

"pavilions" was the spontaneous arrival of refugees. Preparations are underway again to change immigration legislation in Canada, particularly Bill C-55.

What is the department's view of the problems Canada faces? First, they see millions of people on the move. Second, they regard their freedom to develop policy limited by three constraints: the Charter of Rights and Freedoms, Federal-Provincial relations and the budget. Third, they view strategic planning, based on innova-

tive approaches, as the means to finding answers.

Strategic planning entails a partnership with other stakeholders — not only those employed to deal with immigration and refugee issues, but those committed to the same goals. That is why it is crucial that people committed to refugees help define those goals. Strategic planning, as the Associate Deputy Minister Peter Harder has said, involves both poetry and plumbing; both the vision and the operational plan to achieve that vision.

Positive precedents are already in place. The extensive planning exercise to develop the five-year plan on immigration is over. So is the Canada Immigration Centre Equals Service (CIC=Service) task force which set in place a plan to improve services to clients. For instance, nannies and other clients no longer have to line up at 4:00 a.m. to get their permits renewed or to become landed. It is now handled by mail. Strategic planning entails a set of targets and an analysis of the means to reach them. Unless both dovetail, strategic planning is a waste of time.

That is why the immigration department managers are critical. Unless they share the goals and see that the instruments are in place to deliver fair and efficient services, the hallmark of immigration and refugee policy will be incoherence.

There is a need to reconcile an immigration levels policy and a heartfelt commitment to quality of service.

This can never be achieved as long as the method of setting such targets ensures the impossibility of providing quality service. The department has set goals on integration for those who arrive here as immigrants. They also have interdiction and deterrence programs to prevent others from getting here. A coherent goal concerning refugees still has to be worked out. No integration policy is in place for those who arrive spontaneously, claim refugee status and get accepted. At the same time, genuine refugees are clearly prevented from arriving here by an interdiction and a deterrence policy directed at any illegal movements. A major Case Management branch preoccupation concerns legal challenges to refugee determination and the handful of sensational cases of "criminals" claiming refugee status. A goal has yet to be articulated that integrates our legislated commitment to humanitarianism and the necessity for controls. How we deal with and revise the refugee determination system will be the fulcrum upon which all immigration policy for the nineties will be decided.

Is the refugee determination system "overburdened and in danger of collapse" as depicted in the briefing booklet provided to the managers and then repeated by the port of entry managers in their feedback to National Headquarters? Or is the system in balance, as indicated at the Immigration Strategic Planning Conference itself, processing as many claims as enter the system and needing only

CANADA'S PERIODICAL ON REFUGEES REFUGE

Refuge

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