

IV

FOREIGN OPERATIONS PLANNING AND INTEGRATION

Organizing for the Seventies

In the June 1970 foreign policy review, the Government announced its decision to seek "the maximum integration in its foreign operations that will effectively contribute to the achievement of national objectives". To pursue this objective, the Government established an Interdepartmental Committee on External Relations, a Personnel Management Committee (a sub-committee of the former) and a task force to examine the means necessary to integrate all the support services of the Government's foreign operations. The Interdepartmental Committee on External Relations (ICER) and the Personnel Management Committee (PMC) have been operative since July, 1970, but the task force on the integration of support services was dissolved after it submitted its report to the ICER on July 6, 1970.

The responsibilities assigned to ICER by the Cabinet included advice to the Government through the Secretary of State for External Affairs on the formulation of policy, the harmonization of plans and programs, the allocation of resources, the carrying out of foreign operations, and policies for the management of personnel in the foreign service. The ICER's assignment was to develop means of pulling together into a coherent whole the management of the foreign operations of different departments and agencies with external interests. This task has been carried out in the light of the general principle enunciated by the Government in *Foreign Policy for Canadians*: "foreign policy is the product of a government's progressive definition and

pursuit of national aims and interests in the international environment. It is the extension abroad of national policies".

Progress made by ICER to date

Since its establishment, the ICER has taken the following steps towards the development of stronger, more flexible and better-integrated foreign operations:

- (1) a set of "principles" has been drawn up for guidance in coordinating policy between departments in Ottawa and their overseas operations (see page 71);
- (2) a system of country programming has been instituted to facilitate the coordination and planning of the foreign operations of the Canadian Government;
- (3) all support services in missions overseas have been integrated into a single service administered by the Department of External Affairs;
- (4) the authority of the head of post over operations of all Government departments at his mission has been reinforced;
- (5) a new system for recommending head of post nominations to the Secretary of State for External Affairs has been instituted to facilitate the choice of the most qualified candidates;
- (6) the Personnel Management Committee has developed an increasing number of coordinated, and in some cases common, personnel policies