

Reorganization of the Department

On September 6, 1983, some changes were made in the organizational structure of the Department of External Affairs additional to those described in last year's annual report. They were undertaken to complete the process of consolidation begun with the move into the Department of the Foreign Branch of the Commission for Employment and Immigration (CEIC) in 1981 and with the reorganization of January 6, 1982, which brought the Trade Commissioner Service and other key units of the former Department of Industry, Trade and Commerce (ITC) into a Department of External Affairs with expanded responsibilities (for organizational chart see Appendix 1).

Among the basic objectives of the January 1982 reorganization was the concern to give greater weight to economic factors in the design of foreign policy, to ensure that the conduct of foreign relations served Canadian trade objectives, to improve the service offered exporters in an increasingly competitive international marketplace and to ensure policy and program coherence in the conduct of Canada's whole range of relations with the outside world. The organizational adjustment in September 1983 was undertaken to further the achievement of these objectives. This was done by concentrating the responsibility for all geographically-formed policies and programs in five new geographic branches, each headed by an assistant deputy minister (ADM).

The five geographic ADMs were delegated responsibility for the management and co-ordination of the full range of Canada's relations, including trade, with their respective regions (Africa and Middle East, Asia and Pacific, USA, Europe, and Latin America and Caribbean). They provide advice to the Deputy Minister (International Trade) on all trade and economic matters within their regions and to the Deputy Minister (Political Affairs) on all other matters regarding Canadian policies and programs in the regions. They are also responsible for the management both of the posts in their regions abroad and their branch at headquarters.

The purpose of creating these five geographic branches was to provide clear accountability for regional and bilateral policies and operations, a framework for the development of coherent and mutually supportive policies and programs across the full range of departmental activities, and a single geographic focal point for posts abroad, for exporters, the rest of government, and other constituents and foreign governments.

Four functional branches of the Department were given responsibility for ensuring global or inter-regional policy and program consistency in trade, aid, economic, and political-security issues. Intradepartmental co-ordinating committees ensured that maximum benefit was derived from inter-regional awareness and cross fertilization of ideas and work, and that activities pursued in specifically regional bases were consistent with global and domestic policies and priorities. The purpose of the four functional branches was to provide clear

responsibility for departmental involvement in domestic and sectoral issues and provide single functional focal points for other government departments, the business communities and non-governmental organizations.

The responsibilities of the Department's three ministers remained the same as outlined in last year's annual report. The Secretary of State for External Affairs was charged with managing the broad mandate of the Department, together with two other ministers with more precisely defined responsibilities. The Minister of State for International Trade was made responsible for international trade and export development and served as the minister to whom the Export Development Corporation and the Canadian Commercial Corporation report. The Minister of State for External Relations supported the Secretary of State for External Affairs in international social, cultural and humanitarian affairs, and, among other duties, was responsible for relations with francophone states and the Agency for Cultural and Technical Co-operation.

(During the fiscal year from April 1, 1983, to March 31, 1984, covered by this report, Allan MacEachen was the Deputy Prime Minister and Secretary of State for External Affairs. The Minister of State for International Trade was Gerald Regan. Charles Lapointe was the Minister of State for External Relations until August 12, 1983, when Jean-Luc Pepin was appointed to this portfolio.)

Working with the Under-Secretary of State for External Affairs were two deputy ministers — one for international trade and one for political affairs. Below this senior level, departmental organization was designed to achieve maximum co-ordination of Canada's foreign relations activities and to ensure that international considerations received due weight in the formulation of domestic policy. The new widened role of the Department made it responsible for the policy, planning and management of all aspects of Canadian foreign relations and the link between the government's interests at home and abroad.