

- E. Returning to the attached table, and coming up to the specific conclusions mentioned earlier, very few of the evaluation questions identified by the Team appear to be significantly affected by the Reorganization. The only and obvious exceptions were those questions dealing with the mandate, and with the accountability/responsibility confusions between the Department and OGDs, and between Headquarters and posts abroad. These questions are now being subsumed by the new legislation exercise, among others.
- F. Several evaluation questions have been labelled by the Team as being of academic or theoretical interest. This is not to suggest that these questions should necessarily be dismissed on grounds of being hypothetical, but rather that they might be subcontracted out for study to academic or private research organizations (Cf. Von Riekhoff, et.al, (1976), on Canadian Foreign Policy Objectives; and Brecher, (1972), on Israel's Foreign Policy System). The reason behind this suggestion is that most of the relevant information is derived from interviews and examination of departmental records. As such, its interpretation is subject to the biases of the investigator (as in most cases where analogy and inference must be used in place of direct observation). The Department may wish to avail itself of a variety of points of view.

#### Specific Conclusions

- 4. Below, in point form, are listed some of the more salient aspects emerging from the Team's consideration of the FPFC program:
  - A. From the Report (to identify the questions indicated refer first to the attached table, then to the Report, Chapter 4, for further detail)
    - (i) Review the contribution of External Affairs to the shaping or influencing of domestic policy, by virtue of its international experience. (Questions 8 and 16).
    - (ii) Explore External Affairs' working relationships with other government departments, with respect to liaison and co-ordination of Canadian foreign policy. (Questions 10, 14, 17 and 22).
    - (iii) Investigate all aspects of foreign policy information flow, or the handling thereof, within the Department. (relate to analysis/synthesis activities). Questions 11 and 27).
  - B. From the general FPFC environment
    - (i) A geographic perspective, both bilateral or multilateral (and not excluding domestic regions), might be suitable