

Department of Foreign Affairs
and International Trade

1999–2000 Estimates

A Report on Plans and Priorities

Approved

Minister for International Trade

Minister of Foreign Affairs

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Abbreviations

APEC	Asia-Pacific Economic Cooperation
APM	Anti-personnel mines
CFE	Conventional Armed Forces in Europe Treaty
CHOGM	Commonwealth Heads of Government Meeting
CICAD	Inter-American Commission for the Control of Drug Abuse
CIDA	Canadian International Development Agency
COSMOS	Consular Management and Operations System
CSBM	Confidence and security building measures
DFAIT	Department of Foreign Affairs and International Trade
DSU	Dispute Settlement Understanding
ECTI	EU-Canada Trade Initiative
EFTA	European Free Trade Area
EIPA	<i>Export and Import Permits Act</i>
EU	European Union
FDI	Foreign direct investment
FIPA	Foreign Investment Protection Agreements
FSDP	Foreign Service Development Programme
FTAA	Free Trade Area of the Americas
FTE	Full-time equivalent
G-7/G-8	Group of Seven Leading Industrialized Nations [Canada, France, Germany, Italy, Japan, United Kingdom, United States] plus Russia
GDP	Gross domestic product
IAEA	International Atomic Energy Agency
IBD	International Business Development
ICBL	International Campaign to Ban Landmines
ICC	International Criminal Court
ICRC	International Committee of the Red Cross
IFIs	International Financial Institutions
ILO	International Labour Organization
IJC	International Joint Commission
IMS	Integrated Management System
INCB	International Narcotic Control Board
IRIS	Automated passport production system
ISC	International Security and Cooperation
KVM	Kosovo Verification Mission
NAFTA	North American Free Trade Agreement
NATO	North Atlantic Treaty Organization
NGO	Non-governmental organizations
OAS	Organization of American States
OECD	Organisation for Economic Co-operation and Development
OGDs	Other Government Departments

OSCE	Organisation for Security and Co-operation in Europe
PEMD	Program for Export Market Development
PEMD-I	Program for Export Market Development—Foreign Investment Promotion
PMI	Performance Measurement Initiative
PRAS	Planning, Reporting and Accountability Structure
SFOR	[NATO] Stabilization Force [in Bosnia]
SRSG	Special Representatives of the Secretary General
SMEs	small- and medium-sized enterprises
TCS	Trade Commissioner Service
TEP	Trade and Economic Policy
TICA	Trade and Investment Cooperation Agreement
UCS	Universal Classification Standard
UN	United Nations
UNCCPCJ	United Nations Commission on Crime Prevention and Criminal Justice
UNDCP	United Nations Drug Control Program
UNSC	United Nations Security Council
WTO	World Trade Organization



SECTION I MINISTERS' MESSAGE

Canada's international trade is one of the principal sources of prosperity, jobs, economic growth and better living standards for Canadians. Our prosperity, national and individual, requires a peaceful and stable global environment. The Department of Foreign Affairs and International Trade works at home and abroad to improve prosperity and strengthen security for Canadians and all peoples. We engage Canadians to reinforce awareness of the links between our foreign and domestic interests as well as Canadian values and culture.

All our activities are focused on Canadians—improving their living standards, creating jobs and economic growth, promoting national and human security, strengthening national unity, providing consular services to those travelling or living abroad, increasing citizen engagement, and expanding opportunities for youth, Aboriginal peoples and women. The Department similarly promotes Canadian culture and studies abroad as a means to give expression to our values and interests to create a better understanding of the Canadian approach to international issues. Sometimes referred to as the “third pillar” of Canadian foreign policy, these activities strengthen culture at home by helping to open up international markets for our artists and contribute to a sense of national unity.

In pursuing Canada's interests abroad, our principal challenge is to build on opportunities for addressing emerging and traditional challenges and other risks to global security. To meet these growing challenges and opportunities, Canada contributes to stronger global management. More than ever, our prosperity and security are founded on a secure and stable rules-based international system. This demands an expanded role by the Department in managing that system, particularly through the Group of Eight Industrialized Countries (G-8), the United Nations (UN), the World Trade Organization (WTO), the North Atlantic Treaty Organization (NATO) and the North American Free Trade Agreement (NAFTA).

During Canada's two-year term on the UN Security Council, beginning January 1, 1999, we will promote our interests in safeguarding international peace and security. Canada's successful election to the Security Council acknowledges our capabilities and leadership on initiatives such as the anti-personnel landmine ban, the International Criminal Court, and our extensive history of participation in UN peacekeeping operations. Among our main objectives during Canada's term is the integration of human security concerns, conflict prevention, peace building and respect for human rights and fundamental freedoms in the work of the Council. We are also working to make the Security Council more effective, transparent and responsive to the legitimate views of all UN member states.

Canada's diplomats continue to promote enhanced global cooperation by addressing challenges to human security from transnational threats such as illicit drugs, terrorism, environmental problems, human rights abuses and weapons proliferation, particularly small arms. The Ottawa Convention against anti-personnel landmines, reached as a result of an unprecedented partnership between civil society and governments, will be codified in international law and implemented from March 1999. The Department is urging early

implementation of the 1998 agreement to establish an International Criminal Court to address the most serious breaches of humanitarian law. We are cooperating with Norway and other like-minded countries to control the proliferation of military small arms and light weapons. Options for global action against the use of child labour and child soldiers are also being explored with like-minded partners.

To protect Canada's national security, we continue to promote non-proliferation, arms control and disarmament for weapons of mass destruction and missiles. Our efforts against proliferation of nuclear weapons are aimed at maintaining and strengthening a stable global framework with the Nuclear Non-Proliferation Treaty as its central element. To reinforce stability in Europe and the broader transatlantic community, Canada supports enlargement of NATO and works to restore peace in Bosnia through participation in the NATO Stabilization Force (SFOR), our membership of the Steering Board of the Peace Implementation Council and our extensive reconstruction program. We will continue these objectives at the NATO Washington Summit in April 1999.

Canada's economic success is tied to our trade performance—in fact, exports represent 40 percent of our GDP. The Department continues to contribute to employment and economic growth for Canadians by improving access to world markets and promoting international trade and investment for Canadian firms. We are working to expand Canada's trade culture by helping more Canadian companies to export, particularly small- and medium-sized enterprises (SMEs), and Canadian youth, Aboriginal and women entrepreneurs. The Team Canada Inc initiative now links 20 federal organizations in a partnership to help Canadian companies access our services. This results in greater federal-provincial and business association partnering in support of Canadian firms already active or becoming active abroad.

With economic turbulence in key emerging markets such as Asia and Latin America, the role of the Department's Trade Commissioner Service is crucial in enhancing the competitiveness and success of Canadian exporters over the long term. Our embassies and consulates around the world are working hard to ensure that the engines of commerce bring about a "win-win" resumption of global economic growth and sustained Canadian prosperity. This around-the-world presence offers firms, especially SMEs, the competitive edge they need to position themselves for a resumption of economic growth abroad.

Having listened to Canadian concerns, we are making a concerted effort to renew the Trade Commissioner Service through the recently launched "Expand your Horizons" initiative. The core services offered abroad have been clearly defined and published together with delivery standards. The business community provides client satisfaction feedback which will be used to continuously improve service delivery at posts abroad and facilitate more transparent, accountability-based reporting on needs, impact and outcomes.

The focus of our efforts to maintain and improve access for Canadian exports is the rules-based trading system embodied in the WTO, whose agenda envisages negotiations on agriculture, services and a wide-range of other issues by 2000. We are consulting closely with Canadians—the business community, provinces and civil society—to identify Canadian interests and negotiating objectives. Canada is striving for increased transparency in the work of the WTO, and to ensure that the benefits of open and secure markets are better communicated to all Canadians.

This year marks the fifth anniversary of NAFTA, a rules-based regime that has triggered impressive growth in Canadian exports to the world's top market. In addition, we are advancing Canadian trade and investment interests in the Americas, where our two-way trade has doubled in the last five years while our investment has tripled. We are building on the successful launch of negotiations toward a Free Trade Area of the Americas (FTAA) and we remain at the forefront of the negotiations, which Canada is chairing until October 1999. This will culminate in a meeting of FTAA Trade Ministers, which Canada will host in Toronto in November, following a meeting of the Americas Business Forum in October. Additionally, we are engaged in negotiations for a free trade agreement with the European Free Trade Area (EFTA) countries that will result in improved access to the European market.

We are working to restore global economic stability and confidence through multilateral and bilateral cooperation. Canada will work within the accelerated G-8 process to strengthen the international financial architecture to help prevent and better manage financial crises. We are particularly concerned with the social impacts of the global financial situation and its effects on the most vulnerable. Canada will join our major economic partners at the G-8 Summit in Koln in June 1999, to review progress and consider needs for other initiatives in areas such as regulation, international standards, sustainable exchange rate regimes and strengthening the International Monetary Fund (IMF) and the World Bank.

Hon. Sergio Marchi
Minister for International Trade

Hon. Lloyd Axworthy
Minister of Foreign Affairs

Management Representation

A Report on Plans and Priorities 1999–2000

We submit, for tabling in Parliament, the 1999–2000 Report on Plans and Priorities (RPP) for the *Department of Foreign Affairs and International Trade*.

To the best of our knowledge, the information in this report:

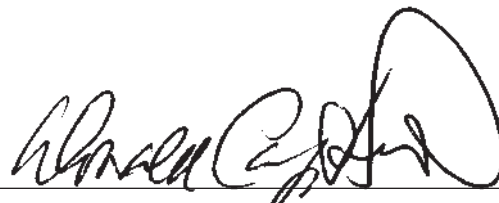
- accurately portrays the Department's mandate, plans, priorities, strategies, and expected key results of the organization;
- is consistent with the disclosure principles contained in the *Guidelines for Preparing a Report on Plans and Priorities*;
- is comprehensive and accurate; and
- is based on sound underlying departmental information and management systems.

We are satisfied as to the quality assurance processes and procedures used for the RPP's production.

The Planning, Reporting and Accountability Structure (PRAS) on which this document is based has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.



Robert G. Wright
Deputy Minister for International Trade



Donald W. Campbell
Deputy Minister of Foreign Affairs

Date: February 17, 1999

Date: February 17, 1999



SECTION II DEPARTMENTAL OVERVIEW

A. Mandate, Roles and Responsibilities

The Department of Foreign Affairs and International Trade represents Canada to the world, and the world to Canada. Building on its rich legacy of successful diplomacy and mediation, the Department provides the vehicle for Canada's action on the international stage. More than ever before, these activities involve the participation of Canadians.

Mandate

On behalf of the Government of Canada, the Department conducts all diplomatic and consular relations with foreign governments, and represents Canada in international organizations. It participates in relevant international negotiations, furthering and protecting Canada's domestic interests and fostering the development of international law. It coordinates Canada's economic relations, promoting the expansion of international trade. In addition, it administers the foreign service, including the interdepartmental coordination of diplomatic relations and the operation of missions abroad.

The Department's mandate is set out in the *Department of Foreign Affairs and International Trade Act*, RSC 1985. Other key legislation affecting the Department is listed in Section IV.

Roles

The Department has four basic roles which flow from its mandate:

- to develop and coordinate the government's international policy;
- to advocate Canadian interests and values overseas;
- to provide assistance to Canadians, including trade, investment, passport and consular services; and
- to support other government departments (OGDs) and agencies abroad.

B. Objectives

In 1995, in response to a report from the Special Joint Committee reviewing Canadian foreign policy, the Government released a foreign policy statement: *Canada in the World*. In preparing its mission and strategic priorities, the Department has drawn primarily from *Canada in the World*. Its three priorities are:

- to promote prosperity and employment;
- to protect our security within a stable global framework; and
- to project Canadian values and culture.

In addition, as a fourth priority, the Department aims to provide high-quality services to Canadians.

C. Operating Environment

Canada's foreign policy, trade, defence and international development interests must be pursued in the more integrated and interdependent global context which has emerged at the end of the 20th century. The Department faces a more complex operating environment shaped by the dynamic between conventional and emerging issues affecting Canadians. Conventional issues such as nuclear weapons proliferation and regional conflicts threaten the global stability which is essential to our national security interests and our prosperity as a trading country. Emerging issues led by globalization, with its widespread acceleration of international economic and technological integration, present Canadians with major opportunities and challenges.

In this complex global context, the Department promotes Canada's foreign and trade policy interests through a flexible, balanced and cost-effective strategy of promoting a multilateral rules-based system. This strategy is conducted in an operating environment determined by several factors including: global integration and interdependence; public expectations and concerns; government commitments and international events; and the Year 2000 date issue.

Global Integration and Interdependence

Globalization is the most profound, dynamic and pervasive influence on Canada's engagement in the world. Global economic integration, deepening interdependence and rapid technological diffusion mean that Canada as a nation is affected more and more by events outside its borders. As a trading nation, Canada benefits from the increased world trade and economic growth resulting from globalization. These forces afford opportunities to enhance Canada's prosperity and contribute to jobs and economic growth for Canadians. They also provide opportunities for Canadian industries to transform through greater access to international sources of capital and other productive inputs thereby increasing their competitiveness.

Globalization also means, however, that Canada is more vulnerable to challenges emanating from beyond its borders. Rapid international capital flows have weakened financial and economic conditions in Japan and emerging economies in Asia and other regions. The spillover effects of the Asian crisis have destabilized international financial markets and affected exports from western Canada.

Security challenges have expanded with the threats posed by violent conflicts and widespread violations of human rights, to the security of both states and individual persons. Contemporary wars have become predominantly internal conflicts based on fundamental ethnic, religious or communal differences. They exact the heaviest toll on civilian populations and particularly on children, who are killed, forced to participate as soldiers or subjected to other abuses. Such conflicts have been exacerbated by the proliferation of small arms arising from the disposal of surplus stocks of Cold War rivals. Conflicts, poverty, human rights abuses and environmental degradation displace people within states and create large external migrations and refugee flows which destabilize adjacent regions and increase immigration pressures on countries like Canada.

Canada's membership in the UN Security Council will lead to increased demands for Canadian participation in efforts to protect the new global, regional and human security environment. Despite progress under international treaties, proliferation of weapons of mass destruction and missiles remains a threat heightened by concerns about nuclear testing by India and Pakistan, Iraq's capability to produce weapons of mass destruction and North Korea's record of nuclear weapon development and missile testing. The changing nature of conflicts means that they are more difficult to resolve, and require new approaches to mediate, establish and protect peaceful solutions. Peacekeeping operations

are changing in response to more hostile environments, and requirements for longer duration and non-military expertise such as electoral observers, human rights monitors, and civilian police. Peace building requirements range from judicial training to media support.

Public Expectations and Concerns

Canadians want their country to remain fully engaged in promoting their interests in maintaining the peaceful and stable global environment on which Canada depends for its prosperity and security. Canada's reputation as a committed, active and credible member of the international community has led to the expectation that Canada will participate when needed.

Canadians are increasingly involved in helping to shape their country's foreign policy. Canadian contacts with other countries are growing as more Canadians travel abroad, develop new businesses in foreign countries and establish international partnerships and networks. This is complemented by the family ties maintained by Canada's diverse multicultural population with most countries of the world. The Department continues to build on these advantages by broadening and strengthening its outreach and consultations with Canadians.

The proliferation of non-traditional stakeholders, such as non-governmental organizations (NGOs), sub-national governments, industry associations, think tanks and other opinion-leaders, acting in an internationally coordinated manner on specific issues, has changed the face of diplomacy. The Department has expanded its public diplomacy efforts in response to these changes in the public policy environment. Globalization has also blurred the distinction between international and domestic issues. International organizations and agreements increasingly enter into areas of provincial competence, requiring comprehensive and systematic consultation with provincial governments in the implementation of international commitments in these areas. This consultation is key to strengthening Canadian unity, as is fostering identity and attachment to our country through increased awareness of Canada's role abroad.

Global economic integration and interdependence have given rise to fears of loss of sovereignty and inequitable distribution of benefits among countries. This has led to concerns about a retreat to protectionism fuelled by the economic uncertainty resulting from the global financial crisis. Such a retreat would be incompatible with Canada's interests as a trading nation and would impede our economic performance. In reality, these concerns reinforce the need for expanded trade liberalization through the WTO rules-based system.

The globalization of information and communications has profound implications for the pursuit of Canada's national interests. The international perception of Canada is often dated and out of step with economic and other realities in Canada. In addressing this issue, the Department is pursuing public diplomacy activities to promote Canada's international academic and cultural relations.

Government Commitments and International Events

The Government is committed to public engagement in foreign and trade policy development. This recognizes the changing nature of global challenges and the role of non-state actors in influencing their resolution. This was demonstrated in the effective partnership with civil society in the successful Ottawa Process leading to the landmines treaty. Canada has been at the forefront of efforts to provide mechanisms for transparency and engagement of civil society in international organizations.

Canada remains committed to promoting its global security, trade and economic interests through its membership in world organizations and complementary regional bodies

embodying the multilateral rules-based system. In addition to exercising Canada's ongoing rights to promote our interests in these bodies, the Department is responsible for government commitments involving summitry and high-level visits in 1999–2000.

At the multilateral level, Canada's two-year term on the UN Security Council from January 1999 will require efforts to address the expanded global security agenda. Canada will join its NATO partners at the NATO Summit in Washington during its 50th anniversary in April 1999 to consider issues related to our capacity to address conventional and emerging security challenges. The World Trade Organization Ministerial Conference in November 1999 will consider results of a work program for new multilateral trade negotiations. The WTO agenda also calls for negotiations on agriculture this year and on services in 2000. The Group of Eight Industrialized Countries (G-8) Summit in Koln in June 1999 will review progress in addressing impacts of the global financial crisis and strengthening the international financial system to help prevent and better manage such crises. Canada will host the Francophone Heads of Government Summit in 1999. Canada will also host the Commonwealth Education Ministers Conference in 2000.

At the regional level, the Prime Minister has confirmed that Canada is committed to a hemispheric free trade agreement of the Americas by 2005. Canada chairs (until October 1999) negotiations for a Free Trade Area of the Americas (FTAA). Canada will host a meeting of FTAA Trade Ministers in November 1999 in Toronto, after meetings of the Americas Business Forum in October and the Conference of Spouses of Heads of State and Government of the Americas in September. Canada will also host the Organization of American States (OAS) General Assembly in 2000 and the Third Summit of the Americas in 2001 to pursue Canadian security, trade and economic interests in the hemisphere. The Department is implementing commitments announced by the Prime Minister at the December 1998 Canada-EU summit including: the EU-Canada Trade Initiative (ECTI) to identify areas for common action on multilateral trade and cooperation on bilateral trade; the Canada-EU SME and Euro initiatives to raise awareness of how the new Euro could affect Canadian businesses, SMEs in particular; and initiatives on small arms and anti-personnel landmines for cooperation on managing accumulations and transfers of small arms and increasing global resources to eliminate anti-personnel landmines. The Department is leading negotiations for a free trade agreement with EFTA to improve access for Canadian exports to EFTA countries.

At the bilateral level, managing Canada's broad and complex relationship with the United States is an ongoing priority commitment. In the five years since NAFTA entered into force, Canada–United States trade has doubled. However, there are strains in some sectors such as agricultural products and culture. Transboundary issues in areas such as salmon, the environment and customs and other border procedures will also need continued attention.

Year 2000 Date Issue

The Department faces three major challenges in dealing with the Year 2000 issue: ensuring compliance of the Department's own systems; ensuring that Canada's missions abroad remain operational; and protecting Canadian interests from the consequences of potential Year 2000 failures abroad. The Department has seven "government-wide mission critical systems," and many other systems that are important to its day-to-day operations. All are being assessed and, where necessary, repaired or replaced. All Canadian embassies and consulates are preparing contingency plans to ensure they are able to deliver essential services to Canadians in the event of Year 2000 failures in their host countries. The Department has established a Year 2000 Coordination Secretariat to assess and address the impacts of potential Year 2000 failures abroad on Canadian interests. The Secretariat will also promote international awareness and coordinate cooperation on Year 2000 issues with other countries and international organizations.

D. Financial Spending Plan

Financial Spending Plan (\$ millions)

Business Lines	Forecast Spending 1998–99	Planned Spending 1999–2000	Planned Spending 2000–01	Planned Spending 2001–02
International Business Development	234.7	234.9	236.0	233.6
Trade and Economic Policy	189.7	120.6	120.0	116.1
International Security and Cooperation	442.1	435.6	423.9	416.9
Assistance to Canadians Abroad	47.1	47.5	47.8	47.8
Public Diplomacy	92.8	87.6	83.5	84.8
Corporate Services	322.7	303.7	296.1	247.9
Services to Other Government Departments	198.9	211.1	211.2	211.2
Passport Services	72.2	52.6	54.3	54.3
Gross program spending	1,600.2	1,493.7	1,472.8	1,412.5
<i>Less: revenue credited to the Vote</i>	76.8	77.9	79.3	79.3
Net program spending	1,523.4	1,415.7	1,393.5	1,333.3
<i>Less: revenue credited to the Consolidated Revenue Fund</i>	190.0	191.0	172.8	90.2
<i>Plus: cost of services provided by other government departments</i>	39.0	41.6	41.6	41.6
Net cost of the Department	1,372.4	1,266.3	1,262.3	1,284.6

Totals may not add due to rounding

Notes:

The difference of \$106.1 million between the net cost of the Department in 1998–99 and the net cost in 1999–2000 is due principally to approval of the following amounts in 1998–99 Supplementary Estimates:

- *\$63 million in contributions to the provinces under the softwood lumber export arrangements;*
- *\$15 million for ensuring that departmental computer systems are Year 2000 compliant;*
- *\$15 million for modernizing passport production; and*
- *\$12 million to the Organisation for Security and Co-operation in Europe for its peace building projects in Bosnia and Kosovo.*



SECTION III PRIORITIES, STRATEGIES AND EXPECTED RESULTS

A. Summary of Priorities and Expected Results

In the following table, the priorities for each business line (“To provide Canadians with”) are based on the business line objectives established in the Department’s Planning, Reporting and Accountability Structure (PRAS). The expected results (“To be demonstrated by”) are based on the key results identified in the PRAS.

To provide Canadians with	To be demonstrated by:
<p>International Business Development</p> <p>Employment and prosperity increased by Canadian firms encouraged to take full advantage of international business opportunities and by facilitated inward investment and technology flows.</p>	<ul style="list-style-type: none"> • growing participation of Canadian business, particularly SMEs, in the international economy; • a broadened export base and a diversification of export markets; • attraction and retention of job-creating international investment in key sectors; and • private sector strategic alliances in investment and technology.
<p>Trade and Economic Policy</p> <p>Employment and prosperity increased by effective management of Canada’s trading relationships and liberalization of trade and capital flows around the world, based on clear and equitable rules that reflect Canadian interests.</p>	<ul style="list-style-type: none"> • continued implementation of the WTO agreements and its continuing built-in agenda; • bilateral and multilateral agreements that promote balanced trade and investment liberalization; • solutions that reduce the possibility of disputes with trading partners; • international assistance allocated to reflect foreign policy and development priorities; and • stimulation of export performance and investment through improved conditions of access to markets.
<p>International Security and Cooperation</p> <p>A peaceful, law-based international system reflecting Canadian values, in which Canada is secure from threats from abroad.</p>	<ul style="list-style-type: none"> • speaking with one voice for Canada in the world; • contributing to global and regional security; • contributing to greater control of conventional and nuclear weapons; • contributing to democracy, human rights and good governance; • contributing to conflict prevention, peace-keeping and peace building; • contributing to measures to combat terrorism, transnational crime and drug trafficking; • contributing to sustainable development and environmental protection; • fostering a strong multilateral system, development of international law and an effective United Nations; and • sustaining constructive relationships with specific countries and regions.

To provide Canadians with	To be demonstrated by:
<p>Assistance to Canadians Abroad Canadians travelling or living abroad receive appropriate official assistance.</p>	<ul style="list-style-type: none"> • requests for assistance, guidance and advice from or on behalf of Canadians travelling or living abroad, met appropriately and cost-effectively throughout the world.
<p>Public Diplomacy Interest and confidence in Canada abroad and an international public environment favourable to Canada's political and economic interests and Canadian values.</p>	<ul style="list-style-type: none"> • greater public understanding in Canada and abroad of Canadian policies and positions; • international public awareness of Canada's characteristics and accomplishments through cultural, scholarly or comparable events; and • increased exports of cultural and educational products and services, including choice of Canada as a destination for foreign tourists and students.
<p>Corporate Services The Department enabled to achieve its mission and objectives through the delivery of cost-effective support services.</p>	<ul style="list-style-type: none"> • effective and efficient delivery of services to the satisfaction of clients within resource, legal and policy constraints.
<p>Services to Other Government Departments Other government departments enabled to deliver their programs abroad through the delivery of cost-effective support services.</p>	<ul style="list-style-type: none"> • effective and efficient delivery of services to the satisfaction of clients within resource, legal and policy constraints.
<p>Passport Services Canadians enabled to travel freely through the provision of internationally respected travel documents.</p>	<ul style="list-style-type: none"> • internationally respected travel documents and client services that meet or exceed published service standards.

B. Business Line Plans

International Business Development

Planned Spending (\$ millions)

	Forecast Spending 1998–99	Planned Spending 1999–2000	Planned Spending 2000–01	Planned Spending 2001–02
Gross Expenditures	234.7	234.9	236.0	233.6
Less: Revenue Credited to the Vote	6.1	8.1	8.1	8.1
Less: Revenue Credited to the Consolidated Revenue Fund	3.6	2.3	2.3	2.3
Total Revenue	9.6	10.4	10.4	10.4
Total Net Expenditures	225.1	224.5	225.7	223.3

Totals may not add due to rounding

Objective

The intended outcome of this business line is to provide Canadians with increased employment and prosperity by encouraging Canadian firms to take full advantage of international business opportunities and by facilitating inward investment and technology flows.

Context

Internationally, Canada now faces a globalized economy in which companies increasingly must export to survive, grow and prosper. This dynamic environment contains both commercial threats and opportunities, particularly at present as Asian economic troubles and setbacks in Latin America affect priority markets.

There is increased competition from other countries to defend and expand market share for goods, services and inward investment flows. International business development delivers benefits which cut across all socio-economic priorities in Canada, whether they be jobs, youth employment, productivity, innovation or regional development.

Successful influence on trade and investment results in multiple economic spin-offs such as higher private and public sector revenue flows. Canadian industry is heavily dependent on access to the latest science and technology to achieve commercial breakthroughs. Foreign direct investment (FDI) accounts directly and indirectly for three jobs in ten. Canada's global market share of FDI has declined, however, from 7.4 percent in 1985 to 4 percent in 1997.

The International Business Development (IBD) business line needs to respond to the increasingly competitive external environment in a more aggressive, results-oriented, client-focused manner. In addition to providing an increasing number of services to exporters and investors in Canada, the Trade Commissioner Service is the primary source of assistance to the business community abroad, as a result of new technologies that have made missions more directly accessible while heightening clients' service expectations. This business line's strategies and initiatives are underpinned by the multi-year implementation of the Department's Performance Measurement Initiative (PMI) or "Expand your Horizons" which defines service and delivery standards for business line clients and improves the quality of the services.

Strategy and Key Activities

Encourage capable and committed Canadian firms to take full advantage of international opportunities

- Encourage more Canadian firms to become active exporters with a particular focus on small- and medium-sized enterprises (SMEs), women, youth and Aboriginals. In particular, the Department will target the Program for Export Market Development (PEMD) to meet the needs of these groups.
- Support the broadening of the export product range to encompass knowledge-based sectors such as professional services, education, culture and public sector expertise. The Department expects to target value-added and knowledge-based industry sectors and their national associations with specific outreach programs.
- Diversify markets by assisting exporters to expand into new sales destinations in the U.S. and other developed and emerging markets. A rapid response team of Trade Officers (the GO-Team) will be deployed for short-term assignments to exploit specific opportunities effectively in priority and emerging markets for Canadian exporters.

Facilitate job-creating foreign direct investment and technology flows

- Market Canada as a competitive investment destination focusing on three regional investment strategies supported by comparative cost and other studies. The Department intends to implement a marketing campaign to publicize Canada's international competitiveness supported by comparative studies drafted by outside consultants.
- Promote the development of strategic alliances between Canadian SMEs and foreign partners. In particular, the Department intends to organize venture-capital missions to the U.S., Asia-Pacific and Europe.
- Encourage scientific and technological inflows to Canada to improve competitiveness. The Department will work to support Canadian scientists and researchers in their efforts to meet and engage foreign colleagues in beneficial cooperation through the Science and Technology in Europe Program, and the Japan Science and Technology Fund Program.
- Promote more effective investment partnerships with provinces and municipalities. The newly created PEMD-Investment shared-cost program will help municipalities in all provinces and territories to attract international investors.

Provide an improved level of service to Canadian clients

- Implement the "Expand your Horizons" initiative to improve Trade Commissioner Service delivery abroad based on client feedback, accountability for results and specialized employee training. The Department will implement an action plan in response to a first-ever client and employee survey focusing upon service standards and client satisfaction.
- Improve the effectiveness of federal and provincial trade missions through a more strategic and coordinated approach. A priority will be the implementation of the recommendations of the Federal-Provincial IBD Task Force on the management of high-level missions.
- Consolidate federal and provincial membership in Team Canada Inc and further streamline the delivery of integrated trade and investment services. The Department will strengthen Canada's International Business Strategy, a key federal-provincial planning document used to link priority sectors to priority markets and better support our posts abroad.

- Increase domestic outreach to build awareness of and support for the government's IBD agenda. The Department will implement a nationwide communications strategy to publicize Team Canada Inc and the services it provides to the business community.

Expected Results

Growing participation of Canadian business, particularly SMEs, in the international economy

- Full benefits of liberalization by helping sectoral and geographic business breakthroughs, and improving and defending market access abroad.
- Additional trade officers based abroad in accordance with client requests and ministerial direction in order to achieve a 70:30 field-HQ ratio by 2006.
- An increased number of Canadian firms, especially SMEs, assisted by Export Development Corporation and the Canadian Commercial Corporation.
- Increased participation in International Financial Institutions (IFI) financed commercial activities for Canadian companies.
- Successful delivery of six core services (Market Prospect, Key Contacts Search, Local Company Information, Visit Information, Face-to-face Briefing, Troubleshooting) at all posts abroad in accordance with standards and policies.
- Ability to measure client satisfaction with these six core services through annual client surveys aimed at identifying service gaps, continuously improving TCS delivery and generating greater impacts.
- Better coordination and management of stretched IBD resources at the federal level and between the federal and provincial governments.

A broadened export base and a diversification of export markets

- Increased year-on-year value/volume of exports of goods and services.
- Increased number of active exporters (double target by 2000).
- Broadened export product range to encompass knowledge-based goods and services (as measured in the new Exporter Profile statistical tracking).
- Graduation of more exporters to new regional markets in the U.S. and beyond (as documented in Statistics Canada's annual Exporter Profile).

Attraction and retention of job-creating foreign direct investment

- Enlarged Canadian share of foreign direct investment, aided by the new PEMD-I program.

Private sector strategic alliances in investment and technology

- Increased number of successful commercial matches between Canadian SMEs and foreign buyers by 10 percent.
- 100 additional technological research projects and 40 science and technology partnerships.

Trade and Economic Policy

Planned Spending (\$ millions)

	Forecast Spending 1998-99	Planned Spending 1999-2000	Planned Spending 2000-01	Planned Spending 2001-02
Gross Expenditures	189.7	120.6	120.0	116.1
Less: Revenue Credited to the Vote	0.0	0.0	0.0	0.0
Less: Revenue Credited to the Consolidated Revenue Fund	95.9	96.7	97.5	13.9
Total Revenue	95.9	96.7	97.5	13.9
Total Net Expenditures	93.8	23.9	22.5	102.2

Notes:

The difference between forecast spending in 1998-99 and planned spending in 1999-2000 is primarily attributable to \$63 million in contributions to the provinces under the softwood lumber export controls arrangements being included in forecast expenditures for 1998-99. The Department will be seeking spending authority in 1999-2000 and 2000-01 to continue payment of the contributions.

Objective

The intended outcome of this business line is to provide Canadians with increased employment and prosperity by effective management of Canada's trading relationships, and liberalization of trade and capital flows around the world, based on clear and equitable rules that reflect Canadian interests.

Context

Expansion of the trade and investment relationship with the United States and ensuring the integrity of the NAFTA disciplines are important to our economic well-being. Enactment of protectionist legislation in the United States and the use by the United States of trade sanctions in support of foreign policy or in response to domestic pressures remains a constant threat. These factors and a potential downturn in the United States economy could cause an unpredictable stream of trade remedy cases. There would be increased pressure to resolve these disputes, and significant associated demands on departmental resources.

The work of the Trade and Economic Policy business line has increased significantly in recent years. Preparation for negotiations in the WTO, the FTAA and EFTA, the Canadian chairmanship of the FTAA and work on the WTO "built-in" agenda require an intensive program of outreach and comprehensive consultations with Canadian stakeholders, including governments, industry and civil society. As trade agreements become more comprehensive and increasingly cover tariff as well as non-tariff and regulatory issues, these groups expect to play a greater role in international trade matters. Their involvement is essential to ensuring a coherent trade policy agenda which supports the domestic policy agenda and the needs of key domestic constituencies.

The increasingly litigious nature of the trade policy dispute settlement system and the complexity of the cases under dispute, impose additional demands on financial and human resources. The number of disputes, involving Canada, that were brought to the WTO and the NAFTA rose from one case in 1994 to 11 cases in 1998.

The expansion of the economic turmoil in Asia into a more global economic and financial crisis requires significantly increased policy coordination at both the domestic and international levels. The effect of the crisis on global trade, capital flows, economic growth and social development, its impact on consumer and investor confidence and its potential for renewed protectionist influences pose serious pressures for this business line. Canada's participation in international economic fora such as the G-7/G-8, Organisation for Economic Co-operation and Development (OECD) and Asia-Pacific Economic Cooperation (APEC), as well as the International Financial Institutions, is aimed at promoting global economic stability and growth through concerted multilateral efforts.

The business line is also responsible for controlling the export and import of certain goods through the *Export and Import Permits Act* (EIPA) and Regulations. These trade control measures serve to protect national security and to implement international arrangements that preserve peace and stability. The EIPA also serves to ensure adherence to UN sanctions, protect vulnerable Canadian industries, maximize benefits of international trade agreements, and ensure effective administration of Canada's supply management programs.

Strategies and Key Activities

Create and expand opportunities for Canadian exporters of goods and services to priority markets

MANAGE CANADA–UNITED STATES TRADE AND INVESTMENT RELATIONSHIP

- Continue effective management of the Canada–United States trading relationship, now worth more than \$1.4 billion per day, and ensure the integrity of NAFTA.
- Continue use of dispute settlement mechanisms to defend Canadian interests against unilateral action, specifically in the areas of grains, livestock, meat and dairy industries, and the cultural sector. Minimize the impact of protectionist United States initiatives by building alliances with business groups in the United States, the European Union and other countries to gain support for reducing the impact of the possible legislation.
- Manage the Canada–United States Softwood Lumber Agreement, including continuation of consultations with stakeholders on options upon expiry of the Agreement in 2001.
- Strengthen the NAFTA institutional framework and continue follow-up on the operational review. In addition, promote a broader and deeper public understanding of the agreement within the context of the fifth anniversary of NAFTA.

GLOBAL TRADE POLICY ENVIRONMENT

- Strengthen the WTO as an institution including its relationships with other multilateral institutions, and advance multilateral trade liberalization to secure improved access for Canadian goods and services in global markets. At the same time, Canada will remain sensitive to the environment, core labour standards, vulnerable industries and sectors, and the needs of developing countries.
- Undertake an extensive consultation process with Canadians as part of the preparation for the launch of negotiations on agriculture and services by 2000, and the expected launch of broad-based multilateral negotiations in the WTO. As well, researching and identifying research gaps will also be necessary to assist in the development of the Canadian position.
- Place particular emphasis on the implementation of the WTO's "built-in agenda" of commitments under its existing agreements and associated work at the OECD.

- Strengthen the rules-based international trading system and promote institutional improvements to the WTO, including discussion of improvements to dispute settlement procedures and participation in the review of the Dispute Settlement Understanding (DSU).
- Protect Canadian interests in the WTO accession negotiations of major trading nations by participating in bilateral market access negotiations with countries such as China, Chinese Taipei, Russia, Saudi Arabia and Ukraine.
- Pursue market access initiatives to expand and diversify Canadian goods and services exports, while safeguarding vulnerable sectors. This will include the dissemination of key information to Canadian exporters to promote follow-up of market access gains.
- Ensure effective administration of Canada's export and import controls, consistent with Canadian interests. This includes administration of controls on military and sensitive dual-use items, cryptography products, supply-managed agricultural products, textiles and clothing. Successful Y2K remediation is critical as the import-export controls function is one of the government's "mission critical" systems.

REGIONAL INITIATIVES

- Improve Canada's ability to trade and invest in the hemisphere through pursuit of the FTAA and by implementing other cooperation arrangements including a Trade and Investment Cooperation Agreement (TICA) with MERCOSUR (Brazil, Argentina, Uruguay and Paraguay). Canada is also chairing the initial phase of the FTAA negotiations, and pursuing business facilitation and engagement of civil society in part through an extensive consultation process.
- Improve Canada's trade and investment relations with Europe by implementing the EU-Canada Trade Initiative (ECTI) and successfully completing negotiations for a free trade agreement with the EFTA countries (Norway, Iceland, Switzerland and Liechtenstein).
- Strengthen economic and trade cooperation with Asia-Pacific countries, building on the 1997 and 1998 APEC Summits by continuing negotiations of Early Voluntary Sector Liberalization in priority sectors.

Strengthen Canada's economic, social and financial interests in the globalized world

- Promote the reform of international financial architecture and economic policy consensus-building among the G-7/G-8, APEC and OECD, and through our participation in international financial institutions to ensure global stability, growth and sustainable development.
- Assist the transition to a knowledge-based economy by developing and supporting, where appropriate, a legal framework for global electronic commerce through international organizations. This will include developing a Canadian trade policy position on electronic commerce by conducting extensive consultations with the provinces, private sector and civil society.
- Strengthen investment rules multilaterally, regionally and bilaterally and secure greater protection for Canadian investors abroad by negotiating, concluding and implementing Foreign Investment Protection Agreements (FIPAs) with key investment partners.
- Promote an international trade policy that is sensitive to issues of environmental and labour standards, vulnerable industries and sectors, and to the needs of developing countries through, in part, the encouragement of multi-stakeholder processes to address such issues. Advance Canadian objectives in these areas in relevant multilateral fora.

- Work with the Canadian International Development Agency (CIDA) to ensure foreign and trade priorities are appropriately reflected in the International Assistance Envelope expenditure plans. With CIDA, ensure Canadian strategies for the WTO and FTAA negotiations are developed with consideration for developing country objectives.

Expected Results

Continued implementation of the WTO agreement and its continuing built-in agenda

- Increased confidence in and respect for the rules-based multilateral trading system. Improvements to the WTO should also lead to enhanced transparency and greater awareness on the part of the public and non-governmental organizations of the WTO and the dispute settlement process.
- Accession to the WTO of major trading nations on meaningful commercial terms.

Bilateral and multilateral agreements which promote trade and investment liberalization

- Consensus reached on Canadian negotiating positions for upcoming multilateral negotiations on agriculture and services.
- Foundation for negotiations in the FTAA established. Canadian trade and investment opportunities advanced with Latin American countries.
- The development of a rules-based framework for global electronic commerce.
- Develop a consensus in Canadian negotiating positions on trade and environmental issues in bilateral and multilateral fora.
- Reform international financial architecture through efforts in the G-7/G-8, APEC and the IFIs aimed at promoting sustained stability and growth.

Solutions that reduce the possibility of disputes with trading partners

- Minimize disputes with the United States through effective management of the Canada–United States trade relationship and improve the administration of NAFTA.
- A phased and non-disruptive adjustment of domestic industries to increase international competition through the administration of export and import controls, in addition to ensuring Canadian interests are protected by limiting the increase of certain weapons, information technology and environmentally-hazardous products.

International assistance allocated to reflect foreign policy and development priorities

- Allocate international assistance to reflect an understanding of the needs of developing countries and remain consistent with Canadian foreign and trade policy objectives.

Stimulation of export and investment performance through improved access to markets

- Opportunities for Canadian exporters and investors in key markets and sectors expanded through the strengthening of a stable, rules-based trading relationship.
- Improve market access for Canadian exporters and investors by identifying key barriers and actions to address them.
- Increase Canadian direct investment abroad to complement expanded exports.

International Security and Cooperation

Planned Spending (\$ millions)

	Forecast Spending 1998–99	Planned Spending 1999–2000	Planned Spending 2000–01	Planned Spending 2001–02
Gross Expenditures	442.1	435.6	423.9	416.9
<i>Less:</i> Revenue Credited to the Vote	0.0	0.0	0.0	0.0
<i>Less:</i> Revenue Credited to the Consolidated Revenue Fund	0.0	0.0	0.0	0.0
Total Revenue	0.0	0.0	0.0	0.0
Total Net Expenditures	442.1	435.6	423.9	416.9

Objective

The intended outcome of this business line is a peaceful, law-based international system reflecting Canadian values, in which Canada is secure from threats from abroad.

Context

The security of Canada's large landmass, long coastlines and border require collaboration with the United States, bilateral cooperation with other like-minded countries, the development of multilateral and regional organizations, and the promotion of the international rule of law.

With the end of the Cold War and the advent of globalization, human security requires conflict prevention, crisis resolution, peace building, and cooperation to deal with issues such as the illegal movement of people and drugs, climate change and transboundary pollutants.

Canada's position as a non-permanent Member of the UN Security Council will lead to increased demands for Canadian participation in an effort to protect international peace and security, but will also provide opportunities to demonstrate that the changing international agenda can be addressed in this paramount body that has traditionally been preoccupied by questions of "hard security."

Conventional arms problems, such as anti-personnel mines (APM), the illicit proliferation of small arms and light weapons, and drug trafficking will persist.

The European security structure will continue to undergo significant changes that reflect the new post-Cold War environment, including the enlargement and reform of NATO and the European Union.

The climate of political volatility and conflict can be expected to continue in the former Yugoslavia, especially Kosovo.

The transition toward market economies and democratic societies will continue in Russia, Ukraine and neighbouring countries, but political stability in these countries, and others in Asia, the Pacific and Latin America will be affected by the spreading economic downturn.

Chinese influence will continue to grow.

Humanitarian disasters and political instability will remain likely in Africa and elsewhere.

The risks of the spread of weapons of mass destruction will continue and the detonation of nuclear weapons by India and Pakistan has further darkened the picture.

The pursuit of sustainable development will continue to pose serious challenges, particularly with respect to the issue of climate change.

Strategies and Key Activities

Manage and foster Canada/United States relations on International Security and Co-operation (ISC) matters

- Maintain regular, high-level contacts between the Prime Minister and Ministers and key United States decision-makers, and enhance the awareness of United States legislators and officials of Canadian positions on key international issues.
- Renew and strengthen the International Joint Commission (IJC).
- Oppose bulk water removal from Canadian water basins and interbasin transfers from the United States.
- Reduce transboundary air pollution and negotiate bilateral environmental impact assessment guidelines.
- Pursue long-term fisheries arrangements under the Pacific Salmon Treaty and protect Canadian interests under the Columbia River Treaty.
- Ensure passage and implementation of statutory authority for pre-clearance via air and other modes of transportation.
- Resist the implementation by the United States of an entry/exit documentation system.
- Manage Aboriginal issues related to United States Congress review in 1999 of the *United States Marine Mammal Protection Act* (MMPA).

Use Canada's non-permanent seat on the UN Security Council

- Promote effective management of international crises by the Council and develop institutional capacity at the UN and regionally for effective crisis response.
- Promote Canadian approaches to peace and security issues, including human security matters, and protecting civilians in armed conflict, in particular.
- Improve UN support for Special Representatives of the Secretary General (SRSGs) as a key conflict prevention tool.

Promote non-proliferation, arms control and disarmament of weapons of mass destruction, and of conventional weapons, as well as ensuring the non-weaponization of outer space

- Combat proliferation of weapons of mass destruction and work toward their elimination.
- Provide leadership in international disarmament fora to promote conventional weapons transparency, control and disarmament, especially small arms.
- Ensure entry into force of the Additional Protocol to Canada's Safeguards agreement with the International Atomic Energy Agency (IAEA).

Promote human rights including women's equality and rights, children's rights and Aboriginal rights

- Press for the promotion and protection of human rights, both bilaterally and in international fora, including Aboriginal rights.
- Promote international women's equality through mainstreaming a gender perspective.

Support peacekeeping, and enhance the UN's capacity for effective and rapid peacekeeping response

- Contribute to peace building and the implementation of peace agreements in ex-Yugoslavia, including the Dayton Agreement in Bosnia and peace building efforts in Kosovo and the Federal Republic of Yugoslavia.
- Support African initiatives and African participation in UN peacekeeping operations in the sub-Saharan African crises.
- Implement peace building activities and improve coordination of peace building and peacekeeping; support peacekeeping and enforcement of UNSC resolutions, and the search for solutions in troubled areas.
- Enhance UN peacekeeping capacity through cooperation with major developing country contributors, e.g., India, Pakistan, Bangladesh, Nepal and Malaysia.
- Provide police and judiciary training and develop with the RCMP and CIDA, the capacity to deploy Canadian police officers in support of international monitoring and training missions.

Promote Canada's human security agenda through multilateral and bilateral channels

- Define Canada's human security agenda by integrating human security with national security priorities and international development objectives; formulate an agreed approach with Norway and continue the Lysoen human security process.
- Introduce human security issues with G-8 partners.
- Implement human security action plans for the African Great Lakes region and Sudan, and identify and implement human security action plans with extended partners.
- Extend Canada's small arms agenda within this hemisphere, to Asia, the Middle East and Africa, through focused dialogue with like-minded countries building on their own human security initiatives, by implementing the war affected children action plan and promoting security sector reform.
- Promote progress on international children's issues, including: international exploitation of child labour; the impact of conflict on children; the sexual exploitation of children; integration of youth into Canadian foreign policy; and the development of an Action Plan on the Health and Well-being of Children and Youth of the Arctic.

Foster sustainable human development through multilateral and bilateral mechanisms and organizations, by promoting democratic development, good governance and the development of a vigorous civil society

- Facilitate democratic transitions in key countries by using the Department's Peace Building Fund, by promoting economic engagement with the Russian Arctic and North, and by developing relations with emerging democracies.
- Contribute to democratic development, good governance and the building of civil society in specific Middle East and African countries, through parliamentary exchanges, electoral assistance and encouragement of freedom of the press.
- Promote measures to improve effectiveness of electoral observation.
- Strengthen and enhance international cooperation on migration, refugee and population policy issues, including internal displacements and forced population movements.

Make progress on Canada's environmental security and promote appropriate international action on nuclear safety issues

- Establish a Northern Foreign Policy that protects Canadian sovereignty and the Arctic environment, and promotes development.
- Promote sustainable development and use of energy resources.
- Contribute to a Canadian implementation strategy to meet our Kyoto target of reducing our 1990 level of GHG emissions by 6 percent by 2008–2012, and promote more meaningful engagement of developing countries in climate change actions.
- Promote the launch of negotiations on an International Convention on Forests.
- Promote international action to address the problems posed by persistent organic pollutants, and ratify and implement a Prior Informed Consent Procedure for Trade in Certain Banned or Severely Restricted Chemicals.
- Support reform of the UN Environment Programme and support the work of the UN Commission on Sustainable Development, as well as the effective implementation of the North American Agreement on Environmental Cooperation.
- Promote Canada's international biodiversity interests, negotiate a Biosafety Protocol, and promote efforts to address ozone depletion.
- Promote efforts to protect the marine environment and improve international coordination of freshwater issues. Promote sustainable development of fisheries off Canada's coasts and on the high seas.

Foster early entry into force, universalization and effective implementation of the Landmines Treaty, including coordinated Canadian leadership in mine clearance and victim assistance

- Press remaining non-participating countries to sign and ratify the Treaty: engage in a continual, coordinated international campaign working with key like-minded states, NGOs, the UN, International Committee of the Red Cross (ICRC) and across all diplomatic fora; and contribute to the organization of the First Annual UN Meeting of States Parties to the Landmines Treaty (Mozambique, May 1999).
- Pursue a four-step program designed to encourage universalization and promote ratification by offering technical expertise and modest financial assistance for stockpile destruction.
- Provide financial support to mine action programs in diverse mine-affected countries and provide funding through the International Campaign to Ban Landmines (ICBL) to NGOs in approximately 100 countries to foster the development of sustainable capacities of civil society organizations to monitor and report on the implementation of the Ottawa Convention in all its aspects.
- Sustain Canadian awareness and support for Canadian leadership on mine action by fostering partnerships among Canadian APM communities and constituents.

Combat transnational organized crime, terrorism and illegal drug trade through the Hemispheric Ministerial Dialogue initiative

- Work with hemispheric partners to deal with the effects of illicit drugs, by implementing Canada's Hemispheric Foreign Ministers Dialogue Group on Drugs and by working within Inter-American Commission for the Control of Drug Abuse (CICAD) to develop a Multilateral Evaluation Mechanism.
- Promote multilateral anti-drug activities by providing stable and assured funding to the United Nations Drug Control Program (UNDCP) and CICAD, following up the 1998 UN Special Session on Drugs, and reporting to the International Narcotic Control Board (INCB).

- Ensure coherence in domestic and international efforts to combat transnational organized crime through Canada's candidacy for the United Nations Commission on Crime Prevention and Criminal Justice (UNCCPCJ) in 1999, negotiation of a United Nations Transnational Organized Crime Convention to be completed in the year 2000, and the G-8 Experts' Group on Organized Crime (Lyon Group) and its sub-groups (on firearms trafficking, illegal migration, high-tech crime, corruption and financial crime).
- Contribute to multilateral efforts to curb trafficking in firearms, tackle criminal corruption, and curb trafficking in humans, including development of a UN protocol.
- Address the threat of Eastern Europe-based, including Russian, organized crime.
- Contribute to international efforts against terrorism through negotiation of new UN conventions; draft a proposed Multilateral Treaty on Terrorism Financing; promote G-8, UN, OAS and other action plans on counterterrorism; conduct bilateral efforts on counterterrorism, including addressing the threat posed by terrorism to the orderly succession of traditional regimes; negotiate new Mutual Legal Assistance Treaties; and modernize and expand Canada's extradition treaty system following new extradition legislation.

Promote Canada's political, security, humanitarian, social and other objectives by working for an effective and efficient multilateral system which responds to Canadian priorities and approaches, with both the United Nations and such regional organizations as the OAS

- Promote management reform in the UN including governance, finding new resources for UN development efforts and addressing the problem of late payment and non-payment of contributions; pursue structured dialogues on UN affairs with the key countries and targeting other countries for dialogue on UN reform and exchanges on respective UN policy frameworks.
- Pursue financial and administrative reform in the UN Specialized Agencies.
- Coordinate with other government departments, Canada's role in UN Specialized Agencies to reflect Canadian ideas in global norms of the Specialized Agencies including effective administration of the ICAO Headquarters Agreement (Montreal).

Support security and cooperation aspects of the G-8 Summit, and its ancillary elements

- Promote and protect human rights, humanitarian affairs and international women's equality through the G-8 Summits.
- Seek to influence G-8 policy on proliferation and regional security in South Asia, Africa and elsewhere.

Foster regional security and conflict prevention, through support for regional security bodies and security dialogues with key partners, as well as by elaborating means to prevent conflicts

- Promote NATO transformation to meet security challenges: definition of a path to future NATO enlargement that supports sound relations with non-NATO partners, especially Russia; and a review of NATO resource management issues.
- In the Organisation for Security and Co-operation in Europe (OSCE), promote development of a comprehensive and substantive Charter on European Security; enhance human rights and good governance; strengthen conflict prevention and management capabilities; and enhance confidence and security building measures (CSBMs).
- Engage Russia and the Ukraine in dialogue at all levels in support of democratic reforms and good governance.
- Support development of a more effective Euro-Atlantic Partnership Council.

- Encourage Greece and Turkey to contribute to regional stability by defusing bilateral tensions.
- Develop a regional strategy for Central Asia and the Caucasus, incorporating regional security, human rights and technical assistance priorities.
- Support efforts for peace in the Middle East region and strengthen regional security, including curtailing the threat posed by weapons of mass destruction in the Middle East.
- Promote regional dialogues as a peace building strategy in South Asia and encourage progress by India and Pakistan toward arms control and disarmament benchmarks.
- Strengthen Asia-Pacific peace and security cooperation including the ASEAN Regional Forum. Support African mechanisms to address conflict prevention and resolution, as well as other security issues, in sub-Saharan Africa. Provide targeted Canadian assistance for building local conflict prevention capacity and promote increased learning across regional organizations on conflict prevention

Strengthen Canada's place in this hemisphere, through actively working to broaden and deepen our security and cooperation relationships at all levels

- Play an active role in Santiago Summit follow-up process, as a member of the United States-Chile-Canada troika; prepare and organize the Third Summit of the Americas; host the OAS General Assembly in June 2000, the Hemispheric Conference of First Spouses in September 1999, the FTAA Trade Ministerial in November 1999 and supervise the Organization of the Americas Business Forum in October 1999.
- Promote civil society participation in the OAS General Assembly, in the Summit of the Americas and in FTAA negotiations; work to strengthen the capacity of civil society and non-governmental organizations in Cuba through implementation of the Canada-Cuba Declaration.
- Strengthen regional approaches to democratic development by working to refocus the OAS Working Group on Human Rights and Democratic Development and through follow-up of Santiago Summit commitments on democratic development; support continued free and transparent elections in Mexico, Haiti and elsewhere.
- Maintain close ties with the Commonwealth Caribbean while moving to a new relationship based less on aid and more on support for regional integration and trade liberalization.
- Pursue North American cooperation by engaging Mexico and the United States in a trilateral dialogue through regular meetings of Foreign Ministers and through initiatives to advance the trilateral agenda.

Defend and advance Canadian interests in la Francophonie

- Assure effective and harmonious coordination of Canada's role within la Francophonie.
- Host the Sommet de Moncton, working closely with international Francophonie partners to develop the Summit's theme and the Moncton Plan of Action; coordinate the international aspects of the Francophone Games in Ottawa-Hull 2001.
- Support the Secretary-General's initiatives on peace, resolution of conflicts and election monitoring involving Francophonie countries.
- Work to improve the efficiency of the main Francophonie agencies, including the Agence de la Francophonie, TV5 and l'Agence universitaire de la Francophonie.

Promote Canada's agenda through the Commonwealth; and manage its participation in Commonwealth meetings, events and organizations, including the Commonwealth Heads of Government Meeting (CHOGM)

- Use Commonwealth fora to garner support for Canadian initiatives and policies, such as landmines, international criminal court, terrorism, small arms, democracy and human rights, anti-corruption, and other elements of Canada's human security agenda.
- Support the Secretary-General's "good offices" role in mediating conflicts involving Commonwealth countries.

Pursue our structured political dialogues with, inter alia, the EU, France, the United Kingdom, Russia, Japan, China, Cuba and Indonesia; and develop and expand dialogues with Israel and the Palestinians

- Redefine Canada's relationship with Europe, especially with the European Union, including development of a coordinated approach with the EU for northern security.
- Develop and expand bilateral consultations on a variety of international security and cooperation issues with Germany and Italy; Greece and Turkey; Czech Republic, Hungary and Poland, as well as with Partnership for Peace countries; Russia, Ukraine, Belarus; Australia and New Zealand; Japan, China, Korea; Indonesia; Brazil, Argentina; Cuba; South Africa and Nigeria.

Expected Results

Canada seen to speak with one voice in the world

- A non-permanent Member of the Security Council.
- Host of a successful Francophonie Summit in Moncton.
- Host of the OAS General Assembly.
- Host of the Third Summit of the Americas in Canada in 2000.

Canadian contributions to ensuring global and regional security

- Continuation of the enlargement of NATO and implementation of Canada's commitment to early admission for Romania and Slovenia; implementation of the *NATO-Russia Founding Act* and the NATO-Ukraine Charter; broader dialogue with other Central/Eastern European countries; and progress on a NATO Strategic Concept that provides a basis for conduct of NATO peace-support operations, and sound relations with non-NATO partners especially Russia.
- Strengthening of the OSCE through adoption of the Charter on European Security and the enhanced Vienna Document on CSBMs.
- Progress in the Security Council toward the successful implementation of the mandate to disarm Iraq of its weapons of mass destruction and of the Middle East peace process Arms Control and Regional Security Working Group.
- Progress toward a peace treaty on the Korean peninsula and the eventual reunification of North and South Korea.
- Publication of a "White Paper" for implementation of Canada's Northern Foreign Policy.
- Increased integration of Aboriginal interests and perspectives into the Department's programs, and raised profile of indigenous peoples' issues within the UN system; progress in negotiations on the UN and OAS declarations on indigenous peoples' rights.

Canadian contributions to achieving greater control of conventional and nuclear weapons

- Widespread adoption and progress in the implementation of the Ottawa Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-personnel Mines and on Their Destruction.
- Humanitarian de-mining and victim assistance, the destruction of stockpiles of land-mines, and the eventual endorsement of the Ottawa convention by all countries.
- International consideration of a global convention on transfers of small arms; adoption of the UN Experts Group Study on Small Arms; enhanced cooperation with the United States on small arms; ratification of OAS convention on Illegal Trafficking of Firearms; and creation of a UN and African action plan to deal with small arms trafficking in the region.
- Agreement on a modernized Conventional Armed Forces in Europe (CFE) Treaty.
- Broader agreement on nuclear disarmament issues and continued efforts to prevent the weaponization of outer space.
- Broader and more complete compliance with the Chemical Weapons Convention and successful conclusion of the negotiations on a compliance protocol to the Biological and Toxin Weapons Convention.

Canadian contributions to democracy, human rights and good governance

- The progressive acceptance of Canada's Human Security agenda.
- Pursuit of Canada's human security agenda in the Security Council, the G-8 and other multilateral fora, through regional cooperation and structured dialogue with key countries.
- Enhance the effectiveness of electoral observation and use of informal channels to deal with conflict, as well as advancing democratic transitions in such countries as Nigeria and Indonesia.
- Better international protection of children's rights, including adoption of a strong International Labour Organization (ILO) Convention on the worst forms of child labour.
- Increased integration of human rights, including women's human rights, into the work of the United Nations and promotion of human rights through formal bilateral dialogues with China, Cuba and Indonesia.

Canadian contributions to strengthening conflict prevention, peacekeeping and peace building

- Implement a regional confidence- and security-building regime under the Dayton Accords in Bosnia, Croatia and the former Yugoslavia.
- Develop a professional, community-based police in Bosnia, Haiti, Guatemala and Croatia, leading to the eventual end of Canadian police participation in these peace operations.
- A renewed and improved Civilian Police Arrangement and enhanced consultations with international partners on civilian police deployments.
- Greater cooperation between Canadian and African peacekeeping institutions, including the Pearson Peacekeeping Centre and the appropriate centres in Africa.
- A more constructive contribution by South Asian countries to UN deliberations on challenges facing peacekeeping.

Canadian contributions to countering terrorism, transnational crime and drug trafficking

- New international political commitments and initiatives to enhance cooperation and suppress the demand and supply of illicit drugs.
- Negotiation of Transnational Organized Crime Convention and Protocols on illicit trafficking of firearms, migrant smuggling, and trafficking in women and children.
- Negotiation of additional bilateral Mutual Legal Assistance Treaties.
- Negotiation of a Terrorism Financing Convention.

Canadian contributions to promoting sustainable development and environmental protection

- Improved environmental protection and more sustainable levels of economic and social development, including in the northern regions of Canada and the world.
- Progress on an International Convention on Forests to promote the sustainable management and use of the world's forests.
- Substantial progress in elaborating outstanding Kyoto Climate Change Protocol issues. Develop the protocol further in areas such as emissions trading and the clean development mechanism; advance energy issues relating to climate change mitigation, including nuclear energy.
- Negotiation of a UN Convention on Persistent Organic Pollutants; a Biosafety Protocol to the Convention on Biological Diversity; and an ozone annex to the Canada-United States Air Quality Agreement.
- Implementation of an effective high-seas fisheries enforcement regime.
- Signature of the UNEP/FAO Convention on the implementation of a Prior Informed Consent Procedure for Trade in Certain Banned or Severely Restricted Chemicals (PIC Convention).
- Enhanced cooperation with South Asian countries on international environment issues, including negotiation of an environmental Memorandum of Understanding with India.

Canadian contributions to building a strong multilateral system and an effective United Nations

- Improved UN capacity to respond effectively to peace support challenges through promotion of rapid deployment capability.
- Progress toward resolving the institutional and financial crisis of the United Nations and support for efforts to increase the effectiveness and efficiency of the UN system.
- Canadian priority Commonwealth objectives reflected in decisions and communiqués from meetings, and ongoing Commonwealth activities.

Canada will sustain constructive relationships with specific countries and regions

THE UNITED STATES

- High-level bilateral cooperation with the United States on defence and security matters and enhanced Congressional awareness in selected policy areas of interest to Canada.
- Strengthened United States support for international law and security cooperation, the United Nations, peaceful conflict resolution, environmental issues, the Landmines Treaty and International Criminal Court.

- Cooperation on salmon conservation through agreed bilateral fisheries arrangements for the forthcoming fishing season and, if possible, for the longer term.
- Progress on management of the Canada-United States border, including renewal of the Shared Border Accord and implementation of more active mechanisms to anticipate and prevent transboundary disputes.

EUROPE

- Enhanced cooperation with EU; and promotion of mutually reinforcing policies, programs and strategies on northern human security.
- Development and implementation of Arctic Council agenda and work plan for Second Arctic Council Ministerial in fall 2000.

ASIA PACIFIC

- The first Canadian-hosted meeting of the Bilateral Consultative Forum with Indonesia.
- Participation at ministerial level in the annual ASEAN Regional Forum meeting on Asia-Pacific security matters.
- Provision of development and technical assistance to Southeast Asian countries facing social impacts from the economic crisis.
- Enhanced South Asian regional cooperation through the Canada-South Asian Association for Regional Cooperation (SAARC) Memorandum of Understanding.

WESTERN HEMISPHERE

- Continued work on implementation of the Canada-Cuba Joint Declaration and further expansion of bilateral cooperation into new areas.
- Successful conclusion of the OAS General Assembly and the First Spouses Meeting.
- Encourage all parties in the Chiapas conflict to negotiate a peaceful solution.

AFRICA

- Maintain Canada's position as a key African ally and partner on international security and cooperation issues.
- Conclusion of a bilateral agreement formalizing the existence of a structured political dialogue with South Africa.

Assistance to Canadians Abroad

Planned Spending (\$ millions)

	Forecast Spending 1998-99	Planned Spending 1999-2000	Planned Spending 2000-01	Planned Spending 2001-02
Gross Expenditures	47.1	47.5	47.8	47.8
Less: Revenue Credited to the Vote	2.2	2.2	2.2	2.2
Less: Revenue Credited to the Consolidated Revenue Fund	40.2	41.2	42.2	43.3
Total Revenue	42.4	43.4	44.4	45.5
Total Net Expenditures	4.7	4.1	3.3	2.3

Totals may not add due to rounding

Objective

The intended outcome of this business line is to satisfy the needs of Canadians travelling or living abroad through the receipt of appropriate official assistance.

Context

Service is provided 24 hours a day, seven days a week to meet a broad range of needs such as the emergency evacuation of Canadians in danger from natural or man-made disasters or international political crises, assistance during times of injury or bereavement, assistance during child abduction and custody dispute cases, assistance for those kidnapped, arrested or detained in foreign prisons. There has been a continuing increase in the international movement of Canadians attributable to more tourism, business and commercial activity abroad and greater mobility of Canadians visiting relatives in other parts of the world. Older Canadians and those with disabilities or medical problems are also travelling more frequently. Canadians living or travelling abroad also have high expectations of the level of service they can expect.

Increasingly, Canadians are travelling to destinations where health care facilities and modes of transportation are poor in comparison to those in Canada. Canadians travelling abroad also may not understand the difference between Canadian and foreign, legal, social and business systems. Increasing numbers of Canadians travelling abroad are involved in illegal drug activities resulting in imprisonment and possible death sentences. Canadian companies are increasingly active in countries where there are serious security problems (Colombia, Sudan, Algeria). There is a need to educate the travelling population prior to their departure from Canada.

Recognizing that the potential for computer-related Year 2000 problems may be more acute in some countries, the Department is enhancing its consular systems to maintain acceptable levels of service to Canadians abroad. The delivery of consular services is dependent on three factors: an efficient and effective international communications system backed up by appropriate communications services in all countries; fully operational points of service overseas supported by local governmental and other services; and a Consular Affairs Bureau at headquarters being able to communicate with the overseas points of service and/or with the affected Canadians directly.

As the Year 2000 approaches, it is expected that Canadians will be demanding detailed information on the reliability of air transport, financial transfers, medical services and on what Canadian missions will do to assist those in need. It is also anticipated there will be a greater reliance on communications and the ability to reach those travelling abroad. In the event of disaster, Canadians abroad will expect that the Department will be able to assist them with alternative transportation arrangements. As well, significant disruptions to communications systems may increase the demands for financial assistance from Canadians abroad. Finally, it can be expected that if there are significant disruptions in transportation and communication services, there will be increased demand for assistance in locating persons and establishing their well-being.

Strategies and Key Activities

Increase the capacity of headquarters to relieve missions of work during emergencies

- Upgrade and expand the electronic consular management system (COSMOS), currently in operation at over 110 missions and consulates abroad, to include approximately 40 micro missions and 100 honorary consuls.

Improve training for consular officers dealing with such cases as child abductions, deaths and arrests/detentions

- Provide specialized training for personnel who must deal with child abductions, prisoners in foreign jails and the deaths of Canadians abroad.

Improve content, range and distribution of information on safe travel

- Inform Canadians about the potential risks in the countries in which they will be travelling. Key activities will be upgrading the country-specific travel reports to include information on the Year 2000 issue, advising people on how to obtain more detailed information and preparation of a specific Year 2000 publication and the development of contingency plans. Other outreach activities will include reprinting current publications including *Bon Voyage But...* and *Crossing the 49th* and increasing the number of travel publications designed to alert the Canadian traveller to areas of danger. These new publications, focusing on travel in China and Japan, will advise travellers of the preparations they need to undertake prior to departure and dangers which they may encounter. Provision of country-specific travel information and cooperation with the travel industry will continue.

Expected Results

Requests for assistance, guidance and advice from or on behalf of Canadians travelling or living abroad, met appropriately and cost-effectively throughout the world

EMERGENCY RESPONSE AND CASE MANAGEMENT

- Upgrading and expanding the system will allow the Department to better track emergency cases (kidnapping, emergency evacuation, abduction, etc.) and facilitate system use by approximately 40 micro missions and 100 honorary consuls. Arrangements have been made with Australia, the United States, the United Kingdom and New Zealand to share services and respond to consular emergencies in the event of Year 2000-associated problems.

QUALITY OF SERVICE

- The Canadian public will receive improved assistance when the Department is dealing with complex cases such as those involving child abduction and/or kidnapping, death of Canadians abroad or detention in foreign prisons.

SAFE TRAVEL

- The provision of country-specific publications and travel information should result in a better informed Canadian travelling population.

Public Diplomacy

Planned Spending (\$ millions)

	Forecast Spending 1998-99	Planned Spending 1999-2000	Planned Spending 2000-01	Planned Spending 2001-02
Gross Expenditures	92.8	87.6	83.5	84.8
<i>Less:</i> Revenue Credited to the Vote	1.1	1.1	1.1	1.1
<i>Less:</i> Revenue Credited to the Consolidated Revenue Fund	0.0	0.0	0.0	0.0
Total Revenue	1.1	1.1	1.1	1.1
Total Net Expenditures	91.7	86.5	82.4	83.7

Objective

The intended outcome of this business line is to create interest and confidence in Canada abroad and an international public environment favourable to Canada's political and economic interests and Canadian values.

Context

The approach of the new millennium brings increased challenges to the business line. Global mass communications and revolutionary advances in electronic technology are having profound effects on the nature and conduct of international relations. The management of state affairs is more complex than ever given the increased availability, access to and speed and delivery of news and information. With 300 million people expected to be using the Internet by the year 2000, global transparency is destined to increase. Current means of information control and issue management may destabilize as a result of these changes. Canada is faced with an increasingly sceptical public that is demanding more transparency, greater input in the policy process and enhanced accountability from its government. Initiatives concerning Canada's international activities must clearly demonstrate how these activities serve Canadians' interest. Canada's seat on the UN Security Council should help to raise the awareness of the value of Canada's international activities on the domestic front. Bilateral agreements with Norway, Mexico, China and trilateral agreements with the United States and Mexico will emphasize the need for horizontal policy integration.

Preparation for the G-7/G-8 summit and hosting of La Francophonie in September 1999 will require the provision of strategic policy planning support to Canadian ministers and officials. Communications and public advocacy are undertaken abroad on issues which can have an impact on Canada's interests or image abroad.

The Public Diplomacy business line ensures communications with the public through a variety of means, including correspondence, Access to Information and Internet services. It also provides background information on Canada and Canadian domestic and foreign policies in response to inquiries from abroad or within Canada.

The business line also provides the Department's focal point for international aspects of federal-provincial relations, liaison with parliamentarians and for the promotion of Canadian identity. An improved understanding of the Department's role and mandate in the domestic milieu has been created and stronger links are being forged with central agencies through heightened emphasis on Cabinet and Parliamentary Affairs.

Strategies and Key Activities

Project Canada's image and values abroad

- Support Canada's membership on the UN Security Council by ensuring that Canada's key messages are received by important audiences abroad.
- Increase the number of active cultural exporters by 100 firms through specific promotional activities. Introduce a minimum of 150 firms to new markets through the production of market information and specific initiatives. The focus will be on the United States, European and Latin American markets.
- Expand the number of young Canadians participating in youth programs abroad under the Working Holiday and Student Work Abroad program.
- Provide assistance to missions, through the establishment of regular liaison and consultations with geographic divisions, to help promote an image of Canada as a technologically advanced sophisticated society through the provision of electronic and hard copy materials, information kiosks, support for academic and cultural activities, and development of Internet-based materials.
- Invite foreign journalists to Canada in advance of incoming visits of world leaders and outgoing visits of the Governor General, Prime Minister and DFAIT Ministers.

Communicate to Canadians the importance of Canada's role in the world, the international dimensions of the government's priorities as well as the Department's role and the services it provides to Canadians

- Work closely with the national and regional media during Canada's term on the UN Security Council.
- Assist in the planning and implementation of a process of citizen engagement for forthcoming trade liberalization talks.
- Evaluate, select and fund 400 to 500 cultural projects abroad.
- Provide cultural programming needs guidance at the new Berlin chancery to ensure the integration of cultural activities in mission activities.
- Consult with missions and provide them with information to promote Canadian cultural events to their local public.
- Establish an internal Web Advisory Committee to enhance the public utility and effective reach of the Department's presence on the World Wide Web.
- Participate in the National Capital Commission's proposed Rideau Falls "Canada and the World" pavilion, an interpretive facility dedicated to inform the visiting public of Canada's international achievements.
- Undertake a more proactive and comprehensive media outreach program, which includes ethnic and community-based media, by arranging regular briefings by Department Ministers for foreign policy and trade reporters.
- Establish an educational resource Internet site on Canada's SchoolNet to stimulate interest in Canada's international relations.
- Publish a quarterly foreign policy magazine and a bi-monthly international trade newsletter aimed at better informing the general public and exporting community of Canada's international trade and foreign relations.
- Develop communications strategies for marking the fifth anniversary of NAFTA.
- Prepare for cultural consultations with France in the autumn of 1999.

- Implement a series of “Reaching Out to Canadians” events through development of a speakers’ program involving Heads of Mission and senior officials, and implementation of the Goodwill Ambassadors Program which will identify ordinary Canadians involved in international activities (peacekeepers, election monitors) and matching them with civil society organizations.
- Establish electronic information kiosks in selected regional passport offices across Canada to enhance public access to information about Canada’s role in the world.

Promote international academic and educational linkages

- Internationalize higher education by maintaining and expanding frameworks for academic and institutional exchanges bilaterally and multilaterally; promoting Canada as a desirable destination for international students; developing new ways to facilitate international links; and cooperating with provincial governments and others to advance Canadian interests internationally.

Promote national unity

- Cooperate and consult with provincial and territorial governments in a Team Canada spirit.
- Ensure that provincial government interests are fully factored into decisions on Canadian positions on issues affecting them.
- Promote identity and attachment to Canada among Canadians through increased awareness of Canada’s role abroad.
- Ensure that foreign governments are aware of the flexibility and evolution of Canadian federalism, as well as the importance of the continued international role played by a strong and united Canada.

Provide information services to Canadians

- Streamline the process for responding to requests under the *Access to Information Act*.
- Streamline the process for responding to ministerial correspondence.

Expected Results

Greater public understanding in Canada and abroad of Canadian policies and positions

- Strategic communications assistance for the Minister of International Trade during upcoming trade liberalization talks leading to a better informed Canadian public.
- Comprehensive and balanced coverage of Department activities and better understanding of Department policies at the national and regional level.
- Quarterly publication of the foreign policy magazine *Canada World View/Canada: Regard sur le monde*, aimed at the general public, leading to a greater understanding of Canadian foreign policy, foreign policy issues and the services offered by the Department.
- Development and issuance of media kits, news releases and public information documents aimed at informing the Canadian public about NAFTA.
- Enhanced Speakers Program and implementation of the Goodwill Ambassadors Program.
- An increased awareness abroad of the strength of Canadian federalism.

International public awareness of Canada's characteristics and accomplishments through cultural, scholarly or comparable event

- Foreign media coverage and live audiences for approximately 4000 Canadian cultural events demonstrating abroad Canadian creativity and excellence.

Increased exports of cultural and educational products and services, including choice of Canada as a destination for foreign tourists and students

- Production of high-quality market information in five specific markets for Canadian firms, increase in the number of active Canadian cultural industries exporters, with approximately 150 firms introduced to new markets.
- Continued and strengthened co-operation in higher education, research and training between Canada, Mexico and the United States, and between Canada and the EU.
- Acceptance, by the provinces, of the value of the federal role in the internationalization of higher education by building academic networks and marketing educational goods and services.
- Assistance in exports of Canadian educational products and services valued in excess of \$2.3 billion annually and encouragement to the approximately 100,000 international students coming to Canada annually including the opening of dedicated points of service in Europe, Latin America and the Middle East.
- Increase in the number of young Canadians engaged in reciprocal youth programs.

Executive Services

- Improved response time for requests pursuant to the *Access to Information Act*.
- Improved response to ministerial correspondence.

Corporate Services

Planned Spending (\$ millions)

	Forecast Spending 1998–99	Planned Spending 1999–2000	Planned Spending 2000–01	Planned Spending 2001–02
Gross Expenditures	322.7	303.7	296.1	247.9
Less: Revenue Credited to the Vote	10.3	12.3	12.3	12.3
Less: Revenue Credited to the Consolidated Revenue Fund	50.4	50.8	30.8	30.8
Total Revenue	60.7	63.1	43.1	43.1
Total Net Expenditures	262.0	240.6	253.0	204.8

Notes:

Forecast spending in 1998–1999 exceeds planned spending in subsequent years primarily due to reduced spending on property acquisition and construction and projects aimed at ensuring that departmental computer systems are Y2K compliant.

Objective

The intended outcome of this business line is to enable the Department to achieve its mission and objectives through the delivery of cost-effective support services.

Context

Implementation of the human resources strategy is currently the highest priority for this business line. Changes designed to improve performance and the management of the Department's human resources have been prompted by many factors such as the modernization of the public service institution, several years of downsizing, the end of the public service salary freeze, higher rates of attrition among foreign service officers, and the need for new training and a new mix of skills to advance the Department's mission. Service standards and employee consultation will continue to feature prominently when implementing new strategies. We are attempting to forecast future challenges through a task force looking ahead five to 10 years at the "Workforce of the Future."

The rapidly increasing volume of internal communications traffic demands better use of information access and management technology. The SIGNET Renewal Project will provide more reliable Y2K compatible equipment and software throughout the Department and to our missions. Compliance with Y2K preparedness will be supported by contingency plans in Canada and abroad to address the risks posed by computer-generated problems. The MITNET 2000 project will derive efficiencies from new contracts for our voice and data network. The introduction of the Integrated Management System (IMS) will prepare the Department for the implementation of accrual accounting in 2001.

Changing political situations around the world demand adjustments to long-term capital plans including arrangements to reopen the missions in Kinshasa and Lagos, and to relocate a major mission from Bonn to Berlin. Economic uncertainty in Asia has complicated property investment and divestment decisions. We have upgraded our project management system to take account of changing technology and to achieve closer tracking of expenditures. Capital projects are reviewed carefully to ensure compliance with sustainable development objectives. We have launched a review of space guidelines for staff quarters to ensure value for money and simplify administration.

Recent externally driven initiatives such as comptrollership modernization and the devolution of staffing activities, challenge the Department to improve its business planning and with it, its auditing, measurement and reporting of performance. One challenge is to provide training in business planning, accrual accounting and information management systems to managers who make decisions on resource allocation.

To address the responsibility for physical security and personal safety, an ongoing program of security training and awareness remains essential to promote acceptance and understanding of security principles and intelligence issues. Confronted with an explosion of technological devices encouraging espionage and an increase in criminality and potential terrorism in areas where Canadian interests are involved, the Department must identify the array of threats against missions and personnel overseas as well as in Canada, and maintain a technological and human capability to counter threats and define acceptable risks. The recent bombing of the U.S. Embassy in Nairobi, which caused collateral damage to our chancery, has reinforced the message that personal safety remains our number one security priority. The volume of sensitive information handled by the Department demands increased security measures to avoid compromising our information-sharing arrangements with other government agencies and foreign entities. New pressures arise from the expanded use of locally-engaged employees at missions, new communications technologies and software, and the increased threats associated with a global economic downturn.

Strategies and Key Activities

Implement the human resources strategy

- Implement the Universal Classification Standard (UCS).
- Launch the Foreign Service Development Programme (FSDP).
- Assist the Treasury Board in negotiating revised Foreign Service Directives.
- Review competency profiles and departmental rotationality structure.
- Provide greater career opportunities for non-rotational staff.

Improve information management and technology systems

- Implement a renewed global communications network (SIGNET), ensure Y2K compliance of departmental systems and assets and maintain contingency plans at Headquarters and at missions.
- Implement the new Integrated Management System at missions.

Focus on stewardship and strengthened comptrollership

- Strengthen the business planning system to enhance accountability at both missions and Headquarters.
- Provide enhanced training in business planning, financial controls and procedures.
- Revise the PRAS so as to identify sub-business lines and better measurements of performance.
- Maintain a program of ongoing review and audit at headquarters and missions and report to Parliament.
- Prepare for the introduction of accrual accounting, notably in the real property program.

Property and material management

- Formulate a long-range maintenance and investment strategy to deal with increasing maintenance costs and address health and safety concerns, the potential for “rust-out” and the increased workload created by aging properties.
- Review the authorities of the Property Standing Order Agreement to speed decision making on procurement and to obtain more value for money.

Physical security and personal safety

- Protect the Department’s personnel, assets and information by developing a business resumption plan to deal with emergencies arising from Y2K problems and a changing threat environment.

Expected Results

Effective and efficient delivery of services to the satisfaction of clients within resource, legal and policy constraints

- Implementation of the UCS among all employee groups.
- Development of the new Foreign Service Development Programme.
- Development and implementation of an Employment Equity plan that complies with new legislation.
- Implementation and administration of revised Foreign Service Directives.
- Implementation of, and successful transition to, a renewed Y2K-compliant communications network (SIGNET) by January 1, 2000.
- Performance audits and preparation of advice pertaining to a range of programs and internal cost centres (e.g., the Performance Management Initiative; the Department’s sustainable development activities; the International Centre for Canadian Studies; the Canadian Centre for Foreign Policy Development; the Trade Commissioner Service; the Consular Program; Y2K preparedness; the PeopleSoft personnel information and management system; cost recovery practices; physical security; services to the foreign Diplomatic Corps; and programs at selected missions).
- Completion of major capital projects to construct chanceries (Beijing, Geneva, Kingston) and staff quarters compounds (New Delhi, Tokyo) and the initiation of two chancery construction projects (Warsaw, Nairobi); relocation of missions to new rented quarters in Lisbon, Prague, Berlin and Sao Paulo.
- Development and implementation at all missions of a long-range maintenance and investment strategy (the Integrated Property Work Plan) to deal with increasing maintenance costs and revised space guidelines and to streamline the management of staff quarters.

Services to Other Government Departments (OGDs)

Planned Spending (\$ millions)

	Forecast Spending 1998–99	Planned Spending 1999–2000	Planned Spending 2000–01	Planned Spending 2001–02
Gross Expenditures	198.9	211.1	211.2	211.2
<i>Less:</i> Revenue Credited to the Vote	0.0	0.0	0.0	0.0
<i>Less:</i> Revenue Credited to the Consolidated Revenue Fund	0.0	0.0	0.0	0.0
Total Revenue	0.0	0.0	0.0	0.0
Total Net Expenditures	198.9	211.1	211.2	211.2

Objective

The intended outcome of this business line is to enable other government departments to deliver their programs abroad through the delivery of cost-effective support services.

Context

Requirements of OGDs are an increasingly large component of the Department's operations abroad, with OGD collocation in 131 of our 160 missions and satellite offices. This year, the Export Development Corporation was added to our client list. Approximately 575 Canada-based staff and 1,275 locally engaged staff deliver OGD programs abroad. Annual changes in their program requirements add uncertainty and cost pressures to the Department's property and services program delivery. As the projected net expenditure for services to OGDs represents about one third of the Department's budget spent at missions, this business line serves to distinguish these services from those provided to the Department's own business lines. As local environments at many missions are much more difficult or involve much higher costs than those found in Canada, this line also includes support services not provided to employees in Canada thus enabling OGDs to better accomplish their program objectives.

Key Plans and Strategies

Provide more effective support to OGDs at missions abroad

- Improve information management technology systems serving missions.
- Implement service standards and consultative arrangements to better serve OGD requirements.

Expected Results

Effective and efficient delivery of services to the satisfaction of clients within resource, legal and policy constraints

- Development of a new common services agreement, accompanied by clear service standards, that yields a standardized and more equitable costing formula for sharing development and collocation costs with OGDs notably on major property projects.
- Earlier identification of OGD program initiatives at missions, and improved planning in response to these initiatives.

Passport Services

Planned Spending (\$ millions)

	Forecast Spending 1998-99	Planned Spending 1999-2000	Planned Spending 2000-01	Planned Spending 2001-02
Gross Expenditures	72.2	52.6	54.3	54.3
Less: Revenue Credited to the Vote	57.1	54.3	55.6	55.6
Less: Revenue Credited to the Consolidated Revenue Fund.	0.0	0.0	0.0	0.0
Total Revenue	57.1	54.3	55.6	55.6
Total Net Expenditures / (Net Revenue)	15.1	(1.6)	(1.3)	(1.3)

Totals may not add due to rounding

Notes:

Forecast gross expenditures in 1998-99 are high due to the inclusion of \$15 million for the implementation of the automated passport production system (IRIS) and \$4.4 million for the passport card.

Objective

The intended outcome of this business line is to provide Canadians with internationally respected travel documents and client services that meet or exceed published service standards.

Context

The security and integrity of the passport document and process are vital to everything the Passport Office does. The Passport Office will produce more than 1.6 million secure travel documents in 1999-2000, an increase of 2.5 percent over the production forecast for 1998-99 and an ongoing annual increase of at least 2.5 percent until 2001-2002. The globalization of the world's economy has increased demand for passports by Canadian business personnel. The increasing desire of Canadians to carry a passport, even for short periods of travel to the United States is another factor related to the 2.5 percent increase as well as an increase in the ability of the aging Canadian population to travel for pleasure. In order to meet the forecast increase in demand for travel documents, the Department will be implementing an automated passport production system in 1999-2000. The Department will be expanding its points of service through external strategic alliances. Integrity of the documents produced will continued to be ensured.

Strategies and Key Activities

Alternative Service Delivery

- Improve client service delivery at the Passport Office by actively seeking partnerships to extend services in regions where the Passport Office is not yet represented and by offering single-window service in alliance with other departments and other levels of government.

Technology

- An automated production system (IRIS) will be implemented in 1999–2000. The system will capture, archive and also digitize images. It will offer automated data retrieval, automatic renewals and also card production to substitute or supplement booklets. Passports currently are generated using a manual production process.

Re-engineering of Passport Application Processes

- The Passport Office will introduce new, simplified passport application forms.

Expected Results

Internationally respected travel documents and client services that meet or exceed published service standards

- Increased points of service for Canadians through the implementation of Alternative Service Delivery mechanisms including the use of Canada Post and other facilities for the drop-off and verification of passport applications.
- Simplified application forms will serve Canadians by reducing the administrative burden associated with completion.
- The introduction of IRIS will improve the Passport Office's efficiency and result in the production of travel documents which are more compatible with international standards.
- Faster service, available at an extra charge, for quicker production of travel documents will facilitate last-minute business and pleasure travel.

C. Consolidated Reporting

Chart on Legislative and Regulatory Initiatives

Legislation and Regulations	Expected Results:
<p>The Export Control List (ECL) made pursuant to the <i>Export and Import Permits Act</i>.</p> <p>To ensure that Canada fulfills its commitments and obligations to the various export control regimes by controlling the export of sensitive goods and technology through a system of export permits.</p>	<p>Demonstrated commitment to export control regimes and Canada's commitments to reduce the proliferation of various types of weapons; ensured effective administration of non-proliferation export controls.</p>

Sustainable Development Strategies

The Department's sustainable development strategy, *Agenda 2000*, was tabled in the House of Commons on December 10, 1997. The Department is now committed to integrating economic growth, social development and environmental protection into all foreign policy activities and to ensuring progress on all three fronts.

Agenda 2000 has four main goals:

- contributing to economic growth and prosperity;
- building peace and security;
- projecting those Canadian values and culture which support social values; and
- greening of the Department's own operations.

Included in these four goals, are 52 agenda items for action, each accompanied by milestone indicators.

Implementation

The Department is systematically tracking progress on *Agenda 2000* and will report every six months on the results to which it is committed. These progress reports will be posted on the sustainable development Web site (see <http://www.dfait-maeci.gc.ca.sustain/commiss/toc-e.asp>). Abroad, missions are now required to submit environmental plans detailing the impact of their efforts in this area. The Department will continue to refine both the reporting mechanism and the milestone indicators.

Future Priorities

In December 2000, the Department must table its second sustainable development strategy. The coming year will be devoted to preparing a communications and consultation plan, completing an outline of the draft strategy and proceeding through the first stage of review and consultation on meeting its commitments in *Agenda 2000*. It will simultaneously identify new initiatives. Among the major milestones identified so far are the following:

Economic Growth and Prosperity

- Ensure implementation of the Sustainable Cities Action Plan, in collaboration with Environment Canada, and the environmental goods and services liberalization agreement pursuant to commitments made by APEC leaders.
- Coordinate the government's position with respect to the Sustainable Cities Initiative created under the auspices of the National Round Table on the Environment and Economy.
- Strive for the development of organizational practices and procedures in the activities of the Organization of American States in a manner that would integrate sustainable development values, methodologies and practices, while serving as a member of the Special Working Group on the Modernization and Strengthening of the OAS.
- Press the European Bank for Reconstruction and Development to prepare an annual environmental assessment of the impact of its funding decisions on social and economic development in Eastern Europe.

Building Peace and Security

- Develop, oversee and evaluate peacebuilding initiatives for funding in collaboration with CIDA. The Peacebuilding Fund focuses on overseas projects that will be delivered chiefly by NGOs, universities and others in the non-governmental sector. The objective this year will be a series of rapid-response, innovative projects implemented by Canadian and foreign organizations that contribute effectively to peace and reconciliation in countries of conflict.

Canadian Values and Culture, Which Support Social Values

- Coordinate Canadian participation in the upcoming UN Special Session (2000) which will be devoted to a five-year review of the World Summit for Social Development.

Greening of the Department's Own Operations

- Implement the Department's Environmental Management System by the end of 2000.
- Develop training programs and awareness briefings for heads of missions, directors, entry-level officers, mission administrative officers and property management officers on sustainable development, strategic policy assessment and other specific issues. Training modules will be made available through the virtual campus on the Department's Intranet.



SECTION IV SUPPLEMENTARY INFORMATION

Table 1: Spending Authorities (\$ thousands)

Vote	Main Estimates 1999–2000	Main Estimates 1998–1999
1 Operating expenditures	869,966	809,752
5 Capital expenditures	87,690	81,661
10 Grants and contributions	312,367	288,570
(S) Minister of Foreign Affairs – salary and motor car allowance	49	49
(S) Minister for International Trade – salary and motor car allowance	49	49
(S) Payments under the <i>Diplomatic Service (Special) Superannuation Act</i>	250	250
(S) Contributions to employee benefit plans	82,883	80,532
(S) Passport Revolving Fund	(1,635)	119
Total	1,351,619	1,260,982

Notes to Table 1

The budgetary Main Estimates for the Department in 1999–2000 are \$1,351.6 million, representing a net increase of \$90.6 million from 1998–99.

The major changes are:

- an increase of \$34.9 million to compensate for the impact of foreign inflation and currency exchange losses on the department's operations abroad;
- an increase of \$20.3 million for Canada's membership costs in international organizations;
- an increase of \$14.5 million for locally engaged staff salaries at missions abroad;
- an increase of \$8.5 million resulting from transfers from Citizenship and Immigration Canada, the Department of National Defence and the Department of Finance for the increased cost of operations abroad;
- an increase of \$7.9 million for salary increases resulting from recently signed collective agreements;
- an increase of \$7.9 million for initiatives addressing threats to Canadians from a lack of Year 2000 preparedness in foreign countries;
- an increase of \$6.5 million to ensure that the department's mission-critical systems are Year 2000 compliant;
- an increase of \$6.2 million for workload increases experienced by the Department;
- an increase of \$5 million to communicate high-priority Canadian government messages on issues of foreign policy to audiences in Canada and abroad;
- an increase of \$1.4 million for the Canadian Landmine Fund;
- a decrease of \$8.8 million to reflect the "sunsetting" of funds for the department's participation in the Youth Employment Initiatives;
- a decrease of \$5.7 million in assessed contributions to the United Nations for peacekeeping operations due primarily to a change in Canada's assessed share of these costs;
- a decrease of \$4.2 million stemming from the transfer of the tourism program abroad to the Canadian Tourism Commission; and
- a decrease of \$3.8 million resulting from a reduction in the rate charged for employee benefit plans.

Table 2.1: Organization Structure

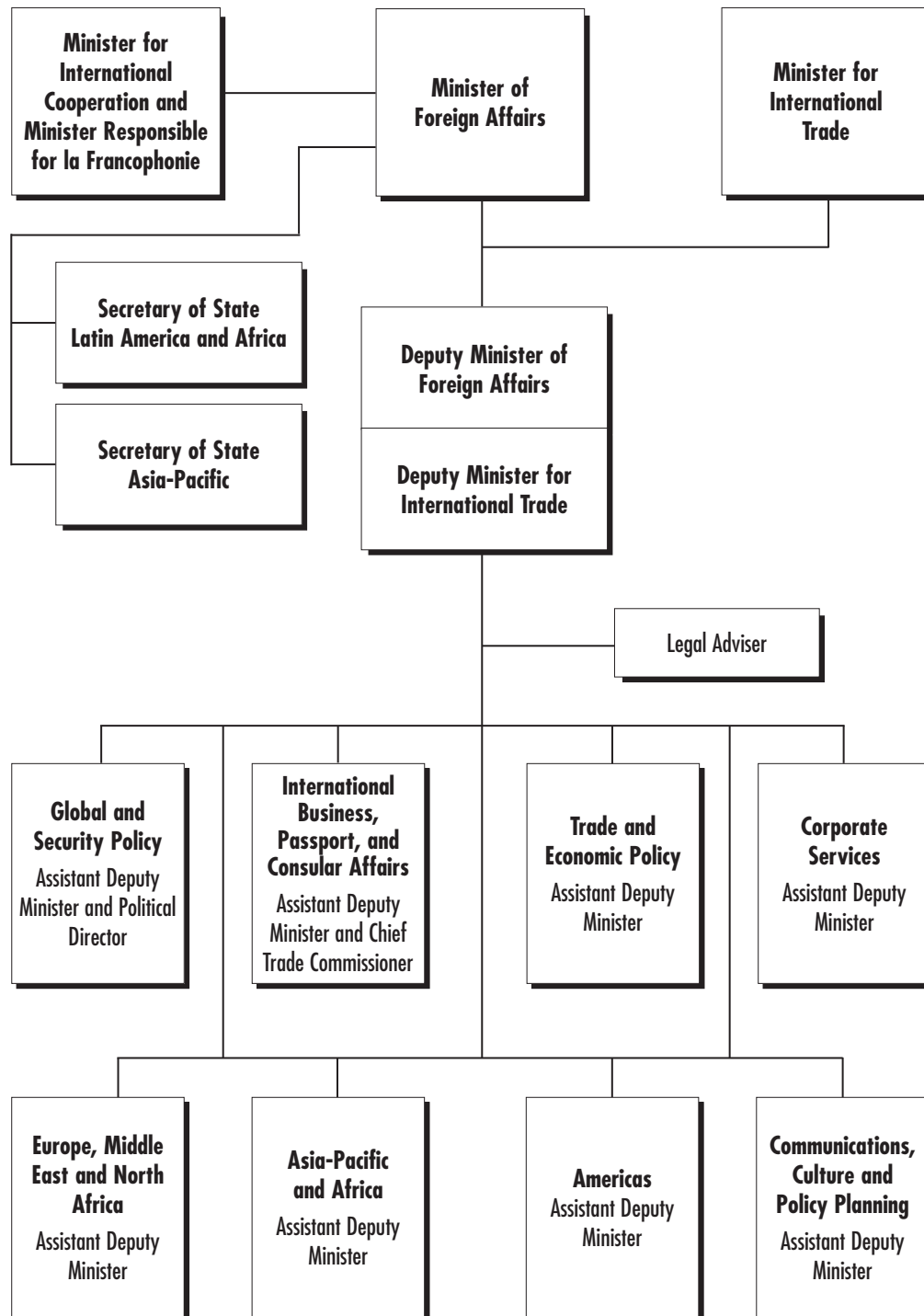


Table 2.2: Canada's Diplomatic Missions Abroad by Region

Africa	Middle East, North Africa and Gulf States	North Asia and Pacific Rim	South and South-East Asia
Abidjan	Abu Dhabi	Beijing	Bandar Seri Begawan
Abuja	Algiers	Canberra	Bangkok
Accra	Amman	Chongqing	Colombo
Addis Ababa	Beirut	Fukuoka	Dhaka
Bamako	Cairo	Guangzhou	Hanoi
Conakry	Damascus	Hong Kong	Ho Chi Minh
Dakar	Kuwait	Nagoya	Islamabad
Dar-es-Salaam	Rabat	Osaka	Jakarta
Harare	Riyadh	Pusan	Kuala Lumpur
Kinshasa	Tehran	Seoul	Manila
Lagos	Tel Aviv	Shanghai	Mumbai
Libreville	Tunis	Sydney	New Delhi
Lusaka		Tokyo	Phnom Penh
Nairobi		Wellington	Singapore
Ouagadougou			
Pretoria			
Yaounde			
Latin America and Caribbean	Western Europe	Central, Eastern and Southern Europe	United States
Bogotá	Brussels	Almaty	Atlanta
Brasília	Copenhagen	Ankara	Boston
Bridgetown	Dublin	Athens	Buffalo
Buenos Aires	EU (Brussels)	Belgrade	Chicago
Caracas	Helsinki	Berlin	Dallas
Guatemala	Lisbon	Berne	Detroit
Georgetown	London	Bonn	Los Angeles
Havana	Madrid	Bucharest	Miami
Kingston	NATO (Brussels)	Budapest	Minneapolis
Lima	OECD (Paris)	Düsseldorf	New York
México	Oslo	Hamburg	Seattle
Montevideo	Paris	Kyiv	UN (New York)
Panamá	Riga	Milan	Washington
Port-au-Prince	Stockholm	Moscow	OAS (Washington)
Port of Spain	The Hague	Munich	
Quito	UNESCO (Paris)	Prague	
San José		Rome	
Santiago		Sarajevo	
São Paulo		St. Petersburg	
		Vatican	
		UN/WTO (Geneva)	
		UN (Vienna)	
		Vienna	
		Warsaw	
		Zagreb	

The Department has its headquarters in Ottawa but operates throughout Canada through local and regional passport offices and its network of trade commissioners in regional offices. Outside Canada, the Department operates through a network of 131 missions and 29 satellite offices. Overseas representation also exists through a number of honorary consuls.

Table 2.3: Planned Canada-based Full-Time Equivalents¹ (FTEs) by Business Line

Business Lines	Forecast 1998–99	Planned 1999–2000	Planned 2000–01	Planned 2001–02
International Business Development	490	486	486	486
Trade and Economic Policy	453	450	450	450
International Security and Cooperation	615	611	611	611
Assistance to Canadians Abroad	98	97	97	97
Public Diplomacy	191	190	190	190
Corporate Services	1,563	1,552	1,552	1,552
Services to Other Government Departments	42	42	42	42
Passport Services	557	551	561	561
Total	4,009	3,979	3,989	3,989

¹ Human resource consumption is measured by employee full-time equivalents (FTEs). One FTE is a measure of any combination of periods of employment in a fiscal year that equals the employment of one person on a full-time basis throughout the year.

Table 2.4: Planned Locally-engaged Full-Time Equivalents¹ (FTEs) by Business Line

Business Lines	Forecast 1998–99	Planned 1999–2000	Planned 2000–01	Planned 2001–02
International Business Development	560	560	560	560
Trade and Economic Policy	54	54	54	54
International Security and Cooperation	74	74	74	74
Assistance to Canadians Abroad	188	188	188	188
Public Diplomacy	165	165	165	165
Corporate Services	2,058	2,053	2,053	2,053
Services to Other Government Departments	1,209	1,209	1,209	1,209
Passport Services	0	0	0	0
Total	4,308	4,303	4,303	4,303

¹ Human resource consumption is measured by employee full-time equivalents (FTEs). One FTE is a measure of any combination of periods of employment in a fiscal year that equals the employment of one person on a full-time basis throughout the year.

Table 3.1: Capital Spending by Business Line (\$ millions)

Business Lines	Forecast Spending 1998-99	Planned Spending 1999-2000	Planned Spending 2000-01	Planned Spending 2001-02
International Business Development	4.7	4.4	4.4	4.4
Trade and Economic Policy	2.7	2.3	1.6	1.6
International Security and Cooperation	3.3	5.2	5.0	5.0
Assistance to Canadians Abroad	1.5	1.3	1.3	1.3
Public Diplomacy	1.3	1.1	1.1	1.1
Corporate Services	136.6	111.6	103.8	55.6
Services to Other Government Departments	6.3	6.4	6.4	6.4
Passport Services	0.0	0.0	0.0	0.0
Total	156.3	132.3	123.7	75.5

Totals may not add due to rounding

Table 3.2: Capital Projects by Business Line (\$ millions)

	Status	Indicator	Current Estimated Total Cost	Forecast Spending to March 31, 1999	Planned Spending 1999-00	Planned Spending 2000-01	Planned Spending 2001-02	Future Year Spending Requirements
Corporate Services								
Beijing, China								
Compound Purchase	EPA	I	31.3	18.6	12.7			
Berlin, Germany								
Chancery Construction	PPA	I	39.7	10.8	21.6	5.2	2.1	
Berlin, Germany								
Official Residence Construction	EPA	S	6.8	3.8	3.0			
Cairo, Egypt								
Chancery Construction	PPA	S	19.6	5.8	10.3	3.5		
Caracas, Venezuela								
Chancery Purchase	EPA	I	14.7	10.9	3.8			
Geneva, Switzerland								
Chancery Construction	EPA	S	21.6	17.0	4.6			
Kingston, Jamaica								
Chancery Construction	EPA	S	13.6	8.9	4.7			
Moscow, Russia								
Staff Quarters Purchase	PPA	I	4.1	2.8	1.3			
Nairobi, Kenya								
Chancery Construction	PPA	I	14.9	1.9	5.3	6.8	0.9	
New Delhi, India								
Staff Quarters Construction	PPA	I	4.5	0.5	4.0			
Tokyo, Japan								
Staff Quarters Construction	PPA	S	13.9	1.9	11.2	0.8		
Warsaw, Poland								
Chancery Addition/Renovation	PPA	I	14.8	0.6	6.7	6.0	1.5	
Seoul, Korea								
Chancery Relocation	PPA	I	1.2	0.5	0.7			
Implementation of Integrated Management System	EPA	S	16.0	15.0	1.0			
Sub-Total			216.6	99.1	90.9	22.3	4.5	0.0
Passport Services								
Passport Card	PPA	I	4.6	0.2	2.5	0.7	0.6	0.6
Total Capital expenditures			221.2	99.3	93.4	23.0	5.1	0.6

Totals may not add due to rounding

Classes of Estimates

Substantive Estimate (S): This estimate is one of sufficiently high quality and reliability as to warrant Treasury Board approval as a cost objective for the project phase under consideration. It is based on detailed system and component design and takes into account all project objectives and deliverables, and factors in appropriate contingency and risk management allowances.

Indicative Estimate (I): This is a low-quality order of magnitude estimate sufficient for preliminary planning and budgetary purposes only. It is not sufficiently accurate to warrant Treasury Board approval as a cost objective.

Approval Status

Preliminary Project Approval (PPA): This represents Treasury Board's authority to initiate a project in terms of its intended operational requirements, including approval of the objectives other project definition phase and any associated expenditures. Sponsoring departments submit for PPA when the project's proposed scope has been examined and costed, normally to the indicative level, and when the cost of the project definition phase has been estimated to the substantive level.

Effective Project Approval (EPA): This represents Treasury Board approval of the objectives (project baseline), including cost objective of the project implementation phase and provides the necessary authority to proceed with implementation of the project. Sponsoring departments submit an EPA when the scope of the overall project has been defined and when the estimates have been refined to the substantive level.

Table 4: Departmental Summary of Standard Objects of Expenditure (\$ millions)

	Forecast Spending 1998-99	Planned Spending 1999-2000	Planned Spending 2000-01	Planned Spending 2001-02
Personnel				
Salaries and Wages	362.1	365.2	364.8	364.5
Contributions to employee plans	86.6	88.1	87.9	87.9
Other personnel costs	69.1	69.8	69.1	69.1
	517.8	523.1	521.8	521.5
Goods and Services				
Transportation and communications	134.0	126.8	124.8	123.9
Information	10.7	10.1	10.0	9.9
Professional and special services	128.7	121.7	119.8	118.9
Rentals	139.4	131.9	129.8	128.9
Purchased repair and upkeep	59.0	55.8	54.9	54.5
Utilities, materials and supplies	59.0	55.8	54.9	54.5
Other subsidies and payments	5.4	5.1	5.0	5.0
	536.2	507.2	499.4	495.6
Capital				
Machinery and equipment	76.1	66.3	46.8	38.0
Land and buildings	80.2	66.0	76.9	37.5
	156.3	132.3	123.7	75.5
Transfer payments				
Grants	26.6	27.4	25.7	25.7
Contributions	363.5	303.6	302.1	294.2
	390.1	331.0	327.8	319.9
Total Expenditures	1,600.2	1,493.7	1,472.8	1,412.5
<i>Less:</i>				
Revenue credited to the Vote	19.7	23.7	23.7	23.7
Revenue credited to the Passport Revolving Fund	57.1	54.3	55.6	55.6
Net Expenditures	1,523.4	1,415.7	1,393.5	1,333.3

Totals may not add due to rounding

Table 5: Program Resources by Business Line for 1999–2000 (\$ millions)

Business Lines	Operating ¹	Capital	Grants and Contributions	Gross Planned Spending	Less Revenue Credited to the Vote	Net Planned Spending
International Business Development	213.5	4.4	17.0	234.9	8.1	226.8
Trade and Economic Policy	92.0	2.3	26.3	120.6	0.0	120.6
International Security and Cooperation	162.0	5.2	268.4	435.6	0.0	435.6
Assistance to Canadians Abroad	46.3	1.3	0.0	47.5	2.2	45.3
Public Diplomacy	67.4	1.1	19.1	87.6	1.1	86.5
Corporate Services	191.9	111.6	0.3	303.7	12.3	291.4
Services to Other Government Departments	204.8	6.4	0.0	211.1	0.0	211.1
Passport Services	52.6	0.0	0.0	52.6	54.3	(1.6)
Total	1,030.4	132.3	331.0	1,493.6	77.9	1,415.7

Totals may not add due to rounding

1 Includes contributions to employee benefit plans and Ministers' allowances

Table 6.1: Transfer Payments by Business Line (\$ millions)

	Forecast Spending 1998–99	Planned Spending 1999–2000	Planned Spending 2000–01	Planned Spending 2001–02
Grants				
International Business Development	0.9	2.1	2.1	2.1
Trade and Economic Policy	0.0	0.0	0.0	0.0
International Security and Cooperation	7.1	5.9	5.9	5.9
Assistance to Canadians Abroad	0.0	0.0	0.0	0.0
Public Diplomacy	18.3	19.1	17.4	17.4
Corporate Services	0.3	0.3	0.3	0.3
Services to Other Government Departments	0.0	0.0	0.0	0.0
Passport Services	0.0	0.0	0.0	0.0
Total grants	26.6	27.4	25.7	25.7
Contributions				
International Business Development	13.7	14.9	14.9	14.9
Trade and Economic Policy	85.7	26.3	26.3	26.3
International Security and Cooperation	264.2	262.4	260.9	253.0
Assistance to Canadians Abroad	0.0	0.0	0.0	0.0
Public Diplomacy	0.0	0.0	0.0	0.0
Corporate Services	0.0	0.0	0.0	0.0
Services to Other Government Departments	0.0	0.0	0.0	0.0
Passport Services	0.0	0.0	0.0	0.0
Total contributions	363.5	303.6	302.1	294.2
Total Transfer Payments	390.1	331.0	327.8	319.9

Totals may not add due to rounding

Table 6.2: Details of Transfer Payments by Business Line (dollars)

	Forecast Spending 1998-99	Planned Spending 1999-2000	Planned Spending 2000-01	Planned Spending 2001-02
Grants				
<i>International Business Development</i>				
Grants for Asia Pacific International Business Development	100,000	100,000	100,000	100,000
Grants under the Program for Export Market Development	785,000	2,000,000	2,000,000	2,000,000
<i>International Security and Cooperation</i>				
United Nations Voluntary Fund for Victims of Torture	25,000	25,000	25,000	25,000
Grants for Asia Pacific Initiatives	500,000	500,000	500,000	500,000
Grants in lieu of taxes on diplomatic, consular and international organizations' property in Canada in accordance with terms and conditions approved by the Governor in Council	6,578,000	5,392,000	5,392,000	5,392,000
Grants for payment of real estate taxes and local improvement costs on secondary diplomatic properties in Canada	16,000	16,000	16,000	16,000
<i>Public Diplomacy</i>				
Grants in aid of academic relations	13,290,000	13,600,000	12,700,000	12,700,000
Grants in aid of cultural relations	4,997,000	5,494,000	4,694,000	4,694,000
International Baccalaureat Office	4,000	4,000	4,000	4,000
<i>Corporate Services</i>				
Foreign Service Community Association	15,000	15,000	15,000	15,000
(S) Payments under the Diplomatic Service (Special) Superannuation Act	250,000	250,000	250,000	250,000
Total grants	26,560,000	27,396,000	25,696,000	25,696,000
Contributions				
<i>International Business Development</i>				
Technology development with Europe	90,000	90,000	90,000	90,000
Contributions under the Program for Export Market Development	10,760,000	9,520,000	9,520,000	9,520,000
Contributions for Asia-Pacific International Business Development	300,000	300,000	300,000	300,000
Contributions under the Program for Export Market Development - Investment	2,500,000	5,000,000	5,000,000	5,000,000
<i>Trade and Economic Policy</i>				
International Commodity Organization (3,486,895 Belgian Francs)	148,000	151,000	151,000	151,000
World Customs Organization (9,167,500 Belgian Francs)	357,000	397,000	397,000	397,000
International Atomic Energy Agency (US\$990,547 & 66,974,926 Austrian Schillings)	9,313,000	9,863,000	9,863,000	9,863,000
International Energy Agency (3,998,190 French Francs)	906,000	1,072,000	1,072,000	1,072,000
World Trade Organization (4,910,525 Swiss Francs)	4,193,000	5,285,000	5,285,000	5,285,000
Organisation for Economic Cooperation and Development (28,815,863 French Francs)	6,531,000	7,724,000	7,724,000	7,724,000
OECD Centre for Education and Research (575,054 French Francs)	130,000	154,000	154,000	154,000
Nuclear Energy Agency of the OECD (1,500,000 French Francs)	377,000	402,000	402,000	402,000

Contributions (cont.)

World Intellectual Property Organization (560,000 Swiss Francs)	262,000	603,000	603,000	603,000
Asia-Pacific Economic Cooperation Secretariat (US\$382,200)	415,000	579,000	579,000	579,000
Wassenaar Arrangement (425,820 Austrian Shillings)	50,000	53,000	53,000	53,000
Softwood Lumber Export Controls	63,000,000	0	0	0
<i>International Security and Cooperation</i>				
Agency for Cultural and Technical Cooperation in Francophone Countries (48,654,625 French Francs)	10,680,000	13,042,000	13,042,000	13,042,000
Commonwealth Foundation (£577,150)	1,215,000	1,477,000	1,477,000	1,477,000
Commonwealth Secretariat (£2,113,719)	5,454,000	5,410,000	5,410,000	5,410,000
Commonwealth Youth Program (£654,160)	1,407,000	1,674,000	1,674,000	1,674,000
Food and Agriculture Organization (US\$9,507,080)	16,514,000	14,408,000	14,408,000	14,408,000
International Civil Aviation Organization (US\$1,276,120)	2,022,000	1,934,000	1,934,000	1,934,000
International Labour Organization (10,034,400 Swiss Francs)	9,728,000	10,799,000	10,799,000	10,799,000
International Maritime Organization (£182,400)	379,000	467,000	467,000	467,000
NATO – civil administration (279,108,271 Belgian Francs)	10,873,000	12,087,000	12,087,000	12,087,000
NATO – science programs (58,132,384 Belgian Francs)	2,700,000	2,517,000	2,517,000	2,517,000
Activities of the international French- speaking community	992,000	792,000	542,000	542,000
S�cretariat technique permanent des conf�rences minist�rielles de l'�ducation, de la jeunesse et des sports des pays d'expression fran�aise (24,833,457 CFA)	53,000	66,000	66,000	66,000
U.N. Fund for Indigenous Populations	30,000	30,000	30,000	30,000
U.N. Educational, Scientific and Cultural Organization (36,648,780 French Francs & US\$4,055,700)	15,848,000	15,970,000	15,970,000	15,970,000
U.N. Organization (US\$34,559,800)	45,359,000	52,375,000	52,375,000	52,375,000
World Health Organization (US\$11,924,000)	17,878,000	18,071,000	18,071,000	18,071,000
U.N. Peacekeeping Operations (US\$31,781,160)	53,823,000	48,165,000	48,165,000	48,165,000
Projects and development activities resulting from Francophone summits	5,550,000	5,550,000	5,550,000	5,550,000
Preparatory Commission for the Organization for the Prohibition of Chemical Weapons (4,560,559 NLG)	2,802,000	3,586,000	3,586,000	3,586,000
Organization for Security and Cooperation in Europe (80,387,500 Austrian Schillings)	15,833,000	10,036,000	10,036,000	10,036,000
Non-Proliferation, Arms Control and Disarmament (US\$408,474)	566,000	619,000	619,000	619,000
Comprehensive Nuclear Test Ban Treaty Organization (US\$2,910,975)	2,831,000	4,412,000	4,000,000	3,558,000
Permanent Secretariat of the United Nations Convention on Biological Diversity	671,000	1,100,000	1,100,000	0
Inter-American Drug Abuse Control Commission	200,000	2,100,000	2,100,000	2,100,000
Support of Canadian Interests Abroad	500,000	600,000	600,000	600,000
Support of foreign policy consultation, research and outreach	1,363,000	1,553,000	1,553,000	1,553,000
U.N. Voluntary Fund for the Environment	925,000	925,000	925,000	925,000
Roosevelt Campobello International Park Commission (US\$650,000)	900,000	985,000	985,000	985,000
Organization of American States (US\$9,227,086)	12,775,000	13,984,000	13,984,000	13,984,000

Department of Foreign Affairs and International Trade

Section IV Supplementary Information

Contributions (cont.)

Peace Implementation Council (667,903 ECU)	737,000	1,192,000	1,192,000	1,192,000
Permanent Court of Arbitration (40,080 Netherlands Guilders)	26,000	32,000	32,000	32,000
International Fact Finding Commission (10,266 Swiss Francs)	11,000	11,000	11,000	11,000
Contributions for Asia-Pacific Initiatives	1,739,000	1,669,000	1,381,000	1,381,000
International Social Service Canada	60,000	60,000	60,000	60,000
International Seabed Authority (US\$160,000)	0	242,000	242,000	242,000
Canadian Foundation for the Americas	200,000	0	0	0
Youth International Internship Program	7,824,325	6,400,000	6,400,000	0
Peacebuilding Program	1,240,000	850,000	850,000	850,000
Child Labour Challenge Fund	200,000	0	0	0
International Environmental Agreements	1,768,000	1,788,000	1,788,000	1,788,000
International Year 2000 Preparedness Initiatives	37,000	200,000	0	0
Canadian Landmine Fund	3,350,000	350,000	0	0
Simon Fraser University Dialogue Centre	2,000,000	0	0	0
Western Hemisphere Summit Program	250,000	0	0	0
Inter-American Institute for Cooperation on Agriculture	4,900,000	4,900,000	4,900,000	4,900,000
Total contributions	363,545,325	303,621,000	302,121,000	294,179,000
Total grants and contributions	390,105,325	331,017,000	327,817,000	319,875,000

Table 6.3: Details of Contributions to United Nations Peacekeeping Operations (dollars)

	Forecast Spending 1998-99	Planned Spending 1999-2000	Planned Spending 2000-01	Planned Spending 2001-02
U.N. Interim Force in Lebanon	6,588,000	6,970,000	6,970,000	6,970,000
U.N. Disengagement Observer Force in Middle East	1,722,000	1,711,000	1,711,000	1,711,000
U.N. Angola Verification Mission	6,459,000	6,928,000	6,928,000	6,928,000
U.N. Iraq-Kuwait Observer Mission	2,713,000	835,000	835,000	835,000
U.N. Mission for Referendum in the Western Sahara	1,550,000	3,089,000	3,089,000	3,089,000
U.N. Protection Force (Yugoslavia)	2,153,000	2,087,000	2,087,000	2,087,000
U.N. Force in Cyprus	2,713,000	1,127,000	1,127,000	1,127,000
U.N. Mission in Haiti	935,000	1,461,000	1,461,000	1,461,000
U.N. Observer Mission in Liberia	1,076,000	0	0	0
U.N. Observer Mission in Georgia	1,076,000	918,000	918,000	918,000
U.N. Mission of Observers in Tajikistan	600,000	1,085,000	1,085,000	1,085,000
U.N. Transitional Administration for Eastern Slavonia, Baranja and Western Sirmium	11,784,000	6,678,000	6,678,000	6,678,000
U.N. Mission in Bosnia and Herzegovina	9,559,000	8,974,000	8,974,000	8,974,000
U.N. Preventive Deployment Force	2,670,000	1,043,000	1,043,000	1,043,000
U.N. Mission in the Central African Republic	1,770,000	3,589,000	3,589,000	3,589,000
U.N. Observer Mission in Sierra Leone	0	1,670,000	1,670,000	1,670,000
U.N. Transitional Authority in Cambodia	455,000	0	0	0
Total	53,823,000	48,165,000	48,165,000	48,165,000

Table 7.1: Details of Revenues Credited to the Vote (\$ millions)

	Forecast revenues 1998-99	Planned revenues 1999-2000	Planned revenues 2000-01	Planned revenues 2001-02
Trade fairs and trade/investment technology missions	6.0	8.0	8.0	8.0
Training services	5.0	5.0	5.0	5.0
Real property services abroad	3.3	5.2	5.2	5.2
Specialized Consular services	2.2	2.2	2.2	2.2
Telecommunications services	2.0	2.1	2.1	2.1
Canadian Education Centres	1.1	1.1	1.1	1.1
Canadian Business Centre in Mexico	0.1	0.1	0.1	0.1
Passport Fees	57.1	54.3	55.6	55.6
Total	76.8	77.9	79.3	79.3

Totals may not add due to rounding

Table 7.2: Details of Revenues Credited to the Consolidated Revenue Fund (\$ millions)

	Forecast revenues 1998-99	Planned revenues 1999-2000	Planned revenues 2000-01	Planned revenues 2001-02
Employee rental shares and transportation	14.4	14.4	14.3	14.3
Import and export permit fees	12.9	13.4	13.9	13.9
Softwood lumber permit fees	83.0	83.3	83.6	0.0
Sales of Properties and other assets	26.0	27.0	7.0	7.0
Consular fees on travel documents	40.2	41.2	42.2	43.3
Contributions repaid under the Program for Export Market Development	3.6	2.3	2.3	2.3
Adjustment to Previous Years' Expenditures	4.5	4.0	4.0	4.0
Services provided to the Passport Office	4.4	4.4	4.4	4.4
Other	1.0	1.0	1.0	1.0
Total	190.0	191.0	172.8	90.2

Totals may not add due to rounding

Table 8: Net Cost of the Program for 1999–2000 (\$ millions)

	Total
Gross Program Spending	1,493.7
<i>Plus: Services Received Without Charge</i>	
Accommodation provided by Public Works and Government Services Canada	16.9
Contributions covering employers' share of insurance premiums and other costs paid by Treasury Board Secretariat	23.9
Workers' compensation coverage provided by Human Resources Development Canada	0.4
Salary and associated costs of legal services provided by Justice Canada	0.3
	Total 41.6
Total cost of the program	1,535.2
<i>Less:</i>	
Revenue Credited to the Vote	77.9
Revenue Credited to the Consolidated Revenue Fund	191.0
	Total 268.9
1999–2000 Net cost of the program	1,266.3
1998–99 Net cost of the program	1,377.7
<i>Totals may not add due to rounding</i>	

Table 9.1: Passport Office Revolving Fund Statement of Operations (\$ millions)

	Forecast 1998–99	Planned 1999–2000	Planned 2000–01	Planned 2001–02
Revenue				
Fees earned	57.1	54.3	55.6	55.6
Miscellaneous revenue	0.0	0.0	0.0	0.0
Total revenues	57.1	54.3	55.6	55.6
Operating Expenses				
Salaries and employee benefits	27.6	25.7	26.7	26.7
Provision for employee termination benefits	0.8	0.6	0.6	0.6
Passport materials and application forms	5.9	6.1	6.3	6.3
Passport operations at missions abroad	4.4	4.4	4.4	4.4
Accommodation	3.6	3.6	3.7	3.7
Professional and special services	2.0	4.4	4.6	4.6
Amortization	2.6	5.2	5.3	5.3
Freight, express and cartage	2.0	2.2	2.3	2.3
Telecommunications	1.4	1.3	1.4	1.4
Printing, stationery and supplies	1.0	0.9	0.9	0.9
Other	3.4	2.1	2.2	2.2
Total expenses	54.7	56.5	58.4	58.4
Surplus (Deficit)	2.4	(2.2)	(2.8)	(2.8)

Table 9.2: Passport Office Revolving Fund Statement of Changes in Financial Position (\$ millions)

	Forecast 1998-99	Planned 1999-00	Planned 2000-01	Planned 2001-02
Revenues	57.1	54.3	55.6	55.6
Expenses	54.7	56.5	58.4	58.4
Surplus / (deficit)	2.4	(2.2)	(2.8)	(2.8)
Add items not requiring use of funds:				
Provision for termination benefits	0.8	0.6	0.6	0.6
Amortization	2.6	5.2	5.3	5.3
Total non-cash items	3.4	5.8	5.9	5.9
Changes in working capital	0.0	(0.2)	0.0	0.0
Investing activities:				
Acquisition of depreciable assets	(20.9)	(1.8)	(1.8)	(1.8)
Cash surplus / (requirement)	(15.1)	1.6	1.3	1.3

Table 9.3: Projected Use of Passport Office Revolving Fund Authority (\$ millions)

	Forecast 1998-99	Planned 1999-2000	Planned 2000-01	Planned 2001-02
Authority	4.0	4.0	4.0	4.0
Unused Authority (drawdown):				
Balance as of April 1	31.9	16.8	18.4	19.7
Projected cash surplus (drawdown)	(15.1)	1.6	1.3	1.3
Projected Balance at March 31	16.8	18.4	19.7	21.0

Table 10: Loans, Investments and Advances by Business Line (\$ millions)

This table is not applicable to the Department.

Table 11: Tax Expenditures (\$ millions)

This table is not applicable to the Department.

Table 12: Listing of Statutes and Regulations

Statutes and Regulations Currently in Force**The Minister of Foreign Affairs has sole responsibility to Parliament for the following Acts:**

- *Chemical Weapons Convention Implementation Act*, SC 1995, c.25
- *Department of Foreign Affairs and International Trade Act*, RSC 1985, c. E-22
- *Export and Import Permits Act*, RSC 1985, c. E-19
- *Food and Agriculture Organization of the United Nations Act*, RSC 1985, c. F-26
- *Foreign Missions and International Organizations Act*, SC 1991, c. 41
- *International Boundary Commission Act*, RSC 1985, c. I-16
- *International Boundary Waters Treaty Act*, RSC 1985, c. I-17
- *International Development (Financial Institutions) Assistance Act*, SC 1980-81-82-83, c. 73
- *International Development (Financial Institutions) Assistance Act*, RSC 1985, c. 1-18
- *Privileges and Immunities (NATO) Act*, RSC 1985, c. P-24
- *Prohibition of International Air Services Act*, RSC 1985, c. P-25
- *Special Economic Measures Act*, SC 1992, c. 17
- Treaties of Peace with: Austria, Germany, SC 1919 (second session), c. 30; Bulgaria, SC 1920, c. 4; Hungary, SC 1922, c. 49, SC 1948, c. 71 and SC 1950, c. 50, s. 10; Italy, Romania, Finland, SC 1948, c. 71 and SC 1950, c. 50, s. 10; Japan, SC 1952, c. 50; Turkey, SC 1922, c. 49
- *United Nations Act*, RSC 1985, c. U-2

The following acts under the responsibility of the Minister of Foreign Affairs are administered outside the Department:

- *Asia-Pacific Foundation of Canada Act*, RSC 1985, c. A-13
- *Fort-Falls Bridge Authority Act*, SC 1970-71-72, c. 51
- *International Centre for Human Rights and Democratic Development Act*, RSC 1985, c. I-17.3, (RSC 1985 [fourth supplement] c. 54)
- *International Development Research Centre Act*, RSC 1985, c. I-19
- *Rainy Lake Watershed Emergency Control Act*, SC 1939, c. 33
- *Roosevelt Campobello International Park Commission Act*, SC 1964-65, c. 19
- *Skagit River Valley Treaty Implementation Act*, SC 1984, c. 11

Certain provisions of the following acts involve the Minister of Foreign Affairs:

- *Canada Transportation Act*, SC 1996, c. 10. s. 76
- *Canadian Environmental Assessment Act*, SC 1992, c. 37, s. 40, s. 47, s. 58
- *Canadian Security Intelligence Service Act*, RSC 1985, c. C-23, s. 13, s. 16, s. 17, s. 19
- *Citizenship Act*, RSC 1985, c. C-29, s. 3,
- *Coasting Trade Act*, SC 1992, c. 31, s. 3, s. 11
- *Criminal Code*, RSC 1985, c. C-46, s. 7, s. 57, s. 477.4
- *Cultural Property Export and Import Act*, RSC 1985, c. C-51, s. 4, s. 17, s. 39

- *Customs Tariff*, SC 1997, c. 36, s.51, s. 53
- *Excise Tax Act*, RSC 1985, c. E-15, s. 68.3
- *Foreign Enlistment Act*, RSC 1985, c. F-28, s. 7
- *Foreign Extraterritorial Measures Act*, RSC 1985, c. F-29, s. 2.1, s. 5
- *The Geneva Conventions Act*, RSC 1985, c. G-3, s. 6, s. 9
- *Immigration Act*, RSC 1985, c. I-2, s. 116
- *Motor Vehicle Transport Act*, 1987, RSC 1985 (third supplement) c. 29 , s. 17
- *Mutual Legal Assistance in Criminal Matters Act*, RSC 1985 (fourth supplement) c. 30 s. 6
- *Oceans Act*, SC 1996, c. 31, s. 23, s. 25, s. 42, s. 44
- *Revolving Funds Act*, RSC 1985, c. R-8, s. 4
- *Canada Shipping Act*, RSC 1985, c. S-9, s. 632.4
- *State Immunity Act*, RSC 1985, c. S-18, s. 9, s. 14, s. 15

The following acts under the responsibility of the Minister for International Trade are administered outside the Department:

- *Canadian Commercial Corporation Act*, RSC 1985, c. C-14
- *Export Development Act*, RSC 1985, c. E-20
- *Northern Pipeline Act*, RSC 1985, c. N-26

Certain provisions of the following acts also involve the Minister for International Trade:

- *Canada-Chile Free Trade Agreement Implementation Act*, SC 1997, c. 14, s. 1 to 8 and Parts I and III
- *Canada-Israel Free Trade Agreement Implementation Act*, SC 1996, c. 33, s. 1 to 7 and Parts I and III
- *Canada-United States Free Trade Agreement Implementation Act*, SC 1988, c. 65, s. 1 to 7 and Parts I and V
- *North American Free Trade Agreement Implementation Act*, SC 1993, c. 44, s. 1 to 9 and Parts I and III
- *Special Import Measures Act*, RSC 1985, c. S-15, Parts I.1, and II
- *World Trade Organization Agreement Implementation Act*, SC 1994, c. 47, s. 1 to 7 and Parts I and III

In addition to regulations under the previously mentioned acts, the following have provisions that involve the Minister of Foreign Affairs:

- The Canadian Passport Order, SI/81-86
- Customs diplomatic privileges regulations
- Government contracts regulations.

Table 13: References

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