

Chapter 9

POLICY CO-ORDINATION, MANAGEMENT AND ADMINISTRATION

Policy development

Through the work of its Political and Strategic Analysis and its Economic and Trade Analysis divisions, the Policy Development Bureau continued throughout the year to monitor and analyse broad economic and political-strategic trends in international relations to identify their implications for Canada, and to prepare policy statements, statistical data and analyses on key foreign policy issues. Areas of particular concentration were sovereignty, East-West relations, defence policy, Pacific security, conventional and nuclear arms control, *La Francophonie*, federal grant support, and tariff protection for Canadian industries and trade in primary resources. The Bureau was also responsible for preparing the Canadian position on the political agenda of the Tokyo Summit. In addition, it drafted or contributed to key foreign policy speeches for the Prime Minister, the Secretary of State for External Affairs and the Minister for International Trade.

The Bureau's most significant task in 1986-87 was lead responsibility for the foreign policy review begun in 1985. Between April and June 1986, the Bureau monitored the cross-country hearings conducted by the Special Joint Committee of the Senate and House of Commons that was appointed to make recommendations on Canada's international relations. After the publication of the Committee's report in June, the Bureau took the lead in preparing the government's response, tabled by the Secretary of State for External Affairs in the House of Commons in December 1986, and in subsequently commissioning the required follow-up. This entailed extensive liaison with geographic and functional divisions of the Department of External Affairs as well as with nine other government departments and agencies. Following tabling of the response, members of the Bureau were active in explaining the foreign policy review process and the new policy initiatives to audiences across the country.

Departmental management

The Corporate Management Bureau co-ordinated senior management's plans and objectives to bring resource allocations into line with government priorities and the prevailing fiscal restraint.

The Corporate Planning Division continued to co-ordinate the departmental response to the recommendations of the 14 sub-committees of the Ministerial Task Force on Program Review, bringing to completion 9 of 20 outstanding action items. The 1987-88 Part III component of the main estimates was prepared for tabling in Parliament in February 1987. The operational planning cycle was streamlined, in particular by focusing increased attention to the interests of client departments, agencies

and provincial governments. A policy was developed for cost recovery of departmental support to these clients.

The Resource Management Division's principal task during the 1986-87 fiscal year was the development and launching of a long-range management plan for the Department. The plan, which spans the period 1986-87 to 1990-91, is designed to make more effective use of a reduced resource base and is composed of six major elements: a continued review and streamlining of existing administrative and functional practices; review of the size of headquarter units; resource reviews at posts abroad and at headquarters; a review of grants and contributions; review of some aspects of the departmental mandate; the introduction of a major office automation project.

In addition to the plan, the Division continued to manage the mission and headquarters planning process, the annual resource allocation process and the corporate management reporting system. It also provided analysis and recommendations on a variety of resource management issues of a continuing or *ad hoc* nature to senior management for decision and subsequent resolution.

During the year under review, the Evaluation and Resource Review Division undertook several reviews to assess resource utilization and requirements, as well as to identify the potential for resource reallocation within the Department. Major assessments were completed of all consulates general in the United States, five missions in the Federal Republic of Germany, and the three Canadian missions located in Brussels. An evaluation of the trial phase of the WIN Exports Computer System, an information system for Trade Commissioners (see Chapter 2), was completed and options for improvement and further expansion of the system were identified. Evaluations of the Department's economic and commercial communications services, and the Fairs and Missions program, were initiated.

The Internal Audit Division was responsible for the comprehensive audit of all departmental programs and operations, in headquarters and abroad. In the past year internal audits of the immigration and administration programs were carried out at 25 missions in Europe, Africa, Asia and the Caribbean. Functional internal audits were conducted of the immigration program at headquarters and of the Passport Office.

A number of special investigations were conducted at the request of departmental management. Audit reports provided senior management with assessments of the management of the Department's programs and operations. All audits focused on the efficiency, economy and effectiveness of internal management policies, practices and controls.