghana, Kenya, and Indonesia.

Most of these activities were the result of invitations by the host countries and many were funded by the Canadian International Development Agency (CIDA). But early in 1984, Hydro formed its financially autonomous New Business Ventures Division, under the direction of Don Anderson, to bring together under a common banner its

many existing projects and to aggressively promote Hydro expertise in world markets.

By the end of its first year, New Business Ventures held 20 active contracts in seven countries, five of which are joint ventures with other Canadian firms. Included also is Hydro's first major contract awarded by the World Bank. This is to supply training and manpower expertise to the Turkish Electricity Authority — the first phase in an ambitious program by the Authority to modernize its electrical system.

Hydro's know-how can complement the products or construction skills of other Canadian companies in the industry. It can advise on a broad range of necessary activities without competing with other Canadian consultants. This could mean designing a procurement and inventory system for an expanding utility, training management, operations or maintenance staff in the latest techniques and technology, or auditing the operation of existing stations to improve efficiency.

In the past when the utility has worked overseas, it has been primarily in the areas of utility management, power system maintenance and trades and technical training. While these consulting services still remain a large part of what the new division has to sell, some new skills and products have been added to the international marketing efforts.

Among these are isotopes and new technology. Ontario Hydro has been selling one nuclear isotope, Cobalt-60, for many years. This nuclear byproduct is used to treat cancer, sterilize medical supplies and

irradiate food for long-term preservation.

Now, some new isotopes have been added. These are tritium, heavy water, deuterium gas, Helium-3, and Iridium-192. Tritium, already used in the manufacture of self-illuminating signs, digital display panels and calculators, has many new future applications. These include self-illuminating airport runway lights for isolated areas and other safety products such as exit lights in aircraft or on floating oil rigs.

Hydro, which now produces 85 per cent of the world's Cobalt, expects to become a world leader in the production of tritium with the long-term view of using it as a fuel source for fusion reactors.

Hydro's New Business Ventures group will also be marketing, through Canadian companies, an impressive range of high technology products and services developed wholly or jointly by the utility. This transfer of Ontario Hydro technology to Canadian companies achieves both profits for the utility through royalty payments and job creation in Canadian industry.

One recent example is nuclear control-room simulators developed with CAE Electronics Ltd. Supported by Hydro's technical and marketing expertise, CAE broke into the U.S. simulator market with three sales worth \$30 million. Hydro, in turn, will receive about \$1 million in royalties.

Through this transfer of unique Hydro technology, Canadian jobs in the high technology field are created and utilities around the world benefit.

Ms Gold works in the New Business Ventures Division of Ontario Hydro. Δ

TVONTARIO: Not Just Another Network

by Allan Bonner

No, TVOntario is not just like the CBC only smaller. And it's not just like PBS only more educational. We are a unique hybrid, regulated federally by the CRTC but provincially constituted and funded as a result of provincial jurisdiction over education.

TVOntario is well known and respected in its home province and is developing an increasingly higher profile nationally and internationally.

First, Ontario: our programs are used in up to 96 per cent of the province's schools from elementary to university. More than 40,000 Ontario teachers use educational television. Despite today's fragmented media markets and narrowcasting, 49 per cent of all Ontario children aged 2-11 watch TVOntario at home each week. In fact, over 2.2 million viewers at home tune in weekly.

All this is made possible through an innovative use of diverse technology. Anik C3 satellite beams our signal to over 94 per cent of the province. Fourteen medium and high-power transmitters, more than 120 low-power transmitters and about 120 cable systems carry TVOntario's signal.

But our horizons are expanding. We produce extensive print materials to support our educational programming and are exploring the applications of computer technology, notably Telidon. Our horizons are expanding physically as well as intellectually; TVOntario is one of the world's leading producers and vendors of educational television programs. We have sold to such diverse countries as the U.S.A., Great Britain, Israel, Japan, India, Australia, Germany, Singapore, South Korea, Nigeria, Kenya, Swaziland and Zimbabwe.

For several years now, TVOntario has been marketing programs and series to the Department of External Affairs for use by officers in Ottawa and in the field. Many officers are familiar with such series as "Fast Forward" and "Bits and Bytes".

So, TVO products are travelling the world but the world is coming to TVO as well. For the past two years we have been playing host to groups of non-Canadian employees of Canadian embassies and consulates who are touring our country and studying modern television production and broadcast facilities and educational institutions. Also, many representatives of developing nations visit in the hope of gaining expertise or buying the right educational series for their needs. For example, we were recently visited by Ibrahim Al-Yusuf, Director General of the Arabian Gulf States Joint Program Production Institution, Kuwait.

Lately, TVOntario's relationship with the Canadian foreign service has expanded to include the informal assistance of trade commissioners at individual legations in TVOntario's expanding international sales operation. In the past three years our products have been sold to educators, broadcasters, businesses and government agencies in countries throughout the world.

But TVO has only taped the most visible parts of the vast international market. We are discovering that one way to explore the needs and desires of potential foreign markets is through the considerable knowledge and expertise of Canadian foreign service officers in the field.

For example, Antionette MacDonald, TVO's sales executive for international marketing, says Z. Burianyk in Israel gave her invaluable assistance in establishing profitable Mediterranean and Middle Eastern contacts. Ms. MacDonald adds, "TVOntario has really just begun to discover how helpful the commissioners can be in the search for reliable distributors and potential customers. We hope that in the months and years to come our dealing with the Canadian foreign

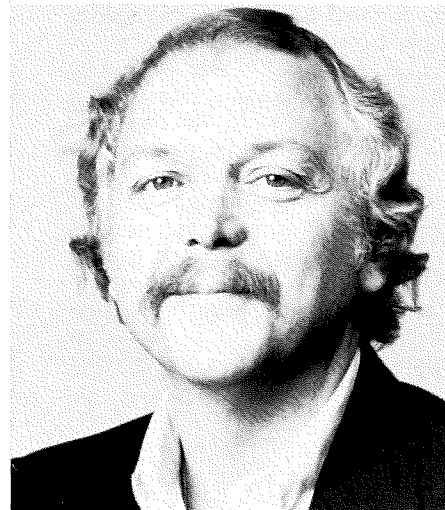
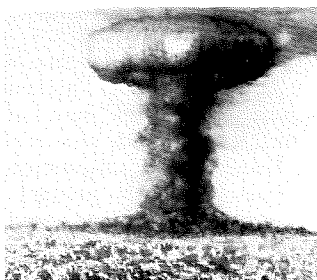
service will work increasingly to our mutual benefit."

TVOntario was created in 1970 by the Ontario legislature to bring educational opportunities to the people of the province. The TVO broadcast network airs programming for all ages and interests, for use at home and in educational institutions, in English and French, 16 hours a day, seven days a week.

The network, its productions and related educational materials are funded in large part by Ontario government grants. But TVO is increasingly supplementing its revenues through corporate underwriting, Canadian and international sales, and international co-productions such as Alvin Toffler's "The Third Wave" and "The Final Chapter" with N.H.K. in Japan.

Anyone wanting more information about TVO can contact TVOntario Marketing, P.O. Box 200, Station Q, Toronto, Ontario M4T 2T1.

A former broadcaster, Allan Bonner is Manager of Policy Relations for TVOntario. △



The Final Chapter?

TVOntario's powerful 75-minute documentary entered in the 1985 Banff Television Festival, recalls the atomic devastation of the last war, and graphically depicts annihilation in the next.

Producer Wally Longul (above left), producer-writer David Chamberlain (above), and host Christopher Plummer (lower left).

 TVOntario

STARDOM IN THAILAND

by Rani Greenberg

As Nancy Adler points out in the conclusion to her piece on life abroad, the challenges can also include unique opportunities. Rani Greenberg, the daughter of our commercial counsellor in Bangkok, Terry Greenberg, capitalized on her own career as a Thai movie star. She recently wrote *Bout de papier* about the experience.

I am soon going to be 15 years old and have, so far, four years of modelling and acting experience. When I was 11 I started modelling in Canada. A friend of mine was doing it and I thought modelling would be fun to try. I asked my mother to submit my photograph to a few companies. I had some jobs, such as newspaper advertising and children's fashion shows, before we left for Thailand when I was 12.

When my father was posted to the Embassy in Thailand, I thought my modelling and fun experience was over for a few years, but one day, shortly after we arrived here, my mother saw an ad in the local newspaper looking for new models. We went together to the modelling agency and they immediately accepted me.

My first assignment was modelling teenage clothes, although I was not a teenager yet. Many people, however, saw those ads which were carried in magazines and newspapers all over Thailand.

Then my phone began to ring.

I have received so many requests for modelling assignments that I had to turn many of them down, especially because I am attending school and have lots of homework. Nevertheless, I did dozens of magazine advertisements and television commercials in the following year.

My movie career started quite unexpectedly about one year after we arrived in Thailand when I was 13 years old. One day Prince Thipayachat, from the Thai Royal family, called my mother to introduce himself and to invite me to be the star of this next movie. Prince Thip, as I call him, had seen one of my TV commercials and decided I would be perfect for the starring role.

My parents and I were reluctant to accept this amazing offer because, as we told Prince Thip, I had no real acting experience, I did not speak Thai very well, and I was very busy with my school work. Prince Thip said that it did not matter, he had complete confidence in me and he could train me in acting and speaking my role in Thai. About school, he promised to



Rani on a 1985 calendar . . .

schedule the filming during Christmas holidays.

I really enjoyed making the film which was shot in northern Thailand, in Chiangmai City. The name of the movie was translated into English, "And Then We Will Love Each Other".

Making this movie was a wonderful experience for me, because I saw how movies are made and I met many interesting people including several famous Thai movie stars.

The story centred around a teenage girl, me, who was not allowed to meet the boy she loved. When she had a serious car accident, the parents finally let her meet him, and he was able to help her to learn to walk again. The movie was a box office hit when it was shown in Bangkok in March 1984 and was awarded the Golden Reel Award from Kodak for that year.

In June last year I made my second film in London, England. It was also a Thai film and a teenage romance entitled "Just Let Me Think of You". It has already shown in the theatres in Bangkok and was successful. Now I am beginning to plan my next film which will probably be made again in Thailand.

Being a movie star has its bad side, because I can never go anywhere without having people staring at me and pointing at me. Sometimes they even stop me and ask lots of questions and it is difficult for me to relax in public. But people are also very nice to me wherever I go, and I enjoy meeting so many new people.

All in all, I have really enjoyed my modelling and acting experiences in Thailand but I do not want to make this my career. I am planning to study science at university, and may take up medicine.

Slam Kitchen

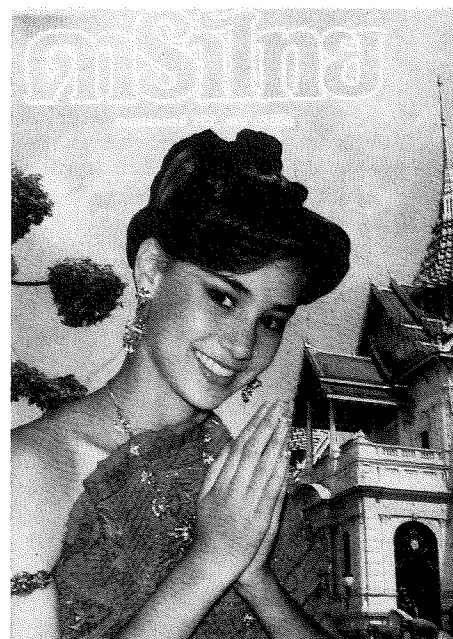
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Entrevue avec Bernard Lamarre PDG Lavalin

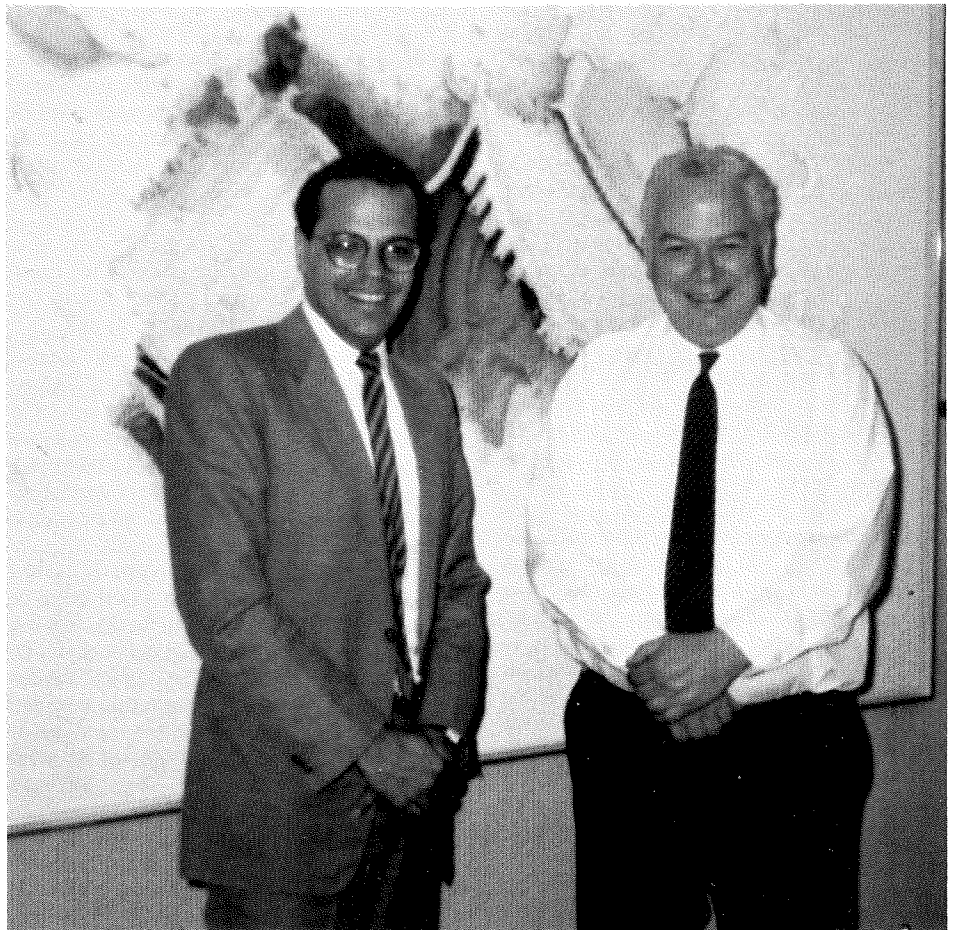
par Christian Sarrazin

Lavalin est l'une des 5 plus grandes firmes d'experts-conseils au monde. Son rayonnement international a acquis ces dernières années un ampleur considérable, pour le plus grand bénéfice des exportations canadiennes, tant de biens que de services. Grand artisan de la réussite de Lavalin, son Président directeur général, Bernard Lamarre, n'a pas cessé depuis 30 ans de repousser de plus en plus loin les horizons de l'entreprise, des rives du Saint-Laurent aux confins de l'Afrique et de l'Asie, dans plus de 90 pays.

Dans le cadre d'une nouvelle série d'entrevues avec les chefs de file canadiens dans le monde des affaires à l'international, qu'inaugure *Bout de papier* dans cette édition, Christian Sarrazin rencontrait récemment le PDG du Groupe Lavalin qui lui donnait l'entrevue qui suit.

BOUT DE PAPIER: Monsieur Lamarre, parlez nous un peu des origines de Lavalin?

M. LAMARRE: Lavalin a été établi — c'était Lalonde et Valois dans le temps — en 1936. De 1936 à 1939, le bureau a eu passablement d'ouvrage; est arrivée la guerre, les affaires ont baissé un peu, car ce n'était pas un bureau qui se mêlait beaucoup de construction industrielle, alors qu'à ce moment-là, ce n'était que ça qui fonctionnait. Tout de suite après la guerre, les affaires ont repris et, jusqu'en 1960 disons, on a fonctionné de façon normale, plus ou moins dans les mêmes secteurs d'activités; Lalonde et Valois n'était actif à l'époque que dans le domaine institutionnel, les églises, les écoles, les couvents, ces choses-là, et un petit peu dans les travaux routiers. À partir de 1960, on a démarré vraiment avec la venue du nouveau gouvernement à Québec



Bernard Lamarre (à droite), avec Christian Sarrazin, au moment de l'entrevue au siège social de Lavalin à Montréal

et tous les grands travaux publics sont octroyés à partir de ce moment-là, en plus de la construction de plusieurs grands édifices par l'entreprise privée. 1962, Lalonde et Valois est réorganisé en Lalonde, Valois, Lamarre, Valois et Associés. C'est à ce moment-là que je deviens associé de la firme avec le fils de M. Valois, Jean-Pierre, et les deux patrons, qui eux, tout en laissant leurs noms à la société, y étaient tout de même beaucoup moins actifs. Alors, tout va bien; les chantiers de l'Expo '67 à Montréal sont ouverts, le métro est en pleine construction, bref tout est en plein efflorescence.

Mais, à partir de 1964, on s'est aperçu que ça ne pouvait pas continuer comme ça tout le temps. Il valait mieux regarder voir si l'on ne pouvait pas trouver des nouveaux territoires ou des nouvelles régions où l'on pourrait exercer notre activité et réussir à conserver notre équipe au travail, si jamais il devait y avoir un ralentissement au Québec après Expo '67. Au Canada, ça nous semblait assez difficile. La plupart des travaux gouvernementaux proprement dits étaient exécutés par le personnel des provinces: il n'y avait pas de "farming out"; c'était exécuté de l'intérieur. Du côté de l'entreprise privée, la plupart des travaux étaient exécutés par des firmes américaines, tout simplement parce que les propriétaires,

les "sponsors", étaient des multinationales américaines. Alors, on a regardé un peu à l'extérieur du pays. C'est alors qu'on s'est aperçu qu'en Afrique francophone, on pourrait peut-être être bien reçu, parce qu'on représentait la technologie nord-américaine, on parlait la même langue et puis on n'avait pas de passé colonialiste.

C'est à ce moment-là, en '64, qu'on a formé ce qui s'appelait alors Lamarre, Valois International. On a retenu comme premier président Yves Beauregard, un de mes confrères, qui avait travaillé pour les Nations-Unies pendant deux ans au Cameroun et qui connaissait bien l'Afrique francophone. En '67, on obtient un premier contrat, au Daomé — maintenant le Bénin — avec le concours de la Banque Mondiale, contrat d'ailleurs que l'on a pas eu seuls, puisque nous étions en association avec une société de Toronto. C'était là le départ de notre aventure internationale.

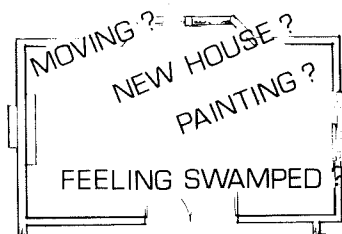
En '72 cependant, il y a eu énormément d'ouvrage ici au Canada, un peu partout à travers le pays. Ce qui fait qu'on a un petit peu négligé l'international un certain temps pour se concentrer sur le "domestique". C'était alors le début de notre expansion au Canada. À partir de '72 on a commencé à acquérir plusieurs sociétés à l'extérieur du Québec, et à prendre pied dans d'autres provinces. De sorte qu'en 76-77, on était

passablement bien implanté ici au Canada et on a recommencé à regarder du côté du marché international comme champ de croissance. Au début des années 80, le marché international correspondait à peu près à 10 ou 15 pour cent de l'ensemble de nos activités. Pour atténuer les effets de la crise survenue fin 81-82, il a fallu cependant donner un bon coup du côté de l'international, pour passer à travers, parce qu'ici au Canada, c'était vraiment terrible. C'est ce qui explique que l'on a graduellement intensifié alors nos efforts de commercialisation déjà amorcées à l'étranger. De sorte que, à l'heure actuelle, pour l'exercice financier 84-85, l'ensemble de nos revenus sera environ de 650 millions de dollars et, là-dessus, un peu plus de la moitié nous viendra de l'exportation.

BOUT DE PAPIER: Est-ce que vous voyez cette tendance aller en s'accroissant?

LAMARRE: Je pense que l'on va continuer de façon absolue d'augmenter la valeur de nos travaux à l'étranger, mais en rapport avec notre activité canadienne, je pense que l'on va augmenter plus vite ici, au Canada, à partir de l'an prochain. Je pense qu'idéalement, il ne faudrait pas dépasser beaucoup plus que 40 pour cent à l'étranger et en garder environ 60 pour cent au Canada.

BOUT DE PAPIER: Pourquoi?



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LAMARRE: Parce qu'à l'étranger c'est vraiment beaucoup plus difficile, ça demande beaucoup plus d'attention. Il y a des problèmes de financement, des problèmes de perceptions de factures, problèmes de toute sorte que l'on ne rencontre pas ici au Canada. Mais même avec ces inconvénients, on ne peut pas se passer de l'étranger. Si on n'est pas capable de concurrencer à l'étranger des firmes de l'extérieur, elles vont venir nous concurrencer chez nous. C'est donc absolument essentiel que l'on soit présent du côté de l'international.

BOUT DE PAPIER: Vous parlez tantôt d'un programme important d'acquisitions au Canada que vous aviez fait entre 72-75. Lavalin m'a dit à environ une quarantaine de filiales. Quels sont les grands principes de gestion que vous appliquez pour gérer efficacement un empire ainsi constitué?

LAMARRE: Pourquoi autant de filiales? C'est sûr que si on était des américains, on ne procéderait pas de cette façon. Mais ici au Canada, on est plutôt provincialiste, on est très chauvin; donc on est obligé d'avoir des filiales — ce que j'appelle des divisions locales — dans chacune des provinces du Canada, et qui sont des bureaux de génie général. On n'en a pas à l'Île du Prince-Édouard pour des raisons évidentes, mais partout ailleurs on a des filiales, des divisions locales, sans quoi ça ne serait pas possible pour Lavalin d'avoir de l'ouvrage disons à Terre-Neuve si on n'y avait pas une filiale. Donc ceci nous oblige déjà à avoir neuf ou dix filiales. Puis on a aussi nos divisions locales à l'étranger, comme par exemple au Nigéria; c'est là aussi une exigence territoriale qui nous amène à avoir plusieurs filiales. Par ailleurs, on a des filiales que j'appelle de procédé; ce sont des filiales qui sont spécialisées dans un domaine particulier du génie. Par exemple, Partec à Calgary est spécialisée dans le domaine du raffinage du pétrole, du traitement des gaz. Ou encore, Shawinigan Engineering situé ici à Montréal parce que la plupart des grands travaux dans le domaine de l'hydro-électrique sont initiés ici.

Comment ça fonctionne? C'est simple. Prenons l'exemple de notre filiale Fenco-Shawinigan à Halifax. Si nous obtenons un projet industriel en Nouvelle-Écosse, c'est elle qui va être la filiale contractante. Cependant la filiale pilote va être Fenco Engineers de Toronto, spécialisée dans la construction industrielle. Le procédé, le préliminaire, va se faire à Toronto, mais une grande partie de l'engineering de détail, va être fait par Fenco-Shawinigan à Halifax, de sorte qu'au moins 90 à 95 pour cent des travaux d'engineering se fassent là-bas, mais toujours sous la surveillance de notre filiale de Toronto qui est spécialisée dans le domaine. On essaie donc de concilier les deux exigences, l'exigence de régionalisation et l'exigence de compétence technique, afin que tout le monde soit satisfait.

Comment contrôle-t-on ça au point de

vue de gestion? Chacune de ces filiales sont des "profits-centre". Donc au lieu d'avoir un seul énorme groupe de civil, c'est quarante fois 150 personnes que nous avons; alors ça se gère assez bien. Chaque filiale a un président qui est responsable, et de la qualité technique, et des résultats financiers de sa filiale. N'en demeure pas moins que ça ne serait pas possible pour moi de superviser quarante filiales. Aussi, nous avons des vice-présidents de groupe qui ont chacun six, sept ou huit filiales à surveiller, puis qui se rapportent à moi. Donc ça fait une pyramide qui fonctionne assez bien et qui est assez facile d'administration.

"Nos principaux marchés cible dans les cinq prochaines années? L'Union soviétique, ... la Chine, ... l'Inde"

BOUT DE PAPIER: Si l'on revenait à l'exportation. Vous parlez tantôt du marché de l'Afrique francophone. On sait à quel point vous y êtes impliqué. Que voyez-vous pour Lavalin comme nouveaux marchés à l'étranger dans les cinq prochaines années?

LAMARRE: Je pense que l'Union soviétique va compter pour beaucoup dans nos activités dans les années qui viennent. Pourquoi? Parce que, en fait, ils ont besoin de notre technique; les pétroles et les gaz qu'ils ont là-bas correspondent assez bien à ceux que l'on a dans l'ouest; on a acquis dans le domaine de la désulfuration et du raffinage de ces produits-là une expérience à peu près unique au monde. On est donc capable de satisfaire les Soviétiques de ce côté-là et ils ont un programme quinquennal qui s'en vient d'une envergure colossale. Donc je pense que l'on sera capable de trouver des débouchés là-bas. D'autant plus que grâce à l'une de nos filiales européennes, on a déjà pu prendre pied sur ce marché, du fait que les Soviétiques font beaucoup affaire avec la France et l'Allemagne à cause de l'exportation de gaz. Ça ne veut pas dire que l'on néglige nos sources canadiennes; l'engineering se fait à Calgary et, autant que possible, les produits ou les équipements qui peuvent être achetés au Canada le sont. L'avantage de cette situation, c'est de nous permettre d'avoir un rapport direct avec les Soviétiques à partir de l'Europe.

Le deuxième pays où on devrait avoir des développements considérables, du moins je l'espère même si c'est un peu plus problématique, c'est la Chine. On a établi un bureau là-bas en janvier dernier. Déjà il y a de petits contrats qui pointent à l'horizon et il semble y avoir des grandes possibilités. Il y a une ligne de crédit de la S.E.E. avec la Chine. Je pense qu'il y aura des projets à faire dans ce grand pays.

Il y a l'Inde aussi où l'on va essayer vraiment de faire quelque chose dans le

"high-tech". On n'ira certainement pas construire des routes en Inde, ou construire des projets qui sont à la portée de tout le monde, mais on va essayer d'apporter une certaine partie de la haute technologie canadienne pour être capable de vendre nos services là-bas. On ne négligera pas pour autant l'Afrique francophone, ni le Sud-est asiatique où là aussi il y aura des développements considérables. L'Amérique latine peut-être aussi, mais pas aussi rapidement que dans les régions dont je viens de vous parler.

Il y a aussi des secteurs d'activités que l'on va essayer de développer. On s'est lancé dans le domaine de la santé avec l'une de nos filiales. Le Moyen-orient et le Sud-est asiatique représentent d'excellents marchés pour ce secteur.

Il va falloir aussi penser au "countertrade" si l'on veut continuer nos activités dans le domaine international et surtout dans les pays en voie de développement. Il va falloir trouver une façon de devenir des experts dans le domaine. Le "countertrade" va devoir être autre chose qu'un transfert des exportations. En Indonésie par exemple, on s'est rendu compte que le "countertrade" ne fonctionnait pas parce que ce qu'ils exportaient de cette façon ne faisait que déplacer les exportations qu'ils effectuaient jusque-là de manière traditionnelle. Alors il va falloir trouver des façons pour que vraiment le "countertrade" résulte en un accroissement net des exportations pour les pays qui le pratiquent. Ça encore ce n'est pas facile, mais c'est un point sur lequel on va se pencher au cours des mois qui viennent.

"Le 'countertrade'? Il va falloir y faire face sinon on va disparaître du domaine de l'exportation"

BOUT DE PAPIER: Vous faites face à beaucoup de demandes de "countertrade" depuis quelques années?

LAMARRE: De plus en plus. En Indonésie, en Chine, en Algérie, au Nigéria par exemple. C'est un pattern qui semble vouloir se développer à l'échelle du monde et si on n'est pas capable d'y faire face, on va disparaître du domaine de l'exportation. Il va falloir trouver une façon de solutionner ce problème là.

BOUT DE PAPIER: Si l'on parlait un peu de la concurrence étrangère. La formule canadienne — où les firmes de consultants comme la vôtre sont vraiment le fer de lance sur les marchés internationaux, plutôt que les grandes firmes de construction comme ailleurs — est unique. On connaît ses avantages, mais il y a des désavantages. Par exemple, dans le cas des grands projets clé-en-main où l'expertise requise dépasse largement celle que l'on retrouve chez les

ingénieurs-conseils. Ou encore là où on demande une participation financière au projet de la part du constructeur ou du partenaire étranger. Comment faites-vous face à ce genre de problèmes?

LAMARRE: Je répond d'abord à la question des clés-en-main. C'est vrai qu'aux États-Unis les Fluor et puis tous les autres se sont développés à partir d'activités de construction; puis ils ont rajouté le bureau d'étude par après pour devenir des ingénieurs-constructeurs. En France, c'était à peu près la même chose; c'était les constructeurs qui ont formé des bureaux d'étude, pour devenir aussi des ingénieurs-constructeurs. Ici, c'est l'inverse qui s'est produit. Je ne sais pas pourquoi. Ce sont les ingénieurs-conseils qui, pour concurrencer les grandes firmes étrangères ont été obligés de se lancer aussi dans la construction pour devenir des ingénieurs-constructeurs. Quand je suis arrivé en affaires dans les années 55, ici dans la province de Québec c'était l'architecte qui était le grand patron. Puis, à partir des années 60, cela a changé et l'influence des architectes s'est estompée. Ils ont manqué le virage parce que tout le monde à ce moment-là voulait des contrôles budgétaires, des contrôles d'échéancier pour lesquels leur formation ne les avait pas suffisamment préparés. C'est à ce moment-là que les ingénieurs ont pris la place des architectes dans la gestion des projets des bâtiments. De plus, avec le gouvernement Lesage, on a voulu que l'entreprise privée participe de plain-pied à la réalisation des grands projets de la province, ce qui a encore favorisé davantage le développement du génie-conseil. Etant devenus de taille importante, même par rapport aux entrepreneurs, les ingénieurs-conseils en sont venus à s'occuper aussi à développer le champs de la construction, parce que, à ce moment-là au Québec, il n'y avait pas de grosses entreprises québécoises dans le domaine de l'ingénierie et construction. Les entrepreneurs québécois qui existaient alors n'avaient pas la taille ni peut-être la capacité financière pour être capable de développer un bureau d'études et devenir des ingénieurs-constructeurs.

Il y avait bien quelques grandes entreprises en construction oeuvrant au Québec, mais celles-ci appartenaient, en totalité ou en partie à des étrangers.

Notre rôle d'ingénieurs-constructeurs s'est aussi renforcé avec le boom que l'on a connu au Canada dans le domaine de l'industrie pétrochimique, dans le domaine de l'industrie lourde en général, où les propriétaires voulaient voir réaliser leurs travaux clé-en-main. Il nous a fallu, à nous ingénieurs-conseils, être capable de donner ce service-là. Il a fallu se donner une dimension complète, un éventail complet. Ce qui fait que, pour répondre à votre première question, ce sont les ingénieurs-conseils devenus ingénieurs-constructeurs qui au Canada au contraire des autres pays industrialisés étaient en mesure d'offrir leurs

services pour les projets clé-en-main. On fait tout ce qui faut. On amène des produits canadiens: pour chaque dollar d'honoraire, on amène à peu près six dollars de produits et biens. Donc, de ce côté-là, c'est réglé.

La question de prise d'équité dans des projets exécutés à l'étranger, ça c'est une autre paire de manches. On n'a pas encore solutionné ce problème-là. A l'heure actuelle, on apporte le financement canadien, des financements mixtes et tout ça, mais on n'est pas encore capable d'apporter du capital d'équité. D'ailleurs il faut dire que ce ne sont pas tellement les constructeurs qui le font ailleurs dans le monde non plus, mais plutôt de grands manufacturiers comme la General Motors ou la General Electric. Pour nous, on n'a pas encore trouver de solution de ce côté-là. Il va falloir peut-être avoir des alliances avec des grands manufacturiers américains, ou encore canadiens, pour être capable de prendre une certaine équité dans les travaux, dans les projets industriels, et ça, j'admets que nous n'en sommes pas encore rendus là.

"Là où on a besoin le plus de l'aide gouvernementale, c'est dans la préparation de propositions et dans les études préliminaires..."

BOUT DE PAPIER: C'est peut-être cela qui va relancer un peu la formule de consortium à l'exportation, où on retrouverait un Lavalin avec un grand fournisseur, un grand manufacturier.

LAMARRE: Ça pourrait peut-être arriver. Pour nous, on n'a pas encore senti ce besoin-là, mais il est évident que ça peut venir.

BOUT DE PAPIER: Le financement à l'exportation, on dit souvent que c'est un facteur-clé dans notre compétitivité à l'étranger. Dans quel mesure cela est-il vrai? D'ailleurs la politique gouvernementale là-dessus a toujours été un peu ambivalente: tout en voulant aider, on a aussi certaines réticences à subventionner l'exportation. Quelle est votre opinion là-dessus?

LAMARRE: En fait, pour nous, ce n'est pas un problème. Pour obtenir des contrats, ça prend du financement, c'est certain. On ne peut pas avoir de contrats, de grands contrats clé-en-main, sans apporter notre financement. C'est impensable. Ce qui nous est donné par le SEE, à mon sens, c'est compétitif avec ce que l'on peut retrouver ailleurs, en France ou en Angleterre. On n'a pas de problèmes insurmontables de concurrence de ce côté-là. La seule chose que je peux trouver de temps à autre, c'est que c'est un peu plus bureaucratique que l'on voudrait. Mais ça n'empêche pas que l'on a toutes les facilités nécessaires pour

être capable d'obtenir des contrats avec les financements que l'on peut obtenir ici.

BOUT DE PAPIER: Un mot sur la politique générale d'appui à l'exportation que le gouvernement canadien offre. A part le financement, il y a aussi d'autres programmes comme le "PEMD" que vous connaissez sans doute. Il y a aussi l'appui que fournissent les délégués commerciaux à l'étranger, dans les missions. Si le gouvernement devait choisir entre tout ça, étant donné les ressources limitées que l'on a pour appuyer l'exportation, quelles seraient vos priorités? Serait-ce au niveau de l'appui sur place à l'étranger, ou encore le genre "PEMD", ou quoi?

LAMARRE: Si vous m'aviez parlé il y a dix ans, j'aurais dit que c'est sûrement de développer un réseau de commercialisation à l'étranger, d'avoir des délégués commerciaux qui sont vraiment aux aguets et puis que nos ambassades ne fassent plus de politique ni de diplomatie, mais qu'elles fassent seulement de la vente. Au stade où on en est rendu maintenant chez Lavalin, ça ce n'est plus aussi nécessaire, quoique l'on aime bien pouvoir compter sur les ambassades, les ambassadeurs pour nous aider dans certaines activités de commercialisation à l'étranger. Je dois dire qu'il y en a qui nous aide grandement.

L'ambassadeur Roberts à Moscou par exemple nous a aidé de façon extraordinaire et a donné les instructions nécessaires à tout son monde. Il est certain que l'on apprécie quand on peut compter sur un appui enthousiaste comme ça. S'il y avait cependant une priorité à donner, ce serait dans l'aide à la préparation de propositions parce que ça coûte terriblement cher. Juste une proposition comme celle que nous avons préparée pour le projet en Union soviétique nous coûte à nous environ une couple de millions de dollars car il nous faut faire tout le "front-end engineering" avant d'être capable de remettre nos prix. Des propositions comme celles que l'on a faites en Algérie nous ont coûté sûrement tout près d'un million de dollars. L'aide à la préparation de propositions m'apparaît comme absolument essentielle si l'on veut pénétrer le marché des grands contrats. C'est là où l'on a besoin le plus de l'aide canadienne.

Deuxièmement, ceci est vrai non seulement dans le domaine des propositions, mais aussi dans celui des études préliminaires. Comme pour les projets en Chine par exemple. Il faut faire des études préliminaires avant d'être capable de décrocher le contrat de l'étude détaillée et puis la réalisation. Là aussi il faudrait avoir de l'aide financière, parce que les profits dans l'engineering et dans la construction ne sont pas suffisants pour nous permettre de faire des investissements aussi considérables que ça. Alors si l'on veut vraiment placer l'argent pour que ça rapporte, et je ne parle pas seulement pour Lavalin mais pour tous ceux qui sont dans le même domaine que nous,

c'est là que l'on a besoin d'aide. En réalité dans la préparation des propositions, si l'on obtient le contrat, on remet l'argent; cela ne coûte pas tellement cher à l'État. Dans le cas des études préliminaires on ne remet pas l'argent mais au moins, si on obtient le contrat, il y a toutes les retombées. Après avoir fait les études préliminaires et que l'on est retenu, ce n'est plus tout à fait un concours et il y a de très fortes chances d'avoir le contrat pour tout le reste et d'amener le gros morceau par après. Si vous me demandez où sont nos priorités, c'est dans ces deux aspects-là.

BOUT DE PAPIER: Juste en terminant, vous vous intéressez beaucoup à l'art. Vous êtes un des grands collectionneurs canadiens d'art moderne. Vous êtes président du Musée des beaux-arts ici à Montréal. Que pensez-vous du potentiel artistique canadien, de sa créativité, de son rayonnement? Dans quelle mesure les politiques gouvernementales sont-elles adéquates dans ce domaine?

"Une façon de solutionner le problème du financement d'activités artistiques? . . . Organiser des choses qui intéressent davantage le public . . ."

LAMARRE: Vous me demandez une grosse question. En fait, je ne connais bien seulement qu'un aspect de la culture, c'est l'aspect des arts plastiques. Je ne m'y connais pas plus que ça dans d'autres domaines, dans l'art vocal ou dans le "performing art" par exemple. Dans l'art plastique, je pense que les gouvernements ne font pas trop mal. On ne peut pas toujours s'attendre à tout des gouvernements. Il n'est pas nécessaire que l'État soit partout; il faut quand même que les artistes se débrouillent par eux-mêmes. Je ne dis pas qu'il ne faut pas leur donner de l'aide. Il faut réaliser que l'activité culturelle est une activité économique qui est beaucoup plus importante que l'on ne le pense. Les chiffres qui nous sont donnés sont extraordinaires. Ça représente quatre, cinq pour cent du produit national brut — je parle de tout le domaine des arts et non seulement des arts plastiques. Donc c'est quelque chose qui vaut la peine de s'y intéresser. Dans le domaine du cinéma cependant, tout le monde compte sur l'État-providence; je pense que là il faudrait un peu relever nos manches, être un peu moins provincial, un peu plus international, et être capable de percer. C'est certain que ce n'est pas facile avec un géant comme les États-Unis tout juste à côté qui sont là omniprésents et qui perçoivent 98 pour cent des revenus de tout ce qui se projette comme cinéma dans le monde. Si vous êtes un artiste américain, vos tableaux, pour le moins que vous en

valliez la peine, vont prendre une valeur considérable en peu de temps. Si vous êtes dans le domaine de la musique ou autre, n'importe, vous percez éventuellement. Tandis qu'ici au Canada, malgré tout, ça reste provincial. Ça suppose que le gouvernement doit être un petit plus généreux de ce côté-là, mais je ne crois pas qu'il doive être appelé à faire tout le travail. Au Musée des beaux-arts, à Montréal, on a été très longtemps et jusqu'en 1970 à subvenir à nos besoins uniquement grâce à l'entreprise privée. L'entreprise privée, à l'époque, c'était surtout les anglophones et l'élément juif de Montréal, qui étaient ceux qui subventionnaient le Musée des beaux-arts. A partir des années 70, ça a commencé à coûter tellement cher qu'ils n'ont pu suffir et il a fallu recourir à l'aide gouvernementale, à un tel point que maintenant l'aide gouvernementale compte pour à peu près 75 à 80 pour cent de notre budget. Moi, je voudrais diminuer ça. Je voudrais qu'au moins le privé tranquillement arrive à couvrir au moins 50 pour cent de nos dépenses. En fait il faut absolument arriver à ça. Comment? Il faut organiser des choses qui intéressent le public. L'exposition Picasso qui s'en vient au Musée pourrait en fournir la démonstration.

BOUT DE PAPIER: M. Lamarre, merci. △

AND THIS FROM LONDON

Some foreign diplomats in New York, Washington, Geneva and London keep women slaves they lend out to other men for sex, a leading anti-slavery campaigner has charged.

The hands of the police in all those countries were tied because the slave-owners could claim diplomatic immunity, he added.

Col. Patrick Montgomery, former secretary of the London-based Anti-Slavery Society, made his allegations in a letter published by the prestigious London Times.

In one case, he said, a young woman emerged from a diplomat's apartment and showed an older woman bite marks on her arm and a brand mark on the top of her head.

"She was, on several occasions, seen being dragged out screaming to be lent to the diplomat's men friends, for sex," he said.

Montgomery said young women are lured to London with talk of a relatively luxurious life as domestic servants. Instead, they find themselves confined, sexually abused and unable to contact outsiders.

. . . (and those men in striped pants always seemed so tame).

Roy McMurtry: From Politician to Diplomat

The first thing you notice about Roy McMurtry is his physical size. A big man, he still moves with the slow but sure step of the university footballer which he was at Trinity College. The eyes are hooded and the turmoil of a decade in politics is etched into the contours of his round but still boyish face. He makes no pretence at oratory; some of his convoluted phrases would leave a purist wincing but his easy smile and friendly manner make him eminently likeable.

Born in 1932 in Toronto, he lost his first try for a seat at Queen's Park but triumphed in Eglinton in the 1975 general election. Appointed Attorney-General, he soon achieved a high public

profile for his crusades against drunk driving and his successful efforts together with Roy Romanow of Saskatchewan and Jean Chrétien in the constitutional patriation. He sought the Conservative crown after the resignation of Bill Davis but was knocked out after the first ballot. Within the week he was lunching at 24 Sussex where he was asked by his fellow Irishman and friend Brian Mulroney to become Canadian High Commissioner in London. It was an offer he could not refuse.

Bout de papier interviewed Roy McMurtry at the Department of External Affairs shortly before he took up his posting.

BOUT DE PAPIER: Why do you want to be High Commissioner?

MCMURTRY: It's obviously one of the most interesting jobs that one could ask for in the public service. I don't think you have

to be any sort of an expert, any kind of an expert on international affairs to know that the High Commissioner's job in London is one of the most interesting jobs in the public service. Although my political background

is of course provincial, I have always had a great interest in federal politics because of the international dimensions. As a provincial cabinet minister, I found opportunities to visit a number of nations representing the province and the country in my role as chairman of the Cabinet committee on race relations. While this doesn't represent experience of any particular significance it does give me a number of glimpses as to how exciting it would be, how interesting it would be to represent Canada in one of the important capitals of the world.

BOUT DE PAPIER: Why Britain in particular?

MCMURTRY: Britain is of particular interest to me because the institutions that I've been most closely associated with in my adult life are of British origin, namely the justice system and the parliamentary system. I grew up in a legal family where the relationship with the British justice, judicial and legal institutions were an important part of my father's life, and I was in practice as a trial lawyer for 17 years before entering politics. Even before entering politics, Great Britain always represented a very special part of the world in my life because of the legal association. And then when you add to that the parliamentary dimension and the other obvious areas of interest, a posting in London clearly is a very special opportunity.

BOUT DE PAPIER: How are you going about preparing for this new role?

MCMURTRY: I recognize the fact that the preparation for the new role, however careful it is, however comprehensive it is, will still be something less than adequate for the challenges, the opportunities to make a contribution. It is going to be a major learning experience on the job and while preparation, of course, is meeting as many people who have advice to offer, clearly there is a great deal to learn and most of the learning will take place in London.

BOUT DE PAPIER: Are you reading any books to make this transition?

MCMURTRY: I have been reading with great interest the London diaries of Charles Ritchie, re-reading the section of the Howard Ferguson biography — (Peter Oliver's work on Howard Ferguson) dealing with his years as the High Commissioner and, of course, I have been given some very good briefing materials from the Ministry. Just reading through the briefing material that was given to Mr. Kelleher for his trip during the fall gives one a real flavour of what the job is all about and the multi-dimensional role that is played by the High Commission in London.

BOUT DE PAPIER: You talk about goals and roles, when you spoke with the Prime Minister did he say 'I would like you to do or emphasize any particular aspect', or is there something in particular that you would like to emphasize over there, a particular goal that you may have set?

MCMURTRY: Well, I think it is a little premature to talk about goals other than to



McMurtry and *Bout de papier's* editor

do the job as well as I can. Trade and investment obviously are a very high priority and will be for many years to come. I have a great deal to learn about international trade and investment coming from a provincial cabinet portfolio that was non-economic and one of my goals is to see that we play as effective a role as possible in that area. It will probably be the number one priority. I am enormously interested in all of the other roles of the Commission, public affairs, representing Canada in the mother country as it were, is very special particularly as I think that there are many people in both countries, rightly or wrongly, who believe that many of us on both sides of the Atlantic tend to take our relationship a little bit for granted.

This particular relationship has been a very positive one over the years. I was very much a part of the events that created some modest strains on the relationship during the constitution activities. What was interesting to me, having spent quite a bit of time in Great Britain particularly in 1981, was the fact that notwithstanding the strains and the difficult position that I think that we Canadians put Great Britain in over the constitution, I was very impressed with the enormously strong, positive feeling that most people in Britain had towards Canada. At the same time I sort of sensed that, like any family, we have to guard against taking

family relationships for granted. When it comes to the relationship between Great Britain and Canada there is always that danger. This will be a concern that will be given a priority. I don't pretend to have any particular expertise to offer on cultural issues, except that I have always been very interested in issues related to the development of our cultural institutions. I'm rather intrigued by what I've heard of the efforts of the High Commission to interest the private sector, for example, to support Canadian culture internationally. That is an example of an initiative which I would like to pursue with a great deal of enthusiasm.

BOUT DE PAPIER: You are making the transition from politician to diplomat. What are the skills you think you bring, and that you can employ very usefully in the role of diplomat?

MCMURTRY: Well, diplomatic skills are essential political skills. I think the most common error that is made is assuming that there are different solitudes: the solitude of diplomacy, the solitude of the working politician, the solitude of the career public servant.

There is considerable overlapping and the personal skills that one may develop in one area will be equally useful in the other areas.

Someone who has been given a major post without any experience in the public

service, particularly in External Affairs, may obviously in some people's minds be a disadvantage because one hasn't had the training. However, I think that somebody who has had a great deal of political experience and understanding of politics in the broader sense can be an effective advocate on behalf of the career public servants. I think the advantage of having somebody with a political background in some of these posts is that we can help bridge the traditional gaps, particularly at a time when the competition between the various ministries for funding is going to be enormous. This is going to be the reality of public life for some years to come. I wouldn't have accepted this posting if I didn't have a strong belief in the importance of the Ministry of External Affairs and I say this well aware of the fact that we've gone through a period of time during which there has been some political skepticism voiced about the role of ministries of External Affairs, particularly when communication and transportation is so advanced. I come to my job with a long standing bias that the Ministry of External Affairs must play the most major role and it has an enormously important mandate particularly in a world where the issues are becoming more complex every day. I would like to think that somebody with a political background, who understands the political process, can be a useful advocate for the service in that respect, coming as I do with the fundamental belief as to the crucial importance of the service.

BOUT DE PAPIER: How is your family reacting? Your wife is going to have a major role to play. Are your children going to go as well?

MCMURTRY: It comes at a particularly interesting time because my wife, until this leadership campaign, had not been involved in my political life to a very large extent simply because of the six children, and had not spent a great deal of time with me out in the hustings. Of course the job of international diplomacy involves hustings of a different sort but the similarities are obvious. One of the reasons why this job appealed to me so much was because in watching her performance as we travelled about the province over a period of three months, meeting people at the different regions, I saw how much she enjoyed meeting people and this encouraged me to accept the job because I think she'll be very effective. The children are all very excited of course. This was the concern because we are a very close knit family and I didn't really know what their reaction would be. My children range from 17 to 27, so they're not all at home but everybody was very enthusiastic. Even the youngest ones, who will be with us and will be leaving their friends, are very excited about living in another country — particularly in London.

BOUT DE PAPIER: Thank you Mr. McMurtry. △

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A PORTABLE LIFE: Part II

McGill University Professor of Management, Nancy Adler, recently completed a study of the lives of spouses posted abroad. Sponsored in part by the U.S. Peace Corps, Proctor and Gamble and CIDA, Professor Adler interviewed more than 200 wives. She recently spoke to the Foreign Service Community Association. In our last issue Professor Adler looked at the difficulties facing the spouse who is posted abroad. Professor Adler concludes her piece on the 'Portable Life' with an examination of the adjustment process and the return home. She puts forward some recommendations on coping with life on posting.

Adjustment Coming Home

by Nancy Adler

The employee's frequent absence compounds the difficulties a spouse has in adjusting to life in a new environment.

Having just started a new job, the employee often works long hours, exacerbating the situation. Further, many foreign assignments include regional responsibilities and a great amount of travel. The wife has just given up her friends, activities, and, in many cases, a job or career to follow her husband and family overseas. Often too, the husband continues and increases his involvement in the job, often to the near exclusion of his wife, and separation and lack of support cause numerous complaints.

The husband's work usually leaves him least available during the first few months abroad, exactly when the wife needs him the most to help with the logistics of settling in and to provide companionship and support. Unfortunately, the pattern of absent husbands and isolated wives reinforces itself in a vicious cycle. As more problems build up at home, many employees have less desire to spend time at home. By their own admission, many employees spend more time in the office and traveling than is necessary or required by the job. As the wife's situation becomes more difficult, the husband, often feeling guilty at the realization that his career causes the situation in the first place, increasingly avoids home.

Following the initial period of adjustment, the wife faces the hardest task of all: creating a meaningful life overseas. She must identify what she wants to do and find a way to do it in the foreign

country. For women who follow their husband from country to country, it becomes the search for a meaningful portable life.

Being a transient, I tried to develop those things because . . . it is very difficult for me to have a career. And luckily, I am not a particularly career-minded person. I want to take experiences and opportunities as they come. I want to learn different things, and I want to try different things. I mean I only have one life. So a career and stepping up the ladder isn't important to me personally. But it is important for me to take skills that are portable because, being a transient, you have to have something that you can grasp hold of, that you can take with you, that can be a certain continuity.

Creating a meaningful life overseas remains the most neglected aspect of the spouse's overseas move. People talk about the initial cultural shock, learning a foreign language, and adjusting to the new culture. But adjustment is only half of the challenge; it brings a potentially negative situation to neutral, not to positive. Adjustment only brings the woman to the point where the foreign environment no longer constantly frustrates her; it does not provide motivation, direction, and a meaning to daily life overseas. Introspection and life planning remain necessary for the spouse to answer the questions: What do I really want to do? What would I be happiest having accomplished during my years in this country? How can I continue doing the things that I find most important even while I am no longer living at home?

The answers to these questions vary. One woman becomes an artist, another becomes a counsellor to expatriate families, a third teaches English to immigrant children, a fourth does extensive volunteer work, and a fifth starts her own business. Many simultaneously remain highly involved in raising a family.

. . . you start to understand the people around you . . . It is a new world that opens up to you . . . You start to see all the small differences that you wouldn't notice if you were just a tourist for a month or so in the country. When you live there, slowly you get to know the people much more, the civilization, how they are and why they are like that and then I think it is very enjoyable. You are gaining something, it is not just giving.

Today, more and more frequently, the questions centre on identifying ways to continue a career while overseas.

Expatriates often remember their home country as a more wonderful and perfect place than it actually is. As things get rough overseas, as they experience culture shock and the difficulties in adjusting to a foreign culture, they dream of how easy and good life will be when they get back home. However, in reality, re-entry often presents more difficulties than the initial move overseas. One woman, who had lived in a number of foreign countries, captured the difficulty and

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Penny Pinching External — Regulations Must Prevail

Readers of *Bout de papier* should not assume that with the passing of Agnes McCloskey, the autocrat of External's early finances and administration (see *Bout de papier* December, 1983), the department ceased to be preoccupied each waking moment with saving every possible penny of the taxpayer's dollar. For example, after Agnes' departure from our midst, came the tricky minefield of air travel.

In earlier years, External's staff went out to a post entirely by surface travel. They went abroad ocean liners, and they rode the Trans-Siberian Railway or the Atchison, Topeka and Santa Fe.

When air travel became widespread, a Great Debate ensued in External over whether our intrepid heroes should fly First Class or Economy.

You guessed it — Economy won the day. But some of those clever chaps over in the East Block quickly came up with the argument that, while indeed officers should fly economy on regular business, an Ambassador should be allowed to travel First Class when going out to take up a new post; it would be *infra dig*, these canny chaps maintained, for a Head of Post to emerge from the Economy exit after an 18-hour flight to his new capital, where local dignitaries

and the Canadian Embassy staff would all be gathered to greet him coming out of the First Class exit at the front of the plane.

This argument gathered strength when word reached Ottawa of a little mishap that befell our Ambassador to the United States, the late Marcel Cadieux.

He had agreed to attend a major reception of Canada Day in Florida, which the authorities there were supporting enthusiastically. To greet Marcel on his arrival, they had mustered at the airport a Marine Band, schoolchildren with Maple Leaf flags, state and civic dignitaries — all of whom were positioned on the tarmac where First Class passengers would exit. By the time Marcel, flying Economy, had managed to emerge with the rabble from the rear exist and push his way up front, the greeters — assuming he had missed his flight — were already headed

(continued on page 27)

Adjustment

(from page 25)

the disillusionment of returning home saying:

Coming back was . . . the most difficult move of all. Why was it so difficult? . . . Because . . . you change, the country changes, the people change. You are expecting . . . that you are coming back to your place and that you will feel good right away . . . It is not true. You come back and you feel like a foreigner in your own country . . . People deal with you as if . . . you are different. Even the way of speaking the language. So you feel cut off completely and it is your own country. The roots that you were not really consciously, but somehow, dreaming with. You know everybody needs some kind of roots and you come back to these roots and you don't feel well with them.

(A British woman) I was in England recently. I was sitting in the train and I watched two English mums coming from the corner shop, standing and talking. And I said to my husband, "I know exactly what they are going to do, they are going to go home, . . . have a little lunch, . . . have a little sleep, and then they will watch a little bit of tele and maybe do some ironing, then they will get dinner". It is a pity that I am not able to do that anymore. I'm wanting more from

life. I am pleased that I have changed, that I have matured, and I have developed, but sometimes it would be easier if I had stayed content with that life. We don't feel we can go back to England. We have been gone too long . . . They have changed and we have changed.

Expatriate wives have a range of suggestions for coping with cross-cultural transitions and creating a meaningful portable life overseas. The strongest recommendations include: know yourself and what you want out of life; take responsibility for creating the type of life that you want to live. Also important: treat the move as permanent no matter how temporary. Keep at it (persevere), and be patient.

Some recommendations focus on what the wives must do for themselves, others need the assistance of the organization and the employee. For example, wives must ask themselves what they really want out of the move; the company needs to include the spouse in a predeparture site visit and, if possible, in selecting a house; employees, to the extent possible, need to limit their travel during the first one to three months overseas.

Most recommendations work best if all three — the organization, employee, and spouse — commit themselves to making the transition successful.

Many companies now interview the employee and spouse prior to an

international move. They screen out couples with high probability of failure, including couples with excessive alcohol and drug use, indications of rigid and inflexible personalities or lifestyles, lack of communication among husband, wife and children, and inappropriate or inadequate coping and stress management mechanisms. Research has shown that the worlds of work and family overlap. Companies that screen couples recognize that the quality of home life will affect the employee's ability to perform at work, and similarly that the very nature of an expatriate assignment will strongly influence the family's day-to-day way of life.

While many organizations do an excellent job of handling the physical logistics of the move, few facilitate the spouse's creation of a meaningful life overseas.

Companies usually leave it to the couple, and unfortunately, frequently to the wife alone, to identify those aspects of her life that she finds most important and to develop ways of incorporating them while overseas. This search, rarely being an easy task, is better addressed explicitly by both members of the couple than left to chance. Perhaps creating a meaningful portable life is the one area in which the most can be done to improve the overseas move from the perspective of the spouse, the employee, and the company. △

Penny Pinching

(from page 26)

back to town, leaving no one to meet Her Majesty's Canadian Ambassador. God forbid this should happen to Allan Gotlieb!

To forestall further embarrassments of this kind, some bright soul in External thought up an ingenious compromise: Ambassadors would continue to fly, but, if they were flying to take up a new post, they would be ticketed to shift into First Class for the last leg only of their journey, thus enabling them to emerge from the proper door into the arms of their welcomers.

My wife Crenia and I were probably the first guinea-pigs on whom this dubious quick-change act was tried out — on the occasion of my appointment in 1970 as Ambassador to Colombia and Ecuador. We indeed flew Economy, all the way down to Panama where, to the astonishment of the Avianca crew, we made our sly little shift into First, enabling Colombians and Canadians at the airport to give us welcoming *abrazos* without being in the slightest aware of External's sleight-of-hand that had made our auspicious arrival possible.

Since then I have often mused how this maneuver might have been executed by External's earlier steamship and railway travellers. Would a new Canadian Ambassador to Rome, travelling in steerage across the Atlantic, be ticketed to slip up to the Promenade Deck at Nice, or would he have to wait until he spotted Vesuvius in the Bay of Naples? Would our new Ambassador to Greece, munching a brown-bagged cold sandwich in the day coach of the Orient Express, be able to move into the club Car at Lubljana, or would he have to wait until Skopje? If Canada opened a consulate in Vladivostok, would our new appointee make his artful little move on the Trans-Siberian Express at Omsk, or not until Urumchi?

Lest you think these examples of External's concern for the taxpayer's dollar a little far-fetched, let me cite one more, which will have to be fudged ever so slightly on security grounds but which, by no means, is apocryphal.

When aerial hijacking was at its height during the seventies, one of External's couriers was making his flight around South America to deliver diplomatic bags to Canadian Embassies. Our couriers are provided with two

adjoining seats on a plane (in First Class), on one of which they place the bags, from which they must not become separated.

Shortly after this courier's plane entered Latin American air space, hijackers surfaced from amongst the passengers and ordered the crew to land at a nearby airport. There, they allowed the passengers to go free, holding the crew while they negotiated their demands by radio with the tower. When our courier picked up his diplomatic bags to leave with the other passengers, the hijackers told him to open them. He wouldn't. They told him to leave the bags behind and get out. He wouldn't — and he dutifully remained on the plane with his precious cargo.

Meanwhile, the local authorities had managed to rush up a special tactical squad, which stormed the plane. Bursting in one door, with a hose, they shot fire-extinguishing tarmac foam into the interior to smother any fire from explosions. Our valiant courier stayed with his bags — and got doused with foam.

The operation was successful. The plane's crew, and one soggy Canadian courier, were freed. After a quick dry-cleaning job on his suit at the airport, he continued on his appointed rounds, on the next plane out.

At the next airport, an External clerk came to pick up the bags for his Embassy — and handed the courier telegrams from the Secretary of State for External Affairs, and the Under-Secretary, commending him for devotion to the Service over and above the call of duty.

There was only one catch. Arriving back in Ottawa, the courier put in his regular travel expense claim, including a \$2 charge, with voucher, for dry-cleaning one foam-soaked suit. This was turned down — on the grounds that, when the dry-cleaning took place, he hadn't been absent from Ottawa the required 72 hours to justify a dry-cleaning claim under Regulations!

As our budget-parers will soon find out, this story is by no means apocryphal.

Sidney Freifeld is a retired Canadian Ambassador who was recently awarded a World Angling Record for catching a 12 pound 8 ounce spotted seatrout, the heaviest caught of its species at Indian River, Sebastian, Florida, on March 5, 1984.

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Today's Diplomacy — Part II

In our last issue John Halstead looked at the perils of contemporary diplomacy. He concludes his piece on Today's Diplomacy with a look at the qualities required by the current diplomat diplomat.

The most important resources for an effective diplomacy are the human resources. In spite of his changing role, the qualities needed by a good diplomat have remained remarkably constant and apply equally well to all the fields in which he has to operate.

First of all, a diplomat must have the qualities required to deal effectively with people, to create credibility rather than distrust, to foster cooperation rather than confrontation and to put oneself in other people's shoes. For this he must have an unusual combination of integrity and adaptability, consistency and tolerance, a keen judgment of character and a willingness to learn the language of the host country.

Secondly, a diplomat must be able to

deal successfully with unfamiliar and unexpected situations. This requires the intellectual curiosity to absorb a new environment, the skill to analyze the determining factors of a situation and the skill to synthesize them with the appropriate weighting. Having done that he must be able to anticipate contingencies and plan timely action by deciding on, or recommending, the least unsatisfactory course under circumstances where like as not the choice is not between a good solution and a bad one but between a number of more or less unsatisfactory choices.

And finally, a diplomat must have the capacity to communicate ideas precisely and concisely, to marshal arguments coherently and persuasively and to negotiate

skillfully and patiently. With all this he must remain modest and free of prejudice. "Et surtout pas trop de zèle", as Talleyrand said.

These qualities are both more important and more difficult to acquire than knowledge. But the knowledge a diplomat must have to do his job competently is nevertheless impressive and it should be both general and specialized, not one or the other. A generalist who knows no subject in sufficient depth to deal with it satisfactorily is useless as a diplomat, as is a specialist who cannot put his specialized knowledge into the broader context.

In my own view a young diplomat, after some general training, should start by getting a solid grounding in one of the functional or regional areas and should become more generalized as he gains experience and climbs the ladder of promotion. To accomplish this requires a comprehensive career development plan, professional training programs and opportunities for self-development through research and sabbaticals. It also requires financial and staffing resources.

What about management? There is undoubtedly a need for modern management skills and sound management principles but they are means, not ends, and they are meaningful in the diplomatic context only at the extent they serve the ends of formulating and implementing foreign policy. In my view the two most important forms of management in this context are the "management of international relations" and personnel management. The diplomatic process is not a matter of in and out baskets, organizational charts and management procedures but a political and economic dynamic intended to achieve certain strategic goals. If it is not that, a country's diplomacy will lack the necessary sense of purpose and direction.

In the last analysis it is the human resources which are the most important to the crafting of a country's diplomacy. To make the most of them requires careful recruiting, training, guiding and motivating, and clear and consistent policy direction is essential for this. The effectiveness of any foreign office will be in direct relations to the quality of its diplomats and the crucial qualities are reliability and credibility.

To quote Harold Nicholson is his classic work on the subject, "Good diplomacy is akin to sound banking and depends on credit."

John Halstead joined the Foreign Service in 1959 and served in London, Tokyo, and Paris. After a tour as Canadian Ambassador to Bonn, Mr. Halstead retired in 1982. △

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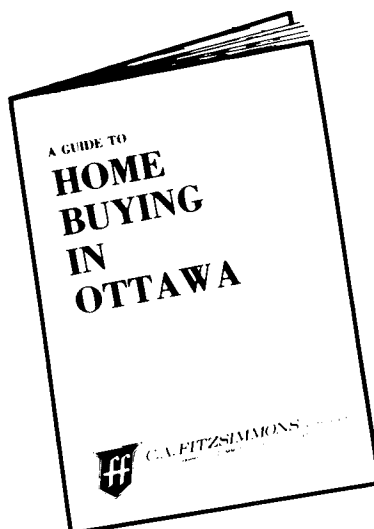
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PAFSO NEWS

par Christine Manseau Directeur exécutif

Directives sur le service extérieur

Les consultations relatives à la révision triennale des directives sur le service extérieur se sont terminées par une impasse. Les parties représentées au sein du comité n'ont pu en arriver à un consensus eu égard aux DSE16 Honoraires de ventes d'immeuble et frais juridiques, DSE45 Congé de service à l'extérieur avec option, DSE56 Prime de service extérieur.

Nonobstant la décision du comité des directives sur le service extérieur d'en référer au comité administratif du Conseil national mixte pour fins de résolution de ce différend, le comité a, au cours de la révision, traité de 105 clauses diverses et conclu aux améliorations et modifications de plusieurs directives. Les changements les plus importants ont trait aux bénéfices

reliés aux sessions de préparation pour le départ en mission des dépendants, à leur accès à la formation linguistique et au déboursés encourus par les conjoints pour reprendre leurs activités professionnelles au retour de l'étranger.

Plusieurs autres directives ont été retouchées dans le but d'en faciliter l'administration et de permettre plus de flexibilité aux employés permutants ainsi qu'au ministère. Les coûts défrayés par l'employé sous les DSE25 Logement et DSE30 Moyens de transport à la mission et dépenses connexes ont toutefois été augmentés substantiellement et, bien qu'ils fassent l'objet d'une mise en application par étapes, il placent les employés affectés dans une situation financière difficile surtout ceux qui partent cette année et devront faire face à l'augmentation d'un seul coup.

Votre Association, dans la personne de son président, Jean-Paul Delisle, a tenté, de concert avec les représentants des autres groupes d'employés affectés, de s'opposer à l'accroissement des coûts de logement. Le compromis qui a résulté des discussions tenues avec le président du Conseil du

Trésor et ses représentants n'est pas à la satisfaction de tous mais, nous permettra, en autres, de revoir sérieusement la méthodologie utilisée pour déterminer les coûts de logement d'ici le 31 décembre 1985.

Nos représentations au sein du comité des directives du service extérieur ont aussi obtenu la création d'un comité qui révisera l'administration des rajustements compensatoires ou réductions procentuelles eu égard aux inconvénients causés à l'employé du fait de résider dans un logement insatisfaisant. De plus, le comité chargé de réviser la méthodologie déterminant l'indice de poste doit faire rapport sous peu. Il est à prévoir que l'embauche de conjoints pour fins de la cueillette des données utilisées pour la détermination de l'indice de poste devrait, si ces derniers sont bien préparés, ajouter à la qualité de ces rapports.

Les directives du service extérieur ne seront publiées dans leur version finale que lorsque le différend expliqué en introduction aura été résolu et que lorsqu'elles auront été ratifiées par les diverses instances du Conseil national mixte. L'APASE vous avisera du déroulement des événements. Δ

FOREIGN SERVICE CONTRACT UPDATE

By Margaret Huber

For the first time ever PAFSO has gone to arbitration. Despite strong efforts over the past months by the PAFSO bargaining team in more than 13 contract negotiation meetings with representatives of Treasury Board and the Department of External Affairs, agreement has not been reached on several key issues. It has become clear to both parties that the sides were too far apart on such questions as salary increase to reach a settlement through further negotiations or through mediation.

Consequently, PAFSO has requested arbitration by the Public Service Staff Relations Board.

The PAFSO bargaining team had made determined efforts to reach a mutually acceptable, voluntary settlement and had been successful in negotiating such improvements to the Foreign Service contract as strengthened maternity leave provisions and reimbursement for expenses related to employer cancellation of vacation leave. We had also won recognition that while Treasury Board considered the PAFSO proposal for a sabbatical leave option based on a "deferred salary" plan as too innovative and precedent-setting, the idea had merit and would be explored further in discussions between PAFSO and management at External Affairs.

However, Treasury Board adamantly refused to consider issues that PAFSO members had, in a recent questionnaire, identified as essential, such as proposals for a lump sum bonus (for those at the top of their salary band and unable to benefit from performance pay) and acting pay, while at the same time insisting on several roll-backs to the current terms and conditions of employment. The Treasury Board package offer of a 1.5 per cent salary increase with roll-backs on weekend overtime and on severance pay would have left the Foreign Service Group with pay and benefits that weigh poorly against those of comparable groups in both the public and private sectors. The offer was also less than that achieved in all recent settlements reached either by arbitration or by negotiation.

Prior to taking this important step (all previous rounds of contract bargaining having been settled at the negotiation or mediation stage), PAFSO had explored any last possibilities for voluntary settlement with Treasury Board itself, with other bargaining groups, with our legal counsel and with those on previous PAFSO bargaining teams.

PAFSO proposed to Treasury Board that those items which had previously been cleared from the bargaining table, or which had not been subject to dispute would not be submitted to the Arbitration Board for a ruling. Accordingly, when PAFSO called for arbitration, rulings were requested only on those few items identified as being still in dispute.

PAFSO is hopeful that, based on past practice, the Arbitration Board process will be expeditious. Prior to one or two days of formal hearings, possibly in late July, both the bargaining team and Treasury Board will

be presenting detailed submissions to the Arbitration Board. The binding decision by the Arbitration Board should follow shortly thereafter. Δ

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Implications of Stream Review

The following paper was submitted by the PAFSO Executive to management.

PAFSO has been invited by the management of External Affairs to discuss the department's current stream review exercise. PAFSO welcomes this opportunity to review an issue of central importance to our members with the management of the department. We hope that this exchange of views can be broadened in the near future to encompass related issues which affect the career development of our members.

In a May 16th meeting with Alan Morgan of ADD, the Association learned that the department is currently considering three options for the future of streaming within External Affairs: first, the *status quo* with modifications to permit greater flexibility for cross streaming; second, abolition of all

streams in favour of a single officer pool in External Affairs; third, amalgamation of the existing trade and political streams, leaving the aid and immigration streams unchanged. On the assumption that the department's mandate and structures are not changed, it is PAFSO's position that in the short term, the first option best serves the interests of our members and of the department; in the longer term, the second option could prove the most preferable if it were accompanied by extensive reforms of the training, assignment, appraisal and promotion systems within the department; and that the third option offers the fewest benefits for our membership as a whole. Our rationale for this position follows.

Before addressing the issue of streaming, PAFSO wishes to affirm the commitment of its members to professionalism in the performance of their duties in meeting the government's priorities. PAFSO also wishes to state at the outset that the department's current stream review does not appear to address directly two other issues of growing and grave concern to our members: limited promotion opportunities and the importance of prospects for career satisfaction independent of promotions. Any changes in streaming will be judged by officers largely in

terms of the impact on these two issues. It is PAFSO's opinion that if carefully handled, revised streaming procedures could not only improve officers' prospects for career satisfaction and lead to a more equitable pattern in promotion but could also respond to the department's needs and priorities. However, unless management explicitly takes these issues into account, the stream review exercise will likely increase confusion, lower morale and ultimately reduce the productivity of officers.

The existing streams in External Affairs reflect the history of a foreign service drawn originally from four separate departments. In an integrated foreign service with single senior management pool there is no logical requirement for maintaining four streams. Nevertheless, the existing stream structure serves at least three important functions which any alternative must also address. The first is that it provides specific cadres of officers within the department who are dedicated to serving the interests of important constituencies: the business community, CEIC and CIDA in particular. PAFSO recognizes that a continued and enhanced ability to serve these clients will be an important criteria for any alternative streaming system, although it is not an issue that the Association will address directly. A second function of streams, more closely related to issues that concern PAFSO, is their ability to foster the development of specialized skills among officers. A third important function is that they allow officers with comparable job experience to be judged for assignments and promotions against their immediate peers.

At the same time, there are a number of liabilities to the present stream structure in the department. First, assignment to streams is an extremely arbitrary procedure. A decision is made at the end of a two-hour interview that determines an officer's choice of assignments for the rest of his career. Any stream preference expressed by the candidate is usually based on only a rudimentary knowledge of the department. The result is that many officers whose talents or preferences would better suit them to a different career path find themselves locked into one stream upon arrival in External Affairs.

A second liability is that the existing system places barriers in the way of assignments that would build on officers' previous experience, but which entail crossing streams. Of course, mechanisms currently exist for cross-stream assignment. However the system is the least flexible for the most sought after jobs. This constrains both: the employees' possible career paths and the employer's abilities to select the best qualified candidates for key jobs in the department. PAFSO understands that this is currently a major issue for management with regard to staffing economic policy positions from the trade and political streams.

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A third liability is that, given the different balance of working level versus managerial positions and functions to be performed within each stream, the opportunities for promotion to EX levels vary markedly. This would be less contentious an issue if assignment to streams was based on a better assessment of officers' managerial potential. As it is, the system leads to the tacitly acknowledged reality that aid and social affairs officers have almost no chance of promotion to the HOP or EX-3 levels of the department. This not only contributes to the career dissatisfactions of a significant percentage of officers; it also limits the department's ability to identify and promote managerial talent from the widest pool of officers within External Affairs.

Turning to the three options for streaming presented to PAFSO, the third option; of amalgamating the trade and political streams is the most short-sighted.

Such an amalgamation might assist management's immediate needs in implementing restraint measures relating to personnel growth. It would tackle the second liability listed above, albeit only for the two streams concerned, by removing all barriers to cross-stream assignments between these two functional areas. It does nothing to address the problems with initial assignment to streams; and it would in fact accentuate the perceived 'caste system' between streams by creating one master stream that led to virtually all the senior management positions, supported by two small and professionally marginal streams. Even within the one master stream, without a redefinition of the promotion criteria, it could lead, for example, to a perceived 'fast track' of economic policy jobs which the new structure would be assumed to have been created to facilitate. Simultaneously, there would be a further downgrading in the professional esteem of jobs that are distant from prevailing departmental priorities e.g. consular, cultural and public affairs. Capable officers who had followed career paths that did not qualify them for assignment to economic policy jobs would feel particularly frustrated by such a mid-career change in the rules of the game. The assignment process would become further politicized.

In the short run, the first option proposed by ADD in its draft stream management paper is the option preferred by PAFSO. A new policy permitting permanent cross-stream transfers as well as more cross-stream assignments would compensate for our arbitrary procedure of assigning officers to streams. A new recruitment policy (which need not come into effect until at least 1987) should begin streaming later — after a period of short assignments in different areas of the department that would allow a review board to better assess new officers aptitudes. Once a stream assignment had been made (perhaps after nine to 12 months in the department) officers could be given the

specialized training required for their first overseas posting. A new policy liberalizing cross stream assignments could remove some of the rigidities that streams impose. One approach might be to create an amalgamated personnel bureau without stream specific divisions that are perceived jealously guarding their lists of positions. This would allow assignment to job on the basis of relevant experience, without necessary reference to the officer's stream. Streams would thereby retain their identity as promotion pools but not job pools. Such an approach could be coupled as ADD suggests with a new policy permitting officers that had performed jobs in different functional areas to stand for promotion in more than one stream. At the same time, the concept of each stream, particularly aid and social affairs, might be broadened to include elements of the other main streams (for example, aid-trade or trade promotion and social affairs). The result could be especially advantageous to Heads of Post in small posts where greater flexibility is often required.

In the long run there may be advantages for both management and the members of PAFSO if streams are phased out altogether. From PAFSO's point of view there would be two essential pre-requisites for such a system to work fairly in the interests of all members. The first would be that all officers were appraised against a standard set of performance criteria and promoted by a common promotion board. The appraisal criteria would have to be applicable to the entire range of assignments within the foreign service, although obviously they would not apply equally to every job. Furthermore, the criteria should be divorced, in theory and practice, from the substantive foreign policy priorities of the day. Obviously management will always want to assign the most promising officers to the most important jobs. However, an officer's qualifications for promotion should not be based on the importance of the issues he has worked on but rather on the qualities he had displayed in the job to which he has been assigned.

Two universal criteria applicable to every job in the foreign service are: an ability to build on previously acquired knowledge to increase one's effectiveness; and an ability to manage financial and personnel resources. Other criteria could be identified and their relative importance for promotions to each level should be specified (e.g. managerial ability assuming greater importance as one

moves into the EX categories). By broadening the promotion pool to include all officers at a current level, appraised by a common set of criteria, the real challenges involved in many of the less popular or prestigious jobs would come into view. Officers who had done those jobs well would stand an equitable chance for promotion.

The second pre-requisite would be a strong personnel system able to assist officers to plan their long-term career development and help the department in nurturing the skills necessary to respond to current or future priorities. Better developed training and counselling services would be important elements of such a system. Once streams were phased out, favouritism and ad-hocery could not simply take over as the methods of determining officers' assignments. For the good of both the officers and the department, every officer would have to be given an opportunity to develop a professional specialization through a pattern of related assignments. However, many more specializations could be identified and encouraged than those defined by the present four stream system. Some would include tacitly recognized by under-rewarded specializations such as consular or public affairs; others could include new specializations, such as regional expertise based on a knowledge of hard languages, that would cut across the current streams. The fostering of specializations through the assignment process would still have to be tempered by a determination to vary the pattern of an officer's assignments from time to time; otherwise officers could become too parochial in their professional outlook and inequities could occur in the distribution of 'hardship jobs'. The attraction to officers of this system of multiple specializations within one common stream is that it expands the individual's ability to identify and pursue his own career path through the incredible variety of jobs available within the foreign service. This freedom could greatly enhance officers' possibilities for career satisfaction in a time of diminished opportunities for promotion.

If such a system were established it could provide the management of External Affairs with the flexibility it desires from the assignment process while addressing the promotion and career satisfaction concerns of PAFSO members.

PAFSO looks forward to the opportunity to discuss further with the department all of the issues that have been raised above in conjunction with the stream review exercise. Δ

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PROFESSIONAL COMMITTEE REPORT

by Robert McDougall

The PAFSO Professional Committee's 1984-1985 season closed with a flurry of events, including two evening seminars (on the future of the Foreign Service and on the Green Paper) and a long roster of major Breakfast Seminar speakers: four departmental deputy ministers; representatives of the Swiss, Hong Kong, Singapore and Nicaraguan Governments; and speakers on Canadian security, relations with the United States, the African drought and "Star Wars".

Greater Efficiency Call

The best-attended Breakfast Seminar of the period was presented by **Under-Secretary Massé**, who stressed that recent budget cuts in PY and financial resources for the department would necessitate greater efficiency in program development and delivery. Time management would be increasingly important, he asserted, as would improved information flow. The increased complexity of the department since reorganization, and the increased demands the department faced, called for a clearer definition of goals and greater sensitivity to priorities defined by the political leadership. While Mr. Massé emphasized that there would continue to be a strong requirement for good analysts and functional experts, he also noted that future decisions on promotion and senior appointments would include stronger emphasis on good systems management. Asserting that "foreign policy will become central" to government decision making in a wide variety of apparently domestic fields (such as industrial policy), he called on PAFSO members to train themselves in the new skills and expand the scope of their expertise, to ensure that External Affairs' influence would continue to be felt, and in stronger fashion than previously. Mr. Massé also indicated that he would personally be reviewing the streaming system and rotationality policies with the goal of increasing the department's flexibility in meeting both its own personnel requirements and the legitimate career development aspirations of its employees.

Forward Approach Needed

CIDA President **Margaret Catley-Carlson** stressed the need for a more forward-looking approach to foreign policy, including better strategies for forecasting global trends and the demands they will place on government resources. Emphasizing the importance of not regarding the ideal future as a return to the past, she noted that the future will likely be sharply different

from the first 70 or 80 years of this century, and may not be entirely comfortable for those now "on top". By way of illustration she noted that by the year 2000, 90 per cent of the world's population of six billion would be in the LDC's, including four billion in Asia producing half the world's GNP and enjoying a comparative (Canadian interwar) level of affluence. Canada's relative importance, by contrast, would likely have dropped, Mrs. Catley-Carlson noted; what will then be our role in the world? In this context, she stressed Canadian activity in such areas as global food production/distribution, the development/ecology nexus (particularly soil degradation) and for forging of more numerous and closer international linkages in the non-governmental sectors. She also predicted that relations between CIDA and External Affairs would be both close and confrontational — in other words, business as usual.

Trade Priority

Deputy Minister for International Trade **Robert L. Richardson** stated that the government sees trade as a major means for achieving its priority objective of creating jobs. In response, the Department has developed a set of trade promotion initiatives, concentrating initially on the markets of highest potential, the Pacific Rim and the United States, and on initiatives to expand technology transfers and investment promotion efforts at key posts. Discussions on the future of Canada/United States trade relations are also a high priority and a further MTN round may become another. Trade is thus one of the highest profile subjects on the Government's agenda.

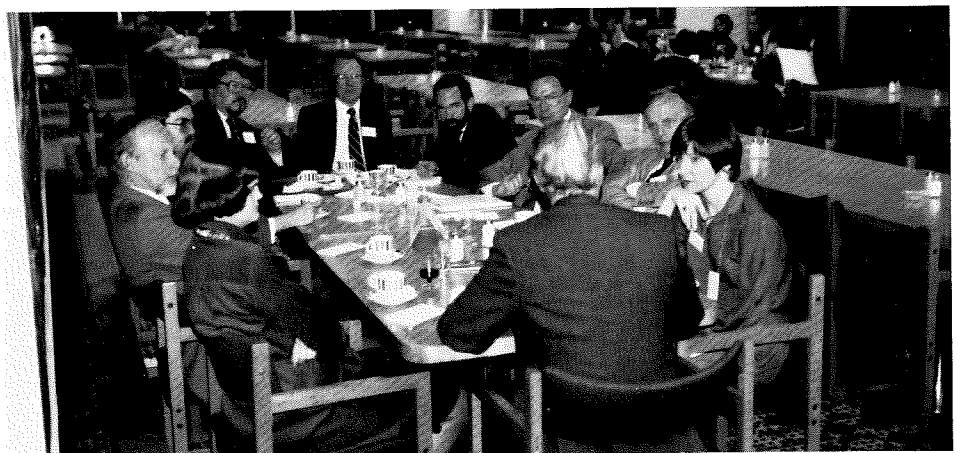
A management approach is necessary both to ensure delivery of the trade priority and to demonstrate the extent of delivery. The "front end" must be clearly in place, i.e.,

clear priorities and direction from the top down — Ministers, Deputy Ministers, etc. "Feedback", evaluation and adjustment are also important to close the loop of the process. Much of the planning and execution process in the middle is already in place, and the system is "at least 85 percent effective".

Mr. Richardson flagged the importance of missions abroad, suggesting that overseas staffing levels dedicated to trade were too low and that resources would have to be found to add to the present External Affairs complement. Asked whether there would be further reorganization involving the trade stream, he gave the personal view that reorganization was often undertaken as a substitute for directly tackling the basic problems involved.

Unemployment to Continue

Dr. Sylvia Ostry, speaking as the PM's Personal Representative for the Economic Summit, addressed a seminar just after the Bonn meetings closed. Reviewing recent global economic developments, Mrs. Ostry stressed the positive forecasts for GNP but warned that growth rates might differ widely among Summit participants, that unemployment would likely continue to be a problem, and that continuation of the current "unprecedented" imbalance in international payments could be damaging. She also referred to the major shift in political-economic philosophy among the major industrial powers since the last Bonn Summit, particularly the substitution of conservative "neoclassical" programs for Keynesian liberalism. Dr. Ostry stressed the on-going importance of the U.S. "locomotive" but also expressed concern over the effects of exchange rate imbalances and protectionism involving a number of major trading nations. She continued with a discussion of prospects for the new MTN round and the link with the French proposal for a "new Bretton Woods", concluding with a strong statement of support for the Summit mechanism as a flexible and transparent mechanism for considering world economic problems.



One of discussion groups at seminar

Attacks Protectionism

At her suggestion, Dr. Ostry was followed the next week by Swiss State Secretary **Cornelio Sommaruga**. Speaking as the representative of a small (population six million) state that nevertheless ranked 12th among world trading nations, Dr. Sommaruga stressed the need for economic rationalization through free trade. Attacking the rising tide of global protectionism, he called for greater coordination by individual governments of their own aid/trade/industrial/financial policies, combined with a new cycle of GATT negotiations; these, he added, should be granted an expanded mandate covering trade in agricultural products, counter-trade, trade in services, data transmission and investment flows as well as the more traditional sectors. The new MTN round, he said, must reflect changes in the world economy and create a framework to deal with the new realities. One major thrust should be greater participation by LDC's, starting with the newly-industrialized countries which might otherwise continue to fall prey to strong protectionist pressure. Non-market economies, however, should be approached with caution, although some provision might be made for China given its recent attempts to integrate market elements in its economy. Close attention would also have to be paid by outside parties to the smoother integration of the EEC into the MTN process.

Hong Kong Future

Hong Kong's Chief Secretary (second-in-command) Designate, **David Akers-Jones**, addressed another seminar on the future of the Colony in the wake of the recent Sino-British agreement returning sovereignty to China in 1997 under guarantees of local autonomy. Mr. Akers-Jones discussed the increase in business confidence in Hong Kong since the agreement was concluded, described the rise of responsible government in the Colony over the last few years (predicting a stable democratic regime post-1997), and flagged the parallels Beijing (Peking) itself has drawn between the Hong Kong settlement and the Taiwan reunification problem. In conclusion, he stressed the economic vitality of the Asia-Pacific region and predicted that Hong Kong would continue to serve as a major trade and investment entrepôt for the region to the end of the century and beyond.

Indochina Future

Singapore's High Commissioner to Canada, **Kishore Mahbubani**, proposed the following analogy: "When two elephants fight, the grass gets trampled; when two elephants make love, the grass also gets trampled." Vietnam, he claimed, had allowed itself in Cambodia to become the grass between Soviet and Chinese elephants.

Mahbubani characterized himself as basically optimistic on the long-term situation in Indochina, despite recent Vietnamese military successes; in the ten years since the fall of Saigon, ASEAN had prospered and coalesced despite strong expectations to the contrary, whereas Vietnam had become "the Chad of Asia", economically speaking, and had lost the high moral standing it once enjoyed in much of the Third World. Eventually, he predicted, Hanoi would come to the negotiating table, although it might take another ten years. One open question, however, was the orientation of the (largely unknown) Vietnamese successor generation.

Embargo Hurts

Nicaragua's Vice Minister of Foreign Affairs, **Victor Hugo Tinoco**, stressed the hardships suffered by his country under the United States embargo, the cut-off of access to international financial institutions, and *contra* activities. He blamed these recent developments on a polarization between American conservative tendencies and socialist revolutionary trends in Central America, and called for a return to bridge-building attempts at the bilateral Manzanillo talks. Mr. Tinoco predicted that the embargo would hurt the Nicaraguan private sector more than the government, since spare parts was the big problem and the public sector was much less dependent on U.S. machinery. He also emphasized that his country would be working hard to diversify both import sources and export markets (with Canada as a major target), while mentioning that Nicaragua would not significantly increase its economic ties with the USSR unless forced to do so. Forecasting continued development of a mixed private/socialized economy, pluralized politics (within the limits of a state of emergency) and non-alignment, Mr. Tinoco rejected comparison with Cuba, which he considered had unique and different advantages and disadvantages in its revolutionary struggle. He also discussed relations with Nicaragua's neighbours, which ranged from tense (Honduras) to fairly good but potentially unstable (Costa Rica).

Government Security

In a strictly "off-the-record" session, Mr. **T. D'Arcy Finn**, Director of the Canadian Security and Intelligence Service (CSIS) briefing another seminar on the mandate, powers and operations of his agency under last year's legislation. Among other topics, he discussed the maintenance of government security against foreign espionage, the rise in international terrorism, the increase in enemy targetting of advanced Canadian science and technology, the broad investigative capability granted CSIS under the constant surveillance of its Inspector General and Review Committee, relations with External Affairs and the Agency's staffing program.



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U.S. Attitude to Canada

New York Times Chicago Bureau Chief **Andrew Malcolm** characterized current U.S. attitudes towards Canada as *tabula rasa*, a state which combined a traditional lack of information with a new higher level of interest. He called upon Canada not to miss this opportunity for closer and more beneficial links through continuation of its own traditional patterns of adolescent foot-shuffling *vis-à-vis* the United States. He did, however, note the significant increase in Canadians' assertiveness over the last 20 years in dealing with their neighbours to the south. In calling for greater maturity and confidence on our side of the relationship, Mr. Malcolm also emphasized the primary importance of non-governmental ties.

Foreign Interest Up

Canada's Emergency Coordinator for the African Famine, **David MacDonald**, emphasized how strongly public interest in foreign policy had risen since the mid-1960s as the result of events such as Biafra and the Vietnam War. Both the public and the politicians they had elected were now calling for an end to inspired ad-hocery and damage limitation, in favour of a shift to clearer long-term directions and a stronger role for Canada abroad. In this context, Mr. MacDonald called for a review in three major areas — peace and security, development and ecology, and the effectiveness of large international institutions. Referring to Africa specifically, he called for a better understanding of the links between short-term humanitarian relief measures, long-term development needs and the local political situation. He also warned seminar participants not to over-estimate the problem of "donor fatigue" given the strong public response on Ethiopia.

Arms Control

Two consecutive Breakfast Seminar leaders discussed recent developments in arms control and disarmament. The RAND Corporation's **Russell D. Shaver** examined the Strategic Defence ("Star Wars") Initiative from the standpoint of offense-based as opposed to defense-based deterrent capability. Current strategies are offense-based (mutual assured destruction), but Shaver noted prevalent arguments at certain levels of the United States administration to the effect that defense-based systems might now be becoming more cost-effective; that an effective active defense would be more acceptable politically than depending on the threat of nuclear retaliation; and that in any event SDI development was a necessary part of an arms control negotiating package *vis-à-vis* the USSR. On the negative side, Mr. Shaver mentioned uncertainties as to the technical perfectability of the SDI, the vulnerability of satellite-based systems to destruction *in situ*, and the possible destabilizing effects of an effective defense



Professional Committee seminar

system both in its implementation phase and over the long run. In summary, he advocated accelerating research on the SDI, if only to balance parallel Soviet developments in the same area, but delaying a decision on the development phase until a clearer picture is obtained of the technological and strategic uncertainties involved.

Canadian Ambassador for Disarmament **Douglas Roche** characterized the SDI as a destabilizing element in the arms control equation and expressed the hope that it would be satisfactorily handled by the Geneva talks. Although much talk and some valuable conclusions (such as the 1978 UNSSOD document) had resulted over the past decade from increased concern over disarmament, Mr. Roche noted, there was still a strong need for political will to breath genuine life and substance into arms control. The superpowers, he added, were the only real players in this game but multilateral forums should continue to be used to mobilize outside opinion in favour of greater movement on the USA/USSR front. With 50,000 warheads in the world today, he argued for a turn from the search for nuclear "superiority", or even "parity", to the acceptance of "sufficiency". He also called for a continued active program by the Canadian government in promoting current multilateral and bilateral disarmament efforts and in encouraging an active public role on the question. He cautioned, however, that progress would be gradual: "Those who argue for a quantum jump in security today are whistling in the dark."

FS Future

The evening seminar on the *Future of the Foreign Service* drew over a hundred participants for dinner and discussion on

April 18. Under the chairmanship of Ambassador-Designate **Louise Fréchette**, a panel composed of **Jim Mitchell** (PCO), former Ambassador **John Halstead**, Under-Secretary **Massé** and **Lucie Edwards** (CMA) led off. Mr. Mitchell stressed the breadth of skills and knowledge required to cope with foreign policy issues in the 80s, called for better "Ottawa players" who could maximize the department's influence, and suggested a better-designed package of secondments in both directions to fill the department's short-and long-term needs for new type of expertise. Mr. Halstead (who last year completed a study on training for the department) called for greater flexibility in career development to produce the right combination of specialist knowledge and good management skills. He recommended devotion of 10 per cent of the department's PY's to training annually. The Under-Secretary stressed the need for new management skills in carrying out policy formulation and program implementation at senior levels in a highly-competitive inter-departmental environment; substance and process were indivisible, he asserted, since substance has to be applied through skillful application of process or the most brilliant ideas would get nowhere. Ms. Edwards called for less "type X" or "good grey" behaviour in External Affairs, with more emphasis on creativity, on training, on computers and other "liberating" systems and on non-traditional areas of expertise such as biotechnology and pollution. The extensive response from the floor included comments regarding evolving demands on the department, the specialist/generalist/manager controversy, the perils/benefits of conformism, the career effects of secondments and lateral transfers, different approaches to training, "young Turks" and

early retirement, recruitment patterns, streaming and rotationality, criteria for promotion, the department's role vis-à-vis public opinion on foreign policy, the relative importance of headquarters and post assignments and the "democratizing" effect of computers on the information monopoly. Participants enjoyed the evening both on professional and on social terms.

Green (Grey) Paper

The June 20 evening seminar on *Future Directions in Canadian Foreign Policy* closed the Professional Committee's 1984-1985 season. The panel was chaired by **John Higginbotham** and included **Paul Heinbecker** (CPD), **Bernard Wood** (North-South Institute), **Gary Smith** (IDA), **John Noble** (URR) and **Ari Abonyi** (FIRA). In discussing the paper, Mr. Heinbecker emphasized the twin themes of increased competitiveness and increased national security. Other panelists stressed such themes as the need to retain a broad multilateral perspective in the face of bilateralist "fads", the importance of the bilateral relationship with the United States, the necessity for improving Canada's military "credentials" if we are to be heard on peace and security issues, the futility of assuming a necessary correlation between military power and global influence, and the importance of considering non-traditional factors (such as technology, sectoral flexibility, innovative capabilities and the entrepreneurial talent-pool) in evaluating our "competitiveness". From the floor came *inter alia* a call for clearer leadership and more coherent directions to evolve from the broad general approach of the paper.

More detailed reports on the two evening seminars are expected to appear in later editions of *Bout de papier*.

Breakfast Seminar participants should note that **Robert Desjardins** of APG will be taking over the series next fall, as the present writer is being posted this summer. Suggestions and other comments, much appreciated in the past by this coordinator, will be welcomed equally by his successor or by Committee Chairman Higginbotham. An organizational meeting for the Committee's 1985-86 season will be held in early September. △



A seminar panel at work



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Books in Review

David Kilgour on **BREAKING WITH MOSCOW**: Arkady N. Schevchenko, 370 pp. New York: Alfred A. Knopf, 1985 \$26.95.

This is an important book, and perhaps especially so for those in and beyond Ottawa who prefer to see the world exclusively through North/South rather than East/West prisms.

The author abandoned a rewarding career in the Soviet foreign service ("a regime I knew well and had grown to hate") in 1978 while serving as Under Secretary General of the United Nations. He opens his memoir by stressing that his purpose is not to complicate in any way efforts to promote peace. "The survival of mankind," he goes on, "may depend upon temperate relations between the Soviet Union and the United States . . . it is vitally important for the West to know as accurately and completely as possible the thinking and attitudes of those who make policy in the Kremlin". The remainder of the work is devoted essentially to that objective.

We learn, for example, much about the 75-year-old Foreign Minister Andrei Gromyko, whom he had known from his student days and to whom he served as a personal advisor before going to the UN. Gromyko's advance from humble rural beginnings, through the Moscow Institute of Economics, membership in the Party, and entry into the American Department of the Foreign Affairs Ministry is set out. Early prominence was assisted by Stalin's wholesale purges of the first generation of revolutionary public servants but once he was sent to Washington as Ambassador in 1943 the way was steadily upward. Since 1946, asserts Shevchenko, Gromyko has remained a truly Talleyrand figure, being personally involved in every important aspect of East-West relations and serving all Kremlin leaders from Stalin to Gorbachev.

Since Gromyko's elevation to the Politburo in 1973 under Leonid Brezhnev, moreover, he has been in reality a key maker of policy rather than its implementer.

"When I observed his performance at Politburo meetings in the early 1970s", says Shevchenko, "it was even then difficult, if not impossible, for other to argue with him or challenge his views. Today I doubt that anyone except Defence Minister Ustinov would risk confronting him". Gromyko more than any other Politburo member wants to reconstruct the détente of which he was earlier a major architect. Other Kremlin leaders worry that they will be left behind in an uncontrollable competition for more and more technologically-advanced strategic or space-based weaponry. They also understand "that bad relations with Washington have backfired in Western Europe, created strains among the Warsaw Pact countries, and given Peking a trump

card to play against Moscow". Better than anyone in Moscow, says the author, Gromyko knows that it's in Moscow's interest to re-establish normal relations with the West.

Mikhail Gorbachev is portrayed as intelligent, highly educated, well mannered, competent, and openminded. The author's past conversations with the new Party Secretary General convinced him that Gorbachev and the entire new generation of Soviet leaders will probably be more thoughtful than Brezhnev — Andropov — Chernenko about the need to "overcome economic and social stagnation within the country — and most especially in this regard, that they will comprehend the necessity of a significant reallocation of resources from the military to the civilian sector; the present military buildup has created structural economic imbalances that effectively preclude the growth and development of industry, agriculture and technological innovation".

Vitaly Vorotnikov, 59, the recent visitor to Canada, is seen by Shevchenko as one of the new generation of leaders with a promising future. "He is a blend of Party apparatchik and government bureaucrat", he asserts, "with some diplomatic experience thrown in (He is a former Ambassador to Cuba)".

The author, to be sure, entertains no false hopes and essentially agrees with a conclusion of Richard Pipes expressed in the fall 1984 edition of *Foreign Affairs*: "As long as the nomenklatura remains what it is, as long as the Soviet Union lives in a state of lawlessness, as long as the energies of its people are not allowed to express themselves creatively, as long there can be no security for anyone else in the world". Shevchenko himself doubts that this group will disappear soon, and thinks it self-evident that the bosses in the Kremlin have for many years wanted only to preserve the status quo at home and to project power and influence abroad.

In 1979, during a period of détente, he reminds us that Moscow took a step unprecedented since World War II when it used its own troops to invade a state outside the Soviet bloc: Afghanistan. The regime continues to violate systematically the human rights provisions of the Helsinki Final Act and a number of other international comments to which the USSR is a signatory in its treatment of its own citizens. A sub-committee of SCEAND recently concluded after hearing from bodies such as Amnesty International, the Council of Churches, and the Canadian Polish Congress that human rights violations in Eastern Europe have actually increased in recent years.

He concludes by urging the West to maintain dialogue with Moscow and to seek reasonable and practical accommodation where our interests are aligned in order to avoid cataclysm. In doing so, however, he warns that the West must never forget an

old lesson: "What the men in the Kremlin understand best is military and economic might; energetic political conviction; strength of will. If the West cannot confront the Soviets with equal determination, Moscow will continue to play the bully around the globe."

From a Canadian standpoint, preventing war between East and West must obviously remain the first duty of our new national government. This will require in my judgement above all that the Free World become as cohesive and consistent as possible. One advantage the industrial democracies have here in terms of the Third World, as the book points out, is greater economic resources to help build those economies. Our own country and its diplomats are as uniquely well placed to lead in the East-West dialogue as in the North-South one.

Mr. Kilgour is M.P. for Edmonton Strathcona and Parliamentary Secretary to the Minister of External Relations.

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Sidney Freifeld on **THE MAKING OF A PEACEMONGER**: *The Memoirs of George Ignatieff*, University of Toronto Press: 265 pages: \$19.95.

I unhesitatingly commend to *Bout de papier* readers — of whatever vintage and stream — that they read George Ignatieff's shortish book. First, it is a highly entertaining and witty "good read" — quite a rarity among memoirs dealing with Canada's foreign affairs; I couldn't put it down over a weekend, and this was not just because I served under Ignatieff at Permis New York in the forties and again in the sixties and went through many of the crises and knew many of the players he describes. Second, *Bout de papier* readers can hardly fail to profit from his exposition of the formulation and execution of Canadian foreign policy and the relationship between ministers and officials, during a career that started in wartime London as a fledgling Third Secretary and ended as a senior ambassador in Geneva in the early seventies, at which time he became highly critical of what was happening to External and to himself under Prime Minister Trudeau and suddenly departed from External to take up the post of Provost of Trinity College in the University of Toronto, of which he is now Chancellor.

In between, Ignatieff served, *inter alia*, as deputy to High Commissioner George Drew in London, Ambassador to Yugoslavia with responsibility for other Balkan countries, Ambassador to NATO, Ambassador to the United Nations in New York, including two critical years as Canrep on the Security Council coping with the Six Day War and its aftermath. Assistant Under-Secretary in Ottawa with responsibility for defence relations and other sensitive areas of departmental responsibility, and finally as

Ambassador to the U.N. European office in Geneva, doubling at the same time as disarmament negotiator. If this sounds imposing, his book also recounts the humble chores he had to do as a junior, and judiciously brings in some of the hocus-pocus of domestic politics and bureaucratic infighting that conditioned Canada's behaviour on the international stage during three critical decades: *plus ça change . . .*

All of this is studded by amusing anecdotes, less for the pure story-telling than shrewdly to illustrate some point or illuminate some character.

One gem is about Ernie Warwick, an Ontario pig farmer, who telephoned Canada House from London airport to complain that he had just landed with semen for artificial insemination in Romania and that British Customs was giving him a hard time. The Canada House operator promptly responded: "One moment please, I'll connect you with the naval attaché".

Then, when Ernie got to Belgrade and met Ignatieff, he asked "Are you one of those goddam ignoramus from Ottawa who don't know the difference between a bull and a cow?". When Ignatieff took him to meet the Yugoslav Minister of Agriculture to promote sale of his pigs, Warwick had Ignatieff model as a pig. Then, Ignatieff goes on "slapping his own voluminous waist and hips, (Warwick) explained that he would make a bad ham and bad bacon; on the other hand, the leaner waist and thighs of a pig such as me would yield excellent pork products. While Ernie's marketing efforts left me a bit deflated, I am bound to admit that they were effective. He sold his pigs." Whoever said that External's diplomatists didn't do anything about trade promotion?

In a different vein is Ignatieff's noting of a prophetic nuance by President de Gaulle at a dinner for Mr. Pearson in Paris, three years before "Vive le Québec libre". Proposing a toast to Mr. Pearson, de Gaulle said that one of the two things that unite our two countries is "le lien inoubliable avec notre peuple au Canada". Mr. Pearson was so annoyed about de Gaulle's reference to "our people" and a special relationship between France and Quebec that he ad libbed in his response a reference to "our people from all over Canada who lie buried near the battlefields where they died defending France in two wars". And to reinforce his point, he then made an unscheduled visit to northern French battlefields and paid tribute to Canada's dead. Ignatieff believes that Quebec separatism is not a short-term phenomenon that can be resolved by bilingualism and bi-cultural compromise: "Wanting to be independent is an issue that goes much deeper than language or even culture. People who truly believe in independence won't settle for anything less."

Ignatieff's insights into such diverse characters as Mike Pearson and Hume Wrong, Vincent Massey and Howard

Green, U Thant and Bernard Baruch, President de Gaulle and Marshall Tito, are perceptive and revealing, and in some instances uninhibitedly frank. His memoirs display a wry and healthily self-deprecating sense of humour and they mirror the intellectual agility and versatile personality of the author. Although he was a hard taskmaster, it was these qualities that made working for him a pleasure; and he himself worked harder than any of us — never a dull moment! The memoirs are superbly crafted from the editorial and literary point of view, the product of Ignatieff's co-operation with Sonje Sinclair.

When I was at the National Defence College in 1962, our class visited Turkey, where our first session was with the Chief of Naval Staff. When our Commandant presented us one by one to the Turkish admiral, he eventually came to "Mr. Freifeld, Department of External Affairs". The admiral must have been waiting for this; to everyone's astonishment he said "so you are from *External Affairs*?" and he led me across the room to point to an imposing historic document framed on the wall and, pointing to the signature on it, said "Ignatieff, a BAD name for Turkey". I gather from Ignatieff's book that the same thing might have happened in Peking and perhaps Moscow although, on the other side of the ledger, I should note that when a new Bulgarian ambassador made his call on me in Bogota, he hailed the name Ignatieff for its part in liberating Balkan Slavs from the Ottoman yoke. In Tel Aviv, the name Ignatieff would probably get mixed reviews, depending on which generation you are talking to.

All this has to do, of course, with George Ignatieff's famous grandfather, Nicholas Pavlovich Ignatieff, a legendary mid-19th century Czarist soldier and diplomat, who was responsible for the 1860 Treaty of Peking and who served as Russia's ambassador in Constantinople, where he championed the liberation aspirations of Bulgarians and Serbs, pushed mightily for Russian access to the Mediterranean, and nearly succeeded in changing the map of Europe and part of Asia. At another time he was the Czar's Minister of the Interior. George's father, Count Paul Ignatieff, was Governor of the Province of Kiev, Deputy Minister of Agriculture, and Minister of Education in the last Czarist government before the Bolshevik revolution. George describes his father as a progressive who sought not only to reform education in Russia but also to alleviate the plight of the Jews, who suffered from dreadful pogroms in his part of the Ukraine; and he made it possible for Jews to become university professors for the first time in Russian history.

George, born Count Georgi Pavlovich in St. Petersburg in 1913, was an infant witness to the Russian revolution and civil war. His first four chapters deal with the aristocratic

family background in Czarist Russia, the vicissitudes of hasty flight and emigration to Britain and thence to Canada, the process of Canadianization, which included working as an axman on a railroad construction site around Kootenay, B.C., which helped him earn the wherewithal to attend the University of Toronto and win a Rhodes scholarship to Oxford.

Ignatieff professes great admiration for Howard Green who, nevertheless, when he was SSEA, caused "one of the most embarrassing episodes in my career". While in Belgrade Ignatieff had become very friendly with, and admired greatly, the Minister of Foreign Affairs, Koca Popovic. Later, Green wanted to invite Popovic to visit Canada, but George advised that this would cause a howl from new Canadians who had suffered at the hands of the Yugoslav communists; such a visit had been explored before but the risks were always considered to outweigh the benefits. When Green persisted, Yugoslav Canadians indeed howled to Prime Minister Diefenbaker that, if he received this "Communist murderer", no Canadian of Yugoslav extraction would ever again vote Conservative. Diefenbaker told Green he would not meet Popovic during the visit.

Ignatieff advised that this would create an impossible situation and urged Green to persuade the P.M. to change his mind or call off the visit. But the SSEA and the P.M. came up with a "typically Canadian compromise". The president of the Senate would host a luncheon for Popovic. Meanwhile, Diefenbaker ostensibly on his way to the House of Commons, would pass the Senate chamber and rustle the curtain as a signal, "rather like Polonius in Hamlet". "At that point I was to say to Popovic 'I believe that's our Prime Minister passing by. Let me take you over and introduce you'". The curtain rustled on cue, I mumbled the prearranged lie and rushed Popovic in the direction of the rustle. There was the Prime Minister of Canada, shaking his jowls at the mystified visitor. He said "Welcome to Ottawa" and promptly took his leave. When Popovic later asked George what on earth had been going on, he replied "I'd rather not explain. You have your domestic problems, to which I never referred while I was in your country; please don't ask me to talk about our's".

In his last chapter Ignatieff assails Prime Minister Trudeau's "deliberate and systematic downgrading of the skills and expertise which to us were the essence of diplomacy". Henceforth, Externalites were to be appraised "according to our salesmanship rather than our ability to analyse international problems, negotiate under pressure, make technical decisions concerning strategy and timing, know whose advice to trust and whose to reject, when to insist and when to concede a point. External Affairs was to become a stable for efficient administrators, people adept at reading

computer printouts and skilled in managerial techniques, who could be transferred at a moment's notice to other departments and replaced with instant diplomats from the four corners of the public service . . . a technocratic approach to diplomacy". Furthermore, he writes, Mr. Trudeau expected ambassadors to confine themselves to administrative routine and act as professional greeters to VIPs dispatched from Ottawa to negotiate or speak for Canada.

In response to Ignatieff's plea from Geneva for help in carrying out a backbreaking dual workload, External sent him a man who had previously been employed as assistant manager at the Chateau Laurier. "I had asked for someone with experience in economics or modern technology, in international law, or the problems associated with relocating millions of refugees, and I got a hotelier. All things considered, it may have been an appropriate choice." The "hotelier" must have learned a lot in Geneva with Ignatieff; today he is Deputy Auditor-General of Canada and is consulted by the Department for his expertise on U.N. administrative and budgetary matters and on the Specialized Agencies.

When dealing with the Korean question at the U.N., Ignatieff notes that to implement the Moscow agreement that an independent, united Korean state be established after World War II, the U.S. proposed that elections be held in North and South Korea under U.N. supervision. This was in 1948. "It was in effect" he goes on "an attempt to prevent the country from becoming another Germany, permanently divided into two hostile camps." This is not a valid analogy; Germany had not yet, in 1948, become permanently divided into two hostile camps.

On page 150 Ignatieff writes: "I was frankly proud to be the first foreign-born Canadian to be appointed ambassador" (i.e. to Yugoslavia). A number of individuals born in Commonwealth countries were appointed ambassador earlier than he, and a number of other earlier appointees were born in foreign countries, including Merchant Mahoney (U.S.A.), Herbert Norman (Japan), General Laflèche (U.S.A.), Edmond Turcotte (U.S.A.), Chester Ronning (China). However, most of these persons were born of Canadian parents.

Quoi qu'il en soit, Ignatieff's memoirs make fine and instructive reading. It seems a pity that the immigrant from Russia, who contributed so greatly to Canada's and External's international reputation, should have left External in such bitterness. Surely External Affairs, not Ignatieff, was the loser. I find it strange, and disappointing, that he cuts off his memoirs at 1971-72, i.e. when he went off External's payroll; life did not end for him then, by any means. The years since, as he himself suggests, have been no less exciting and fruitful, and it seems a pity that he had not given us his pithy and uninhibited

views on the passing scene down to more recent times. It would also have been interesting to learn more about what caused the apparent metamorphosis in his thinking on defence matters, i.e. the shift from the views he expounded as Ambassador to NATO and as Assistant Under-Secretary responsible for External's defence relations to the "Peacemonger" of today, supporting the unilateral disarmament activists.

Ignatieff may have been a BAD name for Turkey, but it has been a darned good one for Canada, and for External Affairs, during three tumultuous decades.

Sidney A. Freifeld, a journalist, is a former professional diplomat and member of Bout de Papier Senior Advisory Committee. △

March Puzzle

The Winner: Gerald Redmond

ANSWERS

- | | | |
|------|----|---|
| Room | 1 | — First Secretary (Aid) deTrop — Quebec |
| | 2 | — SCY-1 Oxenhammer — PEI |
| | 3 | — Second Secretary (Administration) Shindlesweet — Manitoba |
| | 4 | — Third Secretary (Consular) Quillbiter — Ontario |
| | 5 | — Ambassador Sternwheeler — Alberta |
| | 6 | — SCY-3 Illwillow — Nova Scotia |
| | 7 | — Minister (Political) Undershaft — BC |
| | 8 | — Counsellor (Trade) Proudfinger — Quebec |
| | 9 | — SCY-2 Redcorner — BC |
| | 10 | — Military Attaché de Sabre — New Brunswick |

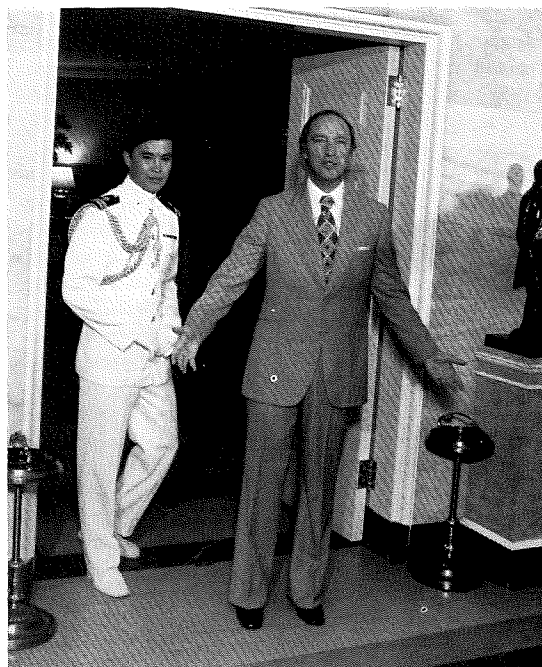
A full solution by logical deduction is available on request.

Correct Answers Were Also Received By:

David Brisco (CCBM); Don Butler (Kingston); J.T. Devlin (LCR); Daniel George (Canberra); John Lang (Hague); J. Molloy (Amman); Elizabeth Schram (London); Margo Schwartz (Nairobi); Jason Scott (London); H. van der Veer (San Francisco); Henry Weissenberger (Washington); and Don Wismer (DRIE — BC).

March Caption Contest

The Winner: E.I.M. Lipman



Last issue's winner: "I never could resist a man in uniform" (from E.I.M. Lipman, South China)

And some other good ones: "See . . . I can point my fingers downwards."

"Where the hell is Gotlieb?"

"I have seen the future and it works!"

"No applause, just money — failing that, how about a job?"

"What's with those ashtrays and the aide de camp? You should know I've never had much use for either smoking or the military."

"De Debbil made me do it."

WHAT'S IN A NAME?

Our Summer Puzzle

A bio-graphical puzzle by A. Aalto

Take a look at this list:

MENACHEM, REV. C.L. DODGSON (the mathematical minister), FIDEL, MARIE AND PIERRE, VASCO, ALIGHIERI, SIGMUND, BUCKMINSTER, Lt.Col. (now Senator) JOHN, GERMAINE, ERNESTO "CHE", Swift's LEMUEL, ENVER (of Tirana), JOMO, RUDYARD, TSE-TUNG or ZEDONG, COTTON, YUKIO, Dr. GUNNAR, FRIDTJOF (of the Arctic), Sir ISAAC, MORDECAI, ALEKSANDR I., Sir Edmund's NORGAY, JOSIP BROZ, Petrograd's LEV BRONSTEIN, Bishop DESMOND, SAMUEL L. CLEMENS, FRANCOIS-MARIE AROUET, LECH

Each item is part of a well-known name or (in five cases) the real name of a man with a well-known alias. Some items also mention titles or other clues. The list is in alphabetical order **according to the missing names or aliases**. There are two men from the USSR, one Frenchman and a French couple, four Englishmen (including the one fictional character on the list) and four Americans; all other countries have but one representative.

To solve the puzzle, work out the thirty missing names-aliases and use them to fill in the chart, one name per box, making sure that the name fits the appropriate categories both by row and by column.

It is rumoured A. Aalto spent 24 hours working this one out.

Bout de papier will pay \$25 to the author of the first correct entry drawn on Sept. 15, 1985. In the event that no completely correct entries are received (shame, shame), the drawing will be held among those tied for the highest score.

	Europeans	North or South Americas	Asians Africans or Oceanians	Pre-1980 Nobel Prize Winners	Aliases or Fictional Characters
Heads of State or Government					
Novelists or Poets					
Explorers or Travellers					
Revolutionaries or Dissidents, Communist states					
Radical Social Analysts					
Scientists or Religious Leaders					

Write your own Caption Contest



Captions please: If it matters, it's a shot from Canada's book exposition in Paris

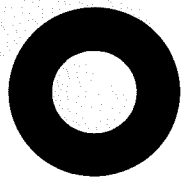
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