

The first organizational stream is the one which concerns us.<sup>8</sup>

6. Policy coordination, corporate management and personnel is the essence of the first stream. Of particular interests are the Policy Planning and Coordination Staff and the Foreign Assessments Bureau. The Foreign Assessments (formerly Intelligence) Bureau's mission is to "provide intelligence to decision makers within the Department", that is, to collect, analyze and disseminate classified information "relating to Canada's international role and the intention of foreign states" to senior managers and policy developers.<sup>9</sup> The Policy Planning Staff is thus fed (but not exclusively) by the Foreign Assessments Bureau.<sup>10</sup>

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<sup>8</sup> The other stream is mainly concerned by current activities and its work is mainly reactive in nature, which largely prevents it from engaging in any kind of theory-building process. Rather, its needs are for treated information - when available - upon which policy formulation can proceed. Otherwise, untreated and factual information is widely used for short-term purposes. Of course, methodological considerations are of lesser concern, its personnel being responsive to subjective factors, such as Canadian foreign policy goals and objectives, normative by themselves, or ministerial requests for action. A closer look at that stream is surely warranted but outside the scope of the present paper.

<sup>9</sup> External Affairs and International Trade Canada, Annual Report 1990-91 (Ottawa: Canada Communication Group - Publishing, 1991), page 73.

<sup>10</sup> Comparative politics methodologies may somehow enter the intelligence cycle, the cycle by which raw information are assessed and given meaning. But like the functional/geographical matrix, the focus is on current intelligence (factual analysis). Although it would be interesting to study long-term intelligence assessments as well as the intelligence assessment methodologies used by intelligence officers in comparison with those used by political science comparativists, it is unfortunately a difficult task considering the secrecy surrounding intelligence work. At this stage a look at the Policy Planning Staff will suffice. On the intelligence assessment process, see Bruce D. Berkowitz and Allan E. Goodman, Strategic Intelligence for American National Security (Princeton: Princeton University Press, 1989), Chapter 2-4; and Walter Laqueur, A World of Secrets. The Uses and Limits of Intelligence (New York: Basic Books, 1985), Chapter 1.