



# Department of Foreign Affairs and International Trade

2000-2001  
Estimates

Part III – Report on Plans and Priorities

Canada

## The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament. The Estimates, which are tabled in the House of Commons by the President of the Treasury Board, consist of three parts:

**Part I – The Government Expenditure Plan** provides an overview of federal spending and summarizes both the relationship of the key elements of the Main Estimates to the Expenditure Plan (as set out in the Budget).

**Part II – The Main Estimates** directly support the *Appropriation Act*. The Main Estimates identify the spending authorities (votes) and amounts to be included in subsequent appropriation bills. Parliament will be asked to approve these votes to enable the government to proceed with its spending plans. Parts I and II of the Estimates are tabled concurrently on or before 1 March.

**Part III – Departmental Expenditure Plans** which is divided into two components:

- (1) **Reports on Plans and Priorities (RPPs)** are individual expenditure plans for each department and agency (excluding Crown corporations). These reports provide increased levels of detail on a business line basis and contain information on objectives, initiatives and planned results, including links to related resource requirements over a three-year period. The RPPs also provide details on human resource requirements, major capital projects, grants and contributions, and net program costs. They are tabled in Parliament by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*. These documents are to be tabled on or before 31 March and referred to committees, which then report back to the House of Commons pursuant to Standing Order 81(4).
- (2) **Departmental Performance Reports (DPRs)** are individual department and agency accounts of accomplishments achieved against planned performance expectations as set out in respective RPPs. These Performance Reports, which cover the most recently completed fiscal year, are tabled in Parliament in the fall by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of public funds.

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Department of Foreign Affairs  
and International Trade

# **2000–2001 Estimates**

## **Report on Plans and Priorities**

**Approved**

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**Minister for International Trade**

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**Minister of Foreign Affairs**

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## Abbreviations

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AC	Arctic Council
ABM	Anti-Ballistic Missile
APEC	Asia-Pacific Economic Cooperation
APM	Anti-personnel mines
ARF	ASEAN Region Forum
CHR	Commission on Human Rights
CIDA	Canadian International Development Agency
CTBT	Comprehensive Test Ban Treaty
DFAIT	Department of Foreign Affairs and International Trade
ECL	Export Control List
EFTA	European Free Trade Area
EIPA	<i>Export and Import Permits Act</i>
EU	European Union
FDI	Foreign direct investment
FIPA	Foreign Investment Protection Agreement
FIS	Financial Information Strategy
FMCT	Fissile Material Cutoff Treaty
FSU	Former Soviet Union
FTA	Free Trade Agreement
FTAA	Free Trade Area of the Americas
FTE	Full-time equivalent
G-7/G-8	Group of Seven Leading Industrialized Nations [Canada, France, Germany, Italy, Japan, United Kingdom, United States] plus Russia
GDP	Gross domestic product
IBD	International Business Development
ICC	International Criminal Court
IFIs	International Financial Institutions
IJC	International Joint Commission
IMS	Integrated Management System
IPC	Investment Protection Company
IRIS	Automated passport production system
ISC	International Security and Cooperation
ITC	Investment Team Canada
NAFTA	North American Free Trade Agreement
NATO	North Atlantic Treaty Organization
NFP	Northern Foreign Policy
NGO	Non-governmental organization
NMD	National Missile Defence
OAS	Organization of American States
OECD	Organization for Economic Co-operation and Development

## Department of Foreign Affairs and International Trade

### Abbreviations

OGDs	Other Government Departments
PEMD	Program for Export Market Development
PEMD-I	Program for Export Market Development—Foreign Investment Promotion
POPs	Persistent organic pollutants
PRAS	Planning, Reporting and Accountability Structure
SMEs	Small and medium-sized enterprises
TCS	Trade Commissioner Service
TEP	Trade and Economic Policy
TOC	Transnational Organized Crime
UN	United Nations
UNESCO	United Nations Economic, Social and Cultural Organization
UNSC	United Nations Security Council
WTO	World Trade Organization

### **Definitions**

*Convention*: an international agreement

*Instrument*: a formal or legal document in writing

*Protocol (optional or additional)*: an agreement that is additional to a convention, and generally deals with a specific aspect of the convention that has not been covered in sufficient detail, or which has become outdated

*Ratify*: to approve and sanction, or to make valid

*Treaty*: a compact made between two or more independent nations with a view to public welfare



## SECTION I MINISTERS' MESSAGE

At the start of the 21st century, Canada provides impetus to efforts towards meeting the needs of people for improved safety, security and economic well-being. The Department of Foreign Affairs and International Trade works in Canada and around the world to help ensure that such needs are met in order to enhance the quality of life of all Canadians.

In a world of rapid change and increasing interdependence, enhancing the quality of life of Canadians requires increased departmental activities to: promote job creation and economic growth; protect national and human security; project Canadian values and culture; strengthen national unity; provide consular services to Canadians abroad; increase engagement of Canadians; expand opportunities for youth, Aboriginal peoples and women; and promote sustainable development as an overarching objective. This changing global context also means that the foreign and domestic interests of Canadians are increasingly interrelated and require more co-ordinated approaches.

The October 1999 Speech from the Throne outlined priorities for advancing Canada's place in the world to meet our prosperity, security and cultural interests. As a principal theme, it recognized the need to address the opportunities and challenges of rapid global change and growing interdependence based on Canada's strengths as an outward-looking and trade-dependent country with a culturally diverse population. It affirmed the government's intention to place more emphasis on human security in addressing threats, particularly to children, from adverse humanitarian impacts of conflicts and refugee pressures from failing states, as well as hazards from beyond Canada's borders such as transnational crime, including the illegal drug trade. It also recognized the need to address challenges of the new global context by co-operation with like-minded countries to reform and strengthen international security and economic and trade institutions.

In order to improve human security, we are pursuing activities to: enhance public safety by dealing with transnational threats such as organized crime, narcotics, trafficking in migrants and terrorism; protect civilians in situations of armed conflict; and prevent and resolve violent conflicts. This involves a focus on international efforts to protect children and youth from child labour, sexual exploitation and war. We are encouraging work towards the UN General Assembly Special Session on Children in 2001 for agreements to protect the rights of children and eliminate their exploitation, particularly as child soldiers. We are also supporting the establishment of the International Criminal Court to address extreme humanitarian abuses including those against children; encouraging negotiations on an optional protocol to the UN Convention on the Rights of the Child dealing with children in armed conflict; and planning to host an international conference in Canada on war-affected children in spring 2000. We are promoting public safety through efforts to combat transnational crime, such as the OAS process on drugs, and through a UN Convention on Transnational Crime, as well as by supporting reform of the security sector in other countries. On the protection of civilians in armed conflict, we are encouraging active consideration of the UN Secretary-General's report last fall on this issue and full implementation of the Ottawa Convention on anti-personnel mines. We will continue working in the UN and the G-8 on approaches to conflict prevention, drawing on the lessons of recent humanitarian crises such as those in Kosovo, East Timor and Sierra Leone.

We remain engaged in efforts to strengthen Canada's security within a stable global framework. This includes working in the UN Security Council during the remainder of our membership until December 31, 2000, and beyond, to complement national security with human security activities and to improve transparency and crisis management capacity. We will continue efforts to combat proliferation of weapons of mass destruction particularly by strengthening implementation of the Nuclear Non-Proliferation Treaty at its review

conference in spring 2000, and by improving effectiveness of the Comprehensive Test Ban Treaty. We are working to strengthen international efforts to address the negative consequences of the proliferation of small arms and light weapons by building awareness of this growing threat to human security and promoting action in the UN and regional forums to monitor and control illegal production and trafficking of such weapons. We will support strengthening of UN and regional capacities to meet security challenges by contributing to the implementation of international peace agreements and peace support operations such as in Kosovo and East Timor; promoting conflict prevention through the G-8 and other forums; engaging in OAS work on hemispheric security issues; and continuing to promote NATO transformation and enlargement as well as development of the European Security and Defence Identity. We will bring forward a northern foreign policy to enhance co-operation with Canada's northern neighbours and contribute to building a stable, prosperous circumpolar region with renewed opportunities for environmental protection, trade, investment and sustainable development.

Canada's prosperity interests are being promoted by our efforts to build a dynamic economy for the 21st century through more trade and investment in the increasingly competitive and complex global economic environment. For this purpose, we are working to open markets for Canadian businesses and to provide them with the support they need to take full advantage of opportunities in those markets. Trade remains vital to our economic and social well-being. It accounts for one in every three jobs in Canada and 43 percent of our GDP, up from 30 percent seven years ago, more than in any other industrialized country. Foreign direct investment in Canada has also grown rapidly, increasing 54 percent since 1993. We are working to ensure that Canada continues to benefit from the inexorable march of globalization in such a way that it provides for the human, social and environmental needs of Canadians.

Canada has continued to benefit greatly from the rules-based global trading system since its inception over 50 years ago. In seeking better market access for Canadian exporters, we remain actively committed to improving and adapting the trading system to new trade developments, requirements for greater transparency and the social dimensions of trade while ensuring that our values and social programs are protected. We are pursuing these objectives by: promoting improved operation of the WTO; supporting work towards active involvement in negotiations on a built-in agenda on agriculture and services; and development of an agreed negotiating agenda in other areas. We are also working to improve market access for Canadian exporters by implementing our rights and obligations under existing trade rules in the WTO, NAFTA and in our bilateral trade and investment agreements with several countries. This is also our goal in negotiations towards regional trade agreements with EFTA [European Free Trade Association] and APEC and in our work with hemispheric partners towards a Free Trade Agreement of the Americas [FTAA] by 2005. We can build on Canada's successful chairmanship of the initial phase of negotiations at the hemispheric FTAA trade ministers conference in Toronto in November 1999, which culminated in the adoption of business facilitation measures and a negotiating road map.

In assisting Canadian businesses to take advantage of world market opportunities, we will maintain capacity for high quality services to meet changing demands, support expansion of Canadian exports in new products and markets, and stimulate the flow of foreign investment and innovative technologies into Canada. We are improving services to the business community through our proven Trade Commissioner Service network by adapting its operation to changing marketplace requirements, consolidating our core services to meet client interests and providing easier access via our electronic network to our trade offices around the world. Improved single-access services will continue through Team Canada Inc, while Team Canada missions will remain an important vehicle for fostering federal-provincial co-operation and promoting Canadian business interests abroad. In



order to support expansion of Canadian exports, as indicated in the Speech from the Throne, we will strengthen trade promotion in strategic sectors with high export potential such as biotechnology, environmental industries and information technology, and continue support for innovation and technology in leading export sectors such as agriculture, agri-food and natural resources. This will also involve support for exporters in developing markets beyond the United States as well as in finding new markets for new products developed through university and government research centres and helping SMEs [small and medium-sized enterprises], women, youth and Aboriginal entrepreneurs to become exporters. Investment Team Canada will be launched to co-ordinate efforts by all levels of government and the private sector to promote the unique opportunities for foreign direct investment in Canada.

A major objective of our foreign policy activities is to express and reflect Canadian values and culture. In a world of rapid advances in mass communications, efforts include building more interest and confidence in Canada, an international public environment more favourable to Canadian interests and values, and greater awareness and understanding by Canadians of our role in the world. Building greater public understanding of Canadian policies continues to involve communications, consultation and outreach activities in Canada and in our missions abroad focussing on key domestic and foreign audiences. Increasing international public awareness of Canada's culture and promoting exports of its products involve assisting artists and cultural groups in activities abroad, supporting visits to Canada by agents and distributors and providing export services to Canadian artists and suppliers. Awareness of Canadian education will be promoted by enhancing Canadian studies programs abroad and by institutional co-operation and exchanges in higher education while promoting Canada as a desirable destination for foreign students. Support for international internship programs will continue to help Canadian youth gain international experience through opportunities to work and study abroad.

Canada will promote multilateral and bilateral co-operation for greater prosperity, peace and stability in the 21st century. We remain engaged with G-8 partners and international financial institutions in continuing to encourage stable and transparent fiscal and monetary policies and strengthening international financial architecture. We will maintain support for work to improve financial crisis management and prevention involving the private sector and to promote social and other policies to protect the poor and the most vulnerable from the negative impacts of such crises. We will seek improved coherence in international policy making and strengthened capacity of international organizations to address the more complex and multifaceted challenges of the changing global environment.

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Pierre S. Pettigrew  
*Minister for International Trade*

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Lloyd Axworthy  
*Minister of Foreign Affairs*



## SECTION II DEPARTMENTAL OVERVIEW

### A. Mandate, Roles and Responsibilities

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

#### ***Mandate***

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

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

#### ***Roles and Responsibilities***

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

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

### B. Departmental Objectives

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

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

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

## C. External Factors Influencing the Department

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The operating environment in which the Department works to advance Canada's place in the world is increasingly affected by global change and interdependence. This evolving context presents complex opportunities and challenges requiring more demanding responses to pursue Canadian interests in building a dynamic and more prosperous economy, protecting human and national security and projecting our values and culture abroad. In the period covered by this report, operating pressures on the Department's activities will continue to increase mainly as a result of the changing global context, public expectations, government commitments and growing demands on Canada.

### *The Changing Global Context*

The stable security framework of the Cold War period has been replaced by a volatile and less predictable global context with widespread regional instabilities, new demands for peace support operations, and resource and other constraints on UN responses to changing security problems. These are being met increasingly by regional organizations and powers. Conflicts persist, such as the crises in Africa, particularly those involving civil, ethnic and intra-state rivalries with a heavy toll on civilian populations. International crises have become more complex requiring rapid and multifaceted responses with coordinated security, humanitarian and peace-building elements. Transborder threats are increasing, whether in the form of refugee pressures from failing states, infectious diseases, trans-boundary pollution or transnational crime such as illegal trade in drugs. Non-proliferation regimes built up over 30 years are stalled, in crisis or in the process of being developed or strengthened.

Global economic integration continues to stimulate growth but has raised major concerns about the need to humanize globalization if its benefits are to be fully shared. Canada has a major stake in the rules-based trading system and in efforts to develop new approaches that are needed to strengthen the WTO by improving its transparency, efficiency and capacity to deal with modern-day trade issues while respecting social and environmental concerns. Global economic stability remains important for sustaining growth, building conditions to avoid or withstand financial crises and mitigating impacts on the poor and most vulnerable.

### *Public Expectations and Concerns*

Canadians want their country to be fully engaged in protecting and promoting their interests and values in the evolving world context. Recent surveys indicate that 82 per cent of Canadians believe that Canada has more influence today than 30 years ago and 64 per cent of Canadians are more proud of Canada's international role than five years ago.

The increasing involvement of Canadians in activities abroad, as well as their exposure to greater risks from this more complex environment, has led to more demands for departmental services. Canadians travel abroad in growing numbers in an increasingly dangerous world, as illustrated by the more than 4.2 million trips they took to countries other than the United States in 1998. More and more Canadians, military and civilian, working abroad are exposed to the consequences of poverty, violent conflicts and other risks, whether from the illicit drug trade or the spread of disease in some countries. Over the past year, nine major conflicts required the evacuation of nearly 4,500 Canadians from countries such as Indonesia, Eritrea and the Congo. At home, Canadians have become more concerned about the costs and other consequences of threats from beyond our borders such as refugee pressures, smuggling of people and trafficking in human beings.

## **Government Commitments**

The Department is responsible for implementing major government and ministerial commitments across the foreign policy agenda. Policy commitments for advancing Canada's place in the world and building a dynamic economy were outlined in the October 1999 Speech from the Throne and are reflected in the sections of this report on business line priorities. These commitments also include managing Canada's participation in summits and high-level meetings such as: Canada's role as a member of the UN Security Council until December 2000; hosting an international conference on war-affected children in spring 2000, the Summit of the Americas in Quebec City in April 2001, the OAS General Assembly in Windsor in June 2000 and *les Jeux de la Francophonie (2001) Ottawa-Hull*; managing Canada's participation in the UN Millennium Assembly in September 2000, the UN General Assembly Special Session on Children in 2001, the G-8 Summits in Japan in July 2000, Italy in summer 2001 and Canada in summer 2002, follow-up to the WTO Seattle ministerial conference, Quadrilateral Trade Ministers meetings, APEC Economic Leaders Meeting in November 2000 and APEC ministerials in June 2000 (trade) and November 2000, biennial Commonwealth Heads of Government Meetings; OECD Ministerial in June 2000, NAFTA Commission in April 2000, FTAA Ministerial in April 2001, NATO Foreign Ministers Meeting in May 2000 and spring 2001, and the Canada-EU Summit in June 2000; assuming *la Présidence du Sommet de la Francophonie (1999/2001)* and preparing for Canada's role as G-8 Chair in 2002.

## **Growing Demands on Canada**

Meeting these commitments, challenges and expectations has led to a broadening and deepening of Canada's multilateral and bilateral relationships. In the last decade, Canada signed an additional 165 multilateral treaties and 266 bilateral agreements and joined 12 major new international or regional organizations (including the OAS, APEC, NAFTA, WTO).

Membership in the G-8, WTO and APEC alone has vastly increased and institutionalized the foreign policy workload, which has grown further with the broader range of issues on the international agenda. There are more summit meetings and ministerial meetings, for example, involving the G-8, APEC, the Americas, the EU, the Commonwealth and la Francophonie, as well as special summits such as the UN Millennium Assembly and Summit in 2000 and the Summit of the Americas in 2001.

In the UN context, the workload of the Security Council has tripled in the last decade with daily meetings and extended crisis-management sessions occurring simultaneously with informal consultations and meetings of its several subsidiary committees. As a member, currently until December 2000, Canada is particularly affected, but even as a non-member Canada will face increasing demands in following the Council's work. With the admission of 24 states to the UN this decade, the growing engagement of NGOs in UN activities, and the doubling of membership in the UN's 14 specialized agencies as part of its reform agenda, the promotion of Canadian interests in the UN has become more complex, time-consuming and resource-intensive.

Trade policy pressures continue to grow. Greater efforts will be required to meet Canada's commitments to strengthening the WTO and negotiation of an FTAA by 2005. Implementation and management of our existing trade agreements, including 24 relating to the WTO alone, will continue to require considerable efforts. The number of WTO meetings rose from 800 to 1,700 annually between 1994 and 1998. Pursuing Canada's interests under the more reliable dispute-settlement mechanisms of our trade agreements is demanding increased attention: in 1995, there were 2 disputes involving Canada under the WTO and the NAFTA, compared with 24 such disputes in 1999.

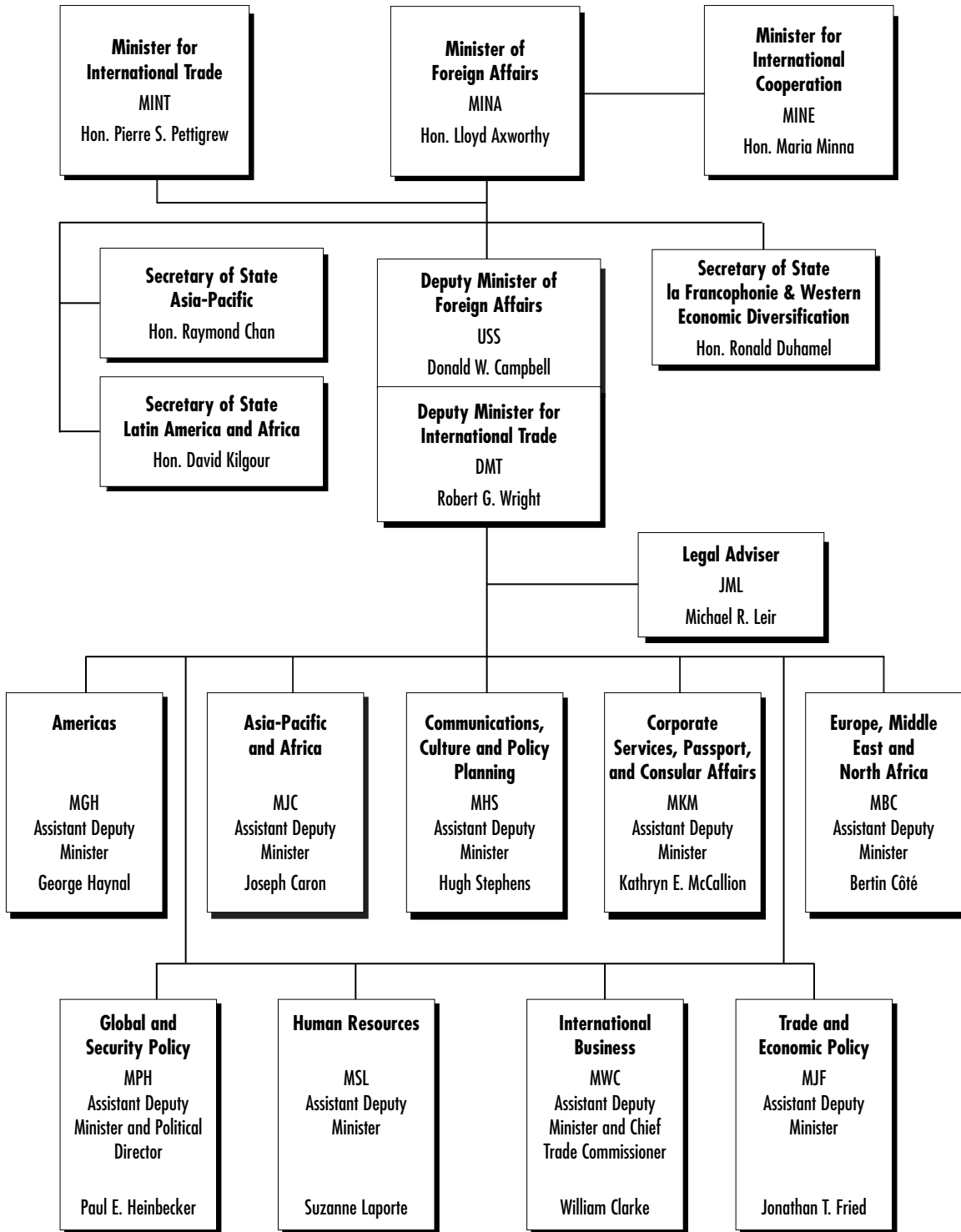
Demands for business services to Canadian exporters and investors have continued to grow, partly in response to the opportunities stemming from greater economic integration. For example, between 1996 and 1998 Canadian business visitors to trade offices at missions abroad increased by 130 per cent to 12,000 per year, thereby greatly increasing mission workload.

## D. Departmental Spending Plan

### Financial Spending Plan (\$ millions) and Personnel-Full Time Equivalents (FTE)

<b>Business Lines</b>	<b>Forecast Spending 1999-2000</b>	<b>Planned Spending 2000-2001</b>	<b>Planned Spending 2001-2002</b>	<b>Planned Spending 2002-2003</b>
International Business Development	286.5	248.5	246.1	245.1
Trade and Economic Policy	215.7	208.9	149.9	114.9
International Security and Cooperation	479.1	462.0	445.2	433.9
Assistance to Canadians Abroad	49.1	52.3	52.3	52.3
Public Diplomacy	94.7	95.5	96.6	96.1
Corporate Services	308.3	319.4	309.8	298.5
Services to Other Government Departments	211.0	222.6	222.4	222.5
Passport Services	75.1	54.2	54.2	54.2
<b>Gross program spending</b>	<b>1,719.5</b>	<b>1,663.4</b>	<b>1,576.5</b>	<b>1,517.5</b>
<i>Less: Revenue Credited to the Vote</i>	77.2	79.3	79.3	79.3
<b>Net program spending</b>	<b>1,642.3</b>	<b>1,584.1</b>	<b>1,497.2</b>	<b>1,438.2</b>
<i>Less: Revenue Credited to the Consolidated Revenue Fund</i>	194.7	186.2	139.5	95.6
<i>Plus: Cost of Services Provided by Other Government Departments</i>	43.0	43.6	43.4	43.5
<b>Net cost of the Department</b>	<b>1,490.6</b>	<b>1,441.5</b>	<b>1,401.1</b>	<b>1,386.1</b>
<b>Personnel-Full Time Equivalents (FTE)</b>				
<b>Canada-based FTEs</b>	<b>4,314</b>	<b>4,381</b>	<b>4,343</b>	<b>4,314</b>
<b>Locally engaged FTEs</b>	<b>4,440</b>	<b>4,433</b>	<b>4,407</b>	<b>4,402</b>

Table 2.1: Organization Structure





## SECTION III PLANS, RESULTS AND RESOURCES

### A. Summary of Plans and Results

In the following table, the priorities for each business line (“To provide Canadians with”) are based on the business line objectives established in the Department’s Planning, Reporting and Accountability Structure (PRAS). The expected results (“To be demonstrated by”) are based on the key results identified in the PRAS. The PRAS has been approved by Treasury Board and is the basis for accountability for the results achieved with the resources and authorities provided.

<b>To provide Canadians with</b>	<b>To be demonstrated by:</b>
<p><b>International Business Development</b></p> <p>Employment and prosperity increased by encouraging Canadian firms to take full advantage of international business opportunities and by facilitating inward investment and technology flows.</p>	<ul style="list-style-type: none"> <li>• growing participation of Canadian business, particularly SMEs, in the international economy;</li> <li>• a broadened export base and a diversification of export markets;</li> <li>• attraction and retention of job-creating international investment in key sectors; and</li> <li>• private sector strategic alliances in investment and technology.</li> </ul>
<p><b>Trade and Economic Policy</b></p> <p>Employment and prosperity increased by effective management of Canada’s trading relationships and liberalization of trade and capital flows around the world, based on clear and equitable rules that reflect Canadian interests.</p>	<ul style="list-style-type: none"> <li>• continued implementation of the WTO agreements and its continuing built-in agenda;</li> <li>• bilateral and multilateral agreements that promote balanced trade and investment liberalization;</li> <li>• solutions that reduce the possibility of disputes with trading partners;</li> <li>• international assistance allocated to reflect foreign policy and development priorities; and</li> <li>• stimulation of export performance and investment through improved conditions of access to markets.</li> </ul>

<b>To provide Canadians with</b>	<b>To be demonstrated by:</b>
<p><b>International Security and Cooperation</b> A peaceful, law-based international system reflecting Canadian values, in which Canada is secure from threats from abroad.</p>	<ul style="list-style-type: none"> <li>• speaking with one voice for Canada in the world; contributing to global and regional security; contributing to greater control of conventional and nuclear weapons;</li> <li>• contributing to democracy, human rights and good governance;</li> <li>• contributing to conflict prevention, peace-keeping and peace building;</li> <li>• contributing to measures to combat terrorism, transnational crime and drug trafficking;</li> <li>• contributing to sustainable development and environmental protection;</li> <li>• fostering a strong multilateral system, development of international law and an effective United Nations; and</li> <li>• sustaining constructive relationships with specific countries and regions.</li> </ul>
<p><b>Assistance to Canadians Abroad</b> Appropriate official assistance when travelling or living abroad.</p>	<ul style="list-style-type: none"> <li>• requests for assistance, guidance and advice from or on behalf of Canadians travelling or living abroad, met appropriately and cost-effectively throughout the world.</li> </ul>
<p><b>Public Diplomacy</b> Increased interest and confidence in Canada abroad and an international public environment favourable to Canada's political and economic interests and Canadian values.</p>	<ul style="list-style-type: none"> <li>• greater public understanding in Canada and abroad of Canadian policies and positions;</li> <li>• international public awareness of Canada's characteristics and accomplishments through cultural, scholarly or comparable events; and</li> <li>• increased exports of cultural and educational products and services, including choice of Canada as a destination for foreign tourists and students.</li> </ul>
<p><b>Corporate Services</b> A DFAIT enabled to achieve its mission and objectives through the delivery of cost-effective support services.</p>	<ul style="list-style-type: none"> <li>• effective and efficient delivery of services to the satisfaction of clients within resource, legal and policy constraints.</li> </ul>
<p><b>Services to Other Government Departments</b> Other government departments enabled to deliver their programs abroad through the provision of cost-effective support services.</p>	<ul style="list-style-type: none"> <li>• effective and efficient delivery of services to the satisfaction of clients within resource, legal and policy constraints.</li> </ul>
<p><b>Passport Services</b> The ability to travel freely through the provision of internationally respected travel documents.</p>	<ul style="list-style-type: none"> <li>• internationally respected travel documents and client services that meet or exceed published service standards.</li> </ul>



## B. Business Line Plans

### International Business Development

#### Planned Spending (\$ millions) and Personnel-Full Time Equivalents (FTE)

	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
Gross Expenditures	286.5	248.5	246.1	245.1
Less: Revenue Credited to the Vote	3.1	8.1	8.1	8.1
Less: Revenue Credited to the Consolidated Revenue Fund	3.2	2.3	2.3	2.3
<b>Total Net Expenditures</b>	<b>280.2</b>	<b>238.1</b>	<b>235.7</b>	<b>234.7</b>
<b>Personnel-Full Time Equivalents (FTE)</b>				
Canada-based FTEs	475	486	486	486
Locally engaged FTEs	556	554	553	553

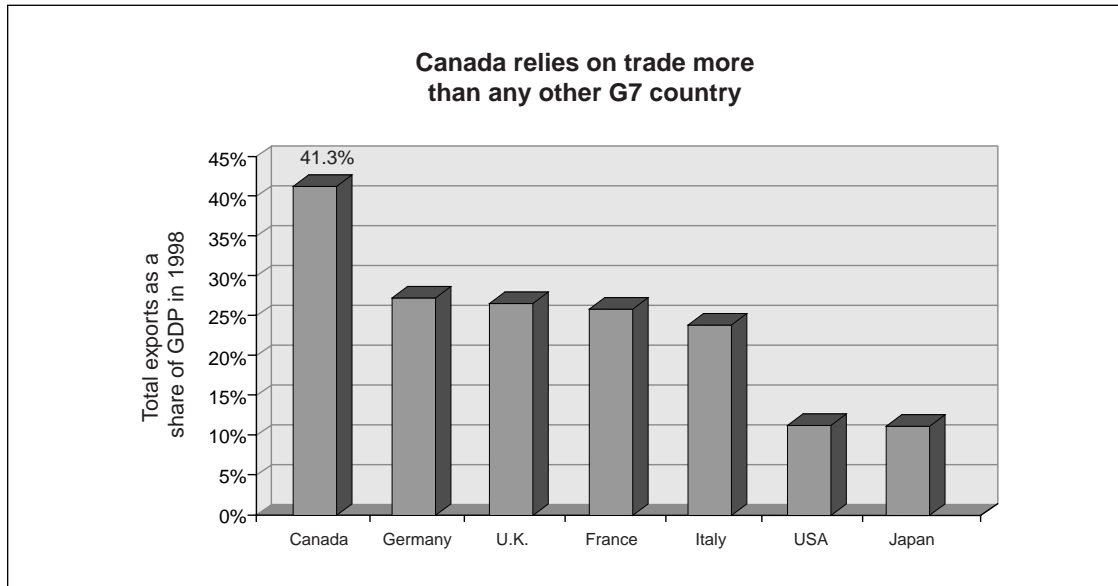
#### *Business Line Description*

Create jobs and prosperity in Canada by encouraging Canadian firms to take full advantage of international business opportunities and by facilitating investment and technology flows.

#### *Context*

The International Business Development (IBD) business line plays a major role in influencing the creation of employment and prosperity in Canada by assisting the Canadian business community to take full advantage of international business opportunities abroad, and by facilitating the flow of investment and technology. The business line also provides services that give Canadian firms an edge in the increasingly complex and competitive global marketplace. International business benefits impact all socioeconomic priorities in Canada, such as jobs, youth employment, productivity, innovation and regional development. IBD delivers six core services at posts abroad: Market Prospect, Key Contacts Search, Local Company Information, Visit Information, Face-to-Face Briefing and Troubleshooting.

The continuing process of globalization is challenging Canada to maintain and improve its performance in trade, investment and technology to secure and advance its position in the international marketplace. The export sector, foreign direct investment and the growth of the knowledge industry have been the most dynamic factors influencing economic growth in the 1990s both internationally and in Canada. Canada relies on trade for jobs and growth more than any other industrialized country. Exports of goods and services account for over 40 per cent of Canada's GDP.



In the long term, Canada's prosperity and status as a global player lies in foreign direct investment (FDI). FDI is growing at twice the rate of export trade, and is responsible for increasing amounts of international trade. In comparison with other G-7 countries, Canada lags far behind in FDI, a situation we need to change to stay competitive. Canada's global share of both FDI-out and FDI-in is declining, which means Canada is missing out on a wide range of opportunities.

In an increasingly knowledge-driven global economy, the development of knowledge and skills for the 21st century will also shape Canada's ability to compete in international markets. Canada must continue to improve its performance in productivity growth and technological innovation. The rapid expansion of electronic messaging is dramatically changing the way business is done in Canada and worldwide. The new demands and higher expectations of a "connected Canada" are generating pressures to provide faster and higher value-added IBD service.

### **Key Results Commitment**

Employment and prosperity by developing international business.

### **Planned Results and Related Activities**

#### *Improve our service to the Canadian business community*

- Meet the changing demands from our business community and make them more aware of our services to help them succeed in an increasingly complex and competitive globalized marketplace.
- Consolidate the "New Approach" program to improve Trade Commissioner Service delivery abroad based on responses to employee and client satisfaction surveys, accountability for results and specialized employee training.
- Improve the management and quality of information on local markets and clients; enhance electronic service delivery capability to clients and partners; strengthen Internet-based client services.

- Strengthen federal and provincial cooperation in Team Canada Inc and on new trade and investment promotion initiatives.
- Foster national unity and promote Canadian international business interests through Team Canada missions.
- Increase ministerial participation in domestic outreach activities to promote the government's international business development agenda and departmental programs and services to the Canadian business community.

*Aid in the creation of jobs and prosperity by encouraging capable and committed Canadian firms to take full advantage of international business opportunities*

- Increase the number of Canadian firms that are active exporters while encouraging under-represented groups such as SMEs, women, youth and Aborigines.
- Strengthen trade promotion efforts in strategic sectors, i.e. biotechnology, environment, information technology, culture, health, resource industries, education and government expertise.
- Strengthen the Department's role in finding markets for new products and services developed through research by universities and government research centres.
- Support successful exporters to move beyond their existing markets into other regions of the United States and other developed and emerging markets.

*Increase the flow into Canada of direct investment and technologies from international sources*

- Ensure a coordinated, proactive DFAIT managerial role with the new Investment Partnerships Canada (IPC) and for the launch of Investment Team Canada.
- Implement selected initiatives led by DFAIT ministers and senior government leaders to enhance international awareness of Canada as the best bottom-line location for investment in the NAFTA market.
- Support Canadian SMEs to establish strategic alliances with foreign companies and increase the number of technology- or research-driven partnerships.
- Promote more extensive international scientific collaboration by Canadian institutions and the private sector.
- Refine existing structures and procedures to better meet and move with the evolving needs of the government's science-based departments and agencies in international markets.

## Trade and Economic Policy

### Planned Spending (\$ millions) and Personnel-Full Time Equivalents (FTE)

	Forecast Spending 1999–2000	Planned Spending 2000–2001	Planned Spending 2001–2002	Planned Spending 2002–2003
Gross Expenditures	215.7	208.9	149.9	114.9
Less: Revenue Credited to the Vote	0.0	0.0	0.0	0.0
Less: Revenue Credited to the Consolidated Revenue Fund	99.7	105.7	48.0	12.9
<b>Total Net Expenditures</b>	<b>116.0</b>	<b>103.2</b>	<b>101.9</b>	<b>102.0</b>
<b>Personnel-Full Time Equivalents (FTE)</b>				
<b>Canada-based FTEs</b>	<b>458</b>	<b>514</b>	<b>505</b>	<b>486</b>
<b>Locally engaged FTEs</b>	<b>65</b>	<b>64</b>	<b>64</b>	<b>64</b>

*The decline in gross expenditure and in revenue credited to the Consolidated Revenue Fund in 2002–2003 reflect the expiration of the Canada–U.S. Softwood Lumber Agreement on March 31, 2001. Under the agreement, DFAIT provides contributions to the provinces from the revenue from the issuance of softwood lumber export permits. Forecast spending for 1999–2000 includes \$84 million in gross expenditures and revenue credited to the Consolidated Revenue Fund. Planned spending in 2000–2001 and 2001–2002 includes \$90 million and \$35 million respectively.*

### Business Line Description

Create jobs and prosperity in Canada by effectively managing Canada's trading relationships with the United States and liberalizing trade and capital flows around the world, based on clear and equitable rules.

### Context

Canada's economic growth and success depends increasingly on trade liberalization and on the security provided by a modern, up-to-date rules-based trading system under the WTO, and access to the United States and other markets under the NAFTA and other trade agreements. It is expected that, after a period of reflection following the December 1999 WTO Ministerial Conference in Seattle, broad-based multilateral negotiations will be undertaken, reinforcing the need for comprehensive Canadian preparations in the next 18 months. Enactment of protectionist legislation in the United States and the use by the United States of unilateral trade sanctions in support of foreign policy or in response to domestic pressures remain a constant threat. These factors and a potential downturn in the U.S. economy could cause an unpredictable increase in trade remedy cases. There would be increased pressure to resolve these disputes, and significant associated demands on departmental resources. With the increasing integration of the North American economy comes the need to ensure a strong commitment by the NAFTA parties to the Agreement and its institutions. Active participation in the FTAA negotiations, implementation of the Canada/Chile FTA, conclusion and implementation of a free trade agreement with EFTA, the negotiation of FIPAs, and the pursuit of enhanced trade and investment relations with a range of other partners constitute key activities that will mobilize increasing resources and energy.

The work of the Trade and Economic Policy business line has increased significantly in recent years. Preparations for negotiations in the WTO, the FTAA and EFTA, and work on the WTO "built-in" agenda require an intensive program of outreach and comprehensive consultations with Canadian stakeholders, including provincial and territorial governments, business groups and civil society. As trade agreements become more comprehensive and increasingly cover non-tariff and regulatory as well as tariff issues, these groups expect to play a greater role in international trade matters. Their involvement is essential to ensuring a coherent trade policy that supports the domestic policy agenda and the needs of key domestic constituencies. The increasingly litigious nature of the trade dispute settlement system and the complexity of the cases under dispute impose additional demands on financial and human resources. Illustrative of this trend, the number of disputes involving Canada that were brought to the WTO and the NAFTA rose from one case in 1994 to 25 in 1999.

Recent developments have emphasized the concerns of some Canadians over the impact of an accelerated globalization. Strong policy analysis, communications and comprehensive consultations with provinces and Canadian stakeholders are essential elements of the Department's approach to shape the agenda for future negotiations and address sensitive policy areas such as labour, environment and biotechnology. The lack of consensus in Seattle may result in a further rise in the already significant number of trade dispute cases, and therefore in significant demands on the business line's resources. WTO and NAFTA dispute settlement procedures will continue to be deployed to promote Canadian interests against protectionist actions and unilateral trade measures and to defend Canadian programs and interests against challenges.

The recent financial crisis and the delay in launching WTO negotiations, combined with other developments in the international trade and economic systems, underline the need for Canada to continue its active role on the international scene to advance its economic and trade priorities. The Trade and Economic Policy business line takes the lead on initiatives to promote increased coherence, engage a wider range of countries in policy development among the IFIs, the WTO and other international organizations, and work with G-7 partners to integrate Eastern European and FSU countries into the world economy. Canada's participation in international economic fora such as the G-7/G-8, the OECD and APEC, and our support for policies such as the Cologne Summit debt relief initiative are aimed at promoting global economic stability and growth.

While Canada is fully committed to the liberalization of trade and investment, there is still an important need to control the import and export of certain goods through the *Export and Import Permits Act* (EIPA). These trade control measures serve to protect national security, to implement international arrangements including those that preserve peace and stability, and to permit the orderly import of many products competing with sensitive domestic industries. For instance, the business line manages the import quota system for Canada's supply-managed agricultural sectors and textiles and clothing sectors, and it implements the Softwood Lumber Agreement with the United States. Consultations with stakeholders and consideration of options upon expiry of the Softwood Lumber Agreement on March 31, 2001, are ongoing. Current trade liberalization ambitions, combined with growing U.S. protectionism and ongoing trade policy adjustments, impose added pressure on limited resources. In addition, a new permit-issuing computer system, capable of dealing with the increasing and changing requirements of users, is under design.

### ***Key Results Commitment***

To provide Canadians with opportunities for increased employment and prosperity by effective management of Canada's trading relationships, and liberalization of international trade around the world, based on clear and equitable rules that reflect Canadian interests and the concerns of Canadians regarding their health, safety, environment and culture.

### ***Planned Results and Related Activities***

*Creation and expansion of opportunities for Canadian exporters of goods and services to priority markets*

- Ensure that international trade policy continues to be sensitive to the environment, core labour standards, vulnerable industries and sectors, and the needs of developing countries.
- Pursue trade and investment liberalization and rule making to promote demand and growth, strengthen competition and boost productivity at home and abroad through the WTO and regional initiatives that are complementary to the multilateral trading system.
- Manage the Canada-U.S. trade and investment relationship effectively to further Canadian interests, including the use of dispute settlement mechanisms.
- Administer Canada's export and import controls, consistent with Canadian interests.
- Engage stakeholders, including civil society, in trade and economic policy activities through consultations and outreach.

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

- Strengthen economic, statistical and policy analysis of Canada's economic and trade performance.
- Promote Canadian economic, social and financial interests through a strong contribution to, and strategic use of, the G7/8, OECD, APEC, and related groups.
- Strengthen the coherence of the global economic architecture, and good economic governance and operation.
- Ensure, in cooperation with CIDA, Canada's appropriate engagement in assistance to transitional economies in Eastern Europe and the FSU, and more generally promote maximization of benefits from international assistance.

## International Security and Cooperation

### Planned Spending (\$ millions) and Personnel-Full Time Equivalents (FTE)

	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
Gross Expenditures	479.1	462.0	445.2	433.9
Less: Revenue Credited to the Vote	0.0	0.0	0.0	0.0
Less: Revenue Credited to the Consolidated Revenue Fund	0.0	0.0	0.0	0.0
<b>Total Net Expenditures</b>	<b>479.1</b>	<b>462.0</b>	<b>445.2</b>	<b>433.9</b>
<b>Personnel-Full Time Equivalents (FTE)</b>				
<b>Canada-based FTEs</b>	<b>640</b>	<b>685</b>	<b>665</b>	<b>661</b>
<b>Locally engaged FTEs</b>	<b>89</b>	<b>86</b>	<b>83</b>	<b>81</b>

### Business Line Description

A peaceful, law-based international system reflecting Canadian values in which Canada is secure from threats from abroad.

### Context

Canada is a cosmopolitan country, with economic, security and cultural interests that span the globe. Canada is equally a compassionate country, with a values-based foreign policy, backed by diplomatic skills and defence forces, by development assistance and civil society. Canada is a constructive country, committed to the universal goal of a world that is free from fear and from want, wherein all people can live and grow in safety and security. Whether those people are Kosovars escaping ethnic cleansing or Africans fleeing tribal conflict or Canadians facing terrorism and organized crime, humanity is the common bond, prosperity the common hope and security the common need that unites us all. Canadians know that success at home depends, as never before, on Canada's engagement in the interconnected world around us.

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

With the advent of globalization, human security has taken its place alongside the national security agenda of defence, diplomacy and arms control and disarmament. Freedom from fear is the common factor, for both Canadians and foreigners alike. Since the end of the Cold War and the advent of globalization, human security has required conflict prevention, crisis resolution and peace building to protect people from, and in, violent conflict. It also requires action to deal with issues such as the illegal movement of people and drugs, climate change and transboundary pollutants.

Canada's position as a non-permanent member of the UN Security Council will continue to entail increased demands for Canadian contributions to the protection of international peace and security.

The risk of the spread of weapons of mass destruction will continue. Progress on the Comprehensive Test Ban Treaty's (CTBT) entry into force has stalled and Fissile Material Cut-off Treaty (FMCT) negotiations have stopped. The Anti-Ballistic Missile (ABM) Treaty is a subject of disagreement between Russia and the United States over National Missile Defence. The Non-Proliferation Treaty regime is under threat. More generally, conventional arms problems, such as anti-personnel mines (APM), the proliferation of small arms and light weapons, and drug trafficking will persist.

The European security structure will continue to undergo significant changes that reflect the new post-Cold War environment, including the enlargement and reform of NATO and the European Union and the evolution of the relationship between the two, particularly as Europe develops its new Common Security and Defence Policy.

Political volatility and internal conflict, and their humanitarian consequences, can be expected to continue in the Balkans, in Indonesia and throughout Africa.

The transition towards market economies and democratic societies will continue in Russia and in Ukraine. Politics in these countries, and in neighbouring countries, will continue to be affected by depressed economic conditions.

Asia will remain the locale with some of the most challenging bilateral and plurilateral relationships: North and South Korea, Japan, the United States and China, India and Pakistan.

Climate change will remain a major issue for developing and developed countries alike. Canada's ability to ratify the Kyoto Protocol will entail the successful negotiation of international rules for emissions trading and other cooperative mechanisms, favourable decisions on sinks and further engagement of developing countries in climate change activities.

### **Key Results Commitment**

A peaceful, law-based international system in which Canada and Canadians are secure from threats abroad and in which Canadian values are respected and their reach advanced.

### **Planned Results and Related Activities**

*Establish and implement Canada's Human Security agenda, notably with regard to the protection of civilians in armed conflict, conflict prevention, war-affected children, small arms, Landmine Treaty universalization and implementation, the International Criminal Court, and the promotion of norms of humanitarian intervention*

- Develop, provide policy advice and implement multilateral direction in Human Security and, in particular, on the protection of civilians in armed conflict agenda, with particular focus on war-affected children, refugees and refugee camp security, protection of humanitarian workers, internally displaced persons, fundamental standards of humanity and the role of non-state actors.
- Lead a coordinated international campaign to promote universalization and implementation of the Landmine Treaty and work towards an international action plan on small arms proliferation.
- Campaign on behalf of the negotiation, signature, ratification and entry into force of the International Criminal Court.
- Implement the Canadian Peace-building Initiative within Canada by strengthening dialogue and partnerships with Canadian NGOs.
- Promote the study and implementation by the UN Security Council of "smart" sanctions that target leading perpetrators and spare civilian populations. Support work in the UNSC on strengthening the sanctions against the rebels in Angola.



- Work through the G8 to promote conflict prevention and use appropriate institutions to advance the concept of humanitarian intervention to prevent or stop acute and widespread human suffering caused by massive abuses of human rights.

*Develop Canadian capacity to deal more rapidly and effectively with humanitarian crises, movements of refugees and the internally displaced, and the deployment of civilians and/or military resources to peace support operations (e.g. in the Balkans, East Timor and Sierra Leone)*

- Manage Canadian peace support deployments.
- Develop a Canadian Expert Deployment Mechanism enabling the timely deployment of Canadians for international peace support operations.
- Exercise effective leadership in the UN Security Council on peace support operations.

*Manage the security relationship with the United States, particularly with regard to NORAD, NATO and the American program for National Missile Defence (NMD)*

- Manage Canadian policy response to American and Russian positions on NMD, including implications for the ABM Treaty.
- Resolve problems in our security relationship with the United States, for example, commercial remote satellite systems, international traffic in arms regulations and overflights.
- Enhance existing cooperation with the United States on “homeland defence,” and preservation of the open border.
- Preserve Canadian interests in NATO as Europe develops its Common Foreign and Defence Policy.

*Advance the Government’s nuclear non-proliferation and disarmament goals as set out in the April 1999 policy response to the Standing Committee on Foreign Affairs and International Trade (SCFAIT) report*

- Re-energize and develop support for nuclear non-proliferation, arms control and disarmament.
- Combat the proliferation of other weapons of mass destruction, such as chemical weapons, and of weapons delivery systems.
- Address specific risks to the non-proliferation regime, such as the Indian/Pakistani and North Korean nuclear and weapons programs.
- Continue to encourage U.S. and other nations’ ratification of the CTBT and the initiation of negotiations of the FMCT.
- Support efforts to reduce nuclear weapons and decommission weapons-grade plutonium.
- Support strategic stability between states with nuclear weapons.

*Defend and advance our environmental policies, especially regarding climate change, biosafety, persistent organic pollutants and the forestry convention, as well as trade and the environment*

- Continue negotiations towards meeting the objectives of the UN Framework Convention on Climate Change and early implementation of the Kyoto Protocol.
- Promote international action to address persistent organic pollutants (POPs) through the negotiation of a global convention.

## Department of Foreign Affairs and International Trade

### Section III Plans, Results and Resources

- Promote the launch of negotiations on an International Convention on Forests that would include a common definition of, and commitment to, achieving sustainable management of the world's forests; and participate actively in international negotiations.
- Manage biosafety and other trade and environment policy issues, including water export issues.

*Promote human rights, including through bilateral dialogues with China and, as circumstances permit, Cuba and Indonesia, and in such fora as the Commission on Human Rights (CHR), OAS and ASEAN Region Forum (ARF)*

- Promote Canadian priorities in the UN framework, including the General Assembly and the CHR (campaign for membership), and consult NGOs.
- Provide advice and guidance on gender equality and women's human rights.

*Contribute to the global fight against organized crime, illegal drugs and international terrorism; complete negotiation of the Transnational Organized Crime Convention Protocol and its several protocols on trafficking in firearms, migrants, and women and children*

- Participate in the G-8 Experts' Group on Organized Crime (Lyon Group) sub-group on high-tech crime.
- Build on existing Canadian initiatives to combat trafficking in humans and develop the UN TOC Convention on smuggling migrants and trafficking in women and children.
- Develop a human security approach to drug problems in the hemisphere through OAS fora.

*Articulate and implement the new northern foreign policy for Canada as part of Canada's relations with the EU, Russia and Nordic countries, inter alia, by*

- Identification of priorities and related strategies for the circumpolar region, particularly related to the integration of Arctic Council (AC) programs and activities with the emerging Northern Foreign Policy (NFP), including reference to Russia, domestic priorities and related international efforts.

*Manage bilateral relations with Canada's principal bilateral partners and members of la Francophonie, the Commonwealth, the ARF and the OAS.*

## Assistance to Canadians Abroad

### Planned Spending (\$ millions) and Personnel-Full Time Equivalents (FTE)

	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
Gross Expenditures	49.1	52.3	52.3	52.3
Less: Revenue Credited to the Vote	2.0	2.2	2.2	2.2
Less: Revenue Credited to the Consolidated Revenue Fund	41.8	43.2	44.7	46.3
<b>Total Net Expenditures</b>	<b>5.3</b>	<b>6.9</b>	<b>5.4</b>	<b>3.8</b>
<b>Personnel-Full Time Equivalents (FTE)</b>				
Canadian-based FTEs	105	117	117	117
Locally engaged FTEs	193	220	219	219

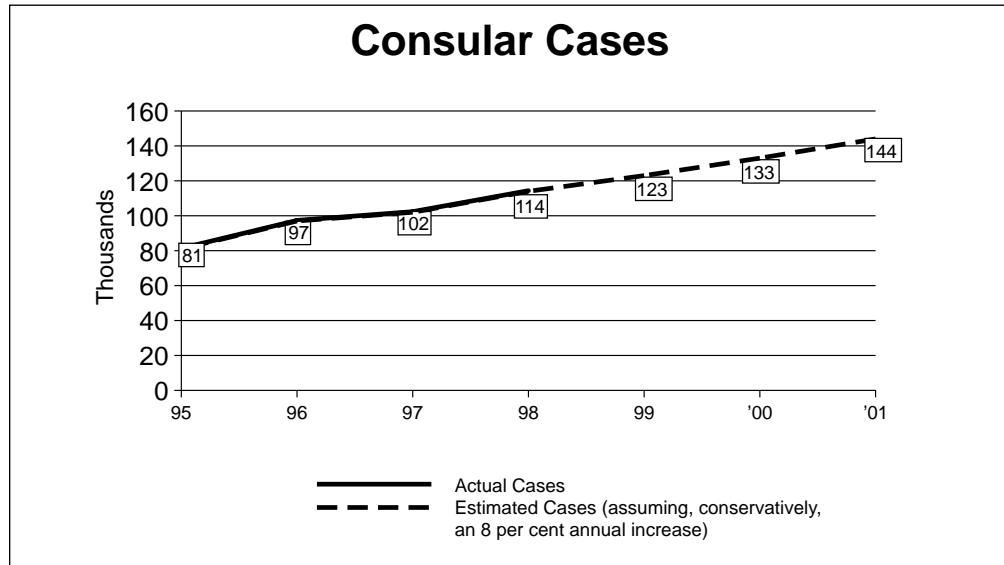
### Business Line Description

Satisfaction of the needs of individual Canadians travelling or living abroad for appropriate official assistance.

### Context

Every year the Department provides consular services to more than two million Canadians around the world. Service is provided 24 hours a day, seven days a week to meet a broad range of needs such as the emergency evacuation of Canadians in danger from natural or human-made disasters or international political crises, assistance during times of injury or bereavement, assistance during child abduction and custody dispute cases or assistance for those kidnapped, arrested or detained in foreign prisons. There has been a continuing increase in the international movement of Canadians attributable to more tourism, more business and commercial activity abroad and greater numbers of Canadians visiting relatives in other parts of the world. Canadians are travelling to more exotic locations, and such travel accounts for more than 90 per cent of consular cases. Older Canadians and those with disabilities or medical problems are also travelling more frequently. Canadians living or travelling abroad have high expectations of the level of service they can receive. Complex cases, such as those involving intensive negotiations during hostage takings, require dedicated months of work. These various factors have resulted in an increased and more complex workload for departmental staff.

Increasingly, Canadians are travelling to destinations where health care facilities and modes of transportation are poor in comparison with those in Canada. Canadians travelling abroad also may not understand the difference between Canadian legal, social and business systems and their foreign counterparts. Canadian companies are increasingly active in countries with serious security problems (Colombia, Libya, Nigeria, Ecuador, Sudan, Algeria) or where the level of local services is well below the Canadian norm.



### Key Results Commitment

Official assistance to Canadians travelling or living abroad.

### Planned Results and Related Activities

#### *Improved content, range and distribution of information on safe travel*

- Safe Outreach travel program: the program provides Canadians with information on conditions they may encounter abroad and provides advice on preparations they should make before they depart Canada. Currently, the Department produces reports for 217 destinations. Travel information and advisories are also available on the Department's Web site at <http://www.dfait-maeci.gc.ca/travel/menu-e.asp>. The Department will continue to update and increase the scope of advisories and existing documents.

#### *Increased capacity of headquarters to assist missions during times of emergency*

- Improvements to Consular Assistance Case Management system: the Department is planning to upgrade the existing system, which tracks the assistance provided to Canadians in distress, 24 hours a day, seven days a week. This assistance includes, inter alia, emergency travel documents, medical evacuations, contacts with next of kin and informing families of progress in dealing with terrorist activities, such as abductions.

#### *Consular officers better trained to deal with cases of child abductions, deaths and arrests/detentions*

- Improvements to professional training for officers dealing with sensitive issues such as child abductions, deaths and arrests/detentions.

## Public Diplomacy

### Planned Spending (\$ millions) and Personnel-Full Time Equivalents (FTE)

	Forecast Spending 1999–2000	Planned Spending 2000–2001	Planned Spending 2001–2002	Planned Spending 2002–2003
Gross Expenditures	94.7	95.5	96.6	96.1
Less: Revenue Credited to the Vote	0.8	1.1	1.1	1.1
Less: Revenue Credited to the Consolidated Revenue Fund	0.0	0.0	0.0	0.0
<b>Total Net Expenditures</b>	<b>93.9</b>	<b>94.4</b>	<b>95.5</b>	<b>95.0</b>
<b>Personnel-Full Time Equivalents (FTE)</b>				
<b>Canada-based FTEs</b>	<b>195</b>	<b>236</b>	<b>230</b>	<b>226</b>
<b>Locally engaged FTEs</b>	<b>204</b>	<b>202</b>	<b>202</b>	<b>201</b>

### Business Line Description

Creation of interest and confidence in Canada abroad and an international public environment favourable to Canada's political and economic interests and Canadian values.

### Context

Global mass communications and revolutionary advances in electronic technology are having profound effects on the nature and conduct of international relations. The management of state affairs is more complex than ever given the increased availability, access to and speed of delivery of news and information. With 300 million people expected to be using the Internet by 2000 and a billion by 2010, global transparency is destined to increase. Current means of information and issue management may destabilize as a result of these changes. Canada is faced with an increasingly skeptical public that is demanding faster information delivery, more transparency, greater input in the policy process and enhanced accountability from its governments. Initiatives concerning Canada's international activities must clearly demonstrate how these activities serve Canadians' interest. Canada's seat on the UN Security Council should help to raise awareness of Canada's international activities on the domestic front. Communications and public advocacy are undertaken abroad on issues that can have an impact on Canada's interests or image abroad.

The Public Diplomacy business line ensures communications with the public through a variety of means, including correspondence, Access to Information and protection of personal information, media relations, domestic outreach, foreign visitors' programs, publications and Internet services. It provides background information on Canada and Canadian domestic and foreign policies in response to inquiries from abroad or within Canada. It also promotes and coordinates Canada's international interests in culture, learning and youth mobility—areas that are gaining increased profile on the international agenda.

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

### ***Key Results Commitment***

Interest and confidence in Canada abroad and an international public environment favourable to Canada's political and economic interests and Canadian values, as well as greater awareness and understanding by Canadians of Canada's role in the world.

### ***Planned Results and Related Activities***

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

- Raise public awareness of foreign and trade policy, the work of the Department and the services it provides to Canadians, and Canada's international role through media outreach programs, other outreach activities and tools, and print and electronic publications.
- Improve promotion of Canadian values and interests abroad, working closely with ministers, missions, bureaus, other government departments and partners in the private and public sectors at home and abroad.
- Provide communications support for the human security initiative, northern foreign policy initiatives, the trade liberalization agenda and the Hemispheric Summits Agenda.
- Improve and expand the capacity of the ministers to respond to correspondence in a timely manner promoting the activities of the Department and advising on Canadian policies and positions.
- Provide strategic communications support for ongoing initiatives and activities of the Minister of Foreign Affairs and the Minister for International Trade, and the three portfolio secretaries of state.
- Provide a more open Departmental communications policy to enhance transparency and increase accountability.
- Liaise closely with provinces on international issues within provincial jurisdiction or of interest to the provinces.
- Implement the Department's obligations under Access to Information and Privacy legislation and enhance public access to information electronically.

#### *International public awareness of Canada's characteristics and accomplishments through cultural, scholarly or comparable events and increased exports of cultural and educational services*

- Expand Canadian cultural profile abroad, working in conjunction with the Department of Canadian Heritage and the Canada Council for the Arts.
- Develop closer links between DFAIT-funded cultural activities and foreign policy priorities.
- Internationalize higher education by: maintaining and expanding frameworks for academic and institutional cooperation and exchanges bilaterally and multilaterally; promoting Canada as a desirable destination for international students; developing new ways to facilitate international links; and cooperating with provincial governments and others to advance Canadian interests internationally.
- Enhance the appeal of Canadian studies abroad through rejuvenated and expanded programs.
- Increase opportunities for Canadian youth to gain international experience through study and work abroad programs.
- Improve the marketing abroad of Canadian educational products and services.

## Corporate Services

### Planned Spending (\$ millions) and Personnel-Full Time Equivalents (FTE)

	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
Gross Expenditures	308.3	319.4	309.8	298.5
Less: Revenue Credited to the Vote	10.8	12.3	12.3	12.3
Less: Revenue Credited to the Consolidated Revenue Fund	50.0	35.0	44.5	34.1
<b>Total Net Expenditures</b>	<b>247.5</b>	<b>272.1</b>	<b>253.0</b>	<b>252.1</b>
<b>Personnel-Full Time Equivalents (FTE)</b>				
Canada-based FTEs	1,700	1,744	1,740	1,739
Locally engaged FTEs	2,083	2,063	2,060	2,059

### Business Line Description

Enable the Department to achieve its mission and objectives through the delivery of cost-effective support services.

### Context

Corporate Services enables the Department to achieve its mission and objectives through the delivery of cost-effective support services, including human resources, finance, training, information management, property and materiel, security, protocol and audit and evaluation.

Implementation of the Department's human resources strategy continues to be of the highest priority. The strategy aims at achieving a flexible, adaptable organization with a multi-skilled workforce. The strategy emphasizes a number of key areas such as leadership, career management and development, learning, locally engaged staff and organizational values. Action plans have been developed for each of the key areas.

The government-wide introduction of accrual accounting will impact significantly on departmental resource allocation decisions, asset management and strategic investment. This implementation of the Financial Information Strategy (FIS) will improve decision making and enhance departmental performance, in particular the Department's financial operations. DFAIT operates 160 missions and satellite offices around the world, and the implementation of FIS will pose a unique challenge of a systems and change-management nature. It will give the Department the unique opportunity to improve business practices worldwide.

The Department's long-term global property strategy includes the rationalization of property holdings by selling or leasing surplus, inadequate or underused property and using the revenue to invest in new properties that will be of greater use to the government. The project management system has been upgraded to provide increased access to data and to track capital expenditures more precisely. Capital construction projects are in progress in Beijing, Cairo, Caracas, Nairobi, Tokyo and Warsaw. The new chancery in Berlin is in the design phase.

In an increasingly complex and interconnected global environment, a modern, efficient and effective global communications network is imperative. The Department is committed to the maintenance and improvement of the departmental information management and technology infrastructure. This will include exploiting advances in technology to improve levels of service (especially for overseas operations), creating an inventory of "best practices," improving electronic service delivery of the Department's financial and personnel information systems, and actively participating in the Government On-Line initiative.

The Department continues to assess and evaluate mission management and headquarters programs in order to determine the achievement of objectives, effectiveness, impact of the program, and the efficiency of the delivery, including the feasibility of alternative service delivery models. Performance measurement and "balanced score card" approaches to evaluation are being increasingly used.

### ***Key Results Commitment***

Achievement of the Department's mission and objectives through the delivery of cost-effective support services

### ***Planned Results and Related Activities***

#### *Implement the Department's Human Resources Strategy*

- Implementation of the Department's Human Resources Strategy is a departmental priority. The strategy, which will see the introduction of a competency-based human resource management system, will create a profound change in how the Department manages human resources. Human resource management issues will be integrated into business planning and management at the corporate and bureau levels. This will lead to a positive change in the management culture. The Department will be focusing on ensuring continuous learning through the implementation of learning strategies including courses on strategic leadership and distance learning. Foreign and official language training will be emphasized. As well, the Foreign Service Development Program, over a period of five years, will contribute to the training and retention of highly skilled foreign service officers.

#### *Implement the Government's Financial Information Strategy*

- The Department has developed a detailed plan to implement the Financial Information Strategy. The plan requires that financial systems be re-configured to accommodate accrual accounting. Costing the Department's capital assets overseas will pose a serious challenge as will the training of Canada-based and locally engaged staff in new accounting procedures.



*Improve departmental business practices through the use of new technologies*

- The Department is developing a framework for electronic service delivery, including directories, authentication, architecture, process and data warehousing. The Department will implement the new infrastructure, based upon the priorities of the various business lines. As well, the Department will pilot the use of debit and credit cards in New York and London for immigrants. The use of these cards will provide better control over immigration revenues.

*Improve client services*

- The Department is focusing on improving the delivery of corporate services. Service standards will be set, best practices will be monitored and client feedback will be established. Help desk hours of operation, for the Department's Integrated Management System (IMS), will be expanded to address the demands of missions abroad. As well, public access to departmental information will be improved through the Government On-Line initiative. The Physical Resources Bureau will continue to develop a coherent maintenance strategy to deal with health and safety concerns, the growing "rust out" backlog and the increased workload and costs associated with aging properties. It will also implement the ongoing capital investment strategy with completion of significant property projects. (See Table 5.2)

*Improve corporate communications*

- Using its information technology infrastructure and other tools, Corporate Services will improve the dissemination of information throughout the Department, at home and abroad.

## Services to Other Government Departments (OGDs)

### Planned Spending (\$ millions) and Personnel-Full Time Equivalents (FTE)

	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
Gross Expenditures	211.0	222.6	222.4	222.5
Less: Revenue Credited to the Vote	0.0	0.0	0.0	0.0
Less: Revenue Credited to the Consolidated Revenue Fund	0.0	0.0	0.0	0.0
<b>Total Net Expenditures</b>	<b>211.0</b>	<b>222.6</b>	<b>222.4</b>	<b>222.5</b>
<b>Personnel-Full Time Equivalents (FTE)</b>				
Canada-based FTEs	40	38	39	38
Locally engaged FTEs	1,250	1,244	1,226	1,225

### Business Line Description

Enable other government departments to deliver their programs abroad through the delivery of cost-effective support services.

### Context

As indicated in the following table, nearly 53 per cent of Canada's program personnel at missions abroad deliver programs for departments and agencies of the federal government other than DFAIT.

Department	Canada-based FTEs	Locally engaged FTEs	Total FTEs	Percentage of Total Program FTEs
Citizenship & Immigration	229	992	1,221	
CIDA	124	143	267	
DND	129	22	151	
RCMP	31	19	50	
Others	53	144	197	
<b>OGD Program Staff Total</b>	<b>566</b>	<b>1,320</b>	<b>1,886</b>	<b>52.8%</b>
<b>DFAIT Program Staff</b>	<b>648</b>	<b>1,040</b>	<b>1,688</b>	<b>47.2%</b>
<b>Total Program Staff</b>	<b>1,214</b>	<b>2,360</b>	<b>3,574</b>	<b>100.0%</b>
<b>Administrative Support Staff</b>	<b>289</b>	<b>2,053</b>	<b>2,342</b>	
<b>Total Staff</b>	<b>1,503</b>	<b>4,413</b>	<b>5,916</b>	

Note: Figures from fiscal year 1998-1999.

DFAIT manages the procurement of goods, services and real property to meet both its own overseas requirements and those of OGDs as common services. These common services include financial and personnel administration, payroll services for locally engaged staff, office and staff quarter accommodation, utilities, security, transportation, informatics, communications and maintenance services. The projected cost for DFAIT to provide overseas support to OGDs is separate from the cost of services provided in support of DFAIT's own business lines.

### ***Key Results Commitment***

To enable other government departments to deliver their programs abroad through the provision of cost-effective support services.

### ***Planned Results and Related Activities***

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

- Development of a new common services agreement, accompanied by clear service standards, that yields a standardized and more equitable formula for sharing costs with OGDs. This could become an effective tool for OGDs to evaluate more accurately the costs and savings accruing to the expansion and contraction of their overseas operations.
- Earlier identification of OGD program initiatives at missions, and improved planning in response to these initiatives.

## Passport Services

### Planned Spending (\$ millions) and Personnel-Full Time Equivalents (FTE)

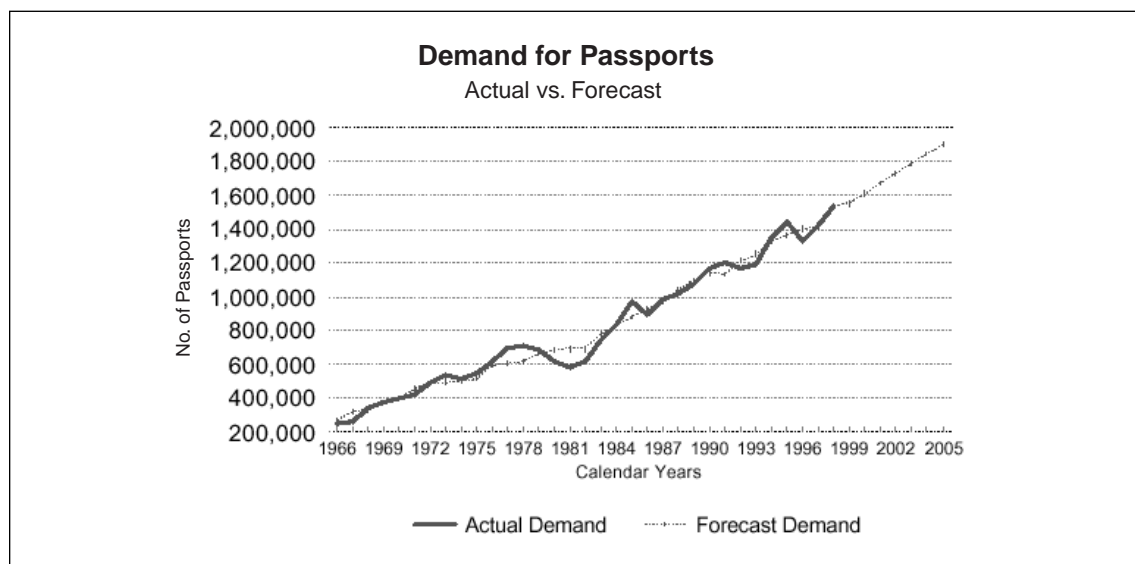
	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
Gross Expenditures	75.1	54.2	54.2	54.2
Less: Revenue Credited to the Vote	60.5	55.6	55.6	55.6
Less: Revenue Credited to the Consolidated Revenue Fund	0.0	0.0	0.0	0.0
<b>Total Net Expenditures / (Net Revenue)</b>	<b>14.6</b>	<b>(1.4)</b>	<b>(1.4)</b>	<b>(1.4)</b>
<b>Personnel-Full Time Equivalents (FTE)</b>				
Canada-based FTEs	701	561	561	561
Locally engaged FTEs	0	0	0	0

### Business Line Description

To provide internationally respected traveling documents to Canadian citizens and other eligible residents of Canada.

### Context

The security and integrity of the passport document and process are vital to everything the Passport Office does. The Passport Office deals with a volume of approximately 2.9 million client transactions annually. The Passport Office must deliver approximately 11,000 transactions each working day, whether this involves processing a passport application or responding to an inquiry (by phone, mail or in person). In 1998-99, the Passport Office produced approximately 1.6 million secure travel documents. The annual growth in demand for passports is forecast to be 3.5 per cent. For 2000-01, forecast volume is 1,666,200 passports, increasing in 2001-02 to 1,725,800 and to 1,788,360 in 2000-03.



The demand growth is a function of population growth, inflation and unemployment rates. The 24-page regular passports constitute 98 per cent of delivered travel documents, a level that has remained constant for the last five years.

A 1998-99 market study revealed that clients view a passport as providing safe conduct when travelling abroad. In fact, clients' top two priorities are to make "the passport difficult to use by imposters" and to ensure a ready "acceptance of the passport by authorities of other countries."

### ***Key Results Commitment***

The provision of internationally respected travel documents.

### ***Planned Results and Key Activities***

#### *Accelerate the application of technology*

- Finalize the implementation of the automated passport issuance and production system (IRIS). This will increase the security and integrity of the entitlement process and passport production.
- Complete the introduction of new, simplified application forms.
- Introduce a new passport production centre.

#### *Alternative service delivery*

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

#### *Re-engineering of passport services*

- Implement expedited delivery services. Undertake a feasibility study to examine the provision of multiple and flexible service delivery options.





## SECTION IV HORIZONTAL INITIATIVES

### Regulatory Initiatives

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Export Permits Regulations amendment to capture, for export control purposes, U.S.-origin military or military-related goods that are proposed for export in any form

The impact on the economy would exceed \$10M and might adversely affect the defence and aerospace sectors including, but not limited to, productivity and jobs. This amendment would also have a positive effect on jobs and the economy by ensuring a continued free-flow of goods and technology of U.S. origin in support of Canadian industrial development.

Amending these regulations would allow the Minister of Foreign Affairs (MFA) to seek additional information in support of export permit applications that cover the re-export from Canada of goods of U.S. origin either in whole, in part or incorporated into other goods, which themselves may not be of U.S. origin. Before approving export permits that meet these criteria, the MFA would require evidence that the re-export from Canada had been approved by the U.S. government by way of a U.S. re-export authorization.

General Amendment to the Export Control List (ECL)

The impact on the economy will exceed \$10M. By amending these regulations will add new items to the ECL, thereby affecting various sectors and requiring export permits for a number of additional goods. Export permit requirements could adversely affect jobs and trade. The amendments will also remove a number of items currently subject to export permits and will have an impact on the economy that would exceed \$10M. Not requiring export permits has a positive effect on jobs and trade.

The General Amendment to these regulations was last done in 1997, although there have been a few individual ECL amendments since then.

An individual amendment to the Export Control List (ECL) to implement catch-all export controls

The impact on the economy could exceed \$10M. A range of undefined items on the ECL could adversely affect jobs and trade depending on the nature of the unlisted goods and the end-use/end-users.

An amendment to the ECL to implement catch-all controls would expand the coverage of export controls to goods and technology that are not identified in the ECL where such items could be used in the development or production of, or make a significant contribution to, chemical, biological or nuclear weapons, or their delivery systems (missiles).

## Sustainable Development Strategies

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The Department's first sustainable development strategy, *Agenda 2000*, was tabled in the House of Commons on December 10, 1997. The Department will continue to implement the goals and objectives outlined in *Agenda 2000* through to December 2000, at which time it will table its second sustainable development strategy.

The development of the second strategy will be the focus of the coming year. The Department will review the strengths and weaknesses of *Agenda 2000*, along with the progress made in achieving the outlined objectives. The second strategy will incorporate lessons learned from any design or implementation weaknesses of *Agenda 2000* as well as lessons learned by other departments in the implementation of their strategies. It will build upon the progress achieved within the *Agenda 2000* time frame and upon the changes in direction that the Department has taken since then. It will include open and transparent consultations with other departments and with the public sector.

An Advisory Team, representative of the bureaus of the Department, has been established to guide the strategy's development taking into consideration the Department's mandate, past experience and any relevant guidance.

In addition to implementing *Agenda 2000* and developing the new strategy, the Department will also work on many sustainable development issues. These include:

- aligning the business planning exercise and the sustainable development strategy;
- factoring environmental considerations into major policy initiatives; and
- making progress on several key environmental issues including climate change and persistent organic pollutants.





## SECTION V FINANCIAL INFORMATION

**Table 5.1: Spending Authorities (\$ thousands)**

Vote	Main Estimates 2000–2001	Main Estimates 1999–2000
1 Operating expenditures	929,737	869,966
5 Capital expenditures	85,449	87,690
10 Grants and contributions	330,378	312,367
(S) Minister of Foreign Affairs – salary and motor car allowance	52	49
(S) Minister for International Trade – salary and motor car allowance	52	49
(S) Payments under the <i>Diplomatic Service (Special) Superannuation Act</i>	250	250
(S) Contributions to employee benefit plans	84,752	82,883
(S) Passport Revolving Fund	(1,420)	(1,635)
<b>Total</b>	<b>1,429,250</b>	<b>1,351,619</b>

### Notes to Table 5.1

The budgetary Main Estimates for the Department of Foreign Affairs and International Trade are \$1,429.3 million, a net increase of \$77.6 million.

The major changes are:

- an increase of \$34.6 million to ensure the continued capacity of the Department to deliver its mandate;
- an increase of \$18.4 million to compensate for the impact of foreign inflation on the department's operations abroad;
- an increase of \$11.7 million for locally engaged staff salaries at missions abroad;
- an increase of \$11.6 million for Canada's membership costs in international organizations;
- an increase of \$8 million for public diplomacy initiatives;
- an increase of \$7.5 million for activities related to the conflict in Kosovo;
- an increase of \$7.3 million for the Canadian Landmine Fund;
- an increase of \$6.4 million for the Youth Employment Strategy, a government wide initiative to create employment opportunities for Canada's youth;
- an increase of \$6.3 million for costs associated with collective agreements signed prior to February 1, 2000;
- an increase of \$6.1 million resulting from resource transfers from the Canadian International Development Agency, the Department of National Defence and the Solicitor General for the increased cost of operations abroad;
- an increase of \$5 million for the Program for Export Market Development – Investment;
- an increase of \$4 million for the move of Canada's embassy in Germany to Berlin;
- an increase of \$2.1 million for contributions related to the International Drug Strategy;
- an increase of \$2 million for Canada's tenure on the UN Security Council;
- an increase of \$2 million for a contribution to the Forum of Federations;
- a decrease of \$24.3 million in Canada's share of the cost of United Nations' peacekeeping operations;
- a decrease of \$15.9 million to compensate for the effects of gains on currency exchange on the costs of operations abroad;
- a decrease of \$13.8 million in funding related to Year 2000 preparedness; and
- a decrease of \$2.2 million in the Department's allocation of the employer's share of employee benefit plan.

Department of Foreign Affairs and International Trade

Section V Financial Information

**Table 5.2: Details on Major Capital Projects Spending (\$ millions)**

	Status	Indicator	Current Estimated Total Cost	Forecast Spending to March 31, 2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Future Year Spending Requirements
<b>Corporate Services</b>								
Beijing, China Compound Purchase	EPA	S	31.2	26.2	5.0			
Berlin, Germany Chancery Construction	PPA	S	88.0	26.4	13.6	21.3	24.3	2.5
Berlin, Germany Official Residence Construction	EPA	S	7.3	6.9	0.4			
Cairo, Egypt Chancery Construction	EPA	S	19.9	7.3	9.4	3.2		
Caracas, Venezuela Chancery Purchase	EPA	S	16.4	12.8	3.6			
Nairobi, Kenya Chancery Construction	PPA	S	15.5	2.3	9.4	3.9		
Seoul, Korea Chancery Construction	EPA	S	43.7	16.7	4.0	16.0	7.0	
Tokyo, Japan Staff Quarters Construction	EPA	S	13.8	4.3	9.5			
Warsaw, Poland Chancery Addition/ Renovation	PPA	S	19.8	1.2	10.6	8.0		
<b>Sub-Total</b>			<b>255.6</b>	<b>104.1</b>	<b>65.5</b>	<b>52.4</b>	<b>31.3</b>	<b>2.5</b>
<b>Passport Services</b>	<b>EPA</b>	<b>I</b>	<b>4.2</b>	<b>0.2</b>	<b>2.0</b>	<b>2.0</b>		
<b>Total Capital Expenditures</b>			<b>259.8</b>	<b>104.3</b>	<b>67.5</b>	<b>54.4</b>	<b>31.3</b>	<b>2.5</b>

**Table 5.3: Capital Spending by Business Line (\$ millions)**

<b>Business Lines</b>	<b>Forecast Spending 1999-2000</b>	<b>Planned Spending 2000-2001</b>	<b>Planned Spending 2001-2002</b>	<b>Planned Spending 2002-2003</b>
International Business Development	4.6	5.2	5.2	5.2
Trade and Economic Policy	2.4	2.1	2.1	2.1
International Security and Cooperation	10.4	5.4	5.0	5.0
Assistance to Canadians Abroad	1.4	1.3	1.3	1.3
Public Diplomacy	1.3	1.2	1.2	1.1
Corporate Services	95.6	104.7	75.0	74.1
Services to Other Government Departments	6.5	6.0	6.0	6.0
Passport Services	0.0	0.0	0.0	0.0
<b>Total</b>	<b>122.2</b>	<b>125.9</b>	<b>95.8</b>	<b>94.8</b>

**Table 5.4: Program Resources by Business Line for 2000-2001 (\$ millions)**

<b>Business Lines</b>	<b>Operating<sup>1</sup></b>	<b>Capital</b>	<b>Grants and Contributions</b>	<b>Gross Planned Spending</b>	<b>Less Revenue Credited to the Vote</b>	<b>Net Planned Spending</b>
International Business Development	226.4	5.2	16.9	248.5	8.1	240.4
Trade and Economic Policy	98.9	2.1	107.9	208.9	0.0	208.9
International Security and Cooperation	172.9	5.4	283.7	462.0	0.0	462.0
Assistance to Canadians Abroad	50.9	1.3	0.1	52.3	2.2	50.1
Public Diplomacy	69.6	1.2	24.7	95.5	1.1	94.4
Corporate Services	214.4	104.7	0.3	319.4	12.3	307.1
Services to Other Government Departments	216.6	6.0	0.0	222.6	0.0	222.6
Passport Services	54.2	0.0	0.0	54.2	55.6	(1.4)
<b>Total</b>	<b>1,103.9</b>	<b>125.9</b>	<b>433.6</b>	<b>1,663.4</b>	<b>79.3</b>	<b>1,584.1</b>

<sup>1</sup> Includes contributions to employee benefit plans and Ministers' allowances.

Department of Foreign Affairs and International Trade

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**Table 5.5: Transfer Payments by Business Line (\$ millions)**

	<b>Forecast Spending 1999–2000</b>	<b>Planned Spending 2000–2001</b>	<b>Planned Spending 2001–2002</b>	<b>Planned Spending 2002–2003</b>
<b>Grants</b>				
International Business Development	2.1	2.1	2.1	2.1
Trade and Economic Policy	0.0	0.0	0.0	0.0
International Security and Cooperation	5.9	10.3	10.3	10.3
Assistance to Canadians Abroad	0.0	0.0	0.0	0.0
Public Diplomacy	22.4	22.8	22.8	22.8
Corporate Services	0.3	0.3	0.3	0.3
Services to Other Government Departments	0.0	0.0	0.0	0.0
Passport Services	0.0	0.0	0.0	0.0
<b>Total grants</b>	<b>30.7</b>	<b>35.5</b>	<b>35.5</b>	<b>35.5</b>
<b>Contributions</b>				
International Business Development	14.9	14.8	14.8	14.8
Trade and Economic Policy	110.4	107.8	52.8	17.8
International Security and Cooperation	269.4	273.4	264.8	262.9
Assistance to Canadians Abroad	0.0	0.1	0.1	0.1
Public Diplomacy	0.5	2.0	2.0	1.5
Corporate Services	0.0	0.0	0.0	0.0
Services to Other Government Departments	0.0	0.0	0.0	0.0
Passport Services	0.0	0.0	0.0	0.0
<b>Total contributions</b>	<b>395.2</b>	<b>398.1</b>	<b>334.5</b>	<b>297.1</b>
<b>Total Transfer Payments</b>	<b>425.9</b>	<b>433.6</b>	<b>370.0</b>	<b>332.6</b>

*Totals may not add due to rounding.*

**Table 5.6: Details of Revenues Credited to the Vote (\$ millions)**

	<b>Forecast Revenues 1999–2000</b>	<b>Planned Revenues 2000–2001</b>	<b>Planned Revenues 2001–2002</b>	<b>Planned Revenues 2002–2003</b>
Trade fairs and trade/investment technology missions	3.0	8.0	8.0	8.0
Training services	5.0	5.0	5.0	5.0
Real property services abroad	4.0	5.2	5.2	5.2
Specialized consular services	2.0	2.2	2.2	2.2
Telecommunications services	1.8	2.1	2.1	2.1
Canadian Education Centres	0.8	1.1	1.1	1.1
Canadian Business Centre in Mexico	0.1	0.1	0.1	0.1
Passport fees	60.5	55.6	55.6	55.6
<b>Total</b>	<b>77.2</b>	<b>79.3</b>	<b>79.3</b>	<b>79.3</b>

**Table 5.7: Details of Revenues Credited to the Consolidated Revenue Fund (\$ millions)**

	<b>Forecast Revenues 1999–2000</b>	<b>Planned Revenues 2000–2001</b>	<b>Planned Revenues 2001–2002</b>	<b>Planned Revenues 2002–2003</b>
Employee rent shares	14.4	<b>14.3</b>	14.3	14.3
Import and export permit fees	15.6	<b>15.7</b>	13.0	12.9
Softwood lumber permit fees	84.1	<b>90.0</b>	35.0	0.0
Sales of properties and other assets	26.2	<b>11.3</b>	20.8	10.4
Consular fees	41.8	<b>43.2</b>	44.7	46.3
Contributions repaid under the Program for Export Market Development	3.2	<b>2.3</b>	2.3	2.3
Adjustment to previous years' expenditures	4.0	<b>4.0</b>	4.0	4.0
Services provided to the Passport Office	4.4	<b>4.4</b>	4.4	4.4
Other	1.0	<b>1.0</b>	1.0	1.0
<b>Total</b>	<b>194.7</b>	<b>186.2</b>	<b>139.5</b>	<b>95.6</b>

*Totals may not add due to rounding.*

**Table 5.8: Net Cost of the Department for 2000–2001 (\$ millions)**

	<b>Total</b>
<b>Gross Department Spending</b>	<b>1,663.4</b>
<i>Plus: Services Received Without Charge</i>	
Accommodation provided by Public Works and Government Services Canada	17.0
Contributions covering employer's share of insurance premiums and other costs paid by Treasury Board Secretariat	25.2
Workers' compensation coverage provided by Human Resources Development Canada	0.3
Salary and associated costs of legal services provided by Justice Canada	1.1
	<b>Total 43.6</b>
<b>Total Cost of the Department</b>	<b>1,707.0</b>
<i>Less:</i>	
Revenue Credited to the Vote	79.3
Revenue Credited to the Consolidated Revenue Fund	186.2
	<b>Total 265.5</b>
<b>2000–2001 Net cost of the Department</b>	<b>1,441.5</b>
<b>1999–2000 Net cost of the Department</b>	<b>1,490.6</b>

Department of Foreign Affairs and International Trade

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**Table 5.9: Passport Office Revolving Fund Statement of Operations (\$ millions)**

	Forecast 1999-2000	Planned 2000-2001	Planned 2001-2002	Planned 2002-2003
<b>Revenue</b>				
Fees earned	60.5	55.6	55.6	55.6
Miscellaneous revenue				
<b>Total revenues</b>	<b>60.5</b>	<b>55.6</b>	<b>55.6</b>	<b>55.6</b>
<b>Operating Expenses</b>				
Salaries and employee benefits	34.5	26.6	26.6	26.6
Provision for employee termination benefits	0.4	0.6	0.6	0.6
Passport materials and application forms	5.7	6.3	6.3	6.3
Passport operations at missions abroad	4.4	4.4	4.4	4.4
Accommodation	4.2	3.7	3.7	3.7
Professional and special services	5.4	4.6	4.6	4.6
Amortization	3.7	5.3	5.3	5.3
Freight, express and cartage	2.3	2.3	2.3	2.3
Telecommunications	2.2	1.4	1.4	1.4
Printing, stationery and supplies	1.0	0.9	0.9	0.9
Other	2.4	2.2	2.2	2.2
<b>Total expenses</b>	<b>66.2</b>	<b>58.3</b>	<b>58.3</b>	<b>58.3</b>
<b>Surplus (Deficit)</b>	<b>(5.7)</b>	<b>(2.7)</b>	<b>(2.7)</b>	<b>(2.7)</b>

**Table 5.10: Passport Office Revolving Fund Statement of Changes in Financial Position (\$ millions)**

	Forecast 1999-2000	Planned 2000-2001	Planned 2001-2002	Planned 2002-2003
Revenues	60.5	55.6	55.6	55.6
Expenses	66.2	58.3	58.3	58.3
<b>Surplus / (Deficit)</b>	<b>(5.7)</b>	<b>(2.7)</b>	<b>(2.7)</b>	<b>(2.7)</b>
Add items not requiring use of funds:				
Provision for termination benefits	0.4	0.6	0.6	0.6
Amortization	3.7	5.3	5.3	5.3
<b>Total non-cash items</b>	<b>4.1</b>	<b>5.9</b>	<b>5.9</b>	<b>5.9</b>
Changes in working capital	0.4	0.0	0.0	0.0
Investing activities:				
Acquisition of depreciable assets	(13.4)	(1.8)	(1.8)	(1.8)
<b>Cash surplus / (Deficit)</b>	<b>(14.6)</b>	<b>1.4</b>	<b>1.4</b>	<b>1.4</b>

**Table 5.11: Projected Use of Passport Office Revolving Fund Authority (\$ millions)**

	<b>Forecast 1999-2000</b>	<b>Planned 2000-2001</b>	<b>Planned 2001-2002</b>	<b>Planned 2002-2003</b>
Authority	4.0	<b>4.0</b>	4.0	4.0
Unused Authority (drawdown):				
Balance as of April 1	23.1	<b>8.5</b>	9.9	11.3
Projected cash surplus (drawdown)	(14.6)	<b>1.4</b>	1.4	1.4
<b>Projected Balance at March 31</b>	<b>8.5</b>	<b>9.9</b>	<b>11.3</b>	<b>12.7</b>



## SECTION VI SUPPLEMENTARY INFORMATION

**Table 6.1: Canada's Diplomatic Missions Abroad by Region**

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

The Department has its headquarters in Ottawa but operates throughout Canada through local and regional passport offices and its network of trade commissioners in regional offices. Outside Canada, the Department operates through a network of 131 missions and 26 satellite offices. Overseas representation also exists through a number of honorary consuls.



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**Table 6.2: Listing of Statutes and Regulations**

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**Statutes and Regulations Currently in Force**

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**The Minister of Foreign Affairs has sole responsibility to Parliament for the following Acts:**

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

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

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

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

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

- *Customs Tariff Act, SC 1997, c. 36, s.51, s. 53*
- *Excise Tax Act, RSC 1985, c. E-15, s. 68.3*
- *Federal Real Property Act, SC 1991, c. 50*
- *Foreign Enlistment Act, RSC 1985, c. F-28, s. 7*
- *Foreign Extraterritorial Measures Act, RSC 1985, c. F-29, s. 2.1, s. 5*
- *The Geneva Conventions Act, RSC 1985, c. G-3, s. 6, s. 9*
- *Immigration Act, RSC 1985, c. I-2, s. 116*
- *Motor Vehicle Transport Act, 1987, RSC 1985 (third supplement) c. 29, s. 17*
- *Mutual Legal Assistance in Criminal Matters Act, RSC 1985 (fourth supplement) c. 30, s. 6*
- *Oceans Act, SC 1996, c. 31, s. 23, s. 25, s. 42, s. 44*
- *Revolving Funds Act, RSC 1985, c. R-8, s. 4*
- *Canada Shipping Act, RSC 1985, c. S-9, s. 632.4*
- *State Immunity Act, RSC 1985, c. S-18, s. 9, s. 14, s. 15*

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

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

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

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

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

- *The Canadian Passport Order, SI/81-86*
- *Customs diplomatic privileges regulations*
- *Federal Real Property Regulations, SOR/92-502*
- *Government contracts regulations*
- *United Nations Afghanistan Regulations, SOR/99-444*
- *United Nations International Criminal Tribunal for the former Yugoslavia Regulations, SOR/99-304*

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**Table 6.3: References**

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