

## REORGANIZATION OF THE DEPARTMENTAL ADMINISTRATION

The challenges of today and tomorrow call for a strong and highly flexible Department of External Affairs. In order to respond better to this need, the Department undertook during 1971 a major reorganization of its headquarters designed to encourage the closest possible relation between the discharge of operational responsibilities and the continual development of the policy framework in which operations must be conducted.

The outstanding feature of the new organization is the regrouping of most of its branches into bureaux whose responsibilities are either of a regional, functional or administrative nature.

The Under-Secretary has delegated to the directors general of the *regional* bureaux responsibility for managing the activities in their respective regions of the world; this includes the development of "country programs", the planning and control of resources, and the policy orientation to be given to missions. They also participate in the policy-development process as it applies to their particular areas of responsibility. It is through the development of this planning system that the Government will be able to ensure that the conduct of its relations with other nations and the activities it carries out abroad are related to its general policy objectives.

The *functional* bureaux answer several needs, the most important being consultation with other departments in order to co-ordinate and harmonize domestic interests, such as trade, agriculture, labour, science, etc., as they may be reflected internationally. Generally, therefore, they are responsible for a continuous examination of international relations in these functional areas. They develop and maintain a co-ordinated approach to matters of primary concern to other departments and agencies of the Government. The functional bureaux are the following: Economic and Scientific Affairs; Defence and Arms Control Affairs; Legal and Consular Affairs; United Nations Affairs; Public Affairs; and Co-ordination.

The *administrative* or support bureaux run the machinery for the widely-dispersed operations of the Department and, in consultation with the regional bureaux, administer its resources. They are: Personnel; Communications and Information Systems; and Finance and Administration.

The Department's structures depend on a continuing dialogue between the regional and functional bureaux. Each regional bureau, as the centre for managing country plans and programs, sees to it that the functional interests are satisfactorily reflected in operations abroad. Similarly, functional bureaux respect the interests of the regional bureaux in carrying out their own assignments. The two perspectives are complementary and together generate a sensitive and penetrating approach to the complexities of the Department's operations.