

III. THE NEW STRUCTURE

4. Following a review of the existing departmental structure and the problems which were its natural by-product, it has been decided to proceed with an organizational adjustment aimed at improving the achievement of the January 1982 objectives. The basic theme of the changes now being brought about is the concentration of responsibility for all geographically-focussed policies and programs in five new geographic branches. Functional branches will ensure global or inter-regional policy and program consistency in trade, aid, economic, political and social issues. The structure will be based on a departmental establishment, the total complement of which has been reduced by the A-base exercise begun earlier this year.

5. The basic new structure for the Department is set out in the attached set of charts. The functions listed underneath the Divisions are illustrative and not definitive. In the interval leading to the implementation of the new structure in September, there will be consultation with ADMs on the details of the design of each branch and the responsibilities to be given individual divisions. The process of consultation and implementation is described later in this memorandum.

6. Ministers and Deputy Ministers. At the Ministerial and Deputy Ministerial level there will be no basic change from the structure established in 1982. The Deputy Minister International Trade, and Coordinator (International Economic Relations), and the Deputy Minister (Political Affairs) will retain certain units under their exclusive responsibility and will also be responsible for policies and activities of the geographic branches within their respective domains. The Deputy Ministers will continue to deal directly with the SSEA and the two other Ministers of the portfolio and will continue to approve memoranda and other material submitted to Ministers. They will also continue to act with the Under-Secretary as the senior managers of the Department, acting in his stead as necessary and representing the Department within and outside government, both in Canada and abroad.

7. Geographic Assistant Deputy Ministers. The Assistant Deputy Ministers of the five geographic sectors will be delegated responsibility for the management and coordination of the full range of Canadian relations with their regions (Africa and Middle East, Asia and Pacific, USA, Europe, and Latin America and Caribbean). They will provide advice to the DM (International Trade) on all trade and economic matters within their regions. They will provide advice to the DM (Political Affairs) on all other matters regarding Canadian policies and programs in their