

Chapter 10

POLICY CO-ORDINATION, MANAGEMENT AND ADMINISTRATION

Policy Development Bureau

In 1984-85, the Policy Development Secretariat was renamed the Policy Development Bureau and reorganized to include three Divisions: Political and Strategic Analysis, Economic and Trade Analysis, and Cabinet Liaison and Co-ordination.

A major task during the year was preparation of the Green Paper that was to initiate the international relations review, announced in the speech from the throne. The Bureau also monitored current international economic and political/strategic developments and relevant long-term trends, co-ordinated appropriate policy responses, analyzed selected policy issues and drafted keynote speeches.

Following changes to Cabinet and interdepartmental committee structures by the new government, the Cabinet Liaison Division continued to guide departmental decisions through the Cabinet system and provide departmental ministers with key documentation for their work in Cabinet. Subsequently, this Division was shifted into the Corporate Management Bureau.

Departmental management

The Corporate Management Bureau continued to ensure that the allocation of human and financial resources in the Department reflects foreign policy priorities. In 1984-85, the Bureau focused on adjusting the organization of the Department's trade promotion and economic policy sectors to enhance services to business and prepare for prospective multilateral trade negotiations. It also worked on adapting the Department's resource planning system to its expanded mandate and structure, developed and implemented measures in support of the government's deficit control efforts and developed a tested methodology for evaluating resource utilization effectiveness and requirements at posts abroad.

Through its Senior Management Secretariat, the Bureau also co-ordinated administrative and information support for deputy ministers and senior management committees.

Management review and audit

The Management Review and Audit Bureau was responsible for the review and audit of all the programs and operations of the Department at headquarters and abroad. It provided senior management with assessments of the management of the Department's programs and operations, particularly those in the field. During the past year, management reviews and internal audits were carried out at 28 posts and five honorary consular offices in Asia, Australia, New Zealand, the Middle East, Africa, the USSR, Western Europe and Eastern Europe. Internal audits were also conducted at headquarters and were focused on the efficiency, economy and effectiveness of internal management policies, practices and controls.

Federal-provincial co-ordination

The Department assists in harmonizing federal and provincial policies and activities at the international level. In 1984-85, the provincial governments continued to devote considerable human and financial resources to the promotion of their interests abroad, benefiting from the Department's support in this area. Federal-provincial consultations were held during the year, with either ministers or officials, to ensure that provincial interests were considered in the formulation of international relations policies and that the provincial authorities were fully aware of the federal government's position on a number of issues of mutual interest. In addition, the Department's telecommunications network was available to the provinces, giving them rapid access to the many services offered by Canada's diplomatic posts and consulates abroad. The Department continued to transmit observations, comments and research, particularly of an economic nature, to the ten Canadian provinces from the various posts abroad, and the posts also maintained close contacts with provincial offices abroad.

The Department facilitated provincial participation in multilateral organizations such as the World Health Organization, the International Labour Organization, UNESCO, the United Nations Human Rights Commission, the Commonwealth and the OECD. It also helped to arrange the visits abroad of provincial ministers and delegations as well as visits of many foreign delegations to provincial ministers and officials.

Protocol services and diplomatic, consular and other representatives in Canada

Canada's diplomatic relations with 142 countries during 1984-85 were manifested by the presence in Ottawa of 74 resident and 33 non-resident ambassadors, and 22 resident and 13 non-resident high commissioners. In addition, the International Civil Aviation Organization, the Delegation of the Commission for the European Communities, the International Labour Organization, the UN High Commission for Refugees, the UN Centre for Human Settlements, the Northwest Atlantic Fisheries Organization and the International Atomic Energy Agency maintained offices in Canada.

In 1984-85, liaison with these missions was maintained by the Office of Protocol, which also provided services and advice to them in accordance with Canada's obligations under international and national law. The Office administered the accreditation arrangements of foreign and Canadian heads of posts, including the presentation of credentials by foreign ambassadors and high commissioners to the Governor General. It controlled and monitored the identification of diplomats and oversaw the privileges and immunities to which