



## POLICY CO-ORDINATION, MANAGEMENT AND ADMINISTRATION

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### Policy development

The Policy Development Bureau comprises a Political and Strategic Analysis Division and an Economic and Trade Analysis Division which, through the Director General, are responsible to senior management for providing advice on the overall direction of Canadian foreign policy, and for handling particular issue-areas that require co-ordination among a number of bureaus. Analysis is carried out on a wide range of trade, economic and political issues. The Bureau is responsible for co-ordinating Canada's contribution to political issues at economic summits, and for assisting the departmental units responsible for the Commonwealth and La Francophonie in preparing Canada's contribution to the political agenda of the summit meetings of those organizations. Speeches by ministers or senior departmental officials on overall foreign policy themes are often prepared by the Bureau. Consultations on broad international trends are held with the policy units of other countries as opportunities permit.

Major activities during the year involved co-ordinating the government's impact assessments of the Canada-U.S. Free Trade Agreement, organizing a series of seminars for the Department's senior management on future foreign policy challenges, and providing input into the political agenda of the Venice Economic Summit, the Quebec Summit of Francophone countries, and the Commonwealth Heads of Government Meeting in Vancouver. The Bureau was also engaged in a wide range of other activities, including preparation of statements for the Prime Minister; speeches for the Secretary of State for External Affairs, the Minister of International Trade and the Under-Secretary of State for External Affairs; policy planning consultations with a number of countries; and speaking engagements across Canada. The Bureau was host for the annual three-day meeting of policy planners from NATO governments held in Jasper in early February.

### Departmental management

The Corporate Management Bureau co-ordinated senior management's plans and objectives to bring resource allocation into line with government priorities in the context of fiscal restraint and downsizing.

During the year the Bureau's Resource Management Division sustained the momentum of the Long Range Management Plan. The following elements of the Plan were completed: a series of span of control reviews (i.e., to decrease the number of managers relative to staff supervised), a global mission closures-reductions exercise, and a comprehensive review of grants and contributions. Funding for the initial

development of COSICS was obtained from Treasury Board.

The resource allocation process was carried out under the most difficult circumstances to date: the Department is required to give up 262 person-years and \$15 million over four years as part of the government-wide downsizing exercise. A continuing effort was made to simplify the annual mission and headquarters planning cycle requirements.

Several reviews were undertaken to assess resource use and requirements, as well as to identify the potential for resource reallocation within the Department. Major assessments were completed in Hong Kong, Beijing, Shanghai, Bangkok, Mexico, Caracas, Port of Spain and Kingston. Although some resources were reallocated from these missions, the general conclusion reached was that most are essential to the conduct of Canada's international relations and programs abroad. Evaluations were conducted on the privatization of the Tourism Program, the Technology Inflow Program, Fairs and Missions, and the Commercial and Economic Communications Services.

In the past year, internal audits of the Department's Immigration and Administration programs were carried out at 21 missions in Europe, South Pacific, Asia and the Middle East. In addition, seven functional internal audits were conducted at headquarters.

The Cabinet Liaison and Co-ordination Secretariat provided the departmental focal point for activities pertaining to the Cabinet system, including briefings for the Department's three ministers, preparation of Cabinet documents, and liaison with other departments and agencies on related trade and foreign policy matters. The Secretariat also provided a departmental point of contact with parliamentary committees and individual MPs, co-ordinating their requests for information and assistance and at times providing funds for familiarization travel. It also managed the international conference allotment and co-ordinated ministerial travel abroad.

### Finance, administrative services, budget

The Bureau of Finance and Headquarters Administrative Services is responsible for all aspects of financial administration: financial planning and analysis; accounting, commitment control and other financial services; provision of a comprehensive advisory, control and reporting function for service contracts; headquarters accommodation services; and headquarters inventory data and materiel support. During the year the Bureau developed and implemented a new departmental financial management information system. Its objective is to streamline the capture of financial transactions and provide comprehensive financial information for all levels of users both in headquarters and around the world. A prime function