

Yet the government structure at present is not such as to ensure both functional and geographic regulation and command of its activities. The geographic deployment of missions on the one hand, and the functional separation of departments in Ottawa on the other hand, appear to intersect in the Department of External Affairs in Ottawa and in certain other regulatory bodies including the PMO, PCO and the Cabinet with, however, as yet, inadequate means for transfer and control (forward and backward) between two essentially different structures represented by the government establishments in Ottawa and abroad. \*\*\* The necessary basic elements for successful transfer and control between the two ends of the government channel are seen to exist, at official level, in the Department of External Affairs where the operating divisions are of two kinds: functional and area divisions. At Cabinet level, the integrative function is performed by the Prime Minister, and by the Secretary of State for External Affairs.

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\*\*\* (Cont'd)

Canadian cultural growth, which might result in their being related to educational, cultural and recreational activities in Canada and (ii) a means of creating goodwill and understanding for Canada abroad as a basis for the more successful carrying out of other foreign operations. Indeed most (but not all) Canadian activities might be positioned in a 2-dimensional matrix, where the co-ordinates denoted functional and geographic classifications; the Canadian programme in a particular field, e.g. culture, science, trade, or in a particular country (or area) could then be determined by vertical or horizontal integration of the programme elements.

\*\*\* A further complication is introduced by the fact that many officials now serving overseas report directly to their home departments, thereby inhibiting country (or regional) co-ordination and putting a further burden on existing interdepartmental machinery in Ottawa, i.e. interdepartmental committee structure, PCO and Cabinet.