

wan, has not yet adopted a unified approach or perspective on the area.

This absence of a general perspective is reflected in the type of planning undertaken within the individual departments. Long-term planning is non-existent. One year in advance is the longest period for any department, the Trade Development Branch of the Department of Industry and Commerce, the Marketing and Economics Branch of the Department of Agriculture, and the Tourism Development Branch of the Department of Tourism and Renewable Resources. Unlike other units, these three branches do not react to outside stimuli so much as they create their own initiatives in marketing. The Department of Finance, in preparing the Government's annual budget, could also be said to plan for a year ahead; however, the budgeted estimate for the matching-grants program, a fund to match the money raised for international development projects by Saskatchewan volunteer agencies, is always based on the total raised in the preceding year, not the amount expected to be raised in the budget year. For the other departments, reacting to outside stimuli is the rule not the exception. In the Department of Agriculture, trade (marketing) is planned for the year ahead, but aid projects are strictly a reaction to crises; the Department of Health supplies information to other governments when the latter request it; the Department of Continuing Education helps build schools in developing countries - when requested. The other departments likewise react rather than act, and are further examples of these types. One justification that might be offered for this approach is that Saskatchewan's international affairs tend to be mainly economic (i.e. buying and selling), not cultural, and therefore must react to situations rather than be governed by some general perspective and plan.

No patterns

At the same time, however, the "ad hoc" nature of the planning means that there are no patterns governing who is consulted or informed. Each department has one person in charge of whatever planning is done, and this person may be assisted by one or two others in actually preparing the work. The ministers of the departments are informed of what the department is planning, but the Intergovernmental Affairs Unit of the Executive Council may or may not be informed in turn, so there is little opportunity for regular co-ordination. The main result of all of this is difficult to estimate. There are occasional situations where co-ordination at the ministerial level would prevent duplication and thus promote more efficient use of

resources, but these situations occur only infrequently. In promoting trade, there is some conflict with the federal Departments of External Affairs and Industry, Trade and Commerce, and some within Saskatchewan between Agriculture, Industry and Commerce, and a Crown corporation - Saskatchewan Trading Corporation -, but nothing that cannot be resolved through discussion. In summary, as of 1978, the government of Saskatchewan does not see international affairs as of such importance that it is necessary to plan in a comprehensive manner for the interactions that will be forced upon it by others. As situations and problems arise, the government defines its level of response.

This approach to planning is reflected in the organizing for international affairs within departments. Most departments do not have a specific international affairs section. Usually, one official in each department has the responsibility for international matters, but, since this official is unlikely to spend more than 5 per cent of his time on these questions, his *raison d'être* in the department is primarily domestic. International activities are usually projects, but even these do not include a formal, horizontal mechanism for co-operating with others, or with other departments, as "project-matrix management" might suggest. The only exceptions are the three branches whose marketing activities require full-year planning, and the Protocol Office. Even here, however, though they are organized on a permanent basis that will allow them to handle international matters, they are not organized on an international basis. For example, the Marketing and Economics Branch of the Department of Agriculture is organized by commodity areas (livestock, poultry and eggs, and special crops); each of these has some international activity but most of its work is of domestic.

Staffing

The third managerial process to be discussed deals with staffing. The public servants chosen to handle the department's international activities are rarely appointed because they have worked abroad or because they have studied international affairs at university. A few have some international experience, but it is usually not the reason they believe they were given their present positions. The dominant attitude in staffing is that the provincial government requires functional specialists, such as macro-economists or agricultural marketers, rather than people with an international background. International affairs is seen as a semi-diplomatic activity involving tact and commu-