

The context in which these problems have been addressed in the foreign service consolidation scheme which the Prime Minister has announced takes into account the complementary requirements for a solution

- which does not interfere with the mandates of the existing foreign service departments and agencies;
- which takes account of new mechanisms now being put in place for deciding resource allocation questions;
- which does not detract from the accountability which may properly be exacted from the Deputy Heads of foreign interests departments and agencies; and
- which will enhance the ability of the foreign service to serve its various governmental and non-governmental constituencies.

In the past, attempts have been made to deal with these problems through a process of incremental consolidation which has not, however, been focussed or been part of an overall, cohesive plan. Among the measures which have been put in place are

- i) allocation of all programme staff (and indirectly of support staff) is done interdepartmentally;
- ii) all support staff have been integrated and their management is now the responsibility of the Department of External Affairs;
- iii) efforts have been made to clarify and strengthen the role, authority and accountability of the Head of Post with respect to all post programmes and personnel;
- iv) Heads of Posts performance is appraised through an interdepartmental process conducted under ICER auspices;
- v) Heads of Post play a major role in the appraisals of their programme managers;