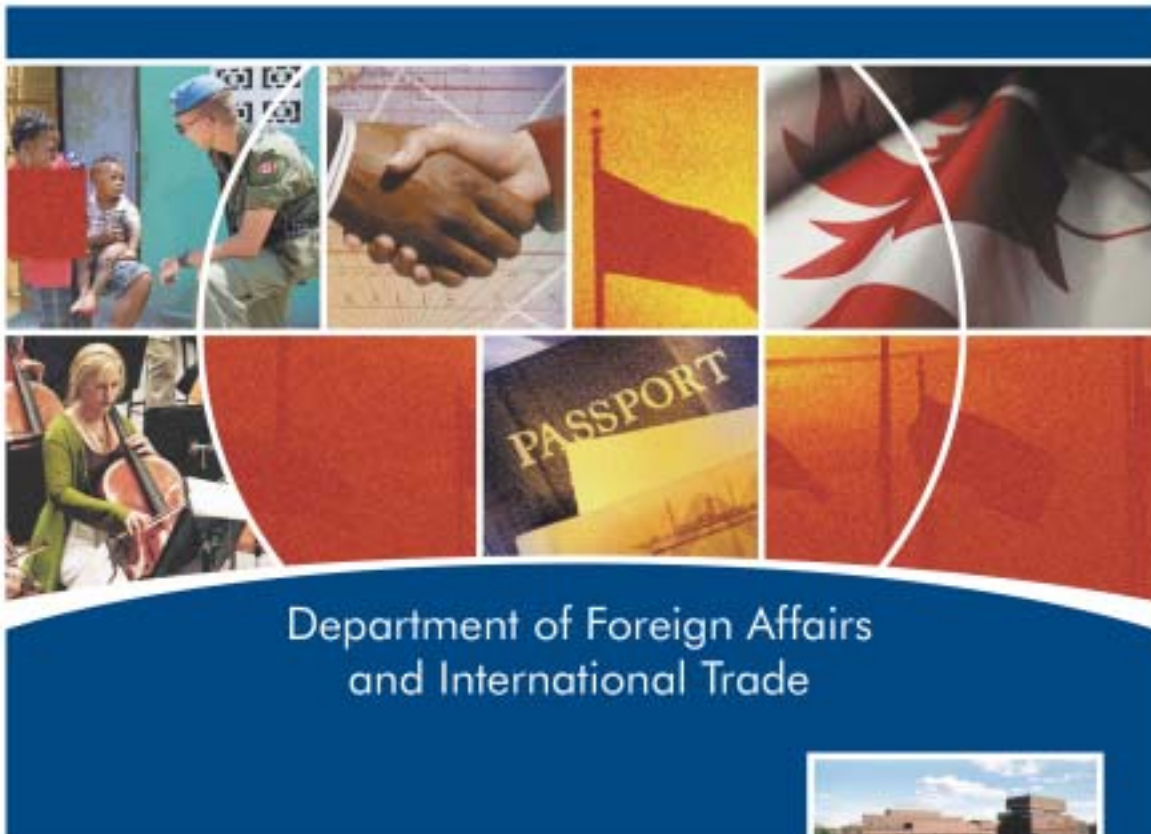




Report on Plans and Priorities 2003-2004



Department of Foreign Affairs
and International Trade



Approved

The Honourable Pierre S. Pettigrew
Minister for International Trade

The Honourable Bill Graham
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Ministers' Message



*The Honourable Pierre S. Pettigrew
Minister for International Trade*



*The Honourable Bill Graham
Minister of Foreign Affairs*

In leading Canada's international relations, the Department of Foreign Affairs and International Trade is keenly aware of the role this country has played and can continue to play on the world stage. As noted in the September 2002 Speech from the Throne, Canada has a long history of contributing solutions to global problems.

At this time when the global community is grappling with significant change and unrest, Canada's international engagement can be particularly productive. As a middle power with a stable, technologically advanced and culturally diverse society – and as a member of leading multilateral organizations such as the United Nations, NATO, the G8 (the world's seven leading industrialized countries as well as Russia), the World Trade Organization, the Organization of American States, La Francophonie and the Commonwealth – Canada has a unique perspective to offer within the international community.

Issues on the current global agenda include the threat of terrorism, the crisis in Iraq, the Arab-Israeli conflict, endemic poverty, deadly infectious diseases such as HIV/AIDS, environmental degradation and climate change, as well as the need for clearer and more effective rules governing the rapid growth in international trade and investment. Canadians are concerned about these important challenges.

On the issue of trade and investment, our focus is on ensuring that Canada is secure and able to profit from its place in the North American economic space to become a world leader in innovation. Canadian exports as a proportion of gross domestic product have risen from 25 percent in 1991 to 43 percent in 2001. Over 80 percent of this export activity is with the United States. Canadians recognize the need to manage our relations with the United States as productively as possible. Our economic prosperity depends on open and secure access to the continental market.

To enable Canada to respond effectively to these and other major issues, the Department has established a strategic planning and priorities framework. The framework reasserts the three pillars of Canadian foreign policy: to protect our security within a stable global context; to increase prosperity and employment for Canadians through greater trade and investment; and to project Canadian values and culture internationally. It ensures that the Department's activities are consistent with its priorities and that the focus is on achieving results for Canadians.

The framework identifies the Department's priorities for the next three years, incorporating the themes outlined in the September 2002 Speech from the Throne. The priorities for 2003-2004 are described below.

In addition, a public consultation process, called *A Dialogue on Foreign Policy*, has been launched in order to solicit Canadians' views on foreign policy directions and priorities in coming years. The results of these consultations will be released in June 2003, and are expected to prompt adjustments in the Department's strategic planning and priorities framework.

To Protect National Security Within a Global Context

- The Department will continue to work closely with Canada's most important bilateral partner, the United States, on security and border issues. For example, it will continue to advance the Smart Border Agenda, ensuring a secure, efficient border between the two countries. It will also pursue increased contact with U.S. partners, including more focused engagement of senior officials from both countries on security and other key issues.
- The Department will help coordinate the Government of Canada's response to the crisis in Iraq and continue the campaign against terrorism, including through our contribution to the International Security Assistance Force in Afghanistan. It will also work to establish the Canadian component of the G8 Global Partnership against the spread of weapons and materials of mass destruction. This agreement, launched at the Kananaskis Summit last June, supports cooperative projects, initially in Russia, to address non-proliferation, disarmament, counter-terrorism and nuclear safety issues. As the immediate past Chair of the G8, Canada will focus on providing effective follow-up to commitments made at last year's summit.
- Canada believes strongly that in an environment of global interdependence, multilateral organizations must be robust and vigorous in pursuing the collective interests of the international community. With this in mind, the Department will continue to work with international part-



ners to strengthen important multilateral organizations, including the United Nations. For instance, Canada strongly supports the new International Criminal Court. The Court has the potential to enhance the integrity of the international legal system, upon which the world community depends for the peaceful resolution of differences and the ending of impunity.

- To support key bilateral relations, the Department will work to build stronger linkages with decision makers and opinion leaders in the G8 countries as well as Mexico, Brazil, China and India.
- The Department will work to strengthen the international responsibility to protect civilians from genocide and other mass atrocities through initiatives following up on the final report of the International Commission on Intervention and State Sovereignty. The Commission was an independent body commissioned by Canada to advise the international community on how to reconcile its responsibility to act when faced with humanitarian crises with the need to respect the sovereign rights of states. The Commission also sought to develop consensus on how this could be carried out within the UN system.
- Effective advocacy of Canada's global and human security interests will also include further progress on key non-proliferation, arms control and disarmament issues and sustained Canadian leadership in promoting the norms and humanitarian goals of the Ottawa landmines convention. The Department will work on bilateral and multilateral initiatives to promote human rights, international humanitarian law, gender equality, good governance and the rule of law.

To Increase Prosperity and Employment for Canadians Through Greater Trade and Investment

- In the United States, the Department will work to increase Canada's influence and raise its profile as a bilateral and hemispheric partner through more focused advocacy and enhanced representation in an increased number of centres. We need to engage Americans at the local, regional and state levels, where the interests that drive U.S. economic policy are being developed and articulated.
- Canada must become more competitive in North America, the world's toughest marketplace. It is the Department's intention to increase Canada's share of the U.S. market as well as the amount of two-way investment, on which trade increasingly depends. This will make Canada one of the world's leading innovators and a magnet for talent and investment. While most Canadians know that the vast majority of our exports go to the United States, some may not be aware that we buy more U.S. goods than all the countries of the European Union combined – almost 23 percent of American merchandise exports in 2001.
- The Department will strive to strengthen Canadian access to its most important export market while working toward resolution of ongoing disputes – such as over softwood lumber – in favour of Canadian objectives. We want to achieve greater regulatory cooperation, cutting

through the red tape to make it easier to do business. We also want to bring trade remedy practices more in line with growing market integration in North America. In short, we want Canada to be secure and able to profit from its place in the North American economic space, which has become much more integrated as a result of the North American Free Trade Agreement (NAFTA).

- January 1, 2004 will mark the 10th anniversary of the launch of NAFTA. The Department will now work with its partners in the United States and Mexico to broaden the agreement, particularly in the areas of regulatory cooperation and rules governing market access.
- We also intend to work to promote our interests in trade liberalization through the ongoing Doha Round negotiations of the World Trade Organization (WTO). These talks provide Canada with the opportunity to advance two of its trade objectives: to open up new markets, and to strengthen the fair and predictable WTO system of trade rules, aiming in particular at fairer trade in agri-food products, while ensuring the continuing right of individual countries to maintain their own domestic policies in areas such as health, public education, social services and culture. In the immediate term, our work is intensifying in advance of the fifth WTO Ministerial Conference in September 2003 in Cancún, Mexico. Meeting the deadlines set in the Doha mandate and ensuring that negotiations in all areas focus on substance are Canada's main priorities.
- The Minister for International Trade and the Department are engaged in an unprecedented level of ongoing consultation and dialogue with Canadians to ensure that our policies in the WTO, the FTAA and other areas of trade and investment policy are based on a full understanding of the range of Canadian interests and objectives.
- At the same time, the Department will work toward a successful conclusion of negotiations to establish a Free Trade Area of the Americas (FTAA) that complements the WTO system and supports the broader Summit of the Americas process. Canada and the 33 other countries participating in the FTAA negotiations are working toward the November 2003 Trade Ministers meeting in Miami. The deadline to complete the negotiations is January 2005.
- The Department will promote Canada's implementation of the G8 Africa Action Plan. The Plan, endorsed at the Kananaskis Summit, is aimed at defining a new partnership, based on human dignity and mutual accountability, with African governments committed to implementing the New Partnership for Africa's Development (NEPAD) in all its aspects, including sound political and economic governance. NEPAD is an African-led plan to end the continent's economic marginalization.
- Canada is also committed to enhancing our trade and investment relationship with the European Union (EU). At their Summit in December 2002, Canada and the EU undertook to design a new type of forward-looking, wide-ranging bilateral "Trade and Investment Enhancement Agreement" to be concluded once the results of the WTO Doha round are known. We



will develop proposals for the design of this agreement to be tabled at the Canada-EU summit in December 2003.

- In the area of international business development, we will coordinate government-wide efforts to provide more timely, value-added information and services to export-ready Canadian companies. Particular emphasis will be placed on firms owned by Aboriginal, women and youth entrepreneurs. The Department will also work with its partners in Team Canada Inc, including Export Development Canada and the Canadian Commercial Corporation, to increase trade and investment and expand the “branding” of Canadian goods and services in key international markets. Team Canada Inc is a partnership of federal departments that helps Canadian businesses exploit global market opportunities.

To Project Canadian Values and Culture Internationally

- We intend to improve coordination of activities in support of branding Canada internationally, thereby increasing public awareness of Canada and its values abroad. At the same time, the Department will continue its efforts to provide coherent and up-to-date information to Canadians on matters of trade and foreign policy, as demonstrated by ongoing improvements to its Web site.
- Culture and education are important tools for public diplomacy. Through more intensive promotion of Canadian arts, culture and education in key markets worldwide, the Department, in collaboration with key domestic partners, will work to increase awareness of Canada’s identity, values and excellence. We will aim to enhance the profile and mobility of Canadian artists and scholars, as well as to increase sales of Canadian cultural and educational products and services. We will continue to attract foreign students to Canada to help young Canadians to study abroad and, through an extensive program of scholarships and grants to support Canadian studies in key countries around the world.

Finally, the Department is improving its services for Canadians by introducing innovations in the way we manage, set priorities and build partnerships. For example, the Canadian Trade Commissioner Service has adopted what it calls the New Approach@Work, a series of steps to enhance client services, communications, leadership and training. The Department is implementing a partnership with other departments to provide better and more strategic management to the common services at our missions abroad. Meanwhile, an initiative known as e³, which refers to the guiding principles of equilibrium (finding the balance between work and personal life), effectiveness and excellence, is now in place across the Department.

Throughout its operations, the Department makes extensive use of Internet technology. As part of the Government On-Line program, the Department is constantly expanding both its own on-line presence and the international components of the main Government of Canada Web site. Making full use of information technology, the Department will provide more client-centred services and will

communicate more openly and effectively with clients, partners and Canadians. One example of this is the Trade Commissioner Service's Virtual Trade Commissioner, a 24/7 customized information resource for exporters.

In conducting all its activities, the Department of Foreign Affairs and International Trade collaborates not only with global partners but also with a wide range of domestic partners, including the provinces, territories and municipalities, the business and academic communities, and non-governmental organizations. As domestic and foreign policies become more and more interconnected, this kind of broadly based cooperation is essential to the success of the Department's initiatives.

In conjunction with the Minister for International Cooperation and the three Secretaries of State (Asia-Pacific; Central and Eastern Europe and the Middle East; and Latin America, Africa and La Francophonie), it is our pleasure to present this report to all Canadians. At this time, we wish to commend the exceptional level of skill, energy and resolve that the Department's employees have demonstrated in serving Canadian interests at home and abroad over the last year.

The Honourable Pierre S. Pettigrew
Minister for International Trade

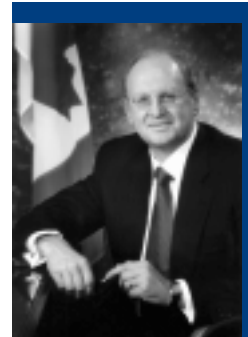
The Honourable Bill Graham
Minister of Foreign Affairs



Management Representation Statement



Leonard J. Edwards
Deputy Minister for International Trade



Gaëtan Lavertu
Deputy Minister of Foreign Affairs

We submit, for tabling in Parliament, the 2003-2004 *Report on Plans and Priorities* (RPP) for the Department of Foreign Affairs and International Trade.

This document has been prepared based on the reporting principles and disclosure requirements contained in the *Guide to the preparation of the 2003-2004 Report on Plans and Priorities*.

- It accurately portrays the organization's plans and priorities.
- The planned spending information in this document is consistent with the directions provided in the Minister of Finance's Budget and by TBS.
- It is comprehensive and accurate.
- It is based on sound underlying departmental information and management systems.

The reporting structure 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.

Leonard J. Edwards
Deputy Minister for International Trade

Gaëtan Lavertu
Deputy Minister of Foreign Affairs

Date

Date

Section 2: Departmental Overview

2.1 *Raison d'être*

The Department of Foreign Affairs and International Trade manages Canada's political, economic and cultural relations with other nations on a bilateral basis as well as through the international organizations to which Canada belongs. Among these are the United Nations, the North Atlantic Treaty Organization (NATO), the G8 (the seven largest industrialized countries as well as Russia), the Commonwealth, La Francophonie, the Organization of American States and the World Trade Organization.

Mission: The Department of Foreign Affairs and International Trade acts for Canada and Canadians to enhance prosperity and security, and to promote Canadian interests, culture and values in the world.

The Department provides Canadians with an effective foreign policy that advances Canadian interests and projects Canadian values around the world. It assists Canadians travelling, living or doing business abroad by providing them with trade, investment, passport and other services. It interprets the world for Canadians and facilitates their participation in the global community. It supports the international objectives and activities of other federal departments and agencies as well as those of the provinces, territories and municipalities. And it fosters a highly skilled and productive organization through innovative management, planning and partnerships.

Canada's 164 missions in 114 countries are central to its operations. Their purpose is to:

- engage foreign governments and other international authorities on behalf of the Canadian government;
- generate the information, contacts and methods to enable Canada to pursue its national interests abroad; and
- offer a single access point in foreign countries for services of the Department as well as other federal departments.

The Department has over 10,000 full time equivalent employees in Canada and abroad. Operating and capital expenditures account for 72 percent of the Department's net planned spending of \$1.917 billion, while grants and contributions (primarily membership fees for multilateral organizations to which Canada belongs) account for 28 percent.



2.2 Strategic Planning and Priorities Framework

In November 2002, the Department established a strategic planning and priorities framework <<http://www.dfait-maeci.gc.ca/department/mandate/SPPF-en.asp>> that provides a coherent and concise explanation of what the Department is trying to achieve over the next three years. The framework underscores the Department's focus on results for Canadians and is a key element in the Department's concerted effort to meet the requirements of Treasury Board of Canada Secretariat with respect to implementation of results-based management systems.

The framework builds on the foundation of the three pillars of Canadian foreign policy: to protect Canada's security within a stable global context; to increase prosperity and employment for Canadians through greater trade and investment; and to project Canadian values and culture internationally. In keeping with these three pillars, the framework identifies five strategic objectives:

- projecting Canada to the world/advancing Canada's interests abroad;
- serving Canadians abroad/enabling Canadians to participate in the world;
- interpreting the world for Canadians/understanding Canada's interests;
- serving government abroad/enabling Canada's network abroad; and
- forging an innovative organization/linking people, priorities and partners.

The success of the Department's efforts to achieve these objectives will be measured against key results specified under each one. Only results that have been assessed as measurable have been included. Throughout the planning period, the Department's achievement of results will be measured both quantitatively and qualitatively, using a variety of performance monitoring and evaluation methods.

Performance monitoring and evaluation methods in the Department, as in most of government, have focused historically on inputs and activities. Some of the Department's services to citizens, such as the provision of passports, have developed service standards, which measure our success in delivering results for Canadians. The Department evaluates the effectiveness and efficiency of its activities using a wide variety of methods. These include:

- reviewing and acting on recommendations from internal audits and evaluations;
- conducting client and staff surveys;
- consulting with Canadians on policy issues;

- collecting operational information and statistical data related to the delivery of the Department's services; and
- soliciting client feedback.

The Department is also improving performance indicators for policy analysis and reporting. This is a more complex task, given the non-quantifiable nature of these value-added activities.

While managers across the Department use those performance indicators that best suit their particular operations, the Department fully intends to adopt a more consistent and systematic approach over the coming years to bring individual means of evaluating performance directly in line with the priorities and key results identified in its strategic planning and priorities framework.

Also included in the framework are a description of the Department's operating context and a list of 12 departmental priorities. As the framework covers a three-year period, the expectation is that it will be modified in response to public consultations – the Dialogue on Foreign Policy – now under way <<http://www.foreign-policy-dialogue.ca/en/welcome/index.html>>. A report on these consultations will be released in June 2003.

The framework has provided the Department's managers with strategic direction in preparing business plans for this *Report on Plans and Priorities*. As a result, there have been some changes in the way the information is presented. While reporting is still done by business line, this report presents a much clearer picture of the interdependence of the Department's components and the overall structure and synergy of the organization. It does this by highlighting how the priorities and key results identified in the framework are reflected in each business line. Over the coming years, the Department intends to incorporate the framework more fully into these reports.

2.3 Planning Context

In developing its strategic planning and priorities framework, the Department took full account of the following factors:

- the commitments made in the September 2002 Speech from the Throne;
- the growing interdependence of domestic and foreign policies;
- the major changes that have taken place in the international environment in recent months; and
- the increasing demand at home and abroad for the services of the Department.



Speech from the Throne Commitments

The most recent Speech from the Throne explicitly called for the government to engage Canadians in a dialogue about the role Canada will play internationally. The aim is to engage Canadians more fully in the development of foreign policy that reflects our values and pursues our interests. The current Dialogue on Foreign Policy fulfills this commitment.

The Department is also following through on other international commitments noted in the Speech from the Throne. These include enhanced representation in the United States; national security; promotion of pluralism, freedom and democracy; and policy coherence to support the increase in Canada's development assistance, notably in Africa. In addition, the Department is contributing to stated government-wide priorities, including efforts to increase prosperity and employment as well as further advancement of the innovation agenda.

Interdependence of Domestic and Foreign Policies

Canadians are increasingly aware of the influence of world developments on their daily lives, not only those that relate to the threat of war and unrest but also economic, social, environmental and cultural issues. In our increasingly integrated world, domestic policy is more and more affected by international concerns. Successful handling of domestic political issues – federal, provincial/territorial and municipal – requires a full consideration of their international context.

Therefore, it is not surprising that the provinces, territories and municipalities play a role in fostering Canadian interests abroad. The Department will intensify its consultations with these other levels of government to ensure that their interests are well represented in Canada's global policies and initiatives.

It is important that Canada's foreign policy reflect domestic priorities and practices with respect to security, economic and social issues. Throughout the international community, there is real interest in, and respect for, the Canadian approach to federalism, cultural diversity and protection of human rights, particularly our handling of immigration and the integration of newcomers into Canada.

A Changing International Environment

The Department continues to make adjustments to its planning and priorities to reflect the significant changes taking place in the international environment. Many challenges we now face are global in scope and therefore it seems fitting that the responses to them should also be global. At a time when unilateralism and selective multilateralism are gaining momentum, Canada believes in applying the collective energy of strong multilateral organizations to address international challenges and opportunities. That is why the Department will continue to focus considerable attention on working with other countries to make key multilateral organizations such as the United Nations and the G8 as robust and dynamic as possible.

Given the extraordinary importance of Canada's relations with the United States, the Department places highest priority on this element of foreign policy. The United States is not only Canada's neighbour and closest ally. The two economies are becoming more and more interdependent. As a result, effective management of our shared economic space is necessary to ensure the prosperity of both countries. These realities are clearly reflected in the Department's plans and priorities (see Ministers' Message).

Of all the recent changes in the global environment, the most prominent is the greatly increased emphasis being placed worldwide on security issues related to the threats of terrorism, regional conflicts and weapons of mass destruction. Canada is working bilaterally with the United States on shared security concerns as well as with the United Nations and the G8 to mitigate the threat of terrorism, the crisis in Iraq and the Arab-Israeli conflict.

Other key developments in the international environment include:

- the pre-eminent position of the United States on the world stage;
- increased unilateralism and selective multilateralism;
- challenges and opportunities related to globalization;
- growing pressure to deal with environmental problems worldwide;
- the increasing strength of certain developing economies;
- migration pressures from the developing world;
- the influence of religion and ethnicity in world affairs; and
- the expanding role of civil society.

Increased Demand for Services of the Department

Given the complexities and uncertainties of the international environment, it is not surprising that more and more demand is being placed on the Department to deliver services, information and advice. With the ongoing evolution in global communications, the Department must constantly expand its use of the Internet and other communication tools in order to provide access to services 24 hours a day, seven days a week. Because this increased demand is taking place at a time of ongoing resource constraints, it is imperative that the Department apply its resources as strategically as possible and better define client needs and requirements.

At the same time, the Department remains fully committed to government-wide initiatives to streamline and modernize the federal legal, regulatory and policy environment. For instance, it is moving



forward quickly to implement more innovative management and operations that produce measurable results.

Of particular note is the emphasis the Department is putting on modernization of its human resources by:

- fostering strategic leadership throughout its operations;
- ensuring its human resource management systems fully respond to the Department's mandate; and
- providing enhanced learning opportunities for all staff.

Risks and Challenges

Risks to Canada's security, prosperity and identity are identified and monitored by the Department on an ongoing basis. Treasury Board has developed a framework for departments to help identify, manage and communicate risk from an organization-wide perspective. The Department will also be using its own strategic planning and priorities framework to develop an approach to integrated risk management. The most significant risks and challenges faced by the Department at this time are as follows:

- Given the importance of Canada's trading relationship with the United States – as well as the link between economic prosperity and national security – it is critical that Canada work assiduously with the United States to resolve security and border issues. There is a high potential risk to the prosperity of the Canadian economy if such issues impede the flow of goods, services or people across the border.
- The international community continues to grapple with the threats posed by terrorism, the Arab-Israeli conflict and the ongoing situation in Iraq. Canada must continue to focus on these issues along with its partners both bilaterally and in key multilateral organizations.
- Challenges affecting the World Trade Organization negotiations and the talks to establish a Free Trade Area of the Americas include resistance by some countries to the reform of global trade in agriculture and trade remedies.
- The need for the Department to build on its working partnerships has never been greater. The success of its partnerships, both domestic and international, will determine the ability of the Department to achieve its stated objectives and key results.

Key Partners

The Department works closely with a wide range of domestic and foreign partners, including:

- other federal departments and agencies, particularly Industry Canada, Agriculture and Agri-Food Canada, the Department of Finance Canada, the Canadian International Development Agency, Citizenship and Immigration Canada, the Department of National Defence, the Department of Justice and Canadian Heritage;
- provincial, territorial and municipal governments;
- the Canadian private sector, including exporters, export-ready firms and their workers, investors and those seeking investment, importers and consumers, the travel and cultural sectors as well as vulnerable and sensitive industries;
- the voluntary sector;
- Canadian non-governmental organizations and citizens' groups;
- the Canadian academic community;
- foreign cultural and academic communities with an interest in Canada;
- Canadian and international media;
- representatives of foreign governments; and
- multilateral organizations.

The Department is committed to ensuring the effective integration of its activities with those of its partners, recognizing the broad scope of its agenda and the complexity of the international environment in which it operates.

2.4 Priorities

The final component of the strategic planning and priorities framework is a list of the Department's 12 priorities. The first four, which were highlighted in the Speech from the Throne, are as follows:

- to advance Canada-U.S. affairs, particularly security and border issues, resolution of the trade dispute related to softwood lumber and collaboration on key international political issues;
- to continue to participate actively in the international campaign against terrorism and work toward threat reduction;



- to undertake consultations with Canadians to discuss the role that Canada will play in the world (the Dialogue on Foreign Policy); and
- to implement the G8 Africa Action Plan (see Ministers' Message section of this report).

Other international priorities are:

- to strengthen multilateral organizations like the United Nations and to enhance key bilateral relations with G8 and other countries such as Mexico, Brazil, China and India;
- to promote human rights, good governance and the rule of law;
- to make real progress in the Doha Round of the World Trade Organization negotiations and in the talks to establish a Free Trade Area of the Americas; and
- to coordinate federal activities in the area of international business development, including investment promotion and the "branding" of Canada in international markets.

Finally, the list includes the following internal priorities linked to government-wide initiatives:

- to improve communications with the Department's stakeholders as well as the public and to strengthen its working relationship with a broad range of strategic partners;
- to modernize human resources management, as outlined in departmental human resources action plans, with an emphasis on learning, official languages and diversity;
- to put in place more innovative management and operations such as the New Approach@Work and e³ initiatives (see Ministers' Message); and
- to continue to introduce more integrated, client-centred services, making full use of up-to-date information technologies.

2.5 A Commitment to Achieving Results for Canadians

The Department's strategic planning and priorities framework focuses on achieving results for Canadians. The results it identifies flow logically from the framework's five strategic objectives. By guiding the Department's planning, the framework gives greater coherence and structure to all policies and activities. In accordance with the framework, the Department has set priorities and allocated resources across its business lines. These business lines represent the combined effort of six functional branches, five bureaus and four geographic branches (see Section 4). Results outlined in the framework are both specific and measurable. They are presented below, organized by strategic objective.

Projecting Canada to the World: Advancing Canada's Interests Abroad

- *Enhancing Canada's Domestic Agenda Through the International Arena Working with Canadian Partners:* Given the growing interdependence of domestic and foreign policies, the Department will work with its partners across Canada to ensure that Canada's domestic agenda is fully reflected in the Department's international activities, with particular emphasis on the Speech from the Throne.
- *More Effective Influence in the United States:* The Department will increase Canada's influence in the United States and raise its profile as a key bilateral and hemispheric partner through more focused advocacy and enhanced representation. This fulfills a commitment made in the September 2002 Speech from the Throne. It will pursue increased contact with a broader range of U.S. partners as well as greater collaboration between senior officials from both countries on trade, security and other key issues. To ensure the capacity for more focused advocacy in the United States, the Department will establish a new work model for its missions in that country, in collaboration with its partners across the Government of Canada.
- The Department will work with its partners in and outside government to:
 - strengthen bilateral cooperation with the United States on defence and security issues including the implementation of the new Enhanced Security Cooperation Agreement and the expansion of counter-terrorism coordination and intelligence sharing;
 - facilitate trade and investment between the two countries;
 - promote innovation and "branding" of Canada in the U.S. market; and
 - expand the use of advocacy in support of Canadian interests in key sectors, including forestry, agriculture and energy.
- *Increased International Public Awareness of Canada and Its Values:* The Department recognizes the important role culture and education can play in public diplomacy. Working with a range of domestic and international partners, the Department will continue to promote Canadian arts, culture and education, with an emphasis on key countries. The Department will also work to enhance understanding among the international public of Canada's human security agenda. Finally, it will continue to recruit foreign students to Canada, help young Canadians to study and work abroad and support Canadian studies in key countries around the world.
- *Strengthened Multilateral Rules-based Institutions and Policy Coherence:* The Department will work with international partners to strengthen important multilateral organizations, including the United Nations. As the immediate past Chair of the G8, Canada will promote effective follow-up to the principal commitments made at the G8 Summit in Kananaskis, Alberta, last June: to reduce



the threat related to the proliferation of weapons of mass destruction; to continue counter-terrorism efforts; and to advance the Africa Action Plan.

- The Department, partnering with CIDA, will direct Canada's implementation of, and promote G8 action on, the Africa Action Plan (AAP). The AAP contains over 100 commitments on peace and security, health, including HIV/AIDS, education, governance, debt, economic growth, agriculture and water. The AAP is aimed at reaffirming a continent-wide partnership based on human dignity and need, mutual accountability and selecting enhanced partners with African governments committed to implementing the New Partnership for Africa's Development (NEPAD) in all its aspects. NEPAD is an African-led plan to create the conditions necessary to recouple Africa to the global economy. It recognizes that sustainable economic growth is linked fundamentally to reforms across a variety of key fronts, including peace and security and political and economic governance.
- The Department will promote consideration of the International Commission on Intervention and State Sovereignty's report, *Responsibility to Protect*, by engaging member states of the UN General Assembly and Security Council on its recommendations for enhancing human protection through national and collective action. In current trade negotiations, the Department will enhance coordination of trade, social, environmental and other policy considerations. The Department will integrate World Summit on Sustainable Development policies into key departmental statements, position papers and proposals as well as seek greater international cooperation on environmental issues through negotiations, dialogue and capacity building.
- *Effective Advocacy of Canada's Global and Human Security Interests:* The Department will help coordinate the Government of Canada's response to the ongoing situation in Iraq as well as its contribution to international efforts to reduce threats and combat terrorism. In relation to threat reduction, it will be important to be able to demonstrate measurable progress in setting up the Canadian component of the G8 Global Partnership Program in the coming year. Other results sought include the development of enhanced international crisis response capabilities, further progress on key non-proliferation, arms control and disarmament issues and sustained Canadian leadership in promoting the norms and humanitarian goals of the Ottawa landmines convention.
- *Enhanced Support Abroad for Human Rights, Democracy and Good Governance:* While building a robust regime to address new threats and combat terrorism, Canada also strongly advocates the safeguarding of human rights and the establishment of internationally respected means of resolving conflicts without violence. The Department will continue to provide practical support for global efforts to improve governance, encourage democratic reforms, build peacekeeping capabilities, reduce demand for and availability of small arms, and promote security sector reform.
- *Opening Markets and Increasing Visibility of Canadian Goods and Services Abroad:* The Department will make progress toward successful completion of negotiations in the Doha Round of the World

Trade Organization; work with its partners in the United States and Mexico to broaden the North American Free Trade Agreement, particularly in the areas of regulatory cooperation and rules governing market access; and advance Canadian interests in talks to establish a Free Trade Area of the Americas. The Department will work with its partners in Team Canada Inc and Investment Partnerships Canada to increase trade and investment opportunities in targeted markets worldwide.

- It will expand the “branding” of Canadian goods and services in key international markets such as Europe and Asia-Pacific and work to increase the visibility and sale of Canadian educational and cultural products and services. The Department will help improve the access of least developed countries to Canadian markets and implement the new investment promotion fund for Africa. In collaboration with the Canadian International Development Agency, it will address the need of developing countries for trade-related technical assistance and capacity building.
- *Effective Management of Trade and Other Disputes:* The Department will strengthen Canada’s access to the United States, its most important export market, while working to resolve ongoing disputes – such as the dispute related to softwood lumber – in favour of Canadian objectives. The Department will make progress in achieving greater regulatory cooperation to bring trade remedy practices more in line with growing market integration in North America and in resolving Canada’s dispute with Brazil related to the financing of regional aircraft sales. The Department will defend Canada in the illegal use of force case brought by Yugoslavia before the International Court of Justice.

Serving Canadians Abroad: Enabling Canadians to Participate in the World

- *Effective assistance, guidance, advice and services to Canadians traveling, working and living abroad:* The Department will enhance its consular services by increasing the capacity of its missions to provide more value-added assistance and advice to Canadians living, working or travelling abroad. It will also expand access to pertinent and up-to-date information to help Canadians prepare for travel abroad.
- *Internationally Respected Passports and Other Travel Documents:* The Passport Office will strengthen security measures throughout its operations. This includes tightening application requirements and introducing digitally produced passports that are more resistant to forgery and falsification. This will reduce passport fraud. To offset delays caused by the introduction of new security measures and increase its speed of service, the Passport Office will employ new technology and an innovative client traffic management system.
- *Effective Delivery of International Business Development Services to Canadians:* The Department will further realign its international business development resources to maximize efficiency and effectiveness. The Canadian Trade Commissioner Service (TCS) will continue to implement measures known collectively as the New Approach@Work, which offer smarter ways of doing



business. By placing greater emphasis on TCS collaboration with other federal as well as provincial partners, the New Approach@Work enables the TCS to provide more strategic business intelligence to Canadian exporters, including knowledge and technology-based companies. As a result, the exporter community has better tools and information with which to assess risks in the pursuit of new market opportunities.

- *Expanded Base of Canadian Businesses Active in World Markets:* The Department will coordinate government-wide efforts to provide more value-added information and services to export-ready Canadian companies, with a particular focus on small and medium-sized enterprises and firms owned by youth, Aboriginal and women entrepreneurs. More intensive collaboration with the Department's partners, particularly Team Canada Inc, will result in an increased number of Canadian companies exploiting international business development opportunities as well as investment promotion and science and technology partnerships.

Interpreting the World for Canadians: Understanding Canada's Interests

- *Greater Integration of Foreign and Domestic Policies:* Coordination on policy planning will be increased with other federal departments and agencies as well as the provinces and territories. This will ensure greater integration of foreign and domestic policies, fuller engagement of the provinces and territories in foreign policy, and consistency of federal laws and regulations with Canada's international obligations.
- *Quality Policy Advice and Intelligence to Government:* The Department will collect, evaluate and contribute a broader range of foreign intelligence to support policy making across the federal government and other levels of government. Partners across all levels of government will be better informed about international issues and activities.
- *Quality Information and Advice to Citizens and Stakeholders:* The Department will provide more coherent and timely information to Canadians on matters related to its areas of expertise.
- *Better Market Intelligence and Greater Market Opportunities:* The Department will provide its increasingly sophisticated clients with more targeted and accessible information and intelligence on international market opportunities.
- *Effective Engagement with Canadians:* Canada is a world leader in engaging its citizens in the development of foreign and trade policy. As part of the Department's ongoing efforts in this area, it is conducting public consultations known as the Dialogue on Foreign Policy. The Department especially encourages greater involvement by young Canadians, Aboriginal people, northern residents and new citizens. As a result of the Department's efforts spanning foreign, trade and investment policy issues, Canadians in general will become better informed about Canada's obligations and activities in the international arena, and better able to contribute to the design of policies that reflect the full range of their interests and objectives.

Serving Government Abroad: Enabling Canada's Network Abroad

- *Alignment of Representation Abroad with Canadian Government Priorities:* Canada's representation abroad will reflect government-wide priorities including enhanced U.S. representation.
- *Effective Management of Missions Abroad:* Working in particular with federal departments that have an international presence, the Department will ensure that missions abroad deliver consistent and cost-effective common services in support of government-wide priorities.
- *Delivery of Essential Services and Infrastructure to the Government of Canada in a Valued and Sustainable Manner:* The Department will continue to provide essential services and infrastructure to maintain its headquarters and missions abroad, while ensuring the most effective operations possible. This encompasses accommodation, human resources, security, protocol, financial and property management, audit and evaluation, as well as information and technology services.
- *Effective International Components of Government of Canada Web Site:* The Department will continue to lead delivery of the international portal of the main Government of Canada Web site <<http://canadainternational.gc.ca>> to provide one-click access to federal government services on-line for both domestic and foreign clients.

Forging an Innovative Organization: Linking People, Priorities and Partners

- *Measurable Progress in Implementing Leadership and Human Resources Action Plans:* The Department will introduce innovations in the way it manages people, sets priorities and builds partnerships. It will implement government-wide objectives related to workforce diversity, official languages and learning. Finally, the Department will integrate its strategic planning and priorities framework into its performance appraisal process.
- *Focus on the Department's Core Business and Agreed Priorities:* The Department will be more focused on achieving results. It will ensure that resources are allocated to support the specific objectives and priorities outlined in its strategic planning and priorities framework and apply activity-based costing to resource planning and management, using business intelligence and other systems.
- *Strengthened Policy and Crisis Response Capacities:* The Department will strengthen its ability to coordinate the government's response to international crises, disasters and other unforeseeable developments. Particular emphasis will be given to contingency planning that ensures the greatest protection of federal employees and assets abroad as well as consular assistance to Canadians living, working or travelling outside the country.
- *Modernized Management, Business and Administrative Practices:* The Department will enhance standards and practices to integrate financial data with other performance information, more accu-



rately assess and manage risk, and ensure that appropriate control systems are in place. The Department will improve the capability and accessibility of the information systems used in human resources and financial management to make the allocation of resources more strategic. A new property management improvement plan will be introduced along with an integrated system of budget and asset control for all properties abroad. Use of a multi-year risk-based audit and evaluation plan will improve the Department's ability to assess performance and risk. The New Approach@Work and e³ (see above) offer ways of working smarter. Service standards will be developed for the common services provided at missions abroad.

- *Coherent and Targeted Communications:* Making full use of information technologies, the Department will provide more targeted services and communicate more effectively with clients, partners and Canadians as a whole. The Department will further integrate communications planning into policy development, adopt a corporate communications plan and implement the 2002 Government of Canada Communications Policy. The Department's continuous enhancements to its own Web site as well as the international components of the main Government of Canada site <<http://canadainternational.gc.ca>> provide clearer and easier access to information for stakeholders and the public.
- *Effective Management and Use of Information and Technology:* The Department is a world leader in the use of technology in foreign services. It will continue to offer a wide range of information and services electronically. Using this electronic information network, the Department provides client-centred services in innovative ways. The Canadian Trade Commissioner Service's Virtual Trade Commissioner is a good example of this innovation, as are initiatives provided by the Assistance to Canadians Abroad business line as well as the Passport Office.
- *Effective Integration of Departmental Activities with Those of Federal Partners:* The Department's intensified collaboration with federal partners will ensure that the government's international activities are more integrated and strategic. The Department's work with domestic partners will produce better coordination on issues of shared responsibility. Its partnership with the provinces and territories will facilitate international policy making and the pursuit of Canadian interests abroad across both levels of government.

Summary

While this document is still organized by business line (see Section 3), the Department will begin next year to report by strategic objective instead. In making this transition as seamless as possible, next year's report will include, if required, a table to show at a glance the connection between the business lines and strategic objectives.

This change will demonstrate the Department's shift from activity-based to results-based reporting by highlighting its expected accomplishments as they relate to each of its stated objectives. It will bring into much sharper focus the way in which the Department is using its strategic planning and priorities framework to guide its planning and operations. It will also more clearly show the coherence and organization of all the Department's activities and accomplishments.

Section 3: Plans and Priorities by Departmental Business Line and Strategic Outcome

The Department's 1996 Planning and Reporting Accountability Structure identified eight business lines linked directly to eight strategic outcomes (listed below). This section presents the plans and priorities for each, including strategic outcomes, total planned spending, business line description (role, benefits, key partners, challenges and risks), priorities and plans, relevant government-wide themes and management initiatives as well as mechanisms for monitoring performance.

<i>Total Planned Spending (Net of Revenue) by Business Line and Strategic Objective</i>	
<i>Departmental Business Line: Strategic Outcomes</i>	<i>\$ millions</i>
International Business Development: Greater prosperity and job creation in Canada, achieved by helping the private sector take full advantage of international business opportunities and by facilitating foreign trade, investment and technology transfers.	264.4
Trade, Economic and Environmental Policy: Greater job creation and prosperity in Canada and advancement of Canadian environmental interests and priorities, achieved through effective management of the country's trading, economic and environmental relationships as well as by liberalization of trade and capital flows around the world based on clear and equitable rules that reflect Canadian values and interests.	126.4
International Security and Cooperation: Progress in increasing human security and establishing a peaceful, inclusive, rules-based international system reflecting Canadian values, in which Canada and Canadians are secure.	708.3
Assistance to Canadians Abroad: Provision of appropriate and cost-effective assistance and advice to Canadians, or to others on their behalf, throughout the world.	8.0
Public Diplomacy: Increased recognition of, and respect for, Canada's role as an active participant in world affairs and as an economic partner, as well as promotion of Canadian identity and values abroad and development of an international environment that is favourable to Canada's political and economic interests.	103.3
Corporate Services: Efficient delivery of essential services in a cost-effective manner to enable the Department to carry out its mandate and meet its objectives in Canada and abroad.	318.0
Services to Partner Departments: Effective management of missions abroad with partner departments and agencies.	279.0
Passport Services: Provision of internationally respected travel documents, including passports, to Canadians and eligible residents for the purpose of facilitating their international travel.	(5.3)



3.1 International Business Development

3.1.1 Strategic Outcome

Greater prosperity and job creation in Canada, achieved by helping the private sector take full advantage of international business opportunities and by facilitating foreign trade, investment and technology transfers.

3.1.2 Total Planned Spending (Net of Revenue)

<i>Business Line</i>	<i>\$ millions</i>
<i>International Business Development</i>	<i>264.4</i>

3.1.3 Business Line Overview

Roles and Benefits

The International Business Development business line contributes to the prosperity pillar of Canadian foreign policy and to the related key results in the strategic planning and priorities framework. One out of every four jobs in Canada has been tied to international trade in goods and services. The Department assists Canadian exporters in taking full advantage of business opportunities around the world, facilitates incoming and outgoing investment, and encourages technology development through alliances with non-Canadian partners.

The cornerstone of Canada's international business strategy is the Trade Commissioner Service. The TCS network of more than 500 trade professionals, located at headquarters and 140 posts around the world, provides six core services to export-ready companies (see the TCS Web site, InfoExport <<http://www.infoexport.gc.ca>>). The site also provides free access to hundreds of sectoral market studies and country-specific reports to help Canadian companies identify foreign business opportunities and learn more about their target markets.

The Department is also responsible for leading the government's overall trade development function through Team Canada Inc. TCI is a partnership of 21 federal departments and agencies responsible for international business development. TCI provides integrated and coordinated support programs and services to Canadian firms to assist them in expanding their business in international markets. TCI enhances Canadian companies' export orientation and export readiness by delivering the information and tools they need to take their business global. TCI's Web site, ExportSource, <<http://www.exporthsource.gc.ca>>, is Canada's most comprehensive on-line source for government export information.

Through Investment Partnerships Canada (IPC), the Department collaborates closely with Industry Canada in targeted initiatives to attract foreign investment into Canada. The Department is working

with its IPC and TCI partners to strengthen Canada's image as a competitive and preferred location for foreign investors through a series of joint initiatives, including "Brand Canada" strategies, the Deputy Ministers' Champion Program and Team Canada missions.

At the same time, the International Business Opportunities Centre (IBOC), managed jointly with Industry Canada, provides a matching e-leads service that connects foreign customers with Canadian companies. When a business opportunity is identified at a post abroad, IBOC staff search out and contact potential Canadian exporters.

Key Partners

In carrying out its international business development activities, the Department works in a sustained, collaborative way with many partners, including Team Canada Inc and Investment Partnerships Canada members, other federal departments and agencies, the provinces and territories, trade associations and Canadian entrepreneurs with an interest in international markets.

Challenges, Risks and Major Changes

The slowdown in worldwide economic growth, uncertainty related to the Iraq crisis, protectionist trade actions and the instability in capital markets are among the issues facing Canadian exporters. Globalization and increasing competition in world markets pose challenges to the Department's efforts in assisting Canadian businesses.

To help trade commissioners work smarter and cope with these challenges, the TCS is being re-engineered through a process called the New Approach@Work (NA@W). This initiative provides clients with services that are more meaningful, value-added and beyond what is available elsewhere. Now at the implementation stage of NA@W, the Department is delivering new electronic tools and revised programs to both staff and clients.

3.1.4 Priorities and Plans

The International Business Development business line has identified four priorities for 2003-2004 that are linked to the Department's strategic planning and priorities framework and that build on the plan from last year. The four priorities are people, partners, programs and promotion.

People: Using modern results-based management practices, motivate and train Trade Commissioner Service staff and enhance client services through New Approach@Work and e³ (equilibrium, effectiveness, excellence) principles. Plans related to this priority include:

- Systematically deliver NA@W training and professional development modules worldwide, in areas such as training in proactive market intelligence gathering, investment, excellence criteria, sectoral training, risk analysis and international financing.



- Provide new and improved support, service policies, information, intelligence and tools designed to assist employees in improving delivery of TCS services. Implement best practices at posts abroad.
- Articulate the vision, values and guiding principles for the TCS, as well as commitments to clients and employees.
- Ensure the Department's intranet contains useful information on best practices for trade commissioners, virtual learning materials, e-bulletins and an e-newsletter, as well as information on the sources of financing available from international financial institutions, science and technology, and IBOC services.

Partners: Add value for clients by providing high-quality, seamless delivery of TCS services through public and private sector partnerships, such as Team Canada Inc and international science and technology and investment promotion networks. Plans include:

- Integrate and improve the delivery of timely, value-added information on market opportunities, support services and financing solutions. This information includes market and sector reports, briefs, alerts, trade leads, brochures, e-bulletins and other products posted on the InfoExport, IFInet and Virtual Trade Commissioner Web sites.
- Improve the integration of target exporters and, in particular, under-represented groups in international business (women, youth, Aboriginal groups) into foreign markets by identifying their exporting needs. Prepare *CanadExport* supplements highlighting export successes by Aboriginal companies, women and young entrepreneurs.
- Coordinate the implementation of international science and technology strategies at the national level through partnering with science-based departments and agencies, the Industrial Research Assistance Program and the Canadian Space Agency and by supporting related events. Ensure that senior managers of science-based departments and agencies are engaged in the work of the Interdepartmental Network on International Science and Technology.
- Improve the coherence and coordination of TCI partners' branding messages and activities abroad. Enhance Brand Canada participation at selected international trade shows, sponsor best practices seminars with professional branding and trade show consultants, and launch an international advertising strategy.
- Using feedback from users and partners, improve access for foreign contacts to the doing Business with Canada cluster of the international gateway of the Government of Canada Web site.

Programs: Maximize the effectiveness of programs and services using policy frameworks, audits and evaluations, and through realignment of resources. Plans include:

- Integrate corporate social responsibility objectives into Canada's export financing programs, including those of Export Development Canada and the Canadian Commercial Corporation.
- Revamp the Program for Export Market Development (PEMD) to better assist smaller companies that are new to exporting or that are expanding their business into new markets. PEMD provides repayable contributions to small companies to assist them in identifying and exploiting sales and capital project opportunities abroad.
- Use the recently approved Results-based Management and Accountability Framework to continue to provide posts abroad, mainly in priority markets, with seed money to undertake international business development activities with targeted Canadian clients.
- Ensure targeted follow-up on leads identified during trade missions to create business activity or collaborative research and development commercial projects.
- Improve the global coverage of science and technology, investment, and financing intelligence, as well as service delivery, by posts abroad. Ensure a broader dissemination of science and technology opportunities and intelligence reports to the science and technology, business, academic and government communities.
- Disseminate international business opportunities to Canadian companies through the IBOC <<http://www.iboc.gc.ca>>.
- Improve products and services to be posted on the Virtual Trade Commissioner (VTC) and InfoExport sites to increase Canadians' access to business opportunities in traditional and emerging markets. Complete 700 country sector profiles for the VTC.
- Identify opportunities for accessing financing for international procurement and outward investment, particularly in developing and emerging markets, and post the information on IFI-net, VTC, CanadExport and partner sites.
- Review a number of trade commissioner positions abroad to ensure they meet client needs and government priorities.

Promotion: Market the global services of the Trade Commissioner Service more aggressively to Canadian clients. Plans include:

- Increase awareness and understanding among Canadian businesses and partners of the Trade Commissioner Service by implementing a marketing plan and by promoting Team Canada mis-



sions, ministerial-led trade missions and ministerial outreach to communities across Canada and by promoting the 20th anniversary of the Canada Export Awards.

Relation of Priorities to Key Results

The plans and priorities described for the International Business Development business line will contribute to the achievement of the following key results under the five strategic objectives in the strategic planning and priorities framework:

- expanded base of Canadian businesses active in world markets;
- effective delivery of international business development services to Canadians;
- better market intelligence and greater market opportunities;
- opening markets and increasing visibility of Canadian products and services abroad;
- effective international Government of Canada Web site;
- alignment of the Department's representation abroad with government priorities;
- modernized management, business and administrative processes;
- measurable progress of leadership and human resource action plans;
- effective management and use of information and technology;
- enhancing Canada's domestic agenda through the international arena working with our Canadian partners; and
- quality policy advice and intelligence to government.

3.1.5 Key Government Themes and Management Initiatives

The Department will complete the roll-out of the Virtual Trade Commissioner to its 10,000-plus Canadian clients by the summer of 2003. Web site pages for partner departments and agencies and for foreign contacts will be launched before the end of the fiscal year. The Department will develop with partners an electronic client relationship management system, which will replace several client-related database systems and make a significant contribution to the Government On-Line initiative.

3.1.6 Performance Monitoring

The Department is committed to ongoing monitoring of the Trade Commissioner Service's performance to ensure delivery of results:

- Biennial client and employee surveys qualitatively measure the performance of programs at headquarters and posts abroad. The results of the 2002 client survey are available on-line <<http://www.infoexport.gc.ca/docs/clientsurvey2002-e.htm>>.
- The results of client surveys and post audits <<http://www.dfait-maeci.gc.ca/department/auditreports/auditreports-en.asp>> are used for monitoring purposes and to assist posts in learning from and replicating best practices from leading posts.
- Quantitative performance measurement is carried out by the International Business Opportunities Centre on an ongoing basis, as well as by the Team Canada directorate, the Market Support Division, PEMD and other divisions.
- The process of assessing Trade Team Canada Sectors, a joint program, is being run by Industry Canada.
- Results-based management principles are incorporated into planning and operations. Systematic reporting on progress at the mid-year point allows for necessary adjustments at the strategic level.
- The PEMD trade association process is driven by client-developed performance indicators.
- A strategic review of PEMD is under way. Plans are also under way for evaluations of the TCS Continuous Learning Fund and several country trade programs.
- Management actions will be implemented in response to an evaluation of the PEMD investment program.



3.2 Trade, Economic and Environmental Policy

Please note: the title of the business line *Trade, Economic and Environmental Policy* differs from the title contained in the 2003-2004 Main Estimates, which reads *Trade and Economic Policy*. The business line does include the work that the Department undertakes for the environment and this name change will be reflected in the 2004-2005 Main Estimates.

3.2.1 Strategic Outcome

Greater job creation and prosperity in Canada and advancement of Canadian environmental interests and priorities, achieved through effective management of the country's trading, economic and environmental relationships as well as by liberalization of trade and capital flows around the world based on clear and equitable rules that reflect Canadian values and interests.

3.2.2 Total Planned Spending (Net of Revenue)

<i>Business Line</i>	<i>\$ millions</i>
<i>Trade, Economic and Environmental Policy</i>	126.4

3.2.3 Business Line Overview

Roles and Benefits

The Department's three pillars and related key results from the strategic planning and priorities framework are supported through its Trade, Economic and Environmental Policy business line. The Department helps create jobs and opportunities for Canadians by pursuing a trade, development and investment agenda that promotes Canadian identity, enhances Canada's security and stimulates prosperity. It also works toward a healthier environment nationally and globally. These activities help sustain the one in four Canadian jobs that depend on trade. Even more significantly, these activities support the open trading, economic and financial systems that stimulate employment, productivity, innovation, competition, and consumer and producer choice.

Canada's stock of investment abroad was valued at \$389.4 billion in 2001, and the country's total exports of goods and services the same year were valued at \$471.3 billion. The corresponding figure for inward investment was \$320.9 billion, while total imports amounted to \$415.6 billion. Canada's economic growth and prosperity are inextricably linked to access to the U.S. and other markets under NAFTA <<http://www.dfait-maeci.gc.ca/nafta-alena/menu-en.asp>> and other trade agreements, and to continued trade liberalization within the framework of the rules-based global trading system under the World Trade Organization (WTO) <<http://www.dfait-maeci.gc.ca/tna-nac/wto-en.asp>>.

In a context of appropriate economic and political governance, open markets can contribute significantly to balanced growth and prosperity, poverty reduction and sustainable development in all

regions of the world, an outcome that is pursued through Canada's trade and investment agenda. At the same time, our modern trade controls provide the assurance that overriding security and economic concerns can be addressed. The integration of trade, environmental and broader economic and social policies builds synergies in the pursuit of cross-cutting goals such as sustainable development. Tools such as environmental assessments and environmental and labour cooperation side agreements to trade agreements promote more effective coordination among trade, environmental and social policies and help to ensure that trade liberalization contributes to sustainable development, reinforcing multilateral environmental action <<http://www.dfait-maeci.gc.ca/sustain/SustainDev/overview-en.asp>>.

For more information on roles and responsibilities, please visit <http://www.dfait-maeci.gc.ca/trade/trade_policy-en.asp> and <http://www.dfait-maeci.gc.ca/foreign_policy/environment-en.asp>.

Key Partners

Key partners include the over 20 federal departments and agencies dealing with international trade and economic, social or environmental issues, as well as the provincial and territorial governments. These partners are essential to the design of policies that reflect domestic priorities; in addition, their analytical resources are important to policy delivery. International partners include other countries and institutions – in particular, fellow participants in organizations and forums such as the WTO, the Organization for Economic Cooperation and Development, the Asia-Pacific Economic Cooperation (APEC) forum, the International Network for Cultural Policy, multilateral environmental agreements, and international financial and United Nations institutions. The achievement of successful outcomes in areas such as trade, development and climate change depends on cooperation and the pursuit of mutual advantage with these partners.

Stakeholders include Canadian businesses (including producers, processors, exporters and importers, service providers and investors), provincial, territorial and municipal governments, academic institutions, unions, citizen-based organizations and other non-governmental institutions. Maintaining our current high level of domestic support for government policy – and the legitimacy of such policy – requires the continued integration of stakeholder perspectives into policy design and delivery, and continued transparency which is key to leading citizens and stakeholders alike to a shared understanding of the challenges, opportunities and options facing Canada.

Challenges, Risks and Major Changes

The greatest challenge is managing the U.S. relationship, recognizing the need to build consensus on the future of our bilateral trade, economic and environmental relations. Opportunities and partnerships must be pursued to defend and advance Canadian interests in this regard. A failure to deliver would leave us open to the risk of specific actions contrary to Canadian interests, for example trade restrictions, unilateral approaches to environmental issues, and negotiating positions that damage our



economic interests. Therefore, departmental activities will be assessed for their implications for managing the U.S. relationship.

The WTO and the Free Trade of the Americas (FTAA) <<http://www.dfait-maeci.gc.ca/tna-nac/ftaa1-en.asp>> negotiations will change the rule book for Canadian goods, services and investment flows, for example by further reducing tariffs and addressing distortive farm subsidies. Together with capacity building, they will also create new growth opportunities for developing countries by reducing barriers to their exports and stimulating investment. The future of export-oriented Canadian industries depends in large measure on the gains made in these talks. The negotiations also offer hope for addressing certain perennial issues with the United States, such as their anti-dumping law. Resistance to such changes, in the European Union and United States in particular, together with pressure from developing countries to rewrite WTO rules and concessions to further their development objectives, poses significant challenges.

The main challenge in building an integrated international development policy lies in the shared responsibility for development within the Government of Canada. The Canadian International Development Agency <<http://www.acdi-cida.gc.ca/index.htm>> leads on aid, while many other partners contribute to trade policy or to environmental and social technical assistance and capacity building. Building a consensus on priorities that support both effective aid and sustainable development through trade and investment will be resource-intensive and require engagement at the highest levels. Failure to deliver an integrated approach would, however, impair our effectiveness within trade negotiations, reduce our ability to foster good economic and social governance in developing countries, and affect the potential to achieve maximum benefits from the resources available.

3.2.4 Priorities and Plans

Three priorities are identified for this business line for 2003-2004. No drastic changes, compared with those of the previous year, have been identified; however, their importance and their link to the Department's larger priorities and key results have never been more clear. The priorities are:

- Canada-U.S. relations;
- WTO and FTAA negotiations and capacity building; and
- policy coherence.

Canada-U.S. Relations: Broadening and deepening NAFTA, ensuring a smoothly operating border, enhancing market access, managing trade disputes and coordinating security aspects of export controls will be the primary focus of the business line.

- The Department will enhance access to markets and advocate Canadian interests through an increase in staff and offices across the United States. Officers will engage Americans at the local, state and regional levels to promote trade, investment and technology, as well as advance

the interests of partner departments, the provinces and territories, and the Canadian private sector.

- The Department will continue to monitor closely and respond promptly to U.S. initiatives or measures that distort trade or impede Canada's access to the U.S. market.
- Acting in partnership with other departments, the provinces/territories and the private sector will be crucial to success. Increased use of information sharing, consultations and working groups will help to further Canada's interests related to trade controls, regulatory cooperation, the maintenance of strong and broadly based trade institutions, and the success of associated negotiations.
- To raise awareness domestically and internationally, the Department will improve and expand its distribution of user-friendly information on trade and on economic and environmental policy, including research and analysis findings, position papers and communiqués.
- Awareness campaigns will be directed at Canadian exporters and business people to inform them of NAFTA and U.S. regulations affecting their activities. These campaigns will include material on visa and labelling requirements and on evolving and new customs procedures.
- Cooperative strategies for border management that balance security with the smooth flow of goods and people will build on the success of the Smart Border process. This includes seeking to eliminate the border as an impediment to trade, investment and business development and moving border processes away from the border; advancing an agenda of smart regulation; increasing flows of two-way investment; and bringing trade remedy practice more in line with the growing integration of our shared North American economic space.
- Support for effective international export control regimes will increase the security of Canada and its allies. These regimes help combat terrorism and prevent the proliferation of weapons of mass destruction as well as destabilizing accumulations of conventional weapons.
- The Department has developed an advocacy campaign in the United States that focuses on three key trade issues: softwood lumber, energy and agriculture. Its aim is to make optimal use of all channels of influence to reach carefully selected decision makers, fighting irritants before and when they arise. The Department will work closely with other government departments and supports enhanced advocacy by provincial and territorial governments, municipalities, parliamentarians, industry, academia and unions <<http://www.dfait-maeci.gc.ca/eicb/softwood/menu-en.asp>>.

WTO and FTAA Negotiations and Capacity Building: The Department will build and strengthen multilateral and regional systems of trade, and investment rules and concessions that serve the broad Canadian interest.



- The Department will work to maintain and improve these broadly based trade institutions so as to ensure concessions and commitments that foster sustainable development worldwide and increase prosperity in Canada – all under a rules-based system. The focus will be on achieving full compliance with existing commitments, securing further access for Canadian goods and services, and building capacity to increase development benefits.
- Preparations for the September 2003 WTO Ministerial Meeting in Cancún, Mexico, are aimed at achieving outcomes that reflect Canadian interests, such as maintaining the momentum toward fundamental reform in agricultural trade and trade rules that actively support sustainable development. Canada supports expanding the agenda to keep pace with the real issues facing governments and traders alike, for example trade facilitation and mutually beneficial investment rules. The Department will actively participate in all WTO meetings and reviews to advance Canadian interests in institutional and results-based issues, including trade disputes.
- Canadian interests at the FTAA and WTO Doha Development Agenda negotiations include strengthening market access for developing economies, as well as strengthening their ability to actively participate in negotiations.
- The Department will raise awareness of government-wide priorities – including those related to sustainable development issues – at relevant FTAA and WTO events.

Policy Coherence: The Department will work toward greater coherence in the pursuit of foreign and trade policy objectives that reflect and support the Government's objectives in areas such as international development, culture, the environment, social policy, Aboriginal development, and human rights, democracy and good governance.

- International development policy will be made more coherent through the establishment, with partners, of a framework for the international assistance envelope and further work on development issues within trade negotiations.
- World Summit on Sustainable Development policies will be integrated into key departmental statements, positions and proposals, reinforcing linkages to human rights, democratic development and good governance.
- Consultations will take place with key financial institutions to encourage policy that better links to development programs, including the New Partnership for Africa's Development initiative <<http://www.dfait-maeci.gc.ca/departement/focus/africa0402-en.asp>>.
- Greater international cooperation will be sought in support of political, economic and social objectives through negotiations, dialogue and capacity-building assistance. This type of effort includes the negotiation of labour and environmental cooperation agreements in conjunction

with new free trade agreements with developing countries, dialogues on governance and human rights, and targeted assistance.

- More work will be done with export control regime members to promote greater uniformity of intended outcomes with respect to compliance policies and practices.
- The Department will pursue international acceptance of the principle of cultural diversity through such means as the negotiation of a New International Instrument on Cultural Diversity.
- Steps will be taken to better engage and inform citizens and stakeholders on developments in trade policy and international environmental commitments. Strategies for success will be exchanged through consultations with foreign governments <<http://www.dfait-maeci.gc.ca/tna-nac/consult-en.asp>>.

Relation of Priorities to Key Results

The plans and priorities described for the Trade, Economic and Environmental Policy business line will contribute to the achievement of the following key results related to the objectives outlined in the strategic planning and priorities framework:

- enhancement of Canada's domestic agenda through the international arena working with our Canadian partners;
- a more effective influence in the U.S.;
- strengthened multilateral rules-based institutions and cross-institutional policy coherence;
- opening markets and increasing visibility of Canadian products and services abroad;
- effective management of trade and other disputes;
- quality policy advice and intelligence to government;
- quality information and advice to citizens and stakeholders;
- effective engagement with Canadians; and
- effective management of missions abroad with partner departments and agencies.

Many of the key results under the strategic objective of forging an innovative organization are an integral part of the work undertaken to achieve the key results above.



3.2.5 Key Government Themes and Management Initiatives

Sustainable Development Strategies

Sustainable development is a natural component of Canadian foreign policy. Through various business lines, including Trade, Economic and Environmental Policy as well as International Security and Cooperation, the Department works to balance the three key aspects of sustainable development: economic prosperity, social development and environmental protection. Through peacebuilding measures, economic arrangements and agreements, and global environmental partnerships, Canada is working toward a world that is more secure, more prosperous and more sustainable.

As required by the Auditor General Act, the Department tabled *Agenda 2003: A Sustainable Development Strategy for the Department of Foreign Affairs and International Trade* in February 2001. It provides a framework for the sustainable development (SD) intentions of the Department through December 2003, at which time a new strategy will be tabled.

To review all the commitments in *Agenda 2003*, visit <<http://www.dfait-maeci.gc.ca/sustain/SustainDev/a2003-en.asp>>. Progress reports are available at <<http://www.dfait-maeci.gc.ca/sustain/SustainDev/ProgressIndex2003-e.asp>>.

In addition to implementing the remaining commitments in *Agenda 2003*, the Department will focus on the development of the new strategy. This process will include an assessment of the impact of *Agenda 2003* and will build on its strengths. The new SD strategy will relate to the Department's other strategic directions and, in particular, to its strategic planning and priorities framework. Development of the new SD strategy will include open and transparent consultations with other departments and with interested parties outside the public sector.

The development process will be guided by the Department's Sustainable Development Task Force, made up of members from across business lines. Members were recently reappointed for another year to oversee departmental SD progress.

Following are some of the SD commitments extracted from this year's business planning process:

- Apply World Summit on Sustainable Development principles and commitments in all appropriate forums to strengthen multilateral rules-based institutions and policy coherence and to encourage human rights, democratic development and good governance.
- Increase coherence between trade, social development and environmental regimes through integration of SD principles and commitments into trade and investment negotiations, the conducting of strategic environmental assessments of these negotiations, and enhancement of trade and environmental cooperation within and parallel to these negotiations.

- Through the Department's co-chairmanship (with the Canadian International Development Agency) of committees at the deputy minister and assistant deputy minister level, ensure coherent and effective Canadian implementation of the G8 Africa Action Plan up to and beyond the Evian Summit in June 2003.
- Make progress toward resolution of Canadian concerns on Canada-U.S. transboundary environmental issues.
- Advise and coordinate both within the Department and with other departments on international crime and terrorism issues to ensure policy coherence between domestic approaches and the positions Canada advances in international forums. Follow up on Canadian ratification of the Inter-American Convention Against Terrorism.
- Negotiate the UN Convention Against Corruption, building on existing Canadian initiatives in combatting corruption.
- Develop innovative outreach activities to expand awareness of, strengthen the constituency for, and increase the sustainability of landmine action priorities.

3.2.6 Performance Monitoring

The Department intends to monitor work toward identified outcomes through audits and evaluations over the next year, in keeping with its emphasis on results-based management. Each part of the Trade, Economic and Environmental Policy business line will employ the strategies and performance indicators that best suit its particular operations. The information gained through these monitoring activities will be used to further refine management practices. It will also enable the Department to compare actual outcomes with expected results, which will benefit all its planning and priority-setting activities.

Decisions favourable to Canadian interests, efficient administration of the border, and shared objectives and approaches in international negotiations would be desirable indicators of success with respect to Canada-U.S. relations. Successful negotiations, achieved through greater support for Canadian positions and productive engagement with citizens, stakeholders and partners, are sought for the WTO and FTAA; capacity building in developing countries should allow them to participate effectively in those negotiations, and in the longer term, to derive more benefit and support for their development from the international trade and investment system.

The audit and evaluation function of the Department will continue to undertake regular reviews of operations at missions abroad and of grants and contributions. As well, an evaluation on trade policy will take place in 2003-2004.



3.3 International Security and Cooperation

3.3.1 Strategic Outcome

Progress in increasing human security and establishing a peaceful, inclusive, rules-based international system reflecting Canadian values, in which Canada and Canadians are secure.

3.3.2 Total Planned Spending (Net of Revenue)

<i>Business Line</i>	<i>\$ millions</i>
<i>International Security and Cooperation</i>	<i>708.3</i>

3.3.3 Business Line Overview

Roles and Benefits

The International Security and Cooperation business line contributes directly to each of the three pillars of Canadian foreign policy and to the related key results in the strategic planning and priorities framework. First, at a time when Canadians are feeling increasingly insecure, efforts to reduce international threats and combat terrorism enhance our security. Second, given the preoccupation with homeland security in the United States, effective cooperation on defence and security issues is a prerequisite to maintaining the trade relationship with our premier partner and thus our prosperity. And third, efforts to strengthen multilateral institutions and promote human rights, good governance and the rule of law help to project Canadian values and identity internationally.

Since September 11, 2001, the Department has played a leadership role in coordinating government-wide policy and managing programs related to international security issues. These issues have included military and humanitarian aspects of the conflict in Afghanistan, contingency planning for an intervention in Iraq, the Global Partnership Program on weapons of mass destruction, the international campaign against terrorism, international assistance to build the counter-terrorism capacity of less advantaged states, the Kimberley Process on conflict diamonds, and the Canadian implementation of peace and security engagements and other key areas of cooperation of the Africa Action Plan. These issues are pursued in a variety of multilateral forums including the United Nations and its agencies, NATO, the G8, the Organization for Security and Cooperation in Europe (OSCE), the Commonwealth, La Francophonie, the Arctic Council and the Organization of American States (OAS).

The Department also supports a wide range of international activities including election monitoring and peacekeeping with partner departments and institutions such as the Department of National Defence (DND), the RCMP and the Canadian International Development Agency (CIDA). Bilaterally, the Department cooperates with states in every corner of the world on global issues such as conflict prevention, non-proliferation, arms control and disarmament, counter-terrorism, democratic development, and the promotion and protection of human rights.

Key Partners

The Department has a wide range of partners and stakeholders in other federal government departments, the provinces, civil society and the international community. In a context of globalization, where many international issues have a domestic dimension and vice versa, key interdepartmental partners include DND, the RCMP, CIDA, Citizenship and Immigration Canada, Human Resources Development Canada and the Solicitor General.

The Department collaborates within the framework of multilateral organizations to which Canada belongs, particularly the UN and NATO. Our relationship with the United States remains central to Canada's security policy.

Challenges, Risks and Major Changes

Counter-terrorism and non-proliferation have long been key concerns of Canadians, but these issues have had renewed emphasis since the events of September 11, 2001. As governments focus more intently on their citizens' security, Canada must consider how to counter military and non-military threats at home and abroad, particularly through international security cooperation. In addition, the decisions at the G8 summit in Kananaskis on the Africa Action Plan and on the Global Partnership Program aimed at eliminating weapons of mass destruction have created new challenges for the Department to meet.

The Department has played a leadership role in horizontal policy and program management of security issues. For the most part, however, this increased responsibility has not been accompanied by increased resources. The availability of program funding in support of major policy advocacy initiatives is a concern. These initiatives relate to the Africa Action Plan, Middle East peace process, International Criminal Court, *Responsibility to Protect* report, war-affected children, OAS Democratic Charter, and Pearson Peacekeeping Centre. The Human Security Program, which will expire at the end of 2004-2005, has been used to support many of these initiatives in the absence of separate funding.

In the post-September 11 environment, Canadian government employees and our buildings abroad have become targets for terrorist action. The Department provides a wide range of security-related services to the government generally at home and abroad.

3.3.4 Priorities and Plans

The four priorities for this business line, which reflect those identified in the Department's strategic planning and priorities framework, are:

- the security dimensions of Canada-U.S. affairs;
- international threat reduction and the campaign against terrorism;



- multilateral and bilateral relationships with important regional powers and G8 countries, and Canada's follow-up to the Kananaskis Summit including the Africa Action Plan; and
- the promotion of human rights, good governance and the rule of law.

Canada-U.S. Affairs: With the U.S. focus on security, Canada's contribution to international efforts to reduce threats and combat terrorism will have a significant bearing on the Canada-U.S. relationship.

- The Department will work to strengthen bilateral cooperation with the U.S. on defence and security issues, including implementation of the new Enhanced Security Cooperation Agreement and expanded counter-terrorism coordination and intelligence sharing.
- Closer cooperation at the bilateral level should enhance our influence with the U.S. on other security-related issues. These issues include Iraq, where Canada will continue to promote a UN-led approach to disarmament and ballistic missile defence, where Canada seeks to balance North American security concerns with non-proliferation, arms control and disarmament considerations.
- Counter-terrorism cooperation will be furthered through the Enhanced Security Cooperation Agreement, and discussions in the top official counter-terrorism exercise, the Canada-U.S. Cross Border Crime Forum, the G8 and the OAS.

International Threat Reduction and the Campaign Against Terrorism: For Canada's own national security interests, as well as our relationships with G8 partners (particularly the U.S.), we need to make a credible and effective contribution to international efforts to reduce threats, especially those related to weapons of mass destruction and missiles, and to combat terrorism.

- Measurable progress in establishing the Canadian component of the Global Partnership Program (GPP) launched by G8 leaders at Kananaskis will be an important demonstration of our commitment to threat reduction. The government is prepared to contribute up to \$1 billion over 10 years for specific projects in this program.
- The GPP will, through consultations with Russia and other G8 partners to identify projects, enter into cooperation agreements and develop financing plans and detailed project plans to assist in the safe decommissioning and destruction of weapons of mass destruction in Russia.
- The Department will also work with Canada's NATO allies to enhance readiness to respond to new threats.

- At the same time, the Department will continue to lead Canada's contribution to the development of a comprehensive global framework to combat terrorism, including efforts to strengthen counter-terrorism capacity in developing countries.
- Canadian policy in NATO and the OSCE contributes to their effectiveness and relevance and enables their adaptation to new threats and challenges. In particular, the Department will promote a leading role for Canada in managing enlargement, a NATO response force to be operationally ready by the end of 2004, and continued work on political and economic reforms in transition countries.
- Security measures will continue to be strengthened to ensure the safety and security of employees, assets and information at headquarters and worldwide.

Multilateral and G8 Relationships: In addressing the new threats and challenges, Canada will continue to rely on key bilateral relationships, particularly those with G8 partners, and to emphasize the role of multilateral institutions.

- As the immediate past G8 Chair, it will be critical for Canada to ensure effective follow-up to the main Kananaskis commitments of threat reduction, counter-terrorism and the Africa Action Plan, including peace and security, political and economic governance, education, health, including HIV/AIDS, and economic growth.
- In parallel, Canada will need to work at the multilateral level (e.g. the UN, Commonwealth, La Francophonie, NATO, the OSCE, the OAS and other regional security forums) to ensure credible and effective multilateral responses at a time of increasing tendencies toward selective multilateralism and unilateralism.
- The Department will work closely with partners, particularly CIDA, to ensure the implementation of Canadian programs under the Africa Action Plan, including the preparation and release of Canada's national report on the Plan's implementation. In the longer term, it will work on identifying selected "enhanced partnership" countries demonstrably committed to implementing the New Partnership for Africa's Development (NEPAD) in all its aspects.
- At the UN, Canada will advocate strengthened norms and consensus building on issues relating to non-proliferation, arms control, disarmament, human rights, international women's equality and humanitarian affairs, the fight against corruption, and the human protection responsibilities of the international community.
- The Department will work to strengthen the international responsibility to protect civilians from genocide and other mass atrocities through initiatives such as the *Responsibility to Protect* report. The goal is a General Assembly resolution, declaration or other instrument expressing human protection responsibilities and the extent to which they condition sovereignty. This will



be pursued through awareness-raising dialogue and engagement involving member states of the General Assembly and Security Council.

- Peace and security issues will be addressed by advocating in multilateral forums a better approach to the use of force to protect civilians in armed conflict and to humanitarian and human rights crises, and by advocating international responses to protect civilians from genocide, ethnic cleansing and other atrocities.
- Canada will continue to support universal ratification and implementation of the Rome Statute of the International Criminal Court as well as efforts to ensure the success of a strong and effective Court.
- Canada will also continue to support the ad hoc tribunals created by the Security Council, as well as the Sierra Leone Special Court, to help them efficiently and effectively fulfill their mandate. Canada will also respond to orders and requests, to protect Canada's interests and to fulfill its obligations to the tribunals.
- The Department will effectively represent Canada's interests in the case concerning the illegal use of force brought by Yugoslavia before the International Court of Justice.
- Canada will maintain its leadership role on landmines by advocating the universalization of the Ottawa Convention and by urging states to accede to it to ensure its full implementation, with the attendant benefits in all aspects of mine action.
- The Department will work to ensure that Canadian priorities are reflected in communiqués and declarations from the G8, the Commonwealth Heads of Government Meeting, La Francophonie Summit, the OAS, NATO, the Association of Southeast Asian Nations Regional Forum, the Asia-Pacific Economic Cooperation forum and the OSCE.
- Within the OAS, Canada will work with others to update the inter-American security system.
- The Department will work with like-minded countries to advance Canada's human security goals, as well as its human rights, humanitarian affairs and international women's equality policies. Better international understanding of Canada's northern foreign policy, as well as of its Aboriginal population and Aboriginal issues, will be promoted through a communications plan and products such as Web sites, press releases, brochures, on-line magazines, and thematic statements at the UN.
- Efforts with other departments and agencies are ongoing to ensure that Canada presents a coordinated and consistent policy in the many UN committees, governing bodies and specialized agencies. Canada will support the Secretary-General's reform initiative and promote good governance and financial management throughout the multilateral system.

- Within both the Commonwealth and La Francophonie, the Department will promote the fundamental political values of democracy, good governance and the rule of law.
- Enhancing Canada's key bilateral relationships with G8 countries and with countries that will come to wield greater economic and political influence regionally, such as China, India, Mexico and Brazil, is a critical component of Canada's overall efforts to pursue interests and objectives under each of the three pillars of our foreign policy (security, prosperity, and values and culture).

Human Rights, Good Governance and the Rule of Law: As part of a “comprehensive approach” to security, Canada complements traditional security responses to regional crises such as Afghanistan with broader efforts to address underlying issues of human insecurity. This encompasses a spectrum of approaches to prevent and resolve violent conflicts, to protect civilians where conflicts exist and to increase the capacity of states to enhance security for their populations. While building a robust regime to address new threats and combat terrorism, the international community also needs to safeguard fundamental human rights and put in place the mechanisms required for societies to resolve conflict without resort to violence.

- Through the Human Security Program and the West Africa Peace and Security Initiative (which is a Canadian initiative to implement the Africa Action Plan), the Department will continue to provide practical support for efforts to improve governance, encourage democratic reforms, build peacekeeping and peace support capabilities (including the deployment of Canadian experts to conflict areas), reduce the demand for and availability of small arms, and promote security sector reform.
- The Department coordinates the Canadian response to international crises caused by conflicts or natural disasters. The Department is also pursuing a more coherent, across-the-government approach to conflict prevention.
- As well as promoting Canadian foreign policy principles (including human rights, gender equality, corporate social responsibility, democracy and good governance, and international humanitarian law) bilaterally and in the UN and other international forums, the Department will work to ensure that these principles always underlie the work of the Department and multilateral organizations.
- Canada will work to ensure that the fight against terrorism is grounded in respect for human rights and international humanitarian law, including humanitarian considerations such as the protection of civilians.
- The Department consults with Canadian non-governmental organizations (NGOs), the academic community, the private sector and the Canadian public to develop and improve under-



standing of human rights, humanitarian issues, corporate social responsibility, the human security agenda and the international aspects of Aboriginal and circumpolar issues.

- The Department will continue to manage the Youth International Internship Program, which provides youth with a first paid career-related international work experience that furthers the objectives of Canada's foreign policy.
- Other departments, and Canadians generally, should be aware of international developments on priority domestic policy issues. To this end, the Department will enhance interaction with Canadian and international NGOs, endeavour to increase understanding of the importance of Canada's role in the world and improve Canadian input in the work of multilateral organizations.

Relation of Priorities to Key Results

The plans and priorities described for the International Security and Cooperation business line will contribute toward the achievement of the following key results in the strategic planning and priorities framework:

- a more effective influence in the U.S.;
- strengthened multilateral rules-based institutions and policy coherence;
- effective advocacy of Canada's global and human security interests;
- enhanced support abroad for human rights, democracy and good governance;
- strengthened policy and crisis response;
- quality policy advice and intelligence to government;
- greater integration of foreign and domestic policies;
- increased international public awareness of Canada and its values;
- effective engagement with Canadians; and
- enhancing Canada's domestic agenda through the international arena working with our Canadian partners.

3.3.5 Key Government Themes and Management Initiatives

A number of the Web sites that the business line is responsible for are being updated to conform with Government On-Line. The Youth International Internship Program (YIIP) is planning an updated Web site to “webcast” advice to interns.

3.3.6 Monitoring

The Department monitors its effectiveness in the international arena by tracking the Canadian positions adopted at international meetings, monitoring international media coverage of Canadian priorities, and collecting feedback from partner agencies, NGOs and academics. It also tracks Web site hits, and identifies lessons learned on policy initiatives.

The Department has a Results-based Management and Accountability Framework or a Risk Based Audit Framework for the landmines, YIIP and human security programs, and performs follow-up with YIIP interns and participating organizations. In addition, during the planning period, internal audits and evaluations are planned for the International Centre for Human Rights and Democratic Development, Royal Commonwealth Society, multilateral missions, landmines program, assessed contributions, and public safety and terrorism program.



3.4 Assistance to Canadians Abroad

3.4.1 Strategic Outcome

Provision of appropriate and cost-effective assistance and advice to Canadians, or to others on their behalf, throughout the world.

3.4.2 Total Planned Spending (Net of Revenue)

<i>Business Line</i>	<i>\$ millions</i>
<i>Assistance to Canadians Abroad</i>	<i>8.0</i>

3.4.3 Business Line Overview

Roles and Benefits

The Department provides consular, citizenship and passport services 24 hours a day, seven days a week, to Canadians abroad in support of the Department's pillars of security and identity, as well as the objectives of the departmental strategic planning and priorities framework. Assistance is provided in the event of an injury or death, child abduction or custody dispute, kidnapping, or emergency evacuation in a disaster or crisis situation. Aid is also provided to those arrested or detained abroad. Services continue to be provided until the results of a case or an issue are final. This assistance is offered at over 270 "points of service" around the world, including embassies, consulates and honorary consuls <<http://www.dfait-maeci.gc.ca/world/embassies/menu-en.asp>>.

Canadians benefit when they are abroad from the availability of a wide range of fast, efficient and professional services from a recognized and trusted source. These services also help Canadians deal with the differences that exist between our legal, social and business systems and those of foreign countries.

For those preparing to travel abroad, the Department provides guidance and tips to smooth the way. This information is available on-line <<http://www.voyage.gc.ca>> and at passport offices. Those caught in an emergency abroad can contact the nearest Canadian mission, call the Department collect at (613) 996-8885 or send an e-mail to sos@dfait-maeci.gc.ca.

Key Partners

To ensure that the appropriate consular service is available, the Department collaborates with many other federal departments, including the Department of Justice Canada, Citizenship and Immigration Canada, Human Resources Development Canada, Solicitor General Canada and Transport Canada. The Department also works closely with the provinces and territories, as well as with international agencies and non-governmental organizations such as the national and International Red Cross and

Red Crescent societies and the International Social Service, an international agency that specializes in child abduction cases.

Challenges, Risks and Major Changes

There continue to be increases in demand for consular services worldwide. This has to do with:

- public concern and anxiety related to the risks – real and perceived – involved in international travel;
- the increasing number of older Canadians, as well as Canadians with disabilities or medical conditions, who are travelling internationally;
- more frequent travel by Canadians to locations where the levels of local health, transportation, security and infrastructure do not meet Canadian standards or where there are significant differences in cultural norms; and
- the degree of economic and political instability in particular areas of the world.

Consular cases may involve Canadians who are in threatening or precarious situations, sometimes of a life-and-death nature. In order to prepare Canadians for travel abroad and help them avoid situations that might compromise their personal safety, the Department provides timely and accurate information on global “hot spots,” including the frequent updating of travel advisories. As well, consular staff are trained to assist Canadians in dangerous and stressful situations.

3.4.4 Priorities and Plans

In 2003-2004, the Department will:

- deliver essential consular services using its network of missions worldwide;
- build consular service capacity; and
- improve public communications and outreach related to safe travel.

The following subsections provide more information on these plans and priorities.

Delivering Essential Consular Services Worldwide: The Department will continue to offer the highest quality of consular service, including:

- managing the consular aspect of major incidents or crises in the world;



- providing emergency after-hours consular, passport and citizenship services to Canadians abroad; and
- cooperating with other federal departments and agencies, the provinces and other partners to provide appropriate consular advice and services abroad.

Building Consular Service Capacity: The Department will build its consular service capacity, including:

- The Department will hire new officers, and enhance training for existing officers, specifically to address public security and anti-terrorism needs. Both at headquarters and at missions abroad, these officers will be able to improve emergency preparedness and provide better service to Canadians to respond to the increased threat to Canadians travelling or residing abroad. Contingency plans, used by consular officers during a crisis, will be updated for approximately 230 locations.
- The Registration of Canadians Abroad program, which currently lists 150,000 Canadians staying outside Canada, will be maintained and promoted so that more Canadians are encouraged to take advantage of the service.
- The Honorary Consul program will be examined with a view to improving its management and expanding its use in appropriate locations.
- The system for replacing lost or stolen passports will be made more secure and efficient by increasing the number of missions with compatible electronic communication systems.
- In times of need or danger, Canadians will have improved access to electronic communications and information through the provision of standard technology to more missions and through centralization of information. An added advantage is lower costs, as the Department increasingly moves away from some traditional ways of communicating and sharing information and turns to Internet solutions.
- Canadian consular and child abduction cases worldwide will have a higher probability of successful outcomes in 2003-2004 because of enhanced partnership activities with the provinces, partner departments and international organizations, as well as better availability of tools in more remote locations and the introduction of Internet-based information and communication systems.

Improving Public Communications and Outreach Related to Issues of Safe Travel: The Department will improve its consular communications and outreach, including:

- The number of “Publications for Safe Travel” will increase from 14 to 19. These publications, available on-line and in public offices such as passport offices, are intended to prepare Canadians for the differences between our legal, social and business systems and those they will encounter in other countries. Titles include *Out on a Limb: Advice for the Adventure Traveller*, *Travelling Abroad? Assistance for Canadians* and *Guess Who Was Detained at the Border for Drugs!* See <http://www.voyage.gc.ca/main/pubs_menu-fr.asp> for the full list.
- The information available to travellers will be improved using Internet technology. Travellers, the travel media and members of the travel industry can now subscribe, free of charge, to the Department’s daily Travel Updates <<http://www.voyage.gc.ca/dest/ctry/sub-en.asp>>.
- The Department will increase its participation in major travel and trade shows across Canada, with a view to building partnerships and improving the likelihood that Canadians will receive better and more thorough travel advice from their agents, airlines and others in the industry. Alternative resources – including private and public sponsorship – will be sought for important initiatives such as “Publications for Safe Travel.”

Relation of Priorities to Key Results

The plans and priorities described for the Assistance to Canadians Abroad business line will contribute to the achievement of the following key results from four of the five departmental strategic objectives, as outlined in the strategic planning and priorities framework:

- effective assistance, guidance, advice and services to Canadians travelling, working and living abroad;
- quality information and advice to citizens and stakeholders;
- effective management and use of information and technology; and
- delivery of essential services and infrastructure to the Government of Canada in a valued and sustainable manner.

3.4.5 Key Government Themes and Management Initiatives

In 2003-2004, a second client satisfaction survey will be conducted as part of Treasury Board’s Service Improvement Initiative. Building on the results from the first survey conducted in 2001-2002, this survey will measure the level of satisfaction with consular services provided by missions and will compare the results to previous data to determine whether the Department continues to meet clients’ expectations. The results will be used to identify areas of improvement as well as to determine whether service standards have been met.



3.4.6 Performance Monitoring

A combination of client feedback and standard reports and tracking systems is employed to monitor performance. Client feedback is formally obtained through periodic and post-service surveys that are intended to measure client satisfaction and determine whether service standards were met, as well as to identify training needs and areas where improvement should be made. Feedback is also obtained through the consular Web site, missions abroad and ministerial correspondence.

Service standards and tools such as the case management system are frequently monitored to indicate the extent to which they meet the needs of clients and to identify mission-specific and regional trends. Electronic systems store information that aids in performance measurement, such as statistics on service demand; client satisfaction; the number of calls, letters, e-mails and cases; as well as the amount of time it takes to resolve issues or supply products such as new passports.

In 2003-2004, the audit function of the Department will examine the honorary consul program with a view to providing guidance on its success and areas of possible expansion. The question of how best to integrate risk analysis into future audits will also be considered.

3.5 Public Diplomacy

3.5.1 Strategic Outcome

Increased recognition of, and respect for, Canada's role as an active participant in world affairs and as an economic partner, as well as promotion of Canadian identity and values abroad and development of an international environment that is favourable to Canada's political and economic interests.

3.5.2 Total Planned Spending (Net of Revenue)

<i>Business Line</i>	<i>\$ millions</i>
<i>Public Diplomacy</i>	<i>103.3</i>

3.5.3 Business Line Overview

Roles and Benefits

The Public Diplomacy business line contributes directly to the third pillar of Canadian foreign policy (to project Canadian culture and values internationally) and the related key results the Department expects to achieve. These priorities and key results are contained in the Department's recently established strategic planning and priorities framework. The business line is responsible for:

- providing timely responses to queries from the Canada public, non-governmental organizations, members of Parliament, other government departments and other individuals and organizations with an interest in Canadian foreign and international trade policies;
- engaging Canadians more fully in the development of foreign policy, as demonstrated by the Dialogue on Foreign Policy now under way (see Ministers' Message);
- providing high-quality information about the Department's policies, objectives and activities and, in so doing, interpreting the world for Canadians;
- improving the Department's response to public demands for greater transparency and accountability and ensuring that the Department's obligation to protect personal information is respected and promoted;
- conducting policy planning in support of the objectives and priorities stated in the Department's strategic planning and priorities framework;
- coordinating federal-provincial relations in the areas of foreign policy and trade;



- enabling Canadian artists, performers, students and educators to participate more fully in the international community;
- opening new markets for Canadian cultural and educational products and services and increasing their international visibility;
- generating a more informed awareness of Canada and its values among foreign decision makers and opinion leaders; and
- providing support to the Department's ministers and secretaries of state in their relations with Cabinet, Parliament and the Canadian public.

By providing policy planning for the Department, the Public Diplomacy business line enables greater integration of domestic and foreign policies as well as fuller incorporation of government-wide priorities. By undertaking targeted communications activities at home and abroad, this business line increases Canada's international profile as a creative, innovative, technologically advanced and culturally diverse country. Finally, by fostering understanding of Canada and its foreign policy objectives among decision makers and opinion leaders in key countries, it expands Canada's potential to increase its influence in the world and to open foreign markets to more Canadian goods and services as well as to attract foreign investment to Canada.

Key Partners

The Department works closely with:

- the cultural and academic communities in Canada and abroad;
- foreign governments and the major international organizations to which Canada belongs;
- the Canadian and international media;
- Canadian citizens;
- the Prime Minister's Office and the offices of the ministers and secretaries of state;
- parliamentarians;
- other federal departments and agencies, including Privy Council Office (PCO), Human Resources Development Canada, Citizenship and Immigration Canada, Industry Canada, Canadian Heritage, the Department of National Defence (DND) and the Canadian International Development Agency;
- the offices of the Information and Privacy Commissioners; and

- provincial and territorial governments.

In its efforts to engage Canadians in foreign policy development, the Department places particular emphasis on increasing participation among youth, women, Aboriginal people, northern residents and new citizens, as well as among the country's smaller universities and communities.

Challenges, Risks and Major Changes

The Public Diplomacy business line currently faces five major challenges. First, there are rising demands and expectations from the Canadian public for engagement and feedback on foreign policy development. The Department will continue its series of initiatives to increase public engagement in this area. Of particular note is the Dialogue on Foreign Policy that is now under way as a means of engaging Canadians in a discussion about the role that Canada will play in the world.

Second, the need for strategic partnerships across all levels of government has never been greater, given the growing interdependence of foreign and domestic policy and the complexity of the international environment. The steps the Department is taking to increase its collaboration with government partners involved in international affairs will ensure greater policy coherence.

Third, issues such as the crisis in Iraq and the international campaign against terrorism have the potential to place significant additional demands for policy advice on this business line. At the same time, there has been a major increase in the services required by the Department's ministers from this business line. For example, the number of parliamentary debates involving these ministers has increased significantly over the last two years.

Fourth, the additional responsibility resulting from Treasury Board's introduction of the Privacy Impact Assessment Policy for all new collections of personal information and the rising volume of access to information requests (from 14,000 pages in 1998 to 160,000 pages in 2002) will challenge the Department's efforts to maintain its recent improved rating to D-level by the Information Commissioner.

Finally, there is a need to increase international awareness of Canada as an innovative, technologically sophisticated, stable, culturally diverse and tolerant society, and as a trusted ally and partner. Given the intense competition for global attention and markets, this will require a long-term approach, making targeted use of resources and domestic partnerships. In projecting Canada to the world – a major objective contained in the Department's strategic planning and priorities framework – the Department will undertake coordinated marketing or “branding” strategies.

3.5.4 Priorities and Plans

Public Diplomacy priorities for 2003-2004, which reflect those in the Department's strategic planning and priorities framework, are as follows:



- engaging Canadians in a discussion on foreign policy (the Dialogue on Foreign Policy);
- improving the overall coherence and effectiveness of the Department's communications activities and strategic partnerships; and
- increasing Canada's international profile and influence as well as expanding markets for Canadian cultural and educational products and services.

Engaging Canadians in a Discussion on Foreign Policy: The Department's current public consultations, known as the Dialogue on Foreign Policy, fulfill the government's commitment made in the September 2002 Speech from the Throne to engage Canadians in a discussion about the role that Canada will play in the world <<http://www.foreign-policy-dialogue.ca/en/welcome/index.html>>. The Minister of Foreign Affairs will release a report on the results in June 2003.

Improving the Department's Communications and Strategic Partnerships: The Department will further integrate communications into policy development, adopt a corporate communications plan and implement the 2002 Government of Canada Communications Policy. The Department's continuous enhancements of its own Web site as well as of the international components of the main Government of Canada site <<http://canadainternational.gc.ca>> are already providing clearer and more coherent information to stakeholders and the public, a key result identified in the Department's strategic planning and priorities framework.

In trade-related communications, the Department will promote the local benefits of trade, including success stories, while emphasizing the vital role played by the North American Free Trade Agreement, now in its 10th anniversary year, in increasing Canada's economic prosperity. It will also provide strategic communications advice and products to advance Canada's interests in resolving major trade disputes and undertaking related advocacy efforts.

On foreign policy communications, the Department will work closely with PCO, DND and other departments to improve the Canadian public's understanding of and support for Canada's role in the ongoing war on terrorism. It will support the role of the Prime Minister and the Minister of Foreign Affairs in advancing Canada's interests on this file and others at the United Nations, G8, Commonwealth, Asia-Pacific Economic Cooperation forum and other multilateral forums. The Department will work to highlight with our U.S. partners measures taken to improve security at the Canada-U.S. borders, and anti-terrorism measures. It will communicate the process and results of the Foreign Policy Dialogue.

The Department will also provide more focused communications products and services for ministers and secretaries of state to assist them in their parliamentary duties.

Part of the Department's emphasis will be on supporting the role of the Minister of Foreign Affairs in the G8 political process. In this regard, the Department provides policy development, advice and

briefings to the Prime Minister, the Minister and Canada's G8 Political Director as well as analysis and recommendations on themes and initiatives to advance Canada's interests and G8 priorities.

In enhancing its partnerships with the provinces and territories, the Department will provide support for greater integration of federal, provincial and territorial policies related to international affairs. This process will help reinforce a climate of trust and transparency. It will also better enable other levels of government to play a role in fostering Canadian interests internationally, including in the United States.

Increasing International Awareness of Canada and Its Values: The Department will seek to expand markets for Canadian cultural and educational products and services abroad through branding and international marketing activities. Public awareness of Canada's identity, including its diversity, values and excellence, will be developed through the arts, academic relations and exchanges, and youth programs and scholarships, particularly in G8 countries and in Mexico, Brazil, India and China. For instance:

- The Department will assist more than 7,000 foreign scholars in 30 countries to stimulate greater awareness of Canada abroad. It will also provide scholarships and grants to over 300 foreign nationals who are either studying in Canada or studying about Canada <<http://www.dfait-maeci.gc.ca/culture/iear/menu-en.asp>>.
- The Department's International Youth Exchange Program will enable about 20,000 young Canadians to obtain new skills and training this year to help them compete in the global economy and broaden their exposure to foreign cultures <<http://www.dfait-maeci.gc.ca/culture/youth-en.asp>>.
- The Arts Promotion Program will assist more than 500 Canadian artists and groups in undertaking international tours this year, and the Department will sponsor the Cultural Personalities Exchange Program <<http://www.dfait-maeci.gc.ca/arts/menu-en.asp>>.
- The Department will sponsor a series of cultural events in France in the context of 400th anniversary commemorations of the first French establishment in Nouvelle-France. This initiative, known as Canada 2004-2008, will serve to enhance Canada's bilateral relationship with France.
- The business line's branding activities will focus on identifying Canada as a prime educational destination for talented foreign students and will showcase Canadian artists at major international cultural events.

Relation of Priorities to Key Results

The Public Diplomacy activities described above as priorities for 2003-2004 will help achieve the following key results identified in the Department's strategic planning and priorities framework:



- effective engagement with Canadians;
- quality policy advice and intelligence to government;
- greater integration of foreign and domestic policies;
- coherent and targeted internal and external communications;
- effective advocacy of Canada's global and human security interests; and
- increased international public awareness of Canada and its values.

These key results support the strategic objectives of projecting Canada to the world, interpreting the world for Canadians and forging an innovative organization.

3.5.5 Key Government Themes and Management Initiatives

The Public Diplomacy business line plays a leadership role in the Government On-Line program by coordinating the Canada and the World cluster of the Government of Canada's main Web site <<http://canadainternational.gc.ca>>. This business line has also developed an on-line application system for grants related to arts promotion <<http://www.dfait-maeci.gc.ca/arts/menu-en.asp>>.

3.5.6 Performance Monitoring

The performance of the Public Diplomacy business line is monitored using a variety of indicators. Over the next year, the Department will:

- monitor public participation and response to the Dialogue on Foreign Policy;
- encourage the development of client surveys to assess the effectiveness of the Department's publications and communications products;
- conduct on-line surveys to track the use of the Department's Web site;
- undertake public opinion surveys on topics such as corporate priorities; and
- collect data and analyze performance indicators and results in accordance with the Department's Results-based Management and Accountability Framework for cultural and educational programs, with particular focus this year on a study that traces the careers of scholarship recipients.

In addition, the Information Commissioner and the Privacy Commissioner will assess the performance of the Department as it relates to their respective areas of responsibility, and the ministers' offices will provide feedback on the quality and timeliness of the information provided.

3.6 Corporate Services

3.6.1 Strategic Outcome

Efficient delivery of essential services in a cost-effective manner to enable the Department to carry out its mandate and meet its objectives in Canada and abroad.

3.6.2 Total Planned Spending (Net of Revenue)

<i>Business Line</i>	<i>\$ millions</i>
<i>Corporate Services</i>	<i>318.0</i>

3.6.3 Business Line Overview

Roles and Benefits

The Corporate Services business line supports, from an operational perspective, all three pillars of Canadian foreign policy and the related key results identified under the strategic objectives of serving government abroad and forging an innovative organization. The key results are contained in the Department's recently established strategic planning and priorities framework.

Corporate Services is responsible for human resources (including training), corporate finance and strategic planning, information management and technology, real property and materiel management, legal services, security, and audit and evaluation. It provides the leadership required to modernize the Department's management systems and improve overall service and efficiency. The Office of Protocol also falls under this business line. It provides the government's first point of contact with the foreign diplomatic community in Canada. In addition, it handles international travel and hospitality on behalf of the Prime Minister, members of Cabinet and the Governor General.

Of particular importance at present is improving human resources management throughout the Department to ensure that it is able to recruit and retain the best people, help employees to achieve their fullest potential and foster a dynamic and positive work environment. The Department recognizes the fact that an organization is only as good as its people. To highlight the important role played by human resources management in the Department, this branch's priorities are separated from the rest of Corporate Services in the following discussion.

The Corporate Services business line provides essential services and infrastructure to the Department and its federal and other partners co-located at missions abroad. Without these services, Canada's international policies and priorities could not be carried out. Furthermore, the Department relies heavily on corporate services in its efforts to modernize management and improve efficiency.



Key Partners

The majority of the Department's Corporate Services staff work out of its Ottawa headquarters. They coordinate the delivery of corporate services at missions abroad in collaboration with employees from the Department's geographic branches.

The Department's external partners for this business line are as follows:

- federal departments and agencies located at Canadian missions;
- central agencies of the federal government, including Privy Council Office, Treasury Board of Canada Secretariat, Public Service Commission and Canadian Centre for Management Development;
- the provinces and territories;
- the Prime Minister's Office and Rideau Hall;
- the diplomatic community in Canada; and
- employee unions and associations.

The Department is working to build stronger partnerships, particularly with other federal departments, for the purpose of delivering more effective corporate services.

Challenges, Risks and Major Changes

The Department's delivery of corporate services, including human resources, is influenced by six principal developments.

- First, the Department is making a concerted effort to respond to the public demand for greater transparency and accountability in government spending and operations. Its recently established strategic planning and priorities framework firmly demonstrates this commitment. By clearly stating the Department's mission, objectives, priorities and expected key results, the framework provides a succinct summary of the Department's intentions and activities over the next three years. Like all other business lines of the Department, Corporate Services has set its priorities in accordance with those stated in the framework.
- Second, the Department is handling a growing number of interdepartmental – or horizontal – files. There continues to be significant growth in the number of horizontal files handled by the Department due to the complexity of many global issues and the increasing convergence of domestic and international policies. Horizontal issues demand close cooperation with other

stakeholders, a process that can be lengthy as well as labour-intensive. It can also require redeployment of the Department's resources from other activities.

- Third, the Department's partners who are located at missions abroad have increased their staff and activities outside Canada, leading to additional requirements for physical space, communications capacity and other fundamental corporate services. This has become particularly acute since the terrorist attacks of September 11, 2001. At the same time, the Department is handling more requests for services from the growing diplomatic community in Canada.
- Fourth, the Department's ability to provide corporate services at missions abroad is being constrained in certain locations by three factors: local infrastructure that is not as extensive as in Canada; international inflation and changes in currency valuations; and increased security threats. These challenges can affect the provision of basic requirements such as accommodation as well as information and communications technology.
- Fifth, the Department is continuing to address heightened security threats against Canadian assets at home and abroad in the post-September 11 environment by ensuring that enhanced security measures are used to protect or are incorporated within current and future communications and information technology assets or when building, leasing and maintaining its substantial property assets.
- Finally, human resources management in the Department is facing issues associated with broad societal trends in Canada. First, there is the demographic challenge of an aging workforce. Second, the Department must address the increased focus on the need to balance work and personal life, including managing two-career families. Third, it is committed to making measurable progress in meeting government-wide priorities related to building a bilingual, culturally diverse and innovative workforce. Fourth, it recognizes the opportunity for a renewed dialogue with employee unions and associations in the current atmosphere of active labour relations.

3.6.4 Priorities and Plans

Corporate Services

The following priorities for 2003-2004 clearly reflect the objective of building an innovative organization as well as the Department's priorities, as stated in the Department's strategic planning and priorities framework:

- ensuring the most stable financial foundation possible for the Department – allocating resources as strategically as possible to enable it to meet its priorities and objectives, while retaining the flexibility to deal effectively with international crises and other unforeseeable events;



- increasing the Department's collaboration with key partners in managing federal assets abroad; and
- implementing a modern comptrollership action plan.

Given the broad scope of services provided by this business line and the overall constraints on the Department's resources, Corporate Services must be particularly strategic in setting its priorities for the coming years. Those corporate services not specifically included in the priorities listed above will nonetheless continue to be provided in the efficient manner clients have come to expect.

Ensuring the Most Stable Financial Foundation Possible for the Department (Allocating Resources Strategically): The Department will ensure that resources are allocated to support the specific objectives and priorities outlined in its strategic planning and priorities framework and will apply activity-based costing to resource planning and management using electronic business systems. This will be achieved, in part, through the more rigorous implementation of results-based management in the Department (as outlined in the modern comptrollership action plan). This initiative supports the Department's framework priority of establishing modern management and smarter ways of doing business.

Increasing Collaboration with Key Partners in Managing Federal Assets Abroad: Stronger partnerships with other federal departments and agencies that have an international presence will ensure more strategic management of the government's infrastructure abroad. More intensive collaboration will also provide more effective delivery of government-wide services to Canadians abroad and enable the Department to establish simpler administrative processes for its clients at missions abroad. This initiative supports the Department's framework priority of improving domestic communication and strategic partnerships.

Additional information on how this priority will be achieved is provided in the "Services to Partner Departments" section of this report.

Implementing a Modern Comptrollership Action Plan: The Department's modern comptrollership action plan describes what it will do to improve and update its overall management. The plan rigorously incorporates the principles and practices of results-based management, as required by the Treasury Board of Canada Secretariat. In implementing this action plan, the Department will develop standards and practices to integrate financial and non-financial performance information, more accurately assess and manage risk, and ensure that appropriate control systems are in place. Enabled by robust communications and information technology, the Department will improve the capabilities and accessibility of the information systems used in human resources and financial management to make the allocation of resources more strategic.

The planned reorganization of the Information Management and Technology Bureau will realign resources to better support achievement of departmental key results. The development of a multi-

year risk-based audit and evaluation plan is expected to strengthen the Department's strategic planning, priority setting and risk management, all key components of the modern management agenda. The recently developed property management improvement plan will introduce an integrated system of budget and asset control for all properties located abroad. The modern comptrollership action plan will also help to streamline and modernize policies related to procurement, real property, information management, and asset and financial management. This initiative supports the Department's framework priority of establishing modern management and smarter ways of doing business.

Human Resources

The human resource priorities for 2003-2004 are as follows:

- fostering strategic leadership that is supportive of employees across the Department;
- creating organizational frameworks and human resource management systems that respond to the Department's needs;
- fostering a learning organization;
- nurturing an enabling culture respectful of public service values; and
- providing efficient, quality service to clients.

Fostering Strategic Leadership Across the Department: The Department will continue to foster a management culture that is clear, consistent, accountable and supportive of employees – a culture that sets and follows priorities.

Creating Organizational Frameworks and Human Resource Management Systems that Respond to Needs: The organizational structure will be enhanced through the development of clearer human resource policies and systems that are flexible, fair, transparent, conducive to teamwork and supportive of enhanced mobility.

Fostering a Learning Organization: The Department will continue to foster a knowledge-based workforce that is enhanced by ongoing learning opportunities. The Department provides opportunities for employees to learn from their experiences and share their knowledge, while encouraging innovation and initiative.

Nurturing an Enabling Culture Respectful of Public Service Values: The Department will continue to develop an organization that is representative of Canadian diversity, that is bilingual, and that attends to the health and safety needs of its employees.

Providing Quality Service to Clients: The Department will ensure that services provided in human resources are timely, helpful and responsive to needs.



Modernizing human resources management will enhance the Department's ability to provide effective service to Canadians throughout its operations. The Department will use technology to continuously improve its service. Its efforts to strengthen partnerships with other federal departments and agencies involved in international issues will have a positive impact on the overall delivery of government-wide services to Canadians.

Relation of Priorities to Key Results

The Corporate Services activities outlined above as priorities for 2003-2004 will help the Department to achieve the following key results identified in the Department's strategic planning and priorities framework:

Serving Government Abroad

- alignment of the Department's representation abroad with Canadian government priorities;
- effective management of missions abroad with other partner departments and agencies;
- delivery of essential services and infrastructure to the Government of Canada in a valued and sustainable manner; and
- effective international Government of Canada Web site.

Forging an Innovative Organization

- measurable progress of leadership and human resources action plans;
- focus on core business and agreed priorities;
- modernized management, business and administrative processes;
- effective management and use of information and technology; and
- creation of an effective integration of our activities with our partners in government.

3.6.5 Key Government Themes and Management Initiatives

The Department contributes to key government-wide objectives related to a number of issues, including modern management, official languages, cultural diversity and innovation, as described above.

The Corporate Services business line coordinates departmental work on two other key government-wide objectives known as Government On-Line and the Service Improvement Initiative; however,

they are delivered through and carried out across many other business lines. Planned departmental activities against these two initiatives are reported below.

Government On-Line

The goal of the Government of Canada's Government On-Line (GOL) initiative is to use information and communications technologies to provide Canadians with enhanced access to citizen-centred, integrated services any time, anywhere, and in the official language of their choice. The Department is currently working to reach this goal not only in Canada but also around the world, delivering services to Canadians abroad and to non-Canadians in foreign languages.

The Department will continue to play a key role in the government's single-window Internet access strategy. It champions the interdepartmental effort to develop the gateway for non-Canadian clients <<http://canadainternational.gc.ca>> with its clusters Going to Canada, Doing Business with Canada, Canada and the World, and Arts and Culture. The Department also leads clusters on both the Canadians gateway (Travel at Home and Abroad) and the Canadian business gateway (Exporting/Importing). This year more foreign language content will be added to Canada International, the gateway for non-Canadians.

The Department is making a substantial contribution to the government-wide effort to streamline access to services for Canadians. For example, the Department is currently developing additional on-line services for the renewal of passports and for its Virtual Trade Commissioner site. Under the Passport On-line initiative, applicants will be able to complete the application form and pay for the service in a secure environment. In partnership with Team Canada Inc, the Department will also implement a common e-CRM (customer relationship management) solution to enhance its export services and streamline service delivery. The Virtual Trade Commissioner e-CRM tool will make it easier for Canadian exporters to access targeted business leads and services and stay abreast of relevant developments in their selected markets and sectors. Exporters and importers will also be assisted by a Web-based export-import control system.

Service Improvement Initiative

The above GOL initiatives will improve access to services and information for Canadians and non-Canadians alike. Other initiatives to improve services are on the way, such as the Web content management system and the international service delivery vision.

The Web content management system is an aggregation of software and processes that facilitate the development of more up-to-date, consistent, coherent and accurate content as well as ease of maintenance and navigation. As the Department implements this system on all its Web sites, including those of government missions abroad, the improvements in content and navigation will result in expanded public access to electronic services.



The GOL initiative has driven the Department's development of an international service delivery vision that calls for service delivery that is client-centred and multi-channelled – in person, on the telephone and over the Internet. This project directly supports our strategic objectives of forging an innovative organization and promoting coherent and targeted internal and external communications. The Department will provide an effective, integrated, client-centred service enabled by information technologies and a professional workforce. For instance, the Internet will be used more effectively to support the goals and daily activities of headquarters and mission staff. The international service delivery vision will result in a seamless interface to clients and enhance the range and quality of services that can be obtained from the Department. However, the on-line environment does not do away with the need for traditional ways of dealing with clients and partners, and service quality in these areas must be maintained. The on-line environment provides the opportunity to complement and enhance traditional service delivery or even to become the backbone that sustains the delivery of services through all channels.

3.6.6 Performance Monitoring

The Department intends to conduct various surveys, audits and evaluations over the next year, in keeping with its emphasis on results-based management. Each part of the Corporate Services business line will employ the strategies and performance indicators that best suit its particular operations. The information gained through these monitoring activities will be used to further refine management practices. The information will also enable the Department to compare actual outcomes with expected results, which will benefit all its planning and priority-setting activities. A series of performance measures has also been identified to track the progress of the modern comptrollership action plan over the planning period.

3.7 Services to Partner Departments

3.7.1 Strategic Outcome

Effective management of missions abroad with partner departments and agencies.

3.7.2 Total Planned Spending (Net of Revenue)

<i>Business Line</i>	<i>\$ millions</i>
<i>Services to Partner Departments</i>	<i>279.0</i>

3.7.3 Business Line Overview

Roles and Benefits

The Department provides goods, services and real property to meet the requirements of the federal government's departments and agencies outside Canada. These provisions, and the work of the other departments, support the three pillars of foreign policy – prosperity, security and identity – and the related key results in the strategic planning and priorities framework. This support ranges from office space and staff quarters to financial and personnel administration, materiel management, maintenance, telecommunications and miscellaneous support services. Similar services are offered to Crown corporations and provincial and foreign governments (known as co-located entities) at missions where there is excess capacity and where such co-location will not interfere with normal operations.

Federal departments and agencies are responsible for paying for the services they require to carry out their legislated mandates; co-located entities pay the full costs of services provided to them.

Departments that require services abroad have one-stop local access to the many services provided by the Government of Canada, as well as to the services of their mission partners. The Department thus facilitates the cost-effective provision of a broad range of services to Canadians by the Government of Canada as a whole.

Key Partners

The Department provides support services to its partners at missions around the world. Among these partners are the Canadian International Development Agency, Citizenship and Immigration Canada, the Department of National Defence and the Royal Canadian Mounted Police. Crown corporation partners include the Canadian Tourism Corporation and Export Development Canada. Non-federal government entities co-located at missions include the provincial governments of Alberta, Ontario and Quebec, and the Government of Australia.



Challenges, Risks and Major Changes

After years of downsizing, the federal government has begun to increase the number of employees abroad. Since 2000, almost 200 positions a year have been added at foreign missions. By the end of this fiscal year, there will be about 6,500 federal employees outside Canada. Of the program staff abroad (non-administrative staff), approximately 52 percent are involved in the delivery of programs of partner departments, agencies or co-located entities.

Given the tighter link between domestic and international agendas, this level of annual growth in mission staff is expected to continue for the foreseeable future, increasing the demand on mission infrastructure in terms of available space, information technology and support capacity.

While the plans and priorities related to this strategic outcome have not changed in substance over the last year, the Department has created a new division, Common Services Abroad Planning and Coordination, to more effectively manage the work related to this service.

3.7.4 Priorities and Plans

To respond to the challenges, the Department has set the following priorities:

- policies and processes to facilitate more strategic deployment of representation abroad;
- frameworks to facilitate common service delivery at missions; and
- simplified administrative policies and programs.

Following is information on plans related to these priorities:

- The Department has established a new ADM-level Council on Common Services Abroad with partner departments to provide policy advice on common service issues and assist in the development of more effective planning and coordination.
- To facilitate the annual review of the government's workforce abroad, the Department has introduced a business intelligence software that routinely extracts information from multiple departmental databases and organizes it into a user-friendly form. By providing accurate and timely information, the annual review should enable the Department, in cooperation with its partners, to align staffing and other resources more closely with Canada's strategic foreign policy objectives.
- Until this year, services to partners at missions abroad have been covered by individual agreements. The Department's goal is to replace these by the end of 2003-2004 with one generic memorandum of understanding that establishes standards for the administrative and support services provided worldwide. This will ensure more consistent and cost-effective delivery of

common services. Training packages will be assembled and training sessions will be held to ensure implementation of these common service standards.

- Costing models will be revised in consultation with partner departments to ensure that they reflect the costs for the delivery of common services in an administratively practical manner. In addition, the costing process for new positions abroad will be simplified to provide more timely information to partners and to reduce workload.

Relation of Priorities to Key Results

The plans and priorities described for the Services to Partner Departments business line will contribute to the achievement of the following key result, as outlined in the strategic planning and priorities framework:

- effective management of missions abroad with partner departments and agencies.

3.7.5 Key Government Themes and Management Initiatives

As discussed above.

3.7.6 Performance Monitoring

The Department is continuing to strengthen its capacity for effective performance monitoring with a focus on results. In the area of support to partners, it has introduced an annual review of representation abroad and intensified consultations with partners to identify and address issues as they arise. The completion of the generic memorandum of understanding covering service standards will provide the basis for surveys on how well the Department is fulfilling this function. Partner departments will be surveyed on the effectiveness of these consultations.

The expanded use of business intelligence on representation abroad will assist in aligning resources more closely with governmental and departmental foreign policy objectives.

Finally, all aspects of the Department's services to partners at missions abroad are reviewed as required by audit and evaluation professionals from this and other federal departments.



3.8 Passport Services

3.8.1 Strategic Outcome

Provision of internationally respected travel documents, including passports, to Canadians and eligible residents for the purpose of facilitating their international travel.

3.8.2 Total Planned Spending (Net of Revenue)

Planned Spending	\$127.7 million
<i>minus</i> Planned Respendable Revenue	\$133.0 million
<i>equals</i> Total Planned Spending (Net of Revenue)	-\$5.3 million

The Passport Office finances its operations entirely from the fees charged for passports and other travel documents. In fiscal year 2003-2004, the Passport Office forecasts that it will collect fees in the amount of \$133.0 million and will spend \$127.7 million, resulting in a planned *surplus* of \$5.3 million (see Table 9).

The Passport Office operates under a revolving fund that allows it to carry over surpluses and deficits. Surplus revenues are carried over to offset future shortfalls. The accumulated net change against the fund's authority is limited to a maximum of \$4 million.

3.8.3 Business Line Overview

Roles and Benefits

The Passport Services business line contributes to the security pillar of Canadian foreign policy and to the related key result in the strategic planning and priorities framework.

The Passport Office is a special operating agency of the Department and operates much like a private sector enterprise. It is responsible for the issuance, revocation, refusal, recovery and use of Canadian passports. It provides guidance to the Department's missions about issuing passports abroad and supervises all matters related to Canadian travel documents. There are 29 passport offices across the country <http://www.ppt.gc.ca/passport_office/our_offices_e.asp>. In all aspects of its operations, the Passport Office must meet exacting performance standards.

The integrity of Canadian travel documents is of paramount importance to the Passport Office. That is why it is constantly working to improve already stringent security measures used to:

- verify the identity of applicants and the integrity of their supporting documentation; and

- produce highly secure documents using state-of-the-art technology.

In its efforts to provide the most secure, technologically advanced and internationally respected travel documents, the Passport Office will provide Canadians with greater confidence in travelling outside the country. In particular, enhanced security measures in the production process used by the Passport Office will reduce passport fraud.

Key Partners

The Passport Office works closely with:

- law enforcement and security agencies, as well as with others who have an interest in secure identity documents in Canada and abroad;
- other federal departments and agencies;
- provincial and territorial governments, particularly registrars of vital statistics;
- the International Civil Aviation Organization; and
- passport authorities from other countries such as the United Kingdom, the United States, New Zealand and Australia.

Collaboration with foreign passport authorities enables the Passport Office to share best practices, which in turn improves its planning and management strategies.

Challenges, Risks and Major Changes

The post-September 11 environment has greatly increased awareness of security threats and the repercussions of passport fraud and identity theft. In October 2001, the Passport Office introduced more comprehensive processes to verify the identity of those applying for travel documents. Since then, application forms have been modified to require more background information. In addition, two new policies have been introduced. First, every citizen, including children, must have his or her own passport. Second, there are new requirements for proof of Canadian citizenship for people born in Quebec. They must present a birth certificate issued after January 1, 1994, by the Directeur de l'état civil in Quebec or a certificate of Canadian citizenship issued by Citizenship and Immigration Canada.

The implementation of these new security measures has increased the time required to process applications for travel documents, causing delays in service to applicants. To provide faster service, the Passport Office is working to introduce new ways to apply for these documents. Application forms may now be downloaded from the Passport Office's Web site <http://www.ppt.gc.ca/online_forms/index_e.asp>. In addition, the Passport Office is increasing the number of "points of



service” in partnership with Canada Post. Passport applications can now be submitted at designated postal outlets in seven Canadian cities.

Putting new security measures in place throughout the Passport Office’s operations is particularly resource-intensive. For staff, it requires specialized training using new technologies as well as rapid adjustment to ongoing changes in the process used to produce travel documents. Despite the constraints on resources, the Passport Office is committed to doing its utmost to maintain its high level of service to clients.

3.8.4 Priorities and Plans

The Passport Office’s priorities for 2003-2004 are:

- reducing passport fraud;
- offering more access to services delivered in a timely manner; and
- improving the overall performance of the organization as well as employee morale by creating a stable, predictable and positive work environment.

Reducing Passport Fraud: In keeping with its ongoing efforts to provide internationally respected, technologically advanced and secure travel documents, the Passport Office has introduced a new passport design <http://www.ppt.gc.ca/whats_new/new_book_e.asp>. Its enhanced security features make it even more difficult to alter or forge, demonstrating the Passport Office’s commitment to meet the highest security standards in the world.

The process to produce the newly designed passport includes centralized production of most passports and use of new, more secure printing technology. It is anticipated that this new process will be in place for all domestically produced passports by late spring 2003.

To further increase the integrity of Canadian travel documents, the Passport Office will be establishing electronic links with the registrars of provincial and territorial vital statistics offices. This collaboration will enable the Passport Office to verify overnight the information that applicants supply by matching it with birth certificate information in provincial databases.

The Passport Office will also conduct a pilot facial recognition project, using biometric technology to compare passport photographs supplied by applicants with any that exist in the Passport Office database. The purpose of this project is to identify anyone attempting to obtain more than one passport by using a false identity.

Offering More Access to Services: Over the next three fiscal years, the Passport Office will increase the number of ways in which Canadians can apply for Canadian travel documents. As part of the Government On-Line program, the Passport Office is working to make it possible for applicants

to apply and pay for passport services over the Internet. Furthermore, additional points of service will continue to be introduced in partnership with Canada Post and other government partners.

The Passport Office will endeavour to provide faster service at its regional passport offices, using a new approach to traffic management. Pre-screening of passport applications, to ensure all requirements have been met, and new technology will be put in place to ensure that enough staff are available to serve those who are applying in person.

The Passport Office will offer qualified applicants holding valid Canadian passports the option to renew them through a simplified process.

Improving Overall Performance and Employee Morale: The Passport Office will better identify hiring, training and resource needs through the completion of a strategic human resources plan.

To maximize performance and reduce costs while providing quality service to Canadians, the Passport Office will standardize and improve business processes in the areas of passport entitlement and production.

In addition, it will implement a project management framework and create a project support office to coordinate more efficient implementation of major and groundbreaking initiatives.

Relation of Priorities to Key Results

These plans and priorities will contribute to the following key result from the Department's strategic planning and priorities framework:

- provision of internationally respected passports and other travel documents.

3.8.5 Key Government Themes and Management Initiatives

As discussed above.

3.8.6 Performance Monitoring

The Passport Office continuously monitors service transactions and client satisfaction to ensure that its established service standards <http://www.ppt.gc.ca/passport_office/philosophy_e.asp> are being met. This monitoring is carried out using a variety of methods, including client surveys. Results of performance monitoring are used to reallocate resources and improve services as required. It uses a variety of important indicators to evaluate results, such as the number of travel documents issued, the number of passports delivered within service standards, the number of very satisfied clients, and average waiting time for over-the-counter service.



Section 4: The Department

4.1 Who We Are

The success of this department rests on its people: committed public servants and locally engaged staff working in a global network to achieve foreign policy, trade and consular results for Canadians. The Department has approximately 10,000 employee positions based in Canada and abroad. There are three types of employees: rotational, locally engaged and non-rotational. Members of the foreign service – over 1,900 in number – relocate regularly between Ottawa and missions abroad. The approximately 5,000 locally engaged employees work exclusively in other countries where they have local knowledge, language skills and expertise. In Canada, over 3,000 non-rotational staff work at headquarters as well as at passport offices and trade centres across Canada. The number of employees is slightly smaller than the number of positions due to staff turnover. Staff can be found quickly through the on-line directory <<http://webapps.dfait-maeci.gc.ca/InternetPhoneDirectory/Directory.asp>>.

The Department is recognized as a leader among national organizations of the countries of the Organization for Economic Cooperation and Development for its use of information technology and telecommunications. It operates one of the world's largest client server networks and makes extensive use of Internet technology. As part of the Government On-Line program, it is constantly expanding and enhancing its own on-line presence as well as the international components of the Government of Canada Web site <<http://www.gc.ca>>.

4.2 Diplomatic Accreditation and Presence Abroad

Canada has established relations with 192 independent states. The Department's network of offices abroad includes 164 missions (embassies, high commissions, consulates) in 114 independent states and 108 honorary consuls in 39 states. Canada also has diplomatic ties, but no resident or non-resident personnel, with another 39 states. A list of the Department's missions abroad and a description of the different types of missions can be found on-line <http://www.voyage.gc.ca/main/foreign/can_offices_desc-en.asp>. The Department's directory of Canadian Representatives Abroad <<http://www.dfait-maeci.gc.ca/world/embassies/cra-en.asp>> provides a listing of the officers who serve in these missions.

In any given year, there are between 7,500 and 8,000 foreign diplomats, spouses and dependants accredited to and resident in Canada, representing 123 independent states. In the last calendar year, 2,290 new foreign representatives and members of their families arrived in Canada to conduct diplomatic, consular and other bilateral or multilateral affairs, while another 1,562 ended their assignments in Canada. A list of the foreign representatives who currently enjoy status in Canada under the Foreign Missions and International Organizations Act and other agreements, as well as the addresses of their offices, is available on-line <http://webapps.dfait-maeci.gc.ca/Protocol/PDF/DrsBook_Eng.pdf>. There are 49 states that have non-resident diplomatic relations with Canada.

The diplomatic personnel for these states reside in either Washington or New York. Twenty independent states that maintain diplomatic relations with Canada currently choose not to have active accredited personnel to Canada.

4.3 Where We Are Located

The Department serves Canadians from its Ottawa headquarters as well as through 29 passport offices and a network of regional trade commissioners across the country. Outside Canada, it operates over 270 “points of service” covering the 192 independent states with which Canada has diplomatic relations. Owned and leased property assets abroad include 242 chanceries (office space), 104 official residences and some 1,600 staff quarters. Crown-owned land and buildings outside Canada have a market value of approximately \$1.5 billion, a significant and productive investment for Canadians. These properties are an essential resource that enables the Department to carry out its priorities worldwide and, at the same time, ensure the best possible security for its employees, assets and information.

4.4 How We Are Organized

Two ministers are responsible for the Department of Foreign Affairs and International Trade: the Minister of Foreign Affairs, the Honourable Bill Graham; and the Minister for International Trade, the Honourable Pierre Pettigrew.

Given the broad scope of the Department’s operations and mandate, there are four other Cabinet members who have specific responsibilities related to foreign affairs and international trade: the Minister for International Cooperation, the Honourable Susan Whelan, who is responsible for the Canadian International Development Agency; the Secretary of State (Asia-Pacific), the Honourable David Kilgour; the Secretary of State (Central and Eastern Europe and Middle East), the Honourable Gar Knutson; and the Secretary of State (Latin America and Africa) (La Francophonie), the Honourable Denis Paradis. The three secretaries of state represent and promote Canada’s foreign policy and trade priorities within their designated regions or organizations.

A number of other organizations outside the Department report to the Minister of Foreign Affairs, specifically:

- the International Development Research Centre, which helps communities in developing countries to address social, economic and environmental problems;
- the International Joint Commission, a joint Canada-U.S. body that manages and protects lake and river systems on the border between the two countries; and
- Rights and Democracy: the International Centre for Human Rights and Democratic Development, an independent organization that promotes human and democratic rights.



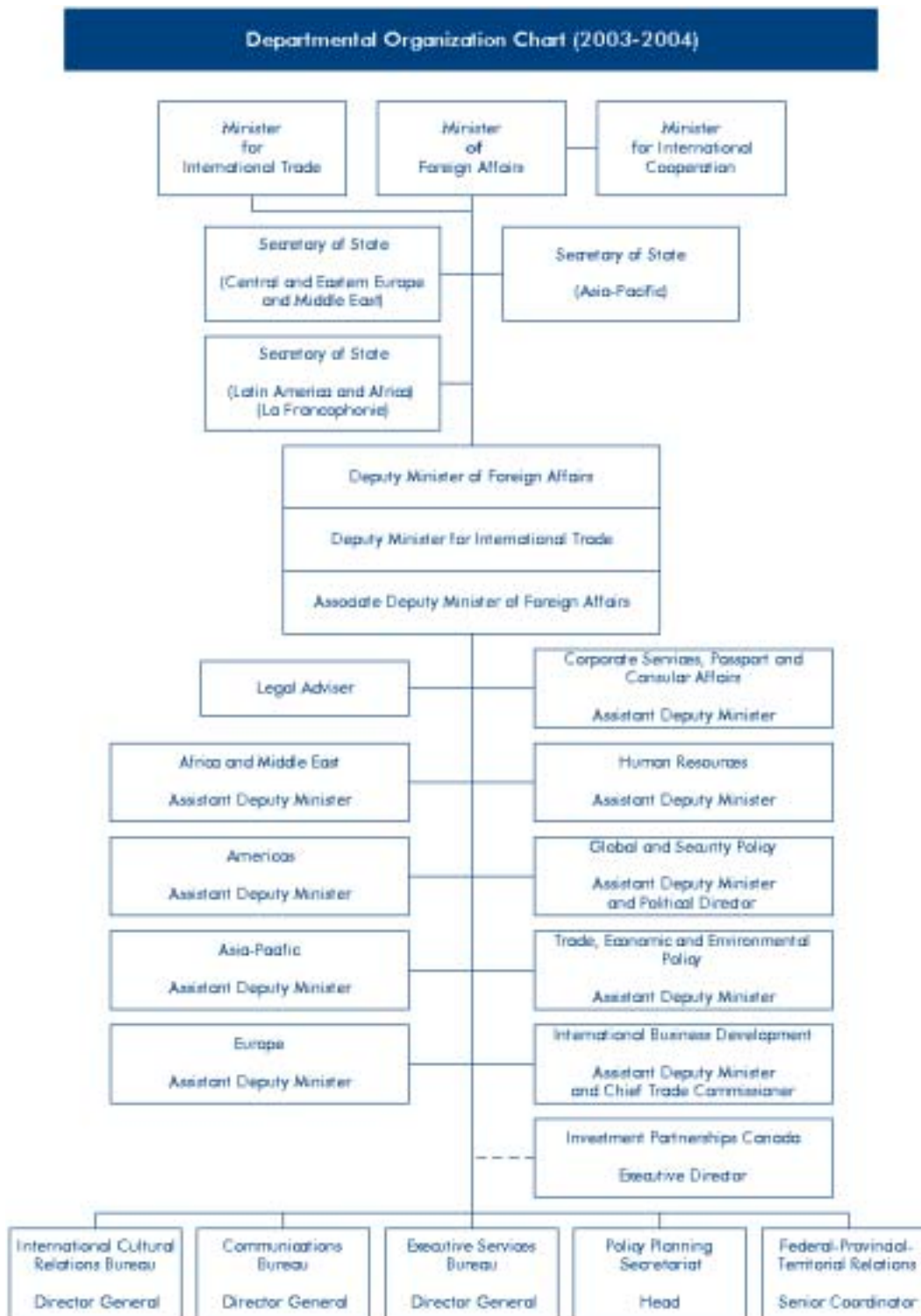
The Minister for International Trade has additional responsibility for:

- Export Development Canada, a financial institution that provides trade-related financial services to Canadian exporters and investors;
- the North American Free Trade Agreement (NAFTA) Secretariat (Canadian Section), which helps administer the dispute settlement provisions of NAFTA;
- the Canadian Commercial Corporation, an export sales agency that works to expand Canada's international trade; and
- the Northern Pipeline Agency, which oversees planning and construction of the Canadian portion of the Alaska Highway Gas Pipeline Project.

The Passport Office is a special operating agency within the Department, reporting to the Deputy Minister of Foreign Affairs.

The Deputy Minister of Foreign Affairs is ultimately responsible for all departmental key results. In addition, two bureaus relating to the Department's Public Diplomacy business line, namely Federal-Provincial-Territorial Relations and the Policy Planning Secretariat, report directly to the Deputy Minister of Foreign Affairs. The Deputy Minister for International Trade is primarily responsible for the Trade, Economic and Environmental Policy branch and the International Business Development branch, and has shared responsibility for Investment Partnerships Canada, along with Industry Canada. The two deputy ministers share responsibility for the other departmental key results. The Associate Deputy Minister shares responsibility for departmental key results with the two deputies and also has responsibility for Communications, International Cultural Relations and Executive Services, which are elements of the Public Diplomacy business line.

Below the levels of deputy minister and associate deputy minister, the Department has a Legal Adviser and nine assistant deputy ministers (ADMs). Five of these ADMs develop policies and initiatives to achieve the objectives of the Department's business lines worldwide (see table on p. 75). These business lines provide the framework for the Department's managerial accountability as well as its planning and performance reports. Between them, the ADMs Trade, Economic and Environmental Policy and Global and Security Policy are also accountable for nine missions to international organizations.





<i>Deputy Minister/Assistant Deputy Minister</i>	<i>Business Line Responsibility</i>
ADM, International Business	International Business Development
Executive Director, Investment Partnerships Canada	Investment Attraction A shared responsibility with Industry Canada
ADM, Trade, Economic and Environmental Policy	Trade, Economic and Environmental Policy
ADM, Global and Security Policy	International Security and Cooperation
Deputy Minister of Foreign Affairs/Associate Deputy Minister, Communications, Culture and Policy Planning	Public Diplomacy (International Cultural Relations Bureau, Communications Bureau, Executive Services Bureau, Policy Planning Secretariat, Federal-Provincial-Territorial Relations)
ADM, Corporate Services, Passport and Consular Affairs	Assistance to Canadians Abroad Passport Services Services to Partner Departments Corporate Services
ADM, Human Resources	A separate component of Corporate Services

The Department's four other ADMs are in charge of policies and operations for specific geographic regions: Africa and the Middle East (31 embassies and consulates, 21 honorary consuls, seven satellite offices), the Americas (35 embassies and consulates, 29 honorary consuls, seven satellite offices), Asia-Pacific (27 embassies and consulates, 23 honorary consuls, six satellite offices) and Europe (37 embassies and consulates, 33 honorary consuls, six satellite offices). These four ADMs, as well as the Legal Adviser, ensure the horizontal coordination and appropriate delivery of all business line policies and initiatives in their regions or fields of jurisdiction. In so doing, the geographic branches collaborate extensively with the missions abroad.

4.5 Funding Base

The Department's planned spending for 2003-2004 totals \$1.917 billion (see Departmental Planned Spending and Personnel table, which follows). This represents a net increase of \$269 million over the \$1.648 billion that was provided in the 2002-2003 Main Estimates. This change is a result of increased salary costs; compensation for foreign inflation and currency exchange losses; additional reinvestment in overseas real property funded through the proceeds from sales of properties surplus to the Department's overseas requirements; incremental information and technology requirements; program-specific increases primarily having to do with anti-terrorism and public security activities, the Global Partnership Program, required administrative support to partner departments overseas, activities in France under the international component of Canada 2004-2008, assistance to the Canadian

softwood lumber industry, and the opening of a new Consulate General in Chandigarh, India; and Budget 2003 funding to bolster Canada's representation and trade promotion activities in the United States. A detailed breakdown of the total planned spending can be found in the financial tables (Section 5).

Departmental Planned Spending and Personnel – Full Time Equivalents (FTEs) (\$ millions)				
	Forecast Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006
International Business Development	259.0	268.9	265.9	265.9
Trade, Economic and Environmental Policy	121.5	130.9	125.9	125.9
International Security and Cooperation	570.2	585.3	575.7	567.5
Assistance to Canadians Abroad	57.1	65.7	65.7	65.7
Public Diplomacy	102.7	105.6	103.6	98.0
Corporate Services	306.1	335.4	283.3	279.7
Services to Other Government Departments	260.4	279.0	276.5	276.4
Passport Services	122.5	127.7	132.3	132.3
Budgetary Main Estimates (gross)	1,799.5	1,898.5	1,828.9	1,811.4
Non-Budgetary Main Estimates (gross)	-	-	-	-
Less: Respendable revenue	151.8	157.2	161.7	161.7
Total Main Estimates	1,647.7	1,741.3	1,667.2	1,649.7
Adjustments *	211.2	175.5	143.9	144.6
Net Planned Spending	1,858.9	1,916.8	1,811.1	1,794.3
Less: Non-respendable revenue	118.9	114.7	120.4	123.2
Plus: Cost of services received without charge	66.4	65.9	65.6	65.7
Net Cost of the Department	1,806.4	1,868.0	1,756.3	1,736.8
Personnel – Full Time Equivalents (FTEs)				
Canada-based FTEs	5,235	5,253	5,278	5,278
Locally Engaged FTEs	5,078	5,078	5,078	5,078

Due to rounding, figures may not add to totals shown.

* Adjustments reflect Supplementary Estimates for 2002-2003 and future year approvals obtained since the Annual Reference Level Update exercise (including announcements in the February 2003 Budget).

Note that the "Total Planned Spending (Net of Revenue) by Business Line and Strategic Objective" table in Section 3 of this report differs from the information in this table because the *adjustments and revenue are allocated to each business line in Section 3* but are shown separately in this section as per established financial reporting requirements.

Please note: the title of the business line *Trade, Economic and Environmental Policy* differs from the title contained in the 2003-2004 Main Estimates, which reads *Trade and Economic Policy*. The business line does include the work that the Department undertakes for the environment and this name change will be reflected in the 2004-2005 Main Estimates.



4.6 How to Reach Us

The Department of Foreign Affairs and International Trade shares a wealth of information resources and reference tools with the Canadian public through its information and media services.

Information Services

The Enquiries Centre is a referral service and resource centre that responds to general enquiries about the Department, enquiries concerning exporting procedures and foreign markets, and questions about Canada's foreign policy and involvement in international organizations. Where specialized knowledge is required, clients are referred to experts in the Department. The Centre also coordinates the storage and distribution of the Department's hard-copy publications.

Telephone: 1 800 267-8376 toll-free in Canada
or (613) 944-4000 National Capital Region and outside of Canada
TTY: (613) 944-9136
Fax: (613) 996-9709
E-mail: enqserv@dfait-maeci.gc.ca
Mail: Enquiries Services (SXCI)
Department of Foreign Affairs and International Trade
125 Sussex Drive
Ottawa, ON K1A 0G2

The Department of Foreign Affairs and International Trade Web site <<http://www.dfait-maeci.gc.ca>> is a source of up-to-date information addressing the needs of both domestic and international clients. A large number of documents published by the Department can be accessed on-line <<http://www.dfait-maeci.gc.ca/english/news/public.htm>>.

The departmental Library holds a unique collection of materials in areas relevant to the Department's mandate. Selected services are available to members of the public conducting research in these subject areas. The Library is open to the public Monday to Friday from 8:30 a.m. to 4:30 p.m. For information, telephone (613) 992-6150 or e-mail <infotech@dfait-maeci.gc.ca>.

Media Services

The Media Relations Office provides information to the media on all aspects of Canada's foreign and trade policy, relations with other countries, involvement in international organizations, and departmental operations. For information, telephone (613) 995-1874 or fax (613) 995-1405.

Addresses of the Department and Related Organizations

Department of Foreign Affairs and International Trade

125 Sussex Drive
Ottawa, ON K1A 0G2
(613) 944-4000 / 1 800 267-8376
<http://www.dfait-maeci.gc.ca>

International Joint Commission

234 Laurier Avenue West, 22nd Floor
Ottawa, ON K1P 6K6
(613) 995-2984
<http://www.ijc.org>

Canadian Commercial Corporation

1100-50 O'Connor Street
Ottawa, ON K1A 0S6
(613) 996-0034 / 1 800 748-8191
<http://www.ccc.ca>

North American Free Trade Agreement (NAFTA) Canadian Section

90 Sparks Street, Suite 705
Ottawa, ON K1P 5B4
(613) 992-9388
<http://www.nafta-sec-alena.org>

Canadian International Development Agency

200 Promenade du Portage
Hull, QC K1A 0G4
(819) 997-5006 / 1 800 230-6349
<http://www.acdi-cida.gc.ca>

Northern Pipeline Agency

125 Sussex Drive
Ottawa, ON K1A 0G2
(613) 993-5000
http://canada.gc.ca/depts/agencies/npaind_e.html

Export Development Canada

151 O'Connor Street
Ottawa, ON K1A 1K3
(613) 598-2500
<http://www.edc.ca>

Passport Office

Corporate Secretariat
Ottawa, ON K1A 0G3
(819) 994-3500 / 1 800 567-6868
<http://www.ppt.gc.ca>

International Development Research Centre

250 Albert Street, 18th Floor
P.O. Box 8500
Ottawa, ON K1G 3H9
(613) 236-6163
<http://www.idrc.ca>

Rights and Democracy: International Centre for Human Rights and Democratic Development

1001 de Maisonneuve Blvd. East, Suite 1100
Montreal, QC H2L 4P9
(514) 283-6073
<http://www.ichrdd.ca>



Section 5: Annexes: Financial Information

Table 1: Summary of Capital Spending by Business Line (\$ millions)				
	Forecast Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006
International Business Development	3.8	4.5	4.5	4.5
Trade, Economic and Environmental Policy	1.7	1.7	1.7	1.7
International Security and Cooperation	9.8	9.2	6.3	6.3
Assistance to Canadians Abroad	3.6	1.4	1.3	1.4
Public Diplomacy	1.1	1.1	1.1	1.1
Corporate Services	94.4	154.8	58.6	50.6
Services to Partner Departments	7.1	6.5	6.4	6.4
Passport Services	0.0	0.0	0.0	0.0
Total	121.6	179.1	79.9	72.0

Due to rounding, figures may not add to totals shown.

Please note: the title of the business line *Trade, Economic and Environmental Policy* differs from the title contained in the 2003-2004 Main Estimates, which reads *Trade and Economic Policy*. The business line does include the work that the Department undertakes for the environment and this name change will be reflected in the 2004-2005 Main Estimates. This applies to all forthcoming tables.

Table 2: Details on Major Capital Project Spending (\$ millions)

Corporate Services	Status	Current Estimated Total Cost	Forecast Spending to March 31, 2003	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006	Future Year Spending Requirements
Ankara, Turkey Chancery Construction	PPA	17.3	0.7	5.7	6.7	4.2	0.0
Berlin, Germany Chancery Construction	EPA	92.6	55.7	26.8	10.1	0.0	0.0
Cairo, Egypt Chancery Construction	EPA	15.0	15.0	0.0	0.0	0.0	0.0
Dhaka, Bangladesh Construction of Diplomatic Complex	PPA	26.0	9.3	4.7	6.5	5.5	0.0
Moscow, Russia 10 Staff Quarters Purchase	EPA	15.1	3.5	11.6	0.0	0.0	0.0
Nairobi, Kenya Chancery Construction	EPA	25.1	23.2	1.9	0.0	0.0	0.0
Port-au-Prince, Haiti Chancery Construction	EPA	19.1	16.8	2.3	0.0	0.0	0.0
Rome, Italy Chancery Purchase	PPA	37.6	27.5	3.0	7.1	0.0	0.0
Seoul, Korea Construction of Chancery and 7 Staff Quarters	EPA	51.7	17.9	1.6	4.9	12.0	15.3
Total Capital Spending		299.5	169.6	57.6	35.3	21.7	15.3

Due to rounding, figures may not add to totals shown.

PPA denotes Preliminary Project Approval by the Treasury Board and indicates that the project is still in the planning stage.
EPA denotes Effective Project Approval by the Treasury Board and indicates that the project is being implemented.



Table 3: Summary of Transfer Payments by Business Line (\$ millions)

	Forecast Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006
Grants				
International Business Development	2.0	2.0	2.0	2.0
Trade, Economic and Environmental Policy	59.5	0.0	0.0	0.0
International Security and Cooperation	16.1	15.4	12.4	25.4
Assistance to Canadians Abroad	0.0	0.0	0.0	0.0
Public Diplomacy	23.8	21.7	20.0	17.4
Corporate Services	0.3	0.3	0.3	0.3
Services to Partner Departments	0.0	0.0	0.0	0.0
Passport Services	0.0	0.0	0.0	0.0
Total Grants	101.6	39.4	34.7	45.1
Contributions				
International Business Development	14.5	14.7	14.7	14.7
Trade, Economic and Environmental Policy	17.1	19.7	19.7	19.7
International Security and Cooperation	370.0	471.5	464.6	449.6
Assistance to Canadians Abroad	0.1	0.1	0.1	0.1
Public Diplomacy	1.5	0.0	0.0	0.0
Corporate Services	0.0	0.0	0.0	0.0
Services to Partner Departments	0.0	0.0	0.0	0.0
Passport Services	0.0	0.0	0.0	0.0
Total Contributions	403.2	505.9	499.1	484.0
Total Transfer Payments	504.8	545.3	533.8	529.1

Due to rounding, figures may not add to totals shown.

Table 4: Details on Transfer Payments Programs

Grants

International Security and Cooperation

Business Line Objective: Progress in establishing a peaceful, inclusive, rules-based international system reflecting Canadian values, in which Canada and Canadians are secure.

Grants in lieu of taxes on diplomatic, consular and international organizations' property in Canada (\$7.5 million)

Planned Results: This grant exists to fulfill Canada's international obligations to foreign diplomatic and consular missions pursuant to the Vienna Convention on Consular Relations as well as obligations pursuant to headquarters agreements in force between Canada and international organizations.

Milestones: The purpose of this grant is to pay the tax charges that would normally have been billed to property owned by foreign countries that is recognized as for official use (ambassador residences, chanceries, embassies). Regular monitoring of the number of properties that are eligible takes place. The Department also monitors that the payments for the pre-approved properties are made in the required time frame.

Public Diplomacy

Business Line Objective: Increased recognition of, and respect for, Canada's role as an active participant in world affairs and as an economic partner, as well as promotion of Canadian identity and values abroad and development of an international environment that is favourable to Canada's political and economic interests.

Grants in Aid of Academic Relations (\$12.7 million)

Planned Results: The purpose of these grants is to foster an informed, well-disposed and sustained interest in Canada among foreign professionals and leaders; provide effective Canadian policy responses in education to a changing international environment; and expand markets for Canadian educational services abroad.

Milestones: In fiscal year 2002-2003, the Department implemented a Results-based Management and Accountability Framework that specifically covers the above-mentioned grants. This framework will provide the necessary performance measurement, monitoring, audit and evaluation of the agreed short-term, intermediate and long-term outcomes.

Grants in Aid of Cultural Relations (\$9.0 million)

Planned Results: The purpose of these grants is to ensure the presence of Canadian professional artists in high-quality cultural presentations abroad; engage foreign agents and impresarios in Canadian arts festivals and showcases; achieve an adequate representation of Canada in arts promotional



activities abroad; expand markets for Canadian cultural products and services; and enhance the image of Canada in France through celebrations surrounding the 400th anniversary of Champlain sailing to North America.

Milestones: In fiscal year 2002-2003, the Department implemented a Results-based Management and Accountability Framework that specifically covers the above-mentioned grants. This framework will provide the necessary performance measurement, monitoring, audit and evaluation of the agreed short-term, intermediate and long-term outcomes.

Contributions

International Business Development

Business Line Objective: Greater prosperity and job creation in Canada, achieved by helping the private sector take full advantage of international business opportunities and by facilitating foreign trade, investment and technology transfers.

Program for Export Market Development (\$9.5 million)

Planned Results: The Program for Export Market Development (PEMD) helps Canadian companies, directly or through their representative associations, enter new markets by sharing the costs of activities that companies or trade associations normally could not or would not undertake alone, thereby reducing the risks involved in entering a foreign market. The goal of PEMD is to increase the number of Canadian companies active in international markets and/or to foster greater market diversification on the part of those already exporting.

Milestones: The Department annually surveys PEMD recipients (500+ companies and 50 trade associations) to confirm the results they achieved with the support of PEMD, including the value and worth of PEMD to their international business development activities, export sales, anticipated sales success, contracts won and contacts established.

Trade, Economic and Environmental Policy

Business Line Objective: Greater job creation and prosperity in Canada and advancement of Canadian environmental interests and priorities, achieved through effective management of the country's trading, economic and environmental relationships as well as by liberalization of trade and capital flows around the world based on clear and equitable rules that reflect Canadian interests.

World Trade Organization (\$6.1 million) and Organization for Economic Cooperation and Development (\$10.5 million)

Planned Results: Contribution spending by this business line is non-discretionary, representing assessed contributions arising from Canada's membership in two international financial organizations that aim to contribute to economic growth.

International Security and Cooperation

Business Line Objective: Progress in establishing a peaceful, inclusive, rules-based international system reflecting Canadian values, in which Canada and Canadians are secure.

Projects and Development Activities Resulting from La Francophonie Summits (\$7.5 million)

Planned Results: The fund supports the biennial action plan, ratified by the heads of state and government on the occasion of La Francophonie summits, in the areas of democratic development, consolidation of the rule of law, peace and human security, La Francophonie multilateral cooperation, new information technologies and cultural diversity. The amount contributed by Canada is the subject of interdepartmental coordination and is usually re-evaluated at each summit.

Milestones: La Francophonie is situated in a multilateral context and its actions are verified and adjusted by a joint committee made up of the Department of Foreign Affairs and International Trade, Canadian International Development Agency and Agence intergouvernementale de la Francophonie (AIF) <<http://www.agence.francophonie.org>>, which meets three times a year. In addition, the AIF produces a report each year assessing the state of its programming. Canadian programming is also assessed in this report.

Youth International Internship Program (\$5.9 million)

Planned Results: This program develops approximately 390 overseas work placements annually for young Canadians to enhance their employability skills while increasing the number of highly qualified young Canadians with international work skills in the workforce. Placements are consistent with, and aim to further, Canadian foreign policy objectives. The program also reviews the proposed host organizations for all overseas placements developed as part of the Youth Employment Strategy in order to reduce risks to participants associated with overseas work experiences. Finally, the program provides young Canadians with a single point of entry to learn about international employment opportunities.

Milestones: Internship program agreements are regularly audited, and the program will be evaluated in 2005 and 2008. Each year the views of young participants, Canadian-based implementing organizations and overseas hosts are surveyed to ensure that the program continues to meet its objectives and constantly improves. Participants are also surveyed two and four years after the program to evaluate longer-term results and ensure the effectiveness of the tools used.

Assessed Contributions to International Organizations (\$206.5 million)

Planned Results: Canada has membership in a wide range of international organizations. The purpose of membership is to further the Government of Canada's foreign policy goals and provide it with a voice in the international community. To this end, the Department makes contributions to international organizations, often in the form of dues or membership fees. These are assessed based on a number of factors, the most common being a percentage of gross national product. The Depart-



ment is just one of a number of government departments and agencies that participate in these activities.

Assessed Contribution to UN Peacekeeping (\$103.5 million)

Planned Results: Under the Canadian Interests Abroad Program, it is a primary objective of political and international security affairs to contribute to international peace, stability and the rule of law. One of the principal means of achieving this objective is through UN peacekeeping operations that are authorized by the UN Security Council.

Milestones: The Assessed Contribution to UN Peacekeeping is monitored and assessed on at least an annual basis through the Canadian Permanent Mission to the United Nations at the UN General Assembly. The 5th Committee: Administrative and Budgetary, of which Canada is a member, reviews and approves the annual audited financial statements, financial performance reports, and proposed budgets for each peacekeeping mission. Through Canada's membership on the UN Special Committee on Peacekeeping Operations (Canada provides the vice-chair of the committee and the chair of its working group), the *Report of the Secretary-General on Peacekeeping Operations* is reviewed annually. Recommendations for improving the performance of peacekeeping operations are made for consideration by the General Assembly.

Peacebuilding and Human Security Program (\$6.5 million)

Planned Results: This program was created to advance Canada's foreign policy objectives for human security, which were determined through a broad interdepartmental consultative process. Priority areas include protection of civilians, peace support operations, conflict prevention, accountability and public safety. During its three fiscal years of operation, the program has funded practical, action-oriented projects in support of Canada's human security agenda both within Canada and abroad. Additional information on the Human Security Program (HSP) can be found at <<http://www.humansecurity.gc.ca>>.

Milestones: The HSP underwent a formative mid-term performance review in 2002-2003 – as mandated by the Treasury Board – to determine the progress of the program and to identify its strengths and areas for improvement. This exercise also focused on examining the relevance and effectiveness of the program's Results-based Management and Accountability Framework (RMAF), which was implemented in late 2001, as well as other tracking and reporting systems, such as the HSP database, project management checklist, and final narrative report template based on the performance framework. As prescribed by the Treasury Board, the HSP published the *Report on Canada's Human Security Program* in 2002-2003, describing the program's activities to date. Eleven HSP project recipients were audited in 2002-2003.

Global Partnership Program (\$100 million)

Planned Results: Canada's Global Partnership Program is being established as a part of the larger G8 Global Partnership Against the Spread of Weapons and Materials of Mass Destruction launched by leaders at the Kananaskis Summit. Under this initiative, G8 members committed to raise up to

US\$20 billion in support of specific cooperation projects, initially in Russia, to address a number of non-proliferation, disarmament, counter-terrorism and nuclear safety issues. Among the priority projects are: chemical weapons destruction, dismantlement of nuclear submarines, fissile material disposition and employment of former weapons scientists. Canada's budget will serve to support activities in all of these four priorities in an effort to reduce the proliferation risks associated with weapons and materials of mass destruction (WMD).

Milestones: Canada's Global Partnership Program will be evaluated on the basis of progress in each of the four priority areas. In the first three areas enumerated above, this will be measured in terms of Canadian support of large capital multilateral projects to destroy chemical and nuclear weapons and submarines (e.g. percentage of a destruction facility completed, destruction or transportation equipment procured and installed and ultimately percentage of WMD items destroyed.) In the fourth category, the measurement will be the number of scientific personnel engaged for peaceful purposes. In the process of implementing the cooperation projects to meet each of these milestones, a rigorous audit and evaluation framework (enumerated in the Treasury Board submission) will be established and compliance with Canadian legal and policy requirements will be a condition to proceeding. These requirements include, *inter alia*: access, monitoring and transparency measures, privileges and immunities, liability, taxation and intellectual property protections.

Extension of the Canadian Landmine Fund (\$8.9 million)

Planned Results: The objective of the Canadian Landmine Fund is to promote universalization and implementation of the Ottawa Convention. The Fund has launched and will be used to support projects that improve the advocacy capacity of mine action groups; assist in universalization and ratification of the mine ban treaty; increase use of mine action information for decision making; promote the use of more efficient, safe and affordable demining technologies by mine-affected countries; improve coordination of national mine action planning; clear high-priority lands; increase mine action capacity; and rehabilitate and reintegrate landmine survivors into society. For further information, visit the Canadian mine action Web site <<http://www.mines.gc.ca>>.

Milestones: The Department is in the process of finalizing a detailed RMAF for the forthcoming Treasury Board submission operationalizing the \$72 million renewal of the Canadian Landmine Fund, which includes a wide range of measurements to ensure that the Fund's objectives are met.



Table 5: Foundations

Centre for International Governance Innovation

The Centre for International Governance Innovation will receive a grant of \$30 million from the Department of Foreign Affairs and International Trade on or before March 31, 2003, to help fund the creation of the research centre on international governance in Waterloo, Ontario. The Centre will function at arm's length from the government and will produce world-leading research, particularly in the area of global economic and financial governance. This research will further Canada's interest in promoting a stable and well-governed global economic system in order to enhance the standard of living and quality of life of Canadians.

The Centre must retain an independent auditor on an annual basis. It is to inform the Department on its operations through an annual report.

Asia-Pacific Foundation of Canada

The Asia-Pacific Foundation of Canada received a contribution of \$600,000 from the Department of Foreign Affairs and International Trade in fiscal year 2002-2003. The contribution consisted of four quarterly payments of \$150,000, made upon presentation of required financial and progress reports. In addition, the Foundation received four project-specific contributions totalling approximately \$250,000. This arrangement contrasted with recent years, where up to \$1 million was provided via a single contribution agreement. This mixture of a basic contribution and project-specific monies is part of an ongoing effort to encourage greater results-based orientation of the Foundation's activities, as well as greater complementarity with the Department's interests and priorities.

The Foundation uses these funds to support the development of networks within Canada and to create and enhance contacts with the Asia-Pacific region, with the objective of providing Canadians with the information, linkages and analysis necessary to deal effectively with the region. The contribution is also used to develop and disseminate timely information and focused analysis on the Asia-Pacific region among Canadians in general, with particular focus on the needs of business people and policy makers. The goals are not only to enhance Canadian public awareness and understanding of the Asia-Pacific region, but also to increase Canadian business in the region.

The Department has prepared an accountability and performance measurement strategy that provides for appropriate measurement and reporting of results related to this contribution. This strategy indicates how, to whom and within what time frame the results will be reported. The Foundation provides the Department with its draft annual business plan for comment before it is approved. It also gives the Department regular financial and narrative progress reports. A final evaluation will be completed by January 31, 2005.

Table 6: Sources of Responsible and Non-Responsible Revenue				
Responsible Revenue (\$ millions)				
	Forecast Revenue 2002-2003	Planned Revenue 2003-2004	Planned Revenue 2004-2005	Planned Revenue 2005-2006
International Business Development				
Trade fairs and trade/investment technology missions	2.0	3.1	3.1	3.1
International Security and Cooperation				
International Youth Exchange	0.9	0.0	0.0	0.0
Assistance to Canadians Abroad				
Specialized consular services	2.2	2.5	2.5	2.5
Public Diplomacy				
Canadian Education Centres	0.9	1.1	1.1	1.1
International Youth Exchange	0.0	1.2	1.2	1.2
	0.9	2.3	2.3	2.3
Corporate Services				
Training services	5.0	5.0	5.0	5.0
Real property services abroad	8.8	9.3	9.3	9.3
Telecommunications services	1.2	2.1	2.1	2.1
	15.0	16.4	16.4	16.4
Passport Services				
Passport fees	129.1	133.0	137.5	137.5
Total Responsible Revenue	150.1	157.2	161.7	161.7



Table 6 continued: Sources of Respendable and Non-Respendable Revenue

Non-Respendable Revenue (\$ millions)				
	Forecast Revenue 2002-2003	Planned Revenue 2003-2004	Planned Revenue 2004-2005	Planned Revenue 2005-2006
International Business Development Contributions repaid under the Program for Export Market Development	3.0	2.5	2.5	2.5
Trade, Economic and Environmental Policy Import and export permit fees	14.5	14.5	14.5	14.5
Assistance to Canadians Abroad Consular fees	52.6	55.3	58.0	60.8
Corporate Services Sales of properties and other assets	25.0	15.0	18.0	18.0
Employee rent shares	14.4	18.0	18.0	18.0
Services provided to the Passport Office	4.4	4.4	4.4	4.4
Adjustment to previous years' expenditures	4.0	4.0	4.0	4.0
Other	1.0	1.0	1.0	1.0
	48.8	42.4	45.4	45.4
Total Non-Respendable Revenue	118.9	114.7	120.4	123.2
Total Respendable and Non-Respendable Revenue	268.9	271.9	282.1	284.9

Due to rounding, figures may not add to totals shown.

Table 7: Net Cost of the Department for the Estimates Year (\$ millions)	
	Total
Net Planned Spending	1,916.8
<i>Plus: Services Received Without Charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	22.5
Contributions covering employer's share of employees' insurance premiums and costs paid by Treasury Board Secretariat (excluding revolving funds)	41.2
Workers' compensation coverage provided by Human Resources Development Canada	0.4
Salary and associated expenditures of legal services provided by Justice Canada	1.8
Total services received without charge	65.9
Total Cost of the Department	1,982.7
<i>Less: Non-Respendable Revenue</i>	114.7
2003-2004 Net Cost of the Department	1,868.0

Due to rounding, figures may not add to totals shown.



Table 8: Passport Office Revolving Fund Statement of Operations (\$ millions)

	Forecast 2002-2003	Planned 2003-2004	Planned 2004-2005	Planned 2005-2006
Respendable Revenue	129.0	133.0	137.5	137.5
Expenses				
Operating:				
Salaries and employee benefits	63.7	66.1	68.3	68.3
Employee termination benefits	0.8	0.8	0.9	0.9
Passport material and application forms	9.8	10.1	10.5	10.5
Passport operations at missions abroad	4.4	4.4	4.4	4.4
Accommodation	7.0	7.4	7.6	7.6
Professional and special services	4.9	4.7	4.7	4.7
Amortization	14.9	15.8	13.7	13.7
Freight, express and cartage	6.1	6.4	6.7	6.7
Telecommunications	2.2	2.2	2.2	2.2
Printing, stationery and supplies	2.6	2.6	2.6	2.6
Other	6.3	6.3	6.3	6.3
	122.7	126.8	127.9	127.9
Surplus (Deficit)	6.3	6.2	9.6	9.6

Due to rounding, figures may not add to totals shown.

Table 9: Passport Office Revolving Fund - Statement of Cash Flows (\$ millions)				
	Forecast 2002-2003	Planned 2003-2004	Planned 2004-2005	Planned 2005-2006
Revenues	129.0	133.0	137.5	137.5
Expenses	122.7	126.8	127.9	127.9
Surplus (Deficit)	6.3	6.2	9.6	9.6
Add non-cash items:				
Amortization	14.9	15.8	13.7	13.7
Passport material usage	9.0	9.2	9.7	9.7
Interest on loan	0.5	0.2	0.0	0.0
Total non-cash items	24.4	25.2	23.4	23.4
Add cash inflows:				
Treasury Board loan and repayment	0.0	(4.5)	(4.5)	0.0
Change in working capital	(9.6)	(9.7)	(10.0)	(14.5)
Investing activities:				
Acquisition of depreciable assets	(14.6)	(11.9)	(13.2)	(13.2)
Cash Surplus (Requirement)	6.6	5.3	5.2	5.2

Due to rounding, figures may not add to totals shown.

Table 10: Passport Office Revolving Fund - Projected Use of Authority (\$ millions)				
	Forecast 2002-2003	Planned 2003-2004	Planned 2004-2005	Planned 2005-2006
Authority	4.0	4.0	4.0	4.0
Unused Authority (Drawdown):				
Balance as of April 1	6.9	13.5	18.8	24.0
Projected surplus (deficit)	6.6	5.3	5.2	5.2
	13.5	18.8	24.0	29.2
Projected Balance at March 31	17.5	22.8	28.0	33.2

Due to rounding, figures may not add to totals shown.



Section 6: Supplementary Information

6.1 Acronyms and Abbreviations

ADM:	Assistant Deputy Minister
APEC:	Asia-Pacific Economic Cooperation forum
CIDA:	Canadian International Development Agency
DND:	Department of National Defence
e³:	Equilibrium, effectiveness, excellence (a departmental initiative)
FTAA:	Free Trade Area of the Americas
G8:	Seven leading industrialized nations (Canada, France, Germany, Italy, Japan, United Kingdom, United States) plus Russia
GOL:	Government On-Line
GPP:	Global Partnership Program
IBOC:	International Business Opportunities Centre
IPC:	Investment Partnerships Canada
NAFTA:	North American Free Trade Agreement
NATO:	North Atlantic Treaty Organization
NEPAD:	New Partnership for Africa's Development
NGO:	Non-governmental organization
OAS:	Organization of American States
OECD:	Organization for Economic Cooperation and Development
OSCE:	Organization for Security and Cooperation in Europe
PCO:	Privy Council Office
PEMD:	Program for Export Market Development
RCMP:	Royal Canadian Mounted Police
RMAF:	Results-based Management and Accountability Framework
TBS:	Treasury Board Secretariat
TCI:	Team Canada Inc
TCS:	Trade Commissioner Service
UN:	United Nations
VTC:	Virtual Trade Commissioner
WMD:	Weapons and materials of mass destruction
WTO:	World Trade Organization
YIIP:	Youth International Internship Program

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