

EAMIP FINAL REPORT

**PART I - THE EXTERNAL AFFAIRS MANAGEMENT IMPROVEMENT  
PROGRAM - 1982-1987**

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**1.1 Background**

The External Affairs Management Improvement Program, an action plan originally comprising more than one hundred and twenty projects, was designed to enhance the Canadian Interests Abroad Program by improving Departmental structures, processes and systems.

Established by Departmental management in recognition of the need for a structured approach to change, EAMIP was a mechanism designed to ensure appropriate responses to the Royal Commission on Conditions of Foreign Service, the Auditor General, the Comptroller General and the Public Accounts Committee.

**Chronological Events**

**Summer and Fall 1979:**

- The Office of the Comptroller General (OCG) conducted its IMPAC (Improved Management Practices and Controls) Survey of External Affairs;

**April 1980:**

- OCG's survey results were submitted to DEA. The Survey's main observation was that the Department's planning and resource allocation processes were ineffective, particularly with respect to operational responsibilities. Other practices requiring improvement were largely, although not exclusively, within the Department's administrative infrastructure. Specific mention was made of the need for a new financial system, rationalization of the Physical Resources Bureau and the development of a new personnel information system;

**January 1982:**

- DEA submitted a preliminary response proposing a two phase action plan to improve management practices;
- Almost at the same time, the international trade responsibilities of the Department of Industry, Trade and Commerce were transferred to External Affairs;