

methodologies, from the comparative politics subfield of political science, will be identified and briefly commented upon.<sup>6</sup> Finally, we will offer some examples of methodological applications, which could, we believe, easily be taken over by political practitioners.

## I - THE POLICY PLANNING STAFF AND THE POLICY PLANNING PROCESS

5. External Affairs and International Trade Canada is engaged in a multitude of activities everyday. Those activities are varied, ranging from diplomatic contacts to coordination meetings or current assessments of foreign activities. A large bureaucracy, its personnel is compartmentalized into various branches and divisions. Two organizational streams can be recognized. The first one is concerned with the support of foreign service personnel and their activities (the core branches). The second one is concerned by policy formulation and program planning and coordination (the functional and geographic matrix), which presupposes ministerial direction and the availability of adequate data and information on the subjects requiring foreign policy decisions or state's acts.<sup>7</sup>

---

<sup>6</sup> International relations and comparative foreign policies methodologies are extensively discussed in the literature addressing foreign policy issues. It is the neglect of discussions recognizing the possible usefulness of comparative politics methodologies in the foreign policy area that prompted us to undertake that paper.

<sup>7</sup> This structural representation of the Department is conceptual and used only to help the reader contextualize the general environment in which the policy planners work. A line representation of the Department can be found in its Annual Report 1990/91 (1991), at page 79. Supplementary information is provided in Government of Canada, 1992-93 Estimates. Part III: Expenditure Plan External Affairs and International Trade Canada (Ottawa: Canadian Government Publishing Centre, 1992), at pages 2-13 - 2-15.