

Chapter 10

POLICY CO-ORDINATION, MANAGEMENT AND ADMINISTRATION

The Department operates a network of posts abroad in addition to its headquarters in Ottawa, and it deals with a wide array of complex questions. Its efficient functioning requires co-ordination of policy development and execution as well as administration. It manages properties owned or leased in many countries and staffs its headquarters in Ottawa and its 124 posts abroad. It needs administrative units to deal with multi-currency budgets, an office of protocol to look after foreign diplomats and a world-wide communications network to deal with them all.

Policy and operations

The Government Policy and Operations Bureau supported both the Committee of Deputy Ministers and the Cabinet Committee on Foreign and Defence Policy (CCFDP). The former was the main interdepartmental co-ordination mechanism for the foreign and defence policy sector, and was chaired by the Under-Secretary. It reviewed proposals for major policies and expenditures prepared by departments for the CCFDP to ensure that all proposals were consistent with government priorities and that resources would be available for their implementation.

The Bureau contributed to the development of strategy and priorities for the foreign and defence policy sector by co-ordinating and preparing the annual sectoral strategic overview; it monitored expenditures and provided advice on the management of the External Affairs and Aid Envelope (i.e. financial allocation); it prepared assessment and chairman's notes on each proposal to be discussed by the committees; it evaluated development assistance and national defence policies, issues, and programs with the objective of contributing to a broader understanding of these issues by the CCFDP, and was responsible for the co-ordination of briefing notes for ministers of the portfolio attending various Cabinet policy committees.

The Bureau's Defence Evaluation Group contributed to the improvement of understanding of defence issues by the CCFDP and senior officials supporting that committee. It reported to an interdepartmental steering committee of ADMs and looked at national security policies, issues and programs in the broader context of government interests.

Policy Development Secretariat

This body was established during the year to provide ministers and senior management in an expanded Department with an integrated, global and forward-looking view of foreign policy and operations. Its principal difference from predecessors is its policy role in both political-strategic and trade-economic policy areas. It prepared the annual foreign policy framework paper, reviews of selected policy areas, studies of longer-term trends likely to have an impact on Cana-

dian interests and comments on current operations. It also prepared a number of keynote speeches on contemporary policy themes.

Departmental management

The Corporate Management Bureau was established to ensure that realistic linkages exist between the Department's priorities and the way in which the Department allocates its resources, and that resources flow towards priorities in a systematic way. Its four main functions relate to development of a departmental resource planning cycle and of long-term plans, resource allocation, evaluation of departmental performance across a number of areas, and support for senior management. It is also a primary link with Treasury Board and the Office of the Comptroller General on these issues.

The Bureau's role centres on the development of resource-policy linkages both in terms of long-range planning frameworks and systems and in the concrete day-to-day operations of the Department. A key aspect of the Bureau's activities involves assessment of these linkages, i.e. the examination of departmental activities, their rationale, impacts and alternatives. Evaluation findings are considered by senior management when major planning and resource decisions are taken.

Through its Senior Management Secretariat the Bureau provides assistance to deputy ministers and senior management in a variety of ways, including co-ordination of information and secretariat support for the Department's various committees.

Management review and audit

The Management Review and Audit Bureau was responsible for the review and audit of all programs and operations of the Department at headquarters and abroad.

It provided senior management with assessments of the management of the Department's programs and operations, particularly those in the field. During the past year management reviews and internal audits were carried out at 29 posts and eight honorary consular offices in Africa, Europe and Latin America. Internal audits were also conducted at headquarters and were focused on the efficiency, economy and effectiveness of internal management policies, practices and controls.

Federal-provincial co-ordination

Cohesion in Canada's international relationships required the co-ordination of federal and provincial activities and objectives outside Canada's borders. Several of the provinces devoted considerable resources to the promotion of their interests abroad and the Department provided support for those activities. The Department remained, of course, responsible for conducting Canada's external relations on a cohesive basis