

In 1972 and in 1973 the Government approved successive recommendations drawn up by ICER on further steps toward integration of foreign operations, including:

- (a) extending the integration of support services abroad to personnel of the National Film Board, Information Canada and the Canadian Defence Liaison Staff in Washington; (the Film Board was later exempted)
- (b) broadening and extending the system of "country programming" and the employment of a fully coordinated approach toward resource demands for foreign operations;
- (c) developing further the coordination of personnel management policies;
- (d) recognition and reinforcement of the authority of the Head of Post under the SSEA to represent the government in general;
- (e) endorsing the following "seven principles" of policy coordination;

(i) The development of any national policy with external contents or implications should reflect the combined judgment of the departments at the official level, and Ministers at Cabinet level, concerned with the relevant functional matters on the one hand and those concerned with the external aspects and applications on the other.

(ii) It should be the responsibility of originating departments to see that their policy proposals are referred for consideration by and consultation with other agencies pursuant to (i) above.

(iii) The Secretary of State for External Affairs and his department, as part of their responsibility for the conduct of Canada's external relations, shall be responsible for ensuring co-ordination with respect to external aspects and applications of national policy.

(iv) The Department of External Affairs shall maintain, in consultation with other departments, a continuing overview of Canada's foreign policy for the purpose of identifying any problem areas or deficiencies, as well as opportunities for forward planning.

(v) Pursuant to (i) above, all foreign operations programs should be developed on the basis of co-ordinated policy planning and carried out after consultation between the Department of External Affairs (and with respect to trade matters, the Department of Industry, Trade and Commerce) and the other departments concerned.

(vi) The Treasury Board should ensure that departments planning activities at home or abroad affecting foreign operations have followed the procedures in Propositions (i) and (v) above before making a submission to the Board for the allocation of resources for programs involving foreign operations.