

on which to establish priorities between programs and on which to monitor the actual spending of funds.

We suggest that it is unreasonable to expect the Treasury Board to carry out this sort of role with respect to a department like External Affairs. We believe it would be more reasonable to ask the Board to define the proportion of total government expenditures that should be devoted to the foreign affairs sector and leave the actual deployment of such resources up to the Department, always subject, of course, to government policy and directives in this area.

At the same time, since most of these resources (other than grants, assessments, etc.) are related to the use of departmental manpower and, in the case of posts, to the comfort and convenience of such manpower, we believe every effort should be made to develop guidelines, acceptable to the Treasury Board, on what constitutes a reasonable standard in these areas. This would include such matters as accommodation, allowances, personal staff, furnishings, etc. While standards have been developed for a number of these areas in the past, we believe they have been applied too rigidly without enough consideration being given to differences in the circumstances and the needs of individual posts.

Standards should also be developed, to the maximum extent practicable, covering the manpower required at different size posts. These would obviously have to be applied very carefully and with full knowledge of local conditions and local activities. However, if a basic complement of staff could be established for posts in different size countries, the onus would then be on the Head of Post to justify the staff he needs