



# NAFTA Secretariat - Canadian Section

2001-2002  
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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**NAFTA Secretariat,  
Canadian Section**

**2001-2002  
Estimates**

**Report on Plans and Priorities**

**Approved**

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



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## **Section I: Introduction**

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### **A. Message of the Minister**

Canada marked its eighth consecutive year of economic growth in 1999 with an increase in the Gross Domestic Product (GDP) of 4.5%. For 2000, a strong growth of 5% is expected, keeping Canada in the lead among G-7 countries.

International trade has played a significant role in sustaining Canada's economic growth. Canada's exports of goods and services represent about 45% of GDP, a substantially higher proportion than that of our major trading partners. This share is up from just 28% a decade ago.

The North American Free Trade Agreement (NAFTA) has contributed significantly to this substantial increase in the importance of trade to the Canadian economy. Since the establishment of the NAFTA on January 1, 1994, total trade and investment between Canada, the United States and Mexico have steadily increased each year. Canada's merchandise trade with the United States reached \$523 billion in 1999. Two-way merchandise trade between Canada and Mexico has doubled since 1994 and reached \$13.9 billion in 1999. During NAFTA's first 6 years, 1.8 million new jobs have been created, representing an increase of 11% over pre-NAFTA employment levels. Foreign direct investment in Canada totalled \$240 billion in 1999, of which more than 72% came from the United States and Mexico. Since NAFTA came into effect, investment from the United States and Mexico has increased more than 69%.

A fundamental feature of the NAFTA, like its predecessor, the Canada-United States Free Trade Agreement (FTA), is its efficient dispute settlement processes. These processes provide a mechanism for governments and firms to raise and resolve disputes that are inevitable in such a large and active trading relationship.

The dispute settlement mechanisms require the provision of impartial advice, accurate information, and timely administrative support. The NAFTA Secretariat, comprised of the Canadian Section, United States Section and Mexican Section, is responsible for the administration of the dispute settlement provisions of the Agreement. From April 1, 2000 to January 31, 2001, the NAFTA Secretariat administered 31 Chapter 19 panel reviews, including an Extraordinary Challenge Committee. Of these, 2 panels have rendered their decisions, and the cases are now closed. Another 5 reviews have been terminated with the consent of the participants and 24 are still under way. Under Chapter 20, a total of 3 arbitral group proceedings are being managed by the Secretariat.

As a result of the Softwood Lumber Agreement between Canada and the United States, during the same period the Secretariat was given responsibility for the administration of 2

panel proceedings to be convened under Article V of this agreement. The first of these was terminated after an agreement was reached by the Parties to settle the dispute and the second is still under way.

The NAFTA Secretariat, Canadian Section, is committed to maintaining and improving the level of service that has succeeded in achieving a consistently high level of client satisfaction. The following are some of the projects to be initiated and implemented in fiscal year 2001-2002 that will contribute to this commitment:

- \$ Continuation of the project already begun to train panel members' assistants; the objective is to make available to members a roster of persons recognized as qualified to serve within the NAFTA dispute settlement process. Members will be able to select an assistant from this list if they wish.
- \$ Implementation of the new database of the Registry System, which will significantly upgrade the current system.
- \$ Development of a multi-year plan to renew the electronic service delivery (ESD) model of the NAFTA Secretariat, Canadian Section to support the objectives set out in the Government-On Line (GOL) requirements defined by Treasury Board.
- \$ Development of an information management policy and procedural infrastructure to preserve the authenticity, integrity and reliability of dispute resolution records and archives.
- \$ Expansion of communications with the public, government agencies and non-governmental organizations, including the further development of the Secretariat's Internet web site, the enhancement of the documentation centre, the publication of brochures, and joint undertakings to promote seminars and conferences.
- \$ Use of external professional services to implement, throughout the agency, government policy on recruitment, retention and learning.

The Canadian Section of the NAFTA Secretariat will continue offering quality service in managing NAFTA's rules-based dispute resolution system, which provides critical stability and transparency for Canadian business and investors as they continue to seek new opportunities and secure market access abroad.

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The Honourable Pierre S. Pettigrew  
Minister for International Trade



**B. Management Representation Statement**

*Report on Plans and Priorities 2001-2002*

I submit, for tabling in Parliament, the 2001-2002 Report on Plans and Priorities (RPP) for the NAFTA Secretariat, Canadian Section.

To the best of my knowledge the information:

- \$ Accurately portrays the department's mandate, plans, priorities, strategies and planned results of the organisation.
- \$ Is consistent with the disclosure principles contained in the *Guidelines for Preparing a Report on Plans and Priorities*.
- \$ Is comprehensive and accurate.
- \$ Is based on sound underlying departmental information and management systems.

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

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

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François Raynauld  
Canadian Secretary  
NAFTA Secretariat, Canadian Section

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February 13, 2001  
Date

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## **Section II: Departmental Overview**

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### **2.1 What's New?**

- Establishment of a Roster of Assistants

The NAFTA Secretariat, Canadian Section, completed the first phase of the project to train panel members' assistants, announced last year. A database was established of resources available in Canadian universities and research centres in the areas of expertise and education on international trade and free trade rules. Next, an inventory was prepared of the needs and expectations of panel members with respect to their assistants, by means of a survey of a sample of members. This sample is representative of all Canadian regions, based on accumulated experience of their participation in proceedings under Chapter 19 and 20 of the Agreement and their affiliation with universities or law practices.

The second phase of this project involves determining the combination of academic education and relevant experience that would best match the expectations of panel members in defining the desired qualifications of an assistant. For this purpose, an analysis will be made of the data gathered during the first phase of the project. It is anticipated that this list of skills will be available by the end of the 2001-2002 fiscal year and, if appropriate, a training program on the dispute settlement process can be developed in consultation with the three governments. The Canadian Section will then be in a position to invite prospective assistants to apply to the Secretariat.

- Client Service Delivery

The NAFTA Secretariat, Canadian Section has initiated a project to renew its electronic service delivery (ESD) model to support the objectives set out in the Government On-line (GOL) requirements defined by the Treasury Board Secretariat. This further increases the transparency of the dispute resolution process by providing better access to documents and information on the NAFTA Secretariat Website and streamlining, within the Canadian Section, the operational activities for administering the dispute resolution process.

The Canadian Section has developed a GOL strategy. It will then put in place a multi-year implementation plan to identify and design value-added ESD mechanisms to improve the connectivity of the NAFTA Secretariat with its clients while complying with the Rules of procedures and the relevant free trade agreements.

- Information Management (IM)

As the Canadian Section moves towards an electronic web-enabled delivery of its information and services, significant IM challenges will emerge. As such, the IM infrastructure will be revisited for ensuring that the authenticity, integrity and reliability of dispute resolution records and archives are preserved as long as legally required.

- New Integrated Registry System

In the past year, the NAFTA Secretariat, Canadian Section, initiated a project to design a new web-enabled Integrated Registry System using a fully Relational Database Management System. The system will be implemented in the first quarter of the 2001 – 2002 fiscal year.

The new Integrated Registry System will significantly enhance and upgrade the functionalities of the current registry system and position the NAFTA Secretariat in delivering more of its services and information on-line. These web-enabled functionalities will further improve the data consolidation process which is critical to the success of information exchange between the three national sections (Canada, U.S. and Mexico), will permit future integration with the NAFTA Secretariat's Web site and will streamline the operational activities related to administering the dispute resolution processes.

- Financial Information Strategy

The Canadian Section of the NAFTA Secretariat has committed significant resources in terms of time and money to achieve compliance with the government's Financial Information Strategy (FIS) by April 1, 2001.

The resulting impact of FIS has required the acquisition and implementation of financial and material management systems (CDFS and WinAmnis). Integrating finance and material systems has necessitated numerous changes in business practices, most notably the Secretariat's accountability, reporting and budgetary control frameworks. Policies and procedures supporting these business practices also had to be modified accordingly.

## **2.2 Mandate, Roles and Responsibilities**

### **Introduction**

The NAFTA Secretariat, comprised of the Canadian, U.S. and Mexican sections, is a unique organization established by the Free Trade Commission, pursuant to Article 2002, Chapter 20 of the NAFTA. It is responsible for the administration of the dispute settlement provisions of the Agreement. The mandate of the NAFTA Secretariat also includes the provision of assistance to the Commission and support for various non-dispute related committees and working groups. More specifically, the NAFTA Secretariat administers the NAFTA dispute resolution processes under Chapters 14, 19 and 20 of the NAFTA and has

certain responsibilities related to Chapter 11 provisions. Each national section maintains a court-like registry relating to panel, committee and tribunal proceedings.

A similar administrative body, the Binational Secretariat, existed under the Canada - United States Free Trade Agreement (CUFTA). In 1994, pursuant to the Parties' obligation under the NAFTA to establish permanent national section offices in each country, the Binational Secretariat, Canadian and United States national sections became the NAFTA Canadian and United States national sections, and with the addition of the Mexican Section, make up the NAFTA Secretariat. The national sections, which are "mirror-images" of each other, are located in Ottawa, Washington and Mexico City and are headed by the Canadian Secretary, the United States Secretary and the Mexican Secretary.

### **Mandate**

The mandate of the Secretariat is set out in Article 2002.3 of the NAFTA and reads:

*The Secretariat shall:*

- (a) *provide assistance to the Commission;*
- (b) *provide administrative assistance to:*
  - (i) *panels and committees established under Chapter Nineteen (Review and Dispute Settlement in Antidumping and Countervailing Duty Matters), in accordance with the procedures established pursuant to Article 1908, and*
  - (ii) *panels established under this Chapter, in accordance with procedures established pursuant to Article 2012; and*
- (c) *as the Commission may direct:*
  - (i) *support the work of other committees and groups established under this Agreement, and*
  - (ii) *otherwise facilitate the operation of this Agreement.*

Additionally, the national sections have been given responsibilities relating to the administration of non-NAFTA dispute settlement processes.

For example, in 1997 the Canadian Section's mandate was expanded to include the administration of the dispute settlement processes under the following trade agreements:

- the Canada-Israel Free Trade Agreement (CIFTA); and
- the Canada-Chile Free Trade Agreement (CCFTA).

The legislation governing the work of the NAFTA Secretariat, Canadian Section is as follows:

- \$ the *North American Free Trade Agreement Implementation Act*;
- \$ the *Special Imports Measures Act*;
- \$ the *Canada-Israel Free Trade Agreement Implementation Act*; and
- \$ the *Canada-Chile Free Trade Agreement Implementation Act*

In addition, the Canadian Section has been asked to administer the dispute settlement process of the Softwood Lumber Agreement between the Government of Canada and the Government of the United States of America. To date, three proceedings have been referred to the Secretariat, one of which is currently in progress.

As well, facilitating the operations of these trade agreements falls within the mandate of the NAFTA Secretariat, Canadian Section.

**Figure 1: Summary of Mandated Responsibilities**

<b>North American Free Trade Agreement</b>		
<b>Article 2002.3</b>	Secretariat support	provide assistance and administrative support to the Commission, panels, committees and working groups  facilitate the operation of the Agreement
<b>Chapter 11</b>	investor – state disputes regarding investment matters  failure to abide by or comply with a tribunal’s final award	may act as a depository for notices of arbitration  may be referred to Chapter 20 dispute settlement procedures
<b>Chapter 14</b>	disputes relating to financial services provisions	may be referred to Chapter 20 dispute settlement procedures
<b>Chapter 19</b>	industry - to - industry disputes relating to anti-dumping, countervailing duty or injury final determinations	may be referred to a binding binational review process as an alternative to judicial review
<b>Chapter 20</b>	government - to - government disputes concerning the interpretation or application of the Agreement	may be referred to arbitral panels
<b>Canada-Israel Free Trade Agreement</b>		
<b>Chapter 8</b>	disputes concerning the interpretation or application of the Agreement	may be referred to panels of experts
<b>Canada-Chile Free Trade Agreement</b>		
<b>Chapter N</b>	disputes concerning the interpretation or application of the Agreement	may be referred to arbitral panels

## **Roles**

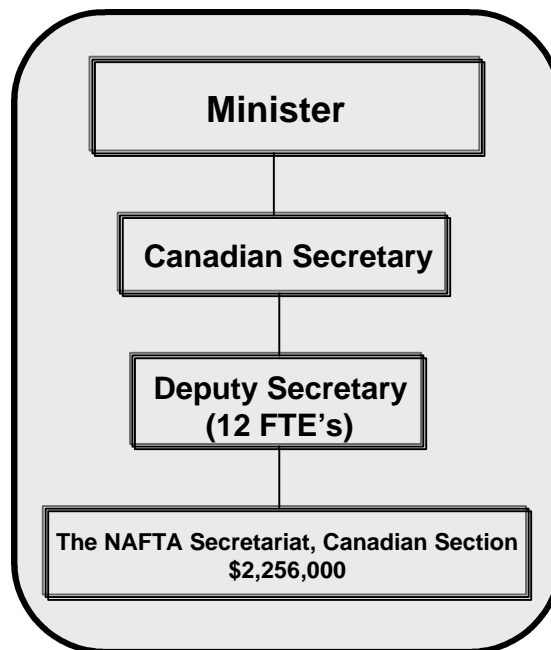
In the administration of the dispute settlement provisions of the relevant Agreements, the NAFTA Secretariat, Canadian Section provides professional and advisory support to panels and committees, operates a court-like registry and co-ordinates all panel and financial aspects of the process.

In addition to the assistance provided in support of the dispute resolution process, the Canadian Section is also involved in facilitating the operation of these agreements through the provision of information and professional services. This is achieved through initiatives such as the establishment of an Internet Web site, the maintenance of a library and reference centre, the training of practitioners involved in trade dispute matters, research and analysis of trade related issues and, through collaboration with other national sections, establishment of management, policy, and procedural frameworks.

## **Responsibility Chart**

The NAFTA Secretariat, Canadian Section, has of one program and one business line. The reporting structure through the Minister for International Trade follows in figure 2.

**Figure 2: The NAFTA Secretariat, Canadian Section's Organizational Structure**



### **2.3 Program Objectives**

The NAFTA Secretariat, Canadian Section's program objective is to implement the dispute settlement provisions of the North American Free Trade Agreement (NAFTA), the Canada-Israel Free Trade Agreement (CIFTA), and the Canada-Chile Free Trade Agreement (CCFTA), by providing support to panels established under the relevant agreements and by maintaining a court-like registry system relating to panel, committee and tribunal proceedings of the relevant agreements.

### **2.4 Planning Context**

- Government commitments

The allocation of the operating expenses and total salaries of the NAFTA Secretariat, Canadian Section, is already affected, and will continue to be affected, by implementation of the Government On-line (GOL) initiative, insofar as new services are provided for our immediate clientele, the organization's suppliers and the general public.

Under this initiative, it is also recommended that a large volume of information be assembled and made more accessible via computer media. With this in mind, an internal reorganization has already been completed with the goal of promoting the specialized reference material (reference centre) and the archives (registry) of the Canadian Section.

In addition, the Canadian Section will use external professional services to implement, throughout the agency, government policy on recruitment, retention and learning. The anticipated result will include the terms and conditions of a staff recognition program, in order to provide positive reinforcement for the accountability criteria already introduced in the Secretariat; this will, in particular, promote retention of personnel.

- Key linkages to other departments

As indicated above, the mandate of the NAFTA Secretariat, Canadian Section, is to administer the dispute settlement proceedings filed. Inquiries beyond the scope of this mandate, particularly those received on our Web site, must be forwarded to the organizations concerned, including the Canada Customs and Revenue Agency and the Canadian International Trade Tribunal, as well as appropriate departments, especially the Department of Foreign Affairs and International Trade, which co-ordinates government trade policy. In this regard, additional resources will be assigned to conclude memorandums of understanding with these organizations in order to minimize response times to the public.

- International trends / expectations and Canadian concerns

It is anticipated that a high volume of inquiries will also originate from foreign observers and trade practitioners. Growing public interest in international trade agreements and their impacts on the economy and society suggests that Government On-line (GOL) will have national and international repercussions on the volume of inquiries. The information requested relates to the progress and content of the proceedings administered by the NAFTA Secretariat national sections and other topics related to international trade. The changes to be introduced to our Web page, in co-operation with the other national sections, are specifically designed to respond appropriately to these requests.

- Other information affecting performance

Another key planning element is a proposed increase in the compensation of panel members and their assistants. A proposal in this regard was submitted by the three NAFTA Secretariat national sections to their respective governments in 1999. A decision could be made by the Free Trade Commission in 2001-2002. If applicable, the financial impacts for the Canadian Section are likely to be felt in 2002-2003.

Last, the Canadian Section's operating expenses are affected each year by the number of panels established by the Parties, which cannot be predicted.

- Key strategic partnerships with other levels of government

The working relationship with the United States and Mexican national sections is becoming closer in connection with the requirement to modernize computer systems, particularly to coincide with implementation in Canada of the Government On-line (GOL) initiative. No changes can be made to the content of the Secretariat Web site without our partners' agreement, while any additions to the Canadian Section's part of the site must not cause controversy; it will therefore be necessary to earmark resources to be used on conclusion of co-operation agreements among the sections.

It is also planned to extend to the United States and Mexico the benefits anticipated from the Canadian project to establish an official roster of panel members' assistants. Members would continue to hire assistants as they wished, or could use the services of an assistant who had satisfied the eligibility criteria established by the Secretariat national sections.



## 2.5 Departmental Planned Spending

The NAFTA Secretariat, Canadian Section's operating budget for the 2000-2001 fiscal year is \$2,250,000. Based on current patterns of expenditures it is estimated that the total planned spending to March 31, 2001 will be \$2,089,000.

(\$ thousands)	Forecast Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
Budgetary Main Estimates	2,250.0	<b>2,256.0</b>	2,256.0	2,256.0
<b>Total Main Estimates</b>	2,250.0	<b>2,256.0</b>	2,256.0	2,256.0
Adjustments	0	<b>0</b>	0	0
<b>Net Planned Spending</b>	*2,250.0	<b>2,256.0</b>	2,256.0	2,256.0
Less: Non-respendable Revenues	(300.0)	<b>(300.0)</b>	(300.0)	(300.0)
Plus: Cost of Services Received Without Charge	139.0	<b>191.4</b>	191.4	191.4
<b>Net Cost of Program</b>	2,089.0	<b>2,147.4</b>	2,147.4	2,147.4

<b>Full Time Equivalents</b>	13	<b>13</b>	13	13
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In 2001-2002 it is anticipated that the total planned spending will be \$2,147,400. An increase in program spending will occur because of the increase in the cost of services received without charge for accommodation from Public Works and Government Services Canada (PWGSC) and for payments to employee insurance plans from Treasury Board Secretariat.

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\*Reflects the best forecast of total net planned spending to the end of the fiscal year.

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## **Section III: Departmental Plans, Results, Activities and Resources**

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### **The NAFTA Secretariat, Canadian Section**

#### **3.1 Business Line Details**

##### NAFTA Secretariat, Canadian Section

Disputes relating to anti-dumping, countervailing duty and injury final determinations may be resolved under the NAFTA through the panel review process (Chapter 19) as an alternative to judicial review. Disputes concerning the interpretation or application of the NAFTA (Chapter 20) may be referred to a five-member panel. Disputes relating to the investment provisions of Chapter 11 and the financial services provisions of Chapter 14 of the NAFTA may be referred to dispute settlement under the Agreement.

Disputes arising under the dispute settlement provisions of Chapter 8 of the Canada – Israel Free Trade Agreement and Chapter N of the Canada – Chile Free Trade Agreement will be administered by the Canadian Section.

In the administration of the dispute settlement provisions of the relevant agreements, the NAFTA Secretariat, Canadian Section provides professional and advisory support to panels and committees, operates a court-like registry and coordinates all panel and financial aspects of the process.

Non-dispute related responsibilities include providing assistance to the Commissions, as directed, and support for various non-dispute related committees and working groups.

### 3.2 Key Results Commitment, Planned Results, Related Activities and Resources

The following table summarizes the NAFTA Secretariat, Canadian Section's key results commitment

**Figure 3**

Key Results Commitment	Planned Results	Related Activities	Resources (\$ thousands)		
			2001-2002	2002-2003	2003-2004
Appropriate administration of the dispute settlement provisions of the North American Free Trade Agreement, the Canada-Israel Free Trade Agreement, and the Canada-Chile Free Trade Agreement in a manner which ensures unbiased administrative processes, equity, security and fairness while providing quality services	<b>Unbiased and Equitable Administrative Process</b>	<ul style="list-style-type: none"> <li>• applying fair and equitable procedural and administrative policies</li> <li>• ensuring compliance to the rules of procedures and to the agreements</li> <li>• administering a court-like registry for the panel review process</li> </ul>	35.8	35.8	35.8
	<b>Highest Quality Service</b>	<ul style="list-style-type: none"> <li>• developing a plan for the Government On Line initiative to ensure connectivity with the NAFTA Secretariat Web site infrastructure</li> <li>• updating the information technology used in service delivery including the Registry information system, the Motions and Orders Database and the NAFTA Secretariat Internet Web site</li> <li>• maintaining the performance of current and new information technology settings</li> <li>• conducting research and analysis in areas of trade dispute resolution mechanisms</li> <li>• monitoring client level of satisfaction by conducting surveys upon completion of panel review (see "Client Service Standards Monitoring Questionnaire" under 5.3)</li> <li>• promoting on-going employee professional development</li> </ul>	282.6	457.8	457.8

Key Results Commitment	Planned Results	Related Activities	Resources (\$ thousands)		
			2001-2002	2002-2003	2003-2004
	<b>Support to Stakeholders</b>	<ul style="list-style-type: none"> <li>● providing: <ul style="list-style-type: none"> <li>- timely and accurate information</li> <li>- research support</li> <li>- procedural advice</li> <li>- administrative support</li> <li>- assistance to the relevant free trade commissions, the related committees and the working groups</li> </ul> </li> <li>● responding to queries</li> <li>● administering a court-like registry for the panel review process</li> <li>● planning and coordinating activities to provide logistical support to all panels established under the relevant agreements</li> </ul>	915.6	879.8	879.8
	<b>Openness and Accountability</b>	<ul style="list-style-type: none"> <li>● providing access to documents, decisions, reports and statistical information</li> <li>● promoting the full understanding of Canada's free trade goals and achievements to all levels of government, the private and voluntary sectors, individuals and the media through the provision of effective communications including the production of brochures, pamphlets and leaflets</li> <li>● developing policies, procedures and systems for archiving panel review records and for managing all other documents related to the dispute settlement provisions of the relevant agreements</li> </ul>	211.0	211.0	211.0

Key Results Commitment	Planned Results	Related Activities	Resources (\$ thousands)		
			2001-2002	2002-2003	2003-2004
	<b>Operational Efficiency and Effectiveness</b>	<ul style="list-style-type: none"> <li>• ongoing enhancement of the NAFTA Secretariat Internet Web site by adding additional functionalities</li> <li>• elaborating plans for implementing, installing and supporting current and new information technology systems</li> <li>• establishing, in coordination with other national sections, management, policy and procedural frameworks in fulfilling the mandate of the NAFTA Secretariat</li> <li>• providing financial administration support to panels</li> <li>• administering a court-like registry for the panel review process</li> <li>• planning and coordinating activities to provide logistical support to all panels established under the relevant Agreements</li> </ul>	350.4	350.4	350.4
	<b>National/International Collaboration</b>	<ul style="list-style-type: none"> <li>• coordinating with other national sections the establishment of management, policy and procedural frameworks in fulfilling the mandate of the NAFTA Secretariat</li> <li>• developing training programs related to dispute resolution processes in collaboration with other national sections</li> <li>• being available to assist with the start-up of the designated Israeli Agency and the Chilean national Section, for the administration of the dispute settlement provisions of the Agreements</li> <li>• consulting and liaising with other government and non-governmental organizations to keep abreast of developments in trade issues and practices and dispute resolution mechanisms</li> </ul>	314.6	175.2	175.2

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**Section IV: Financial Information**

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**Table 4.1: Source of Non-Respendable Revenue**

(\$ thousands)	Forecast Revenue 2000-2001	Planned Revenue 2001-2002	Planned Revenue 2002-2003	Planned Revenue 2003-2004
<b>NAFTA Secretariat, Canadian Section</b>				
Recovery of Panel Expenses	(300.0)	<b>(300.0)</b>	(300.0)	(300.0)
<b>Total</b>	(300.0)	<b>(300.0)</b>	(300.0)	(300.0)

**Table 4.2: Net Cost of Program for the Estimates Year**

(\$ thousands)	<b>Total</b>
<b>NAFTA Secretariat, Canadian Section</b>	
Net Planned Spending	2,256.0
<i>Plus: Services Received without Charge</i>	
Accommodation provided by PWGSC	137.7
Contributions covering employees' insurance premiums and expenditures paid by TBS	53.7
<i>Sub-total</i>	191.4
<i>Less: Non-respendable Revenues</i>	(300.0)
2001-2002 Net Cost of Program	2,147.4

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## Section V: Other Information

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### 5.1 Spending Authorities

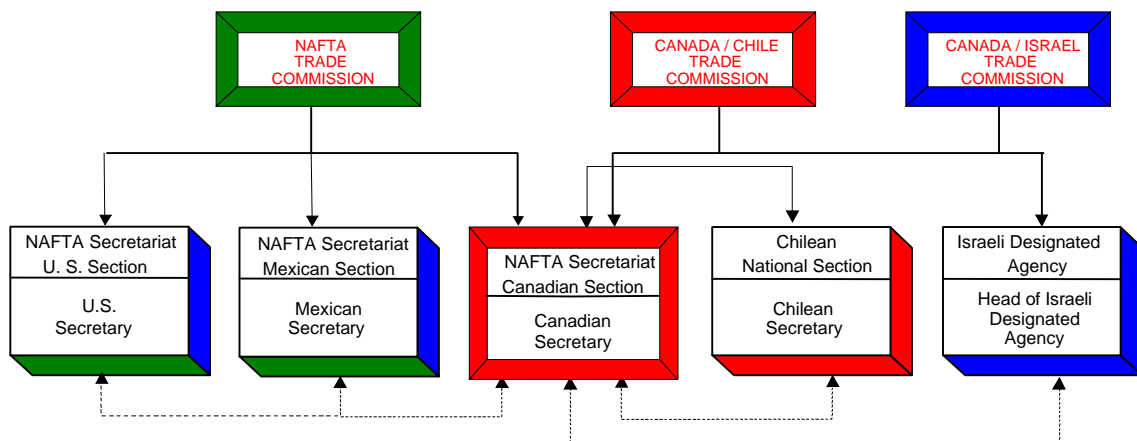
**Table 5.1: Spending Authorities - Ministry Summary Part II of the Estimates**

Vote		2001-2002 Main Estimates (thousands)	2000-2001 Main Estimates (thousands)
	NAFTA Secretariat, Canadian Section		
50	Program Expenditures	2,115.0	2,110.0
(S)	Contributions to Employee Benefits Plan (EBP)	141.0	140.0
	<b>Total Agency</b>	<b>2,256.0</b>	<b>2,250.0</b>

### 5.2 Mandated Responsibilities

The organization is headed by the Canadian Secretary who reports to the Minister for International Trade for parliamentary accountability. The Secretary also reports to the appropriate free trade commissions for the administration of the dispute settlement processes under the NAFTA, CIFTA or the CCFTA.

**Figure 4: Mandated Responsibilities Chart**



### 5.3 Client Service Standards Monitoring Questionnaire

<b>NAFTA SECRETARIAT, CANADIAN SECTION, CLIENT SERVICE STANDARDS MONITORING QUESTIONNAIRE</b>
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Please complete the following by circling one item in column A and one item in column B

CATEGORY	COLUMN A IMPORTANCE TO YOU					COLUMN B OUR PERFORMANCE					
	Very Important	4	3	2	1	Very Satisfied	4	3	2	1	Not Applicable
<u>Secretariat, Canadian Section</u>											
- Unbiased administrative processes provided.	5	4	3	2	1	5	4	3	2	1	N/A
- Fair and equitable service policy in place.	5	4	3	2	1	5	4	3	2	1	N/A
- Assists in ensuring dispute settlement processes are followed and legislation adhered to.	5	4	3	2	1	5	4	3	2	1	N/A
- Provision of guidance, as requested, on Rules of Procedure, Code of Conduct, and relevant chapters of the NAFTA.	5	4	3	2	1	5	4	3	2	1	N/A
- Responsiveness.	5	4	3	2	1	5	4	3	2	1	N/A
- Accessibility.	5	4	3	2	1	5	4	3	2	1	N/A
- Friendliness.	5	4	3	2	1	5	4	3	2	1	N/A
<u>Provision of Information</u>											
- Accuracy.	5	4	3	2	1	5	4	3	2	1	N/A
- Impartiality.	5	4	3	2	1	5	4	3	2	1	N/A
- Timeliness.	5	4	3	2	1	5	4	3	2	1	N/A
<u>Registry Operations</u>											
- Control of documents.	5	4	3	2	1	5	4	3	2	1	N/A
- Distribution of documents.	5	4	3	2	1	5	4	3	2	1	N/A
<u>Oral Hearings</u>											
- Notification.	5	4	3	2	1	5	4	3	2	1	N/A
- Hearing room facilities.	5	4	3	2	1	5	4	3	2	1	N/A
- Reception and hospitality.	5	4	3	2	1	5	4	3	2	1	N/A
- Security.	5	4	3	2	1	5	4	3	2	1	N/A
- Transcripts.	5	4	3	2	1	5	4	3	2	1	N/A
- Attention to other details.	5	4	3	2	1	5	4	3	2	1	N/A
<u>Other</u>											
- Scheduling of conference calls and meetings.	5	4	3	2	1	5	4	3	2	1	N/A
- Timely payments for services and expenses.	5	4	3	2	1	5	4	3	2	1	N/A
- Independence of Secretariat as a separate government agency.	5	4	3	2	1	5	4	3	2	1	N/A
<u>Overall</u>											
- Overall how satisfied are you with the Secretariat?	5	4	3	2	1	5	4	3	2	1	N/A



Please complete the following by indicating to what extent you believe that the NAFTA Secretariat, Canadian Section services provide the panels with the information they require to ensure their work is:

	Fully					Not at all
Accurate.	5	4	3	2	1	
Impartial.	5	4	3	2	1	
Responsive.	5	4	3	2	1	
Accessible.	5	4	3	2	1	
Timely.	5	4	3	2	1	
Independent.	5	4	3	2	1	

Would you want to serve on a panel again in the future? ~ Yes ~ No

Is your decision to serve/not serve again influenced by your experience working with the NAFTA Secretariat, Canadian Section? ~ Yes ~ No

How did the work and services of the NAFTA Secretariat, Canadian Section compare to other similar administrative bodies, organizations, government departments or agencies with which you have worked or had contact? The Secretariat is:

- Much better ..... 5
- Better ..... 4
- About the same ..... 3
- Poorer ..... 2
- Much poorer ..... 1
- Not applicable ..... N/A

Overall, how important do you believe the Secretariat is to the dispute settlement processes of the NAFTA?

- Very important ..... 4
- Somewhat important ..... 3
- Not very important ..... 2
- Not at all important ..... 1

Do you have any additional comments, which you would like to make about the NAFTA Secretariat, Canadian Section and its services?

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