

In concrete terms, the approach to be used for the development of the OPF will be as follows:

- (a) Introduction: Background to the January 1982 and September 1983 Departmental Re-organizations with their purposes and objectives;
- (b) Description of the Program and Objectives: Statement of the fundamental purposes of the organization, divided into issue oriented sub-objectives as appropriate;
- (c) Description of the Department's operations.
- (d) Description and objectives of the planning elements in terms of intended outcome of the activities examined under each planning element;
- (e) Description of accountability at the planning element level. This will include a description of the interface between the various Branches;
- (f) Description and objectives at the sub-element level;
- (g) Statements of results at the sub-element level, i.e. a statement of what the Department is trying to achieve in the short to medium term in the area examined.\*  
It should be noted that this is a central task in relation to the requirement of the OPF and it will pose particular problems in relation to this project for the reasons outlined above. It is therefore imperative that enough time be made available to provide for a realistic assessment of the extent to which meaningful results can be produced.
- (h) Statements of linkages at the sub-element level;  
This would consist of a narrative description of how these results contribute to the achievement of the Department's Program objectives. Statements of how resources contribute to the pursuit of results will entail description of the resource allocation process and mechanism as well as the provision of resource displays;

Work on information systems and displays will include:

- aligning the PMIS on the OPF
- producing breakdown of PYs by programs and posts
- producing breakdown of PYs by programs at headquarters and posts
- aligning the FMIS on the OPF
- developing formulae for costing programs at headquarters and posts
- producing breakdown of costs by programs at posts and headquarters
- design formats for costing cross-planning element areas such as trade, immigration, etc....

\* It is expected that the determination of "results" for an institution like a foreign ministry, of a "middle power", which operates by definition in an environment over which it has little control, will create some difficulty. It is therefore proposed that a study be conducted in parallel with the development of the OPF aimed at determining which results (a) can be quantified, (b) will require a narrative description, and (c) will not lend themselves to description and may have to be equated with on-going planning element (sub-elements) objectives.

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