

foreign policy be considered and approved according to a procedure designed to ensure coherence. This procedure, in the form of seven propositions, was approved by the Government in 1972.

17. *In short, the Government has instituted a procedure intended to ensure that departments will not be able to put forward foreign policy proposals without consulting all those concerned or outside the framework of agreed policy.*

18. But how good are these systems? How can the taxpayer be sure he is getting value for his money in foreign policy?

19. Some of those best qualified to judge doubt whether there are satisfactory answers to these questions. In a television interview on November 27, 1978, the Secretary of State for External Affairs, the Hon. Don Jamieson, said:

"if I ever do write a book about my years in External, I think the title would be No Bottom Line The difference between this Department and some of the more mundane, in that sense of the word, departments that I've headed before, is that you really can't measure very often the effects or results of your activities here. Well, once in a while, something dramatic occurs, and you get a breakthrough. But basically, foreign affairs is a continuing pursuit and you really don't have any moment in time when you can say that my policy was right or it was wrong."

The Comptroller-General, in a recent article, drew attention to the same problem, quoting a passage from the Wilson Committee report which reads,

".... Many programs defy quantification. For example, how can one translate the purposes of the Department of External Affairs into quantitative terms that permit objective measurement?"

And the Secretary of the Treasury Board, in writing to the Under-Secretary on October 17, 1977 to commend the implementation of the Government's programme evaluation plans, conveyed the same consciousness of limitation when he referred to the Auditor-General's obligation to report to Parliament on procedures "to measure and report the effectiveness of programs, where such procedures /can/ appropriately and reasonably be implemented".
(emphasis added)