

and with the foreign operations matters with which ICER dealt; its sub-committee on foreign operations is now the focal point for interdepartmental co-ordination, co-operation and consultation on these matters. Since May 1980, the sub-committee has:

- guided the implementation of newly established procedures for the appointment and appraisal of heads of post;
- taken a fresh look at the country assessment, review process and the preparation of a detailed report on program plans and personnel allocation proposals of all posts abroad; and has
- guided the consolidation of the foreign service in accordance with the decision of the Prime Minister.

Internal evaluation and audit

Internal audit and program evaluation are integral parts of the Department's managerial processes.

In 1981 the internal audit division conducted a comprehensive audit of the accounting and financial services division of the bureau of finance and management services. Auditors assigned to the inspection service conducted audits at 36 posts, covering the administrative operations of finance, property and material management.

Program evaluation is the formal review and assessment, in accordance with Treasury Board directives, of the continued relevance and of the effectiveness of existing departmental programs. The first such study, which dealt with the provision by the Department of consular services to Canadians abroad, was completed in 1981. An evaluation of the Department's information activities abroad is now under way.

Inspection service

An inspection service, which reports to the Committee of Deputy Ministers on Foreign and Defence policy through the Under-Secretary of State for External Affairs in his capacity as chairman, undertakes independent audits and evaluations of the full range of Canada's foreign operations at posts abroad.

During 1981, inspections were made at 36 posts: 13 in Asia; 4 in Australia; 7 in eastern Europe; 12 in Latin America and the Caribbean; as well as, in the last-named region, 5 honorary consulates.

Budgetary estimates 1981-82

For the fiscal year April 1, 1981 to March 31, 1982, departmental estimates for operating and capital expenditures and for grants and contributions totalled \$450.5 million. Of this total, the amounts spent by