



# Department of Foreign Affairs and International Trade

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.

As part of its ongoing efforts to streamline reporting requirements, the Treasury Board of Canada Secretariat has requested that Department of Foreign Affairs and International Trade and thirteen other departments explore alternative reporting structures to this year's *Report on Plans and Priorities*. It has, therefore, exempted the department from the usual guidelines for the preparation of this report.

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Department of Foreign Affairs  
and International Trade

# **2001–2002 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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ADM	Assistant Deputy Minister
APEC	Asia-Pacific Economic Cooperation forum
ARF	Asian Nations Regional Forum
ASEAN	Association of Southeast Asian Nations
CCC	Canadian Commercial Corporation
CIDA	Canadian International Development Agency
CMAG	Commonwealth Ministerial Action Group
CRF	Consolidated Revenue Fund
DFAIT	Department of Foreign Affairs and International Trade
EDC	Export Development Corporation
EFTA	European Free Trade Association
EIPA	Export and Import Permits Act
EU	European Union
FDI	Foreign direct investment
FIPA	Foreign Investment Protection Agreement
FIS	Financial Information Strategy
FTAA	Free Trade Area of the Americas
FTE	Full-time equivalent
GATS	General Agreement on Trade in Services
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
GOL	Government On-Line
HIPCs	Heavily Indebted Poor Countries
IAEA	International Atomic Energy Agency
IBD	International Business Development
ICC	International Criminal Court
IFIs	International Financial Institutions
IJC	International Joint Commission
ILO	International Labour Organization
IMF	International Monetary Fund
IMS	Integrated Management System
IRIS	Automated passport production system
ITARs	International Trafficking in Arms Regulations
MOU	Memorandum of Understanding
NAFTA	North American Free Trade Agreement
NATO	North Atlantic Treaty Organization
NGO	Non-governmental organization
NMD	National Missile Defence
OAS	Organization of American States
OECD	Organization for Economic Co-operation and Development
OGDs	Other government departments
OIG	Office of the Inspector General
OSCE	Organization for Security and Co-operation in Europe
PEMD	Program for Export Market Development

PRAS	Planning, Reporting and Accountability Structure
RPP	Report on Plans and Priorities
S&T	Science and Technology
SD	Sustainable Development
SMEs	Small and medium-sized enterprises
TB	Treasury Board
TCS	Trade Commissioner Service
UCS	Universal Classification Standard
UN	United Nations
UNESCO	United Nations Economic, Social and Cultural Organization
U.S.	United States
WHO	World Health Organization
WTO	World Trade Organization

### **Glossary of Terms**

*Convention:* an international agreement

*Instrument:* a formal or legal document in writing

*Protocol:* 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 a convention, instrument, protocol, etc.

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



## **SECTION I MINISTERS' MESSAGE**

Canadians take seriously their role as global citizens. They are proud of their country's high quality of life, and its engagement in the world to uphold shared values and advance peace and stability.

In Canada and abroad, the Department of Foreign Affairs and International Trade works to enhance the quality of life of all Canadians through efforts to improve national and global governance, build an innovative economy for the 21<sup>st</sup> century, and promote an inclusive society with shared benefits. Our international security activities seek to protect Canadians from global and transborder threats to their safety, thereby promoting improved governance and stability at home and abroad. Our international trade, economic and environmental activities help bring prosperity to Canadians by ensuring market access and services for Canadian exporters, importers and investors, enabling them to pursue global market opportunities while furthering the cause of global sustainable development. Our public diplomacy activities promote better worldwide understanding of Canada, our values, culture and capabilities, thereby enhancing support for our foreign and trade policy interests and strengthening national unity. Our consular services directly assist Canadians in their rapidly growing travel and other activities abroad.

To protect the security of Canada and Canadians, the Department will continue efforts to maintain a stable global framework. These efforts will be reinforced through greater emphasis on bilateral relations with Canada's international partners, particularly the United States with the change to a new Administration. We will also promote international co-operation in major forums, such as the 2002 G-8 Summit to be hosted by Canada, as a way of advancing our interests in areas such as disarmament, non-proliferation of weapons of mass destruction, nuclear safety, conflict prevention, terrorism and crime. At the United Nations, we will remain supportive of efforts to improve multilateral peacekeeping capacity, make Security Council operations more effective and transparent, and broaden reform to strengthen the UN system. We will continue to advance Canada's security interests through regional co-operation on issues such as supporting the Middle East Peace Process, working for NATO adaptation and enlargement, deepening our dialogue on transatlantic security with the European Union, improving the crisis prevention capacity of the Organization for Security and Co-operation in Europe, and strengthening the Association of Southeast Asian Nations Regional Forum.

Promoting respect for human rights and enhancing human well-being remain key values underpinning Canada's engagement with other countries. This involves promoting good governance, democratic development and the rule of law. National security and international stability can be imperilled by human rights violations, small arms proliferation, environmental degradation and transnational crime, such as illegal drug trafficking, terrorism and migrant smuggling. We will continue efforts to combat such threats by international co-operation, including through the International Criminal Court, the International Commission on Intervention and State Sovereignty, and activities for protecting children from exploitation and ending the role of diamonds in financing conflict.

Building on Canada's success in pursuing international trade opportunities that emerge from the more integrated global economy, we will work to sustain economic growth and improve living standards for Canadians in accordance with their values. This effort will involve the following:

- increasing Canada's ability to promote our exports and attract investment;
- ensuring market access for Canadian exporters under our key trading relationships with the United States and other partners; and
- strengthening global trade rules.

To improve Canada's ability to promote our exports and attract investment, we will seek to extend the success of Team Canada missions by strengthening export market development services to Canadian enterprises. For Canadian business clients, Team Canada Inc offers co-ordinated delivery of trade and investment services from 23 federal departments and agencies. We will focus on provision of services to small and medium-sized enterprises, particularly those with the greatest potential for export growth. This effort will involve increasing the Trade Commissioner Service abroad to facilitate innovation partnerships between Canadian and foreign science and technology communities, as well as to attract investment to Canada. It will also involve promoting Canadian culture as a vehicle for projecting Canada's characteristic strengths, demonstrating our leadership in the knowledge-based market economy.

Our trade policy activities focus on improving market access for Canadian exporters, importers and investors in order to promote continued economic growth, sustainable development and respect for Canadian values. We will manage Canada's key trading relationships, particularly with the United States where we will continue efforts to facilitate the greatly expanded cross-border movement of goods and services. Bilateral trade issues will continue to require careful attention and will be managed under trade agreements where appropriate.

The multilateral trading system has contributed substantially to Canada's economic growth however, it now needs restructuring to adjust to technological changes in the global marketplace, and to social and other issues of interest or concern to our country. Canada stands to benefit from current World Trade Organization (WTO) negotiations on agriculture and services; at the same time, we are working to overcome obstacles to the launch of another round of negotiations, where we can pursue our broader objectives. Complementing WTO negotiations are regional and bilateral free trade initiatives. The April 2001 Summit of the Americas in Quebec City is an opportunity to make progress on hemispheric negotiations toward a Free Trade Area of the Americas. We are also negotiating a free trade agreement with Costa Rica and exploring free trade initiatives with other Central American countries and Singapore.

To reinforce support for Canada's trade and foreign policy, our public diplomacy activities keep domestic and international audiences informed about Canada's role in the world, and they promote Canada's image and values through cultural, artistic and academic expression. This effort will remain the focus of our communications, outreach, and assistance for cultural and educational marketing, exchanges and other programs. Public diplomacy activities are making use of mass communications and advances in information technology to meet the



growing public demand for faster information delivery, increased transparency and greater Government accountability.

Part of the task is to demonstrate that Canada is a modern, technologically advanced and culturally diverse country, well equipped to benefit from the opportunities of greater global interdependence. Highlighting these strengths will also help meet Canada's objective of promoting improved global governance through efforts to bridge the "digital divide".

In carrying out all these activities, we will build on Canada's tradition of active and effective global engagement, with the aim of enhancing Canadians' quality of life in the more interdependent world of the 21<sup>st</sup> century.

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Pierre S. Pettigrew  
*Minister for International Trade*

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John Manley  
*Minister of Foreign Affairs*

## **Management Representation**

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### **Report on Plans and Priorities 2001-2002**

We submit, for tabling in Parliament, the 2001-2002 Report on Plans and Priorities (RPP) for the *Department of Foreign Affairs and International Trade*.

To the best of our knowledge the information:

- Accurately portrays the Department's mandate, plans, priorities, strategies, and planned results.
- 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.

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

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

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Robert G. Wright  
*Deputy Minister for International Trade*

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Gaëtan Lavertu  
*Deputy Minister of Foreign Affairs*



## SECTION II DEPARTMENTAL OVERVIEW

### **Mandate, Roles and Objectives**

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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 co-ordinates Canada's economic relations, promoting the expansion of international trade. In addition, it administers the foreign service, including the interdepartmental co-ordination 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**

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

- to develop and co-ordinate 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.

The Department also provides advice and support to the Prime Minister in the conduct of Canada's international relations involving high level events and activities.

#### **Departmental Objectives**

In 1995, in response to a report from the Special Joint Committee reviewing Canadian foreign policy, the Government released a foreign policy statement entitled *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 as follows:

- 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.

## **Departmental Planning Context**

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At the beginning of the 21<sup>st</sup> century, the Department must conduct Canada's foreign and trade policy in a more interdependent, dynamic world undergoing complex changes. The situation presents opportunities for Canadians to improve their quality of life; at the same time, they face the challenge of fulfilling their responsibilities as global citizens. The result is that in 2001-2002, operating pressures will again increase for the Department, particularly as it deals with demands by Canadians for services, with Government commitments, with Canadian concerns about international issues and with changing requirements for global governance.

### Demands by Canadians for services

With the growth in activities of Canadians around the world, the Department faces changing, expanding demands for consular, international business development and public diplomacy services. As Canadians travel abroad more, they require more assistance from Canada's missions abroad. In addition, demand is rising for more complex services as Canadians who work and travel abroad are exposed to a more unstable world presenting risks such as violent conflict, extreme poverty and infectious diseases. Expanding as well is the demand for services to Canadian businesses seeking to compete in the more integrated global economy by building on Canada's strengths as a modern, culturally diversified country with advanced information technology capabilities. Client surveys indicate that, to meet demands for export and investment promotion services, our missions abroad must provide more specialized Trade Commissioner services. Finally, spurring demands for public diplomacy services are the rise of mass communications, advances in information technology and a public seeking faster responses to inquiries about Government actions on international issues.

### Canadian concerns with international issues

Canadians are increasingly preoccupied with global and cross-border issues. They are concerned that their quality of life at home could be affected by issues such as illegal trafficking in drugs and weapons, migrant smuggling, infectious diseases and environmental degradation. For example, during 1999 and 2000 the arrival of illegal immigrants on Canada's west coast drew considerable public attention. To promote safer communities for Canadians, Government efforts focus on new and emerging threats from global criminal activity, including money laundering, terrorism, and the smuggling of people, drugs and guns. Canadians understand that such issues require an international response, and they want their country to be engaged in the response. The Department addresses cross-border crime through bilateral co-operation with Canada's neighbours and other international partners, and also in international organizations, including under the United Nations Convention on Transnational Organized Crime.

### Government commitments

During 2001-2002, the Department will manage Canada's participation in several major international meetings, events and initiatives, including the following:

- 2001 — NATO Foreign Ministers' Meeting;
- Spring 2001 — North American Free Trade Agreement (NAFTA) Commission meeting;
- April 2001 — Summit of the Americas, Quebec City; Free Trade Area of the Americas (FTAA) Ministerial meeting;
- Summer 2001 — G-8 Foreign Ministers' Meeting, Italy;
- July 2001 — Francophonie Games, Ottawa/Hull;
- September 2001 — UN General Assembly Special Session on Children, New York;
- October 2001 — Commonwealth Heads of Government Meeting, Australia;
- October 2001 — Summit of La Francophonie, Lebanon;
- 2002 — Canada to chair G-8;
- Summer 2002 — Canada to host G-8 Summit.

### Changing requirements for global governance

The global security situation remains unstable and unpredictable. Regional tensions can swiftly escalate into full-blown crises that necessitate longer-term peacebuilding activities for their solution. This has been the case in East Timor, and it could easily happen in parts of Africa. As new demands for peace support emerge, they stretch Canada's capacity for international deployment of military and police personnel. Pressure is mounting for international organizations, particularly the UN, to improve co-ordination of multilateral responses to crises — even as many of those organizations are beset by resource shortfalls and other constraints. International organizations must continue reforms to enhance their performance in this area. Further, they must improve the way they address the challenges of a more interrelated world. The end of the Cold War has put new strains on the international regimes for non-proliferation and disarmament. To give developing countries greater access to the benefits of globalization, efforts are needed to bridge the "digital divide".

## Departmental Planned Spending

<b>Departmental Planned Spending (\$ millions) and Personnel Full Time Equivalents (FTE)</b>				
<b>Business Lines</b>	<b>Forecast Spending 2000-2001</b>	<b>Planned Spending 2001-2002</b>	<b>Planned Spending 2002-2003</b>	<b>Planned Spending 2003-2004</b>
International Business Development	248.5	242.9	243.2	243.2
Trade and Economic Policy	118.9	113.6	113.6	113.6
International Security and Cooperation	437.7	533.3	511.3	506.0
Assistance to Canadians Abroad	52.3	53.3	53.3	53.3
Public Diplomacy	95.5	97.9	97.5	88.2
Corporate Services	278.9	297.0	278.1	259.9
Services to Other Government Departments	222.6	239.1	238.8	238.7
Passport Services	54.2	54.6	54.6	54.6
Less: Respendable revenue	79.3	80.6	75.6	75.6
<b>Total Main Estimates</b>	<b>1,429.3</b>	<b>1,551.0</b>	<b>1,514.8</b>	<b>1,481.9</b>
Adjustments	220.5	8.9	6.2	6.2
<b>Net Planned Spending</b>	<b>1,649.8</b>	<b>1,559.9</b>	<b>1,521.0</b>	<b>1,488.1</b>
Less: Non-respendable revenue	220.8	122.7	105.6	100.6
Plus: Cost of services received without charge	52.0	53.7	53.6	53.7
<b>Net cost of the Department</b>	<b>1,481.0</b>	<b>1,490.9</b>	<b>1,469.0</b>	<b>1,441.2</b>
<b>Personnel-Full Time Equivalents (FTEs)</b>				
<b>Canada-based FTEs</b>	<b>4,619</b>	<b>4,280</b>	<b>4,170</b>	<b>4,152</b>
<b>Locally engaged FTEs</b>	<b>4,519</b>	<b>4,467</b>	<b>4,453</b>	<b>4,449</b>

## **Departmental Organization**

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The Department has two Ministers (one for Foreign Affairs and one for International Trade) and three Secretaries of State (one for the Asia-Pacific region, one for Latin America and Africa, and one for la Francophonie and Western Economic Diversification). The responsibilities of the two Ministers extend beyond the Department: the Minister of Foreign Affairs is also responsible for the International Development Research Centre, the International Joint Commission and the International Centre for Human Rights and Democratic Development. The Minister for International Trade is responsible for the Export Development Corporation, the Canadian Commercial Corporation, the Northern Pipeline Agency and the NAFTA Secretariat. In addition, the Department has a third Minister, the Minister for International Cooperation.

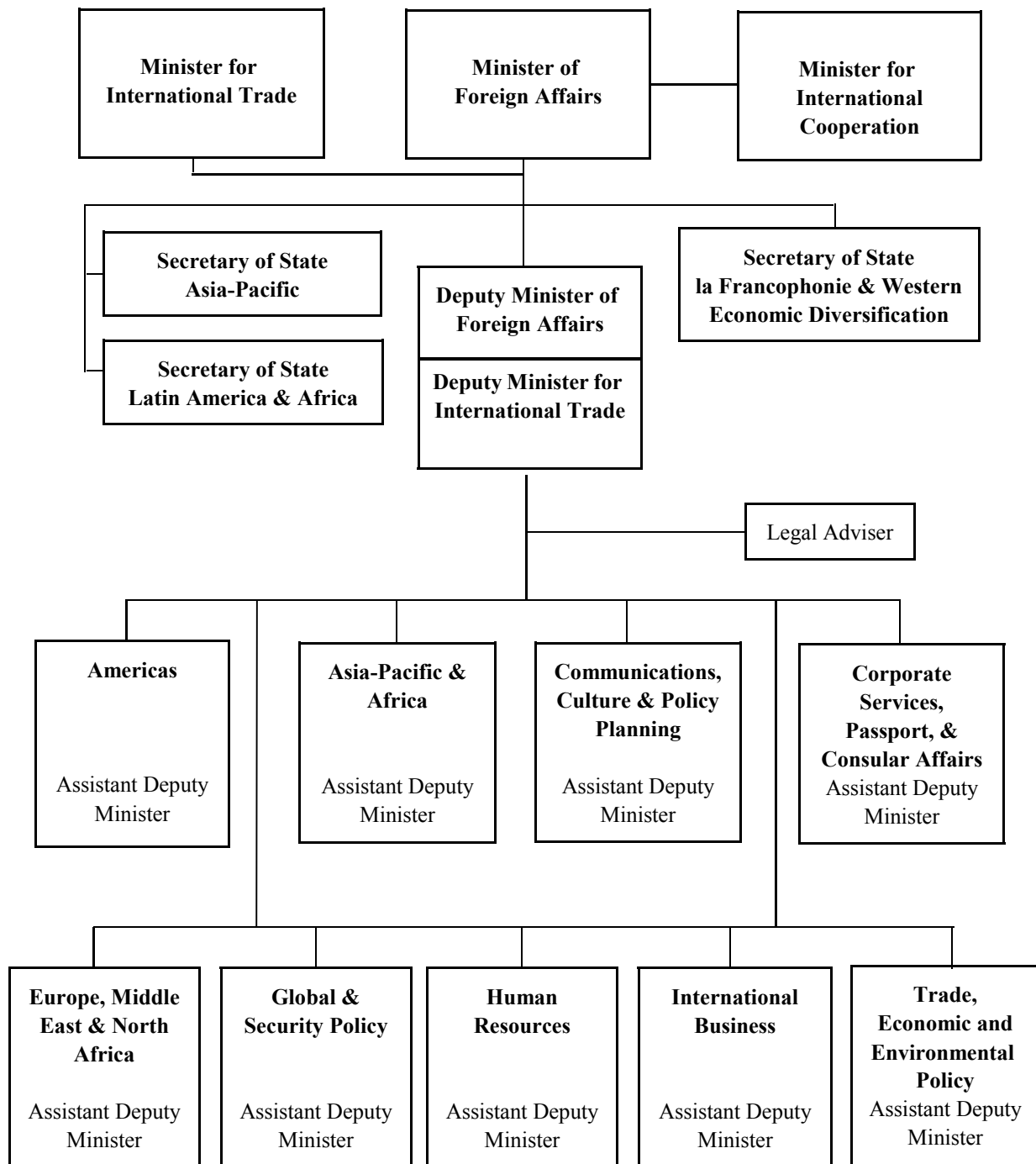
The Department has its headquarters in Ottawa and serves Canadians across the country through 29 passport offices and a network of regional trade commissioners. Below the level of Deputy Minister, the Department has a legal adviser and nine Assistant Deputy Ministers (ADMs). Outside Canada, the Department operates through a network of 131 missions and 29 satellite offices in 197 countries. Overseas representation is aided by approximately 100 honorary consuls.

The Department is organized along eight business lines, which are defined by function. These business lines are the basis for the Department's plans, estimates and performance reports to Parliament. They are also the basis for managerial accountability within the Department. In the departmental matrix organization, six functional ADMs are accountable for the eight business lines, and three geographic ADMs implement policies at missions abroad.

<b>Business Line Accountability of Functional Assistant Deputy Ministers</b>	
<b><u>Assistant Deputy Ministers</u></b>	<b><u>Business Lines</u></b>
<ul style="list-style-type: none"><li>• <b>Global and Security Policy</b></li><li>• <b>International Business</b></li><li>• <b>Trade and Economic Policy</b></li><li>• <b>Communications, Culture and Policy Planning</b></li><li>• <b>Human Resources</b></li><li>• <b>Corporate Services, Passport, and Consular Affairs</b></li></ul>	<ul style="list-style-type: none"><li>• International Security and Cooperation</li><li>• International Business Development</li><li>• Trade, Economic and Environmental Policy</li><li>• Public Diplomacy</li><li>• Corporate Services (Human Resources component)</li><li>• Corporate Services</li><li>• Assistance to Canadians Abroad</li><li>• Passport Services</li><li>• Services to Other Government Departments</li></ul>

## Departmental Organization (2001-2002)

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## Links with Stakeholders

The Department is at the centre of the Government’s international activities. It interacts with every Government department and agency, other governments, business, non-governmental organizations (NGOs), universities, and other elements of civil society. These relationships are illustrated in the table below, which links the Department’s business line objectives and strategic priorities with its public and private stakeholders.

<b>Business Lines and Objectives</b>	<b>Strategic Priorities</b>	<b>Stakeholders</b>
<b>International Business Development</b>		
Aid in the creation of jobs and prosperity in Canada by encouraging Canadian firms to take full advantage of international business opportunities and by facilitating inward investment and technology flows	<ul style="list-style-type: none"> <li>• promote prosperity and employment</li> <li>• provide quality services to Canadians</li> <li>• project Canadian values and culture</li> </ul>	<ul style="list-style-type: none"> <li>• Canadian exporters and export-ready firms</li> <li>• investors and investment-seeking firms</li> <li>• workers in the export sector</li> <li>• provincial governments and municipalities</li> </ul>
<b>Trade and Economic Policy</b>		
Aid in the creation of 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	<ul style="list-style-type: none"> <li>• promote prosperity and employment</li> <li>• protect our security within a stable global framework</li> </ul>	<ul style="list-style-type: none"> <li>• Canadian exporters, export-ready firms, and workers in the export sector</li> <li>• Canadian importers and consumers</li> <li>• Canadian firms and workers in vulnerable and sensitive sectors</li> <li>• investors and investment-seeking firms</li> <li>• provincial governments</li> </ul>
<b>International Security and Cooperation</b>		
Promote a peaceful, law-based international system that reflects Canadian values and in which Canada is secure from threats from abroad	<ul style="list-style-type: none"> <li>• protect our security within a stable global framework</li> <li>• project Canadian values and culture</li> </ul>	<ul style="list-style-type: none"> <li>• the Prime Minister, other ministers and their departments</li> <li>• provincial governments</li> <li>• Canada as a society, and individual Canadians and groups according to issue</li> </ul>

Business Lines and Objectives	Strategic Priorities	Stakeholders
<b>Assistance to Canadians Abroad</b>		
Meet the need for official assistance of Canadians travelling or living abroad	<ul style="list-style-type: none"> <li>• provide quality services to Canadians</li> </ul>	<ul style="list-style-type: none"> <li>• Canadians travelling or living abroad and their relatives in Canada</li> <li>• the travel industry</li> </ul>
<b>Public Diplomacy</b>		
Create interest and confidence in Canada abroad, and an international public environment favourable to Canada's political and economic interests and Canadian values	<ul style="list-style-type: none"> <li>• project Canadian values and culture</li> <li>• promote prosperity and employment</li> </ul>	<ul style="list-style-type: none"> <li>• Canadian academic and cultural community</li> <li>• Canadian cultural industries</li> <li>• foreign academic and cultural communities interested in Canada</li> <li>• Canadian and foreign media</li> <li>• clients of other business lines</li> </ul>
<b>Corporate Services</b>		
Enable the Department to achieve its mission and objectives through the delivery of cost-effective support services	<ul style="list-style-type: none"> <li>• provide quality services to Canadians</li> <li>• project Canadian values and culture</li> <li>• protect our security within a stable global framework</li> <li>• promote prosperity and employment</li> </ul>	<ul style="list-style-type: none"> <li>• departmental management and staff responsible for delivering other business lines</li> </ul>
<b>Services to Other Government Departments (OGDs)</b>		
Enable OGDs to deliver their programs abroad through the delivery of cost-effective support services	<ul style="list-style-type: none"> <li>• promote prosperity and employment</li> <li>• provide quality services to Canadians</li> <li>• project Canadian values and culture</li> <li>• protect our security within a stable global framework</li> </ul>	<ul style="list-style-type: none"> <li>• other government departments</li> </ul>
<b>Passport Services</b>		
Provide internationally respected travel documents to Canadian citizens and other eligible residents of Canada	<ul style="list-style-type: none"> <li>• provide quality services to Canadians</li> </ul>	<ul style="list-style-type: none"> <li>• Canadians travelling or living abroad</li> </ul>



## SECTION III DEPARTMENTAL PLANS, RESULTS, ACTIVITIES AND RESOURCES

### Summary of Plans and Results

In the following table, the priorities for each business line (left column) are based on the business line objectives established in the Department's Planning, Reporting and Accountability Structure (PRAS). The expected results (right column) 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.

Priorities - to provide Canadians with:	Expected results - to be demonstrated by:
<p><b>International Business Development</b>            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>            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 as well as 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 access to markets.</li> </ul>
<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;</li> <li>• contributing to global and regional security;</li> <li>• 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, peacekeeping and peacebuilding;</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>

<b>Priorities - to provide Canadians with:</b>	<b>Expected results - to be demonstrated by:</b>
<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 as well as 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 the choice of Canada as a destination for foreign tourists and students.</li> </ul>
<p><b>Corporate Services</b> A DFAIT that is able 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 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>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>

## Business Line Plans

### International Business Development

<b>Planned Spending (\$ millions) and Personnel - Full Time Equivalents (FTE)</b>				
	<b>Forecast Spending 2000-2001</b>	<b>Planned Spending 2001-2002</b>	<b>Planned Spending 2002-2003</b>	<b>Planned Spending 2003-2004</b>
Budgetary Main Estimates (gross)	248.5	242.9	243.2	243.2
Less: Respendable revenue	8.1	3.1	3.1	3.1
<b>Total Main Estimates</b>	<b>240.4</b>	<b>239.8</b>	<b>240.1</b>	<b>240.1</b>
Adjustments	7.1	0.0	0.0	0.0
<b>Net Planned Spending</b>	<b>247.5</b>	<b>239.8</b>	<b>240.1</b>	<b>240.1</b>
Less: Non-respendable revenue	2.8	2.5	2.5	2.5
<b>Net Cost</b>	<b>244.7</b>	<b>237.3</b>	<b>237.6</b>	<b>237.6</b>
<b>Personnel - Full Time Equivalents (FTE)</b>				
<b>Canada-based FTEs</b>	<b>516</b>	<b>499</b>	<b>493</b>	<b>491</b>
<b>Locally engaged FTEs</b>	<b>554</b>	<b>551</b>	<b>551</b>	<b>551</b>

### Business Line Objective

To contribute to 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 supporting Canada's participation in international science and technology exchanges.

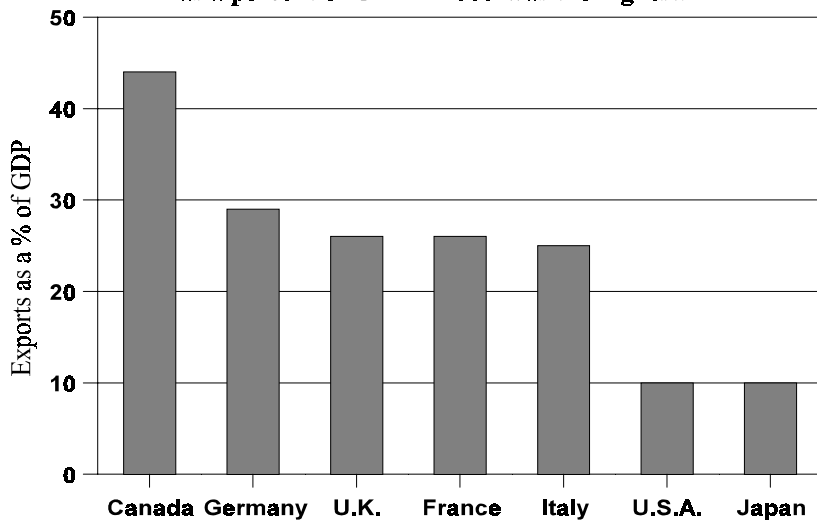
### Context

The technology revolution is changing how business is conducted worldwide and in Canada. In an increasingly globalized, interdependent and transparent environment, businesses rely more on differentiated and comprehensive knowledge of local market conditions, and on access to the right contacts. Trade development organizations everywhere must constantly re-assess their approach and improve their service delivery if they are to provide their business clients with the leading edge required for success in the global marketplace. In line with these changes has been a shift in the needs of traditional users of the Canadian Trade Commissioner Service (TCS) in the resource-based and mature industrial sectors: more than market promotion, they require advocacy and market access support. At the same time, in services, information technology and knowledge-based sectors, there has emerged a new clientele of Canadian firms needing more specialized and complex support and services. With the new demands and higher expectations of a "connected Canada", TCS is being challenged to provide faster, more value-added service.

To ensure that the Government responds to Canadians' changing expectations and priorities, the management framework presented in *Results for Canadians*, in March 2000, calls for development of sustained interdepartmental partnerships, such as Team Canada Inc.

A co-ordinated approach to export support services will ensure sharper focus on priorities and a more decisive thrust to business-government efforts in international trade. Team Canada Inc is an opportunity for the Government to strengthen and extend the concept of horizontal management; by doing so it will better serve its business clientele.

**Among G-7 countries, Canada's exports of goods and services as a percent of GDP in 1999 was the highest.**



The past 12 months have seen increased international and Canadian recognition of the importance of corporate social responsibility in a globalized world. Public and private sectors everywhere are working to address the concerns of communities and raise the standards of business behaviour internationally. The Government of Canada is involved in various policy initiatives that deal with the social impacts of international business activity. These include multilateral efforts at the OECD and the International Labour Organization, the UN Global Compact, and the International Code of Ethics for Canadian Business. Domestic efforts focus on the report on Export Development Corporation (EDC) issued by the Standing Committee on Foreign Affairs and International Trade, the development of a code for the Canadian Commercial Corporation (CCC) and the provision of guidance to TCS employees who respond to inquiries from Canadian companies.

Canada lags behind other countries in participation in international S&T, according to two documents released in October 2000: the *Report of the Expert Panel on Canada's Role in International Science and Technology* and the Conference Board of Canada's *Report on Canada's Performance and Potential, 2000-2001*. Programs and policies must be developed to create an effective environment enhancing Canada's participation.

### **Key Results Commitment**

The International Business Development (IBD) business line takes the leading role in the Government's overall trade development function through Team Canada Inc, a virtual agency of 23 federal departments and agencies responsible for international business development. Within this framework, the IBD business line plans and directs the activities of the Canadian TCS in providing high-quality services that will help Canadian firms meet the challenges of an increasingly complex and competitive global marketplace and succeed.

## Planned Results and Activities

***To ensure consistency in service delivery by posts and between trade programs and services, in order to sustain and build on improvements under the Trade Commissioner Service's New Approach to Service Delivery.***

- Ensure that all trade employees abroad follow TCS service policies.
- Continue to standardize and better align operational Trade Branch initiatives.
- Foster more proactive foreign contact management by front-line employees, drawing on “best practice” scenarios.
- Provide new and improved electronic services and information tools to trade officers abroad, enabling them to better respond to Canadian and foreign needs and requests.
- Give better support to officers abroad with breakthrough human resource tools, training and professional development, organizational leadership, and enunciation of underlying service values and ethics.
- Link resource allocations and operational support to accountable performance by posts.
- Maintain and enhance leadership support across the Department, with an emphasis on a more effective balance of workload and front-line human resources.
- Market TCS to increase client market share, using new tools such as Web-based electronic service delivery and domestic ministerial outreach.

***To ensure that Team Canada Inc functions effectively for its clients.***

- Define our clients and their needs.
- Consult on, design and implement a Team Canada Inc governance structure that reflects the interests of stakeholders and responds to client needs.
- Obtain necessary funding.
- Support a client-centred service delivery approach at Team Canada Inc.
- Improve the Program for Export Market Development (PEMD).

***To ensure that Canada's export Crown corporations (the Canadian Commercial Corporation and Export Development Corporation) are recognized as competitive, responsive, appropriately transparent and following ethical practices, and that they operate on a sound financial basis.***

- Develop a policy that strengthens CCC and EDC mandates and operations, and that receives Government endorsement for new policy directions.
- Promote frequent interactions between the export Crown corporations and DFAIT at all levels in order to influence the corporations' strategy and resolve differences.
- Develop processes for obtaining input and developing consensus between the export Crown corporations and their stakeholders and clients.

***To improve collaboration between innovators in the Canadian science and technology (S&T) community (including institutions and the private sector) and their foreign counterparts.***

- Develop effective processes and tools for the DFAIT S&T program.
- Develop and implement a robust human resources plan.
- Improve S&T information management.

## Trade and Economic Policy

<b>Planned Spending (\$ millions) and Personnel - Full Time Equivalentents (FTE)</b>				
	<b>Forecast Spending 2000-2001</b>	<b>Planned Spending 2001-2002</b>	<b>Planned Spending 2002-2003</b>	<b>Planned Spending 2003-2004</b>
Budgetary Main Estimates (gross)	118.9	113.6	113.6	113.6
<i>Less:</i> Respendable revenue	0.0	0.0	0.0	0.0
<b>Total Main Estimates</b>	118.9	113.6	113.6	113.6
Adjustments	9.0	0.0	0.0	0.0
<b>Net Planned Spending</b>	127.9	113.6	113.6	113.6
<i>Less:</i> Non-respendable revenue	121.6	24.6	14.5	14.5
<b>Net Cost</b>	<b>6.3</b>	<b>89.0</b>	<b>99.1</b>	<b>99.1</b>
<b>Personnel - Full Time Equivalentents (FTE)</b>				
<b>Canada-based FTEs</b>	<b>487</b>	<b>474</b>	<b>448</b>	<b>447</b>
<b>Locally engaged FTEs</b>	<b>69</b>	<b>68</b>	<b>67</b>	<b>66</b>

### Business Line Objective

To contribute to economic growth by creating jobs and prosperity in Canada, through effective management of our country's trading relationships and liberalization of trade and capital flows around the world, on the basis of clear and equitable rules that reflect Canadian interests.

### Context

Canada's exports have risen from 25 percent of Gross Domestic Product (GDP) in 1991 to 45.6 percent of GDP in 2000, according to Statistics Canada. As a result, for economic growth and success, the country depends increasingly on access to the United States and other markets under the North American Free Trade Agreement (NAFTA) and other trade accords, on trade liberalization, and on the security provided by a modern, up-to-date, rules-based trading system under the World Trade Organization (WTO).

With new or newly re-elected governments in all three NAFTA countries, the time is ripe to explore ways of deepening the North American trade and economic partnership, as well as expanding Canada's bilateral market access to the United States and Mexico.

The *Canada-U.S. Softwood Lumber Agreement* will expire on March 31, 2001. The Department and its stakeholders want unfettered access to the U.S. market, but the possibility exists of renewed U.S. trade actions against Canadian exports. Canada will also need to resolve outstanding differences with the United States on the International Trafficking in Arms Regulations. It must manage a number of irritants in the agricultural sector and, more generally, must explore innovative opportunities for greater access to this pivotal export market.



Efforts to launch new, broad-based trade negotiations at the WTO will have to overcome deep-seated policy differences between members. Within the Quad (the United States, the European Union, Japan and Canada), there are diverging positions over such issues as agriculture. In addition, developing countries seek early commitments and concessions from developed nations, asserting that the benefits of trade liberalization envisaged under the Uruguay Round have been slow to materialize or have failed to do so.

As chair of the G-8 beginning in January 2002, Canada will be in a position to highlight and advance its global priorities in areas such as coherence, sustainable development and poverty reduction.

As host of the 2001 Summit of the Americas in Quebec City and, more generally, through its continued leadership in the Free Trade Area of the Americas (FTAA) negotiations, Canada can advance the process of hemispheric trade liberalization. It can also seek agreement on the means to ensure mutually supportive trade-and-environment and trade-and-labour policies.

China will host the Asia-Pacific Economic Cooperation forum (APEC) summit in 2001. This will raise the profile of the APEC process. Given APEC's "new economy" theme, Canada has a major opportunity to influence national policy stances toward information and communications technologies, and to gain further recognition of Canada as a high-tech nation.

The NAFTA partnership may benefit from the change in political leadership in Washington and Mexico City. Beyond North America, interest has surged in bilateral trade initiatives, giving Canada the opportunity to pursue market access initiatives with a new range of partners. The growing number of such initiatives will strain the Department's limited negotiating resources, and the volume of the initiatives could divert attention in other countries, possibly lessening their support for the launch of new multilateral trade negotiations.

High-profile dispute settlement cases will continue to command considerable attention; an example is Canada's dispute with Brazil on aircraft subsidies. Countries will insist on implementation of WTO decisions, such as in the dairy sector. Incidents of non-compliance, particularly by the bigger members, could undermine the credibility of the WTO dispute settlement system.

Rising imports from overseas have taken market share from the steel industry in Canada and the United States, bringing many firms in both countries to the verge of bankruptcy. The filing of massive anti-dumping cases has failed to stem the tide as importers switch sources. This problem could complicate the management of Canada-U.S. relations: there is a growing possibility that, after seven years of exempting each other from trade cases, Canadian and U.S. steel producers may file cases against each other.

NGOs will continue to seek greater transparency to negotiations on international trade agreements, their implementation and the settlement of disputes under the terms of trade agreements. This will present a range of challenges for policy makers. It will also put a premium on DFAIT's ongoing efforts to engage, educate and inform Canadians on trade issues through consultation and outreach.

## **Key Results Commitment**

To provide Canadians 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 Activities**

### ***Promote and protect Canadian market access interests.***

- Manage Canada-U.S. trade and economic relations effectively to further Canadian interests.
- Implement existing bilateral trade agreements, pursue further bilateral and regional trade initiatives, explore the merits of new initiatives, and pursue other market access opportunities, with a particular focus on the FTAA negotiations to be discussed at the Quebec City Summit of the Americas in April 2001.
- Strengthen the multilateral trading system, including by implementing existing WTO commitments, participating in agricultural and services negotiations as well as accession initiatives, promoting the launch of broader WTO negotiations, and supporting the development of further rules/understandings in additional areas.
- Defend Canadian rights, interests and policies through global and regional dispute settlement procedures, and refine those procedures where appropriate.
- Expand the Department's capacity to undertake economic, statistical and policy analysis of Canada's economic and trade performance, and report the analysis to Parliament.
- Ensure smooth management of Canada-U.S. softwood lumber trade after the termination of the current bilateral agreement in 2001.
- Improve management of Canada's trade controls and develop policy to help affected Canadian industries adapt to a rapidly changing trade environment.
- Protect and promote the ability of Canada to regulate in the public interest, including in the environmental, health and safety, and resource management fields.

### ***Strengthen the coherence of the global economy's architecture, and promote good economic governance and operation.***

- Advance Canada's economic, social, and financial interests through participation in the G-8 process. Ensure effective follow-up to the 2000 Okinawa Summit; make substantive and logistical preparations for the 2001 Summit in Genoa, and prepare to host the 2002 Summit. With Environment Canada, organize associated G-8 Environment Ministerial meeting.
- Provide foreign and economic policy advice on Canada's involvement in international development strategies and initiatives. In economic policies, programs and forums, work for greater coherence in trade, social, environmental and development objectives.

- Promote co-ordinated approaches to Canada's involvement in multilateral economic and environmental organizations, including the WTO, the OECD, APEC, the UN Environment Program and other UN agencies, international financial institutions, G-8 Environment Ministerial meetings, and other relevant institutions. Improve global international governance.
- Improve the understanding of trade and environment policy linkages, and bring this knowledge to bear in negotiations on international agreements on trade or the environment.

***Engage, inform and educate Canadians through consultations and outreach on international trade and economic policy.***

- Develop an overall trade policy consultation framework to improve the effectiveness of established consultative and communication mechanisms.

***Promote and defend broader Canadian political and economic interests through trade, economic and social policy levers.***

- Support G-8 initiatives to reduce global poverty, promote sustainable development, combat infectious diseases, and broaden the benefits of information and communications technologies. Support G-7 initiatives to promote reform in Russia and Ukraine.
- Implement export and import trade controls effectively so as to protect national security. Implement international arrangements and commitments, including non-proliferation agreements and the International Trafficking in Arms Regulations. Ensure adherence to UN sanctions.
- Ensure that Canadian trade initiatives are consistent with and reinforce Canadian interests regarding international peace and security, human rights, corporate social responsibility, labour issues, and other dimensions of international trade and economic relations.

## International Security and Cooperation

<b>Planned Spending (\$ millions) and Personnel - Full Time Equivalents (FTEs)</b>				
	<b>Forecast Spending 2000-2001</b>	<b>Planned Spending 2001-2002</b>	<b>Planned Spending 2002-2003</b>	<b>Planned Spending 2003-2004</b>
Budgetary Main Estimates (gross)	437.7	533.2	511.3	506.0
<i>Less:</i> Respendable revenue	0.0	0.9	0.9	0.9
<b>Total Main Estimates</b>	437.7	532.3	510.4	505.1
Adjustments	138.8	8.9	6.2	6.2
<b>Net Planned Spending</b>	576.5	541.2	516.6	511.3
<i>Less:</i> Non-respendable revenue	0.0	0.0	0.0	0.0
<b>Net Cost</b>	<b>576.5</b>	<b>541.2</b>	<b>516.6</b>	<b>511.3</b>
<b>Personnel - Full Time Equivalents (FTE)</b>				
<b>Canada-based FTEs</b>	<b>627</b>	<b>594</b>	<b>583</b>	<b>572</b>
<b>Locally engaged FTEs</b>	<b>92</b>	<b>86</b>	<b>83</b>	<b>83</b>

### Business Line Objective

To promote a peaceful, law-based international system reflecting Canadian values and responsive to Canadian interests, in which Canada is secure from threats from abroad.

### Context

The security of Canada's large land mass, lengthy coastlines and long border require collaboration with the United States, bilateral co-operation with other like-minded countries, the development of multilateral and regional organizations, and the promotion of the international rule of law. The security environment will remain volatile and highly unpredictable. Human Security has emerged as an internationally recognized foreign policy perspective.

Simmering regional instabilities that emerge as crises with great rapidity have a profound, short-term effect on our ongoing work programs, and then establish themselves as long-term burdens on the peacebuilding landscape. New demands for peace support continue to emerge and challenge our current capacities. Canadian capacity to deliver "state security" (military and police) programs to peace support operations is close to its maximum. A weak UN, hobbled by resource constraints (its capabilities having been severely pruned back), is struggling to deliver complex peace support programs that are beyond its capabilities. Numerous serious conflicts continue to brew in Africa. Should peace be achieved, there will be significant pressure for Canada to respond.

Other multilateral institutions are changing in response to the crises. Some are shedding burdens (e.g. United Nations); some are picking them up (e.g. G-8); some are reinventing themselves (e.g. NATO); and many are finding that they are simply not up to the job (e.g. Organization for African Unity). International crises are fully recognized as “complex emergencies” requiring co-ordination of a broad range of security, humanitarian and peacebuilding actors. The dynamics of “complex emergencies” are now intensely studied. The habits and mechanisms of co-ordination of response to them are in their infancy. There is growing engagement of global economic engines (International Financial Institutions, G-8, private sector) in the peace and security agenda.

Pursuit of Canadian security priorities in the Commonwealth, La Francophonie and the United Nations system represents an increased challenge now that Canada no longer has the leverage of a place on the Security Council.

Security policy decisions can have profound impact on Canadian industry, particularly nuclear, chemical and biological (implementation of weapons treaties), resource extraction sectors (sanctions policy), defence industries (any sales to countries in crisis).

Non-proliferation and disarmament regimes built up over thirty years are stalled, in crisis or are in the process of being developed/strengthened. The Conference on Disarmament remains stalled. If this blockage is cleared, a major workload will re-emerge.

The challenges of working with the European Union in multilateral institutions continue, as it increasingly operates as a powerful bloc whose positions become entrenched. Within a context of developing countries’ perception of uneven benefits of globalization, north-south tensions persist within the multilateral system over southern calls for enhanced financing from the north in the face of northern donor fatigue and conflicting expectations, particularly on the roles of multilateral institutions in regard to internal conflict.

There is a growing need to address the challenge of the “digital divide” through appropriate UN bodies and agencies. For example, Canada is working with the other members of the UN Economic and Social Council to integrate information and communications technologies in developing countries economic and social development strategies.

The Commonwealth is currently engaged in a consultative review process regarding the future direction that the organization might take, including a possible expansion of the mandate of the Commonwealth Ministerial Action Group (CMAG). This presents an opportunity for Canada, whose foreign policy priorities have been influential in framing Commonwealth discourse and core documents, including summit communiqués, to have an impact on the Commonwealth’s future role. However, our current tenure in CMAG will expire at the Commonwealth Heads of Government Meeting in October 2001.

The challenge in La Francophonie is to strengthen the capacity of the organization to carry out its new political and human security tasks taken on in recent Summit meetings, while at the same time preserving the valuable work on cultural and technical co-operation, promoting cultural diversity and dialogue, and holding the Francophonie Games in Ottawa/Hull in 2001.

### **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 Canadian interests advanced.

## **Planned Results and Activities**

Pursue the Government's international security and co-operation objectives, as updated from time to time, through active membership in the United Nations, the G-8, and other forums, through Canada's bilateral relationships, by implementing existing agreements and negotiating new and updated legal instruments, mechanisms and processes, by holding interdepartmental and provincial/territorial consultations, and by engaging in outreach and consultation with civil society and other stakeholders including via modern, two-way communications; and in particular to:

***Manage the security/political relationship with the new U.S. Administration, both in its North American context and in relation to global, multilateral and regional matters, including as regards to National Missile Defence (NMD), the United Nations, counter-terrorism, and other areas.***

- Through advocacy and negotiations with the U.S. and NATO partners, find an approach to management of the NMD issue that enhances both alliance security and strategic stability.
- Promote a continued U.S. focus on multilateral non-proliferation, arms control and disarmament issues.
- Maintain an open and productive relationship with the U.S. on counter-terrorism and crime issues.

***Consolidate and pursue Canada's human security agenda through the work of the Department in Canada and abroad, including at the United Nations and among the G-8, through regional organizations and the Human Security Network (Amman Ministerial meeting), the International Commission on Intervention and State Sovereignty, the Children's Agenda (including follow-up to the Winnipeg Conference on War-Affected Children, and preparation of the UN Special Session on Children), the International Criminal Court, corporate social responsibility, and trade in "conflict" diamonds. Demonstrate effective management of the funds and projects through the first Report to Parliament.***

- Support international initiatives which complement the three pillars of Canada's foreign policy, and Canada's Human Security Agenda in particular, through the Youth International Internship Program.
- Support international initiatives for the protection of war-affected children, including assuring Canadian leadership on this issue.
- Provide policy input to international human rights treaty negotiations, promote the prohibition of the worst forms of child labour; co-ordinate submission of Canada's second report to the UN Committee on the Rights of the Child, and prepare for the September 2001 Special Session on Children.
- Contribute to a broader understanding of the international community's obligations in the face of massive violations of human rights through the establishment of the International Commission on Intervention and State Sovereignty, and work to find a way to move this debate toward practical action within the UN system.
- Support international initiatives for promoting sensitivity to the issue of gender and peacebuilding.
- Support international initiatives for promoting sustainable and viable democracies.

- Build policy-relevant knowledge and capacity concerning the economic dimensions of conflict, and support international initiatives to break the link between the illicit trade in rough diamonds and armed conflict.
- Develop a Canadian strategy on corporate social responsibility.

***Establish goals and secure the necessary resources for, and manage, the political and security aspects of the Canadian-hosted 2002 G-8 Summit, including outreach, inter alia by chairing G-8 sub-groups related to non-proliferation, plutonium dispositioning, nuclear safety, conflict prevention, terrorism, and crime.***

- Combat illicit nuclear materials trafficking through the G-8 Non-Proliferation Experts Group and the International Atomic Energy Agency (IAEA).
- Host and address a possible new mandate for the G-7 Nuclear Safety Working Group.
- Host a series of G-8 Conflict Prevention Officials Meetings to implement agreed upon priority actions points, which could include: small arms and light weapons; war-affected children, development and conflict; corporate social responsibility; water and the environment; country- or region-specific approaches; and the greater integration and coherence of conflict prevention policy across relevant sectors (finance, development and defence).

***Consolidate the place of La Francophonie in Canadian foreign policy, assure the foreign policy aspects of the Francophonie Games (Ottawa/Hull), and manage Canadian participation in Francophonie institutions and at the Beirut Summit.***

- Increase intra- and inter-departmental consultation, specifically on human security, rights and freedoms, cultural diversity, development and economy and on new information technology.
- Contribute to preparatory work for the Ottawa/Hull games in consultation with the Canadian Executive Secretariat, the Organizing Committee, the provinces, the International Committee for the Games and with Canadian missions located in member countries of La Francophonie.
- Define Canadian priorities and promote their implementation during upcoming Francophonie events, such as the Ministerial Conference on Culture in June 2001 and the Beirut Summit.
- Contribute to the evaluation of Francophonie institutions, such as universities, intergovernmental organizations and other forums.

***Advance the Government's nuclear non-proliferation and disarmament goals, and address specific risks, including through Canadian chairmanship of the Missile Technology Control Regime Process, active participation in the UN Conference on Small Arms and Light Weapons and in the Extended Threat Reduction Initiative, and in other ways.***

- Promote the entry-into-force of the Comprehensive Nuclear Test-Ban Treaty through outreach and assistance programs.
- Chair proactively the G-8 Non-Proliferation Experts Group in the year of the Canadian presidency, with the aim of promoting and co-ordinating arms control efforts by the G-8 countries, including active Summit consideration.
- Work with G-8 partners to develop an international financing plan for the disposition of Russian excess weapons plutonium and, with the IAEA, to support effective verification.
- Combat the destabilizing transfer and excessive accumulation of small arms and light weapons through active participation in the UN 2001 conference on this issue, including insertion of the human security perspective.
- Chair proactively the Missile Technology Control Regime (September 2001-September 2002) and engagement on missile proliferation questions in other forums, with the aim of concluding a multilateral agreement on the restraint of ballistic missiles.

***Strengthen regional security/political co-operation, including, inter alia, at the Organization of American States (OAS) and building on the Quebec City Summit to further enhance the Government's hemispheric agenda, adaptation and enlargement of NATO, enhanced dialogue with the European Union, improvement of the Organization for Security and Cooperation in Europe (OSCE) crisis prevention, and enhancement of the Association of Southeast Asian Nations Regional Forum (ARF).***

- Promote, through the Quebec City Summit process, an enhanced Organization of American States consultation on regional security.
- Implement the new Canada/EU security consultation mechanism, including in relation to possible future EU-led military missions.
- Promote expert-level discussions in the OSCE on refugees and internally displaced persons.
- Co-operate with Korea and the Philippines to deliver a peacekeeping course to ARF members as a confidence-building measure.

***Promote universalization of the Ottawa Anti-personnel Mines Convention, and advance the Government's landmine policy through bilateral dialogue with key countries, the creation and implementation of programs in various mine-related areas, and the management of an aggressive public affairs strategy in Canada and abroad.***

- Increase the Ottawa Convention treaty ratification and universalization through a co-ordinated international campaign and targeted mine action programs.
- Ensure the effective implementation and verification of the Ottawa Convention provisions.
- Maximize international co-ordination and effectiveness of mine action in the field.
- Increase awareness and support for Canadian leadership on mine action.
- Contribute to the destruction of anti-personnel mine stockpiles by offering technical expertise and financial support.



- Foster partnership among Canadian anti-personnel mine communities and constituents through regular consultations, as well as through the co-ordination of resources.
- Increase the financial capacity of mine action programming on a long-term basis.

***Within the UN system, continue pursuit of our Security Council agenda, contribute to the implementation of the UN Millennium Summit Declaration and advance other measures of reform including for the Security Council and the specialized agencies, co-ordinate Canadian preparations for the HIV-AIDS Special Session, and advance negotiations on a Tobacco Control Framework Convention under the World Health Organization.***

- Manage Canada's contribution to the implementation of goals and commitments in the UN Millennium Declaration, including the review process.
- Co-ordinate Government-wide preparations and policy development for the HIV/AIDS Special Session in New York in June 2001.
- As a departing Security Council member, use opportunities and mechanisms for participation by non-members in deliberations of the Council, many of which emerged during Canada's 1999-2000 membership, with a view to sustaining influence and progress on Canadian priorities.
- Pursue financial and administrative reform in the UN and specialized agencies in areas such as term limits for heads of agencies and results-based budgeting.
- Play an active role in the negotiation of the Framework Convention on Tobacco Control to ensure that the final document reflects Canadian priorities.

***Advance human rights, good governance, democratic development and respect for the rule of law: including through practical agenda-setting; active participation at the International Conference on Racism; establishment of the Permanent Forum on Indigenous Issues; bilateral human rights dialogues; advancement of "protection of civilians" agenda; integration of women's human rights and gender equality perspective in the UN system and other multilateral forums; and running for the Commission on the Status of Women for the term starting 2002.***

- Strengthen international capacity for governance and accountability among state, private sector and civil society actors within a human security framework.
- Promote Canadian human rights priorities in various international forums such as the UN General Assembly, the UN Human Rights Commission, the Commonwealth and La Francophonie.
- Provide human rights policy advice and support to ministers, senior management, DFAIT divisions, other government departments and Canadian missions, as well as in the preparation of Canadian reports to international bodies, international peace support operations, UN, OSCE and other international human rights field missions.
- Carry out human rights dialogues with China, Cuba, Indonesia, and possibly India and Mexico, and ensure inclusion of the Canadian Human Rights Commission in international activities.
- Work with Canadian civil society to promote an open foreign policy process.

- Promote strategies for and enhance the legal and physical protection of civilians in vulnerable situations, especially refugees, internationally displaced persons, humanitarian workers, and war-affected children, with attention to compliance with international humanitarian, human rights and refugee law, and the role of non-state actors.
- Promote greater awareness domestically and internationally of international humanitarian law.
- Enhance international action in the area of population growth and development, including management of issues and negotiations related to migration, poverty, social inequity, environmental degradation and abuse of human rights; support international initiatives in the area of social development and ageing, including preparing for the 2002 Second World Assembly on Ageing.
- Improve domestic co-ordination on immigration and foreign policy issues of concern to DFAIT, ensure foreign policy input to new immigration legislation and regulations, and strengthen international co-operation on migration, refugee and population policy issues.
- Implement a strategy for the Transnational Organized Crime Convention Protocols on Smuggling of Migrants and Trafficking in Women and Children; and ensure Canadian contribution to the development of various strategies to reduce trafficking, particularly regarding women and children.
- Promote gender equality and women's human rights in multilateral and regional forums.
- Enhance effectiveness and timeliness of the federal government's response to international disasters and increase positive communication about Canada's response.

***Develop capacity in conflict prevention (including through the G-8 process); and in peace support operations, including at the UN (e.g. implementation of the Brahimi Panel Report) and in Canadian and international capabilities for civilian police and expert deployment.***

- Advocate in support of comprehensive implementation of the recommendations of the Brahimi Panel Report on Peace Operations.
- Strengthen Canadian and international capacity to deploy civilian experts and civilian police to peace support operations.
- Strengthen international capacity for co-operative conflict prevention, through forums such as the UN, G-8, EU, and OAS.

***Assure Canada's contributions to the work of the Commonwealth Ministerial Action Group, and at the Commonwealth Heads of Government Meeting (Brisbane).***

- Assure Canada's contributions to the work of the CMAG, other Commonwealth Ministerial meetings, Commonwealth Senior Officials Meeting, the High Level Review Group, and at the biennial Commonwealth Heads of Government Meeting in 2001.

***Manage the evolving international crime and counter-terrorism agendas within the UN through implementation and promotion of the Transnational Organized Crime Convention and the 12 counter-terrorism conventions; and within the G-8 through the Lyon Group's work on emerging crime issues and the Exports Group on Counter-terrorism.***

- Reinforce Canada's leadership within the G-8 of the evolving international crime and counter-terrorism agenda, and support the coming into force within two years of the UN Transnational Organized Crime Convention.
- Develop an international instrument on corruption, and achieve agreed regional and global targets to deal with illicit drugs.

***Implement the Northern Dimension of Canada's Foreign Policy, including through partnerships with northerners, the Arctic Council, Canada/EU co-operation and Canada/Russia co-operation.***

- Strengthen the Arctic Council.
- Establish the University of the Arctic and a Canadian and circumpolar policy research network.
- Co-operate with Russia as it addresses its northern challenges.
- Co-operate with our circumpolar neighbours and the European Union.
- Promote sustainable economic opportunities and trade development.
- Maintain an ongoing dialogue with Canadian and circumpolar civil society.

***Support the conduct of foreign and trade policy by assuring the collection, evaluation, analysis and dissemination of appropriate foreign intelligence to meet the policy making and operational requirements of decision makers throughout the Department.***

- Expansion of departmental client base through the education of users on available resources and the establishment of clear foreign policy priorities.
- Liaison with suppliers to deliver accurate and timely material in client-friendly formats and that respond to these priorities.

## Assistance to Canadians Abroad

<b>Planned Spending (\$ millions) and Personnel - Full Time Equivalents (FTE)</b>				
	<b>Forecast Spending 2000-2001</b>	<b>Planned Spending 2001-2002</b>	<b>Planned Spending 2002-2003</b>	<b>Planned Spending 2003-2004</b>
Budgetary Main Estimates (gross)	52.3	53.3	53.3	53.3
<i>Less:</i> Respendable revenue	2.2	2.2	2.2	2.2
<b>Total Main Estimates</b>	50.1	51.1	51.1	51.1
Adjustments	(0.9)	0.0	0.0	0.0
<b>Net Planned Spending</b>	49.2	51.1	51.1	51.1
<i>Less:</i> Non-respendable revenue	45.5	46.8	48.4	49.9
<b>Net Cost</b>	<b>3.7</b>	<b>4.3</b>	<b>2.7</b>	<b>1.2</b>
<b>Personnel - Full Time Equivalents (FTE)</b>				
<b>Canada-based FTEs</b>	<b>105</b>	<b>104</b>	<b>104</b>	<b>103</b>
<b>Locally engaged FTEs</b>	<b>203</b>	<b>199</b>	<b>199</b>	<b>199</b>

### Business Line Objective

To provide appropriate official assistance satisfying the needs of individual Canadians travelling or living abroad.

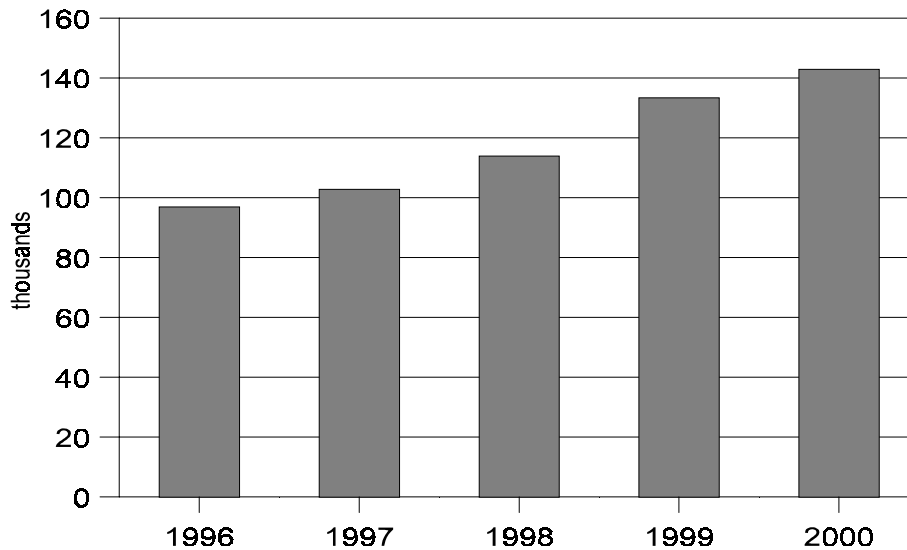
### Context

Every year, 24 hours a day and seven days a week, the Department provides a broad range of consular services to more than 2 million Canadians around the world. These services may include emergency evacuation from areas affected by natural or human-caused disasters or political crises, or assistance in the event of injury or bereavement, in child abduction and custody dispute cases, for kidnapping victims, or for those arrested or detained in foreign prisons. Canadians' international mobility continues to increase as a result of expanded tourism, business and commercial activity abroad, and a rise in visits to relatives in other parts of the world. Canadians are choosing more exotic locations as their destinations, and such travel accounts for more than 90 percent of consular cases. In addition, older Canadians and those with disabilities or medical problems are travelling more frequently. Canadians living or travelling abroad expect access to services of high quality. Months of work must be devoted to complex cases, such as hostage-taking incidents that necessitate intensive negotiations. These various factors have added to the work of DFAIT staff and made it more complex.

In growing numbers, Canadians are travelling to locations where health care facilities and transportation modes do not meet Canadian standards. Those travelling abroad may not be aware that the legal, social or business system in their country of destination differs from that in Canada. Canadian companies are increasingly active in countries with serious security problems

(e.g. Colombia, Libya, Nigeria, Ecuador, Sudan, Algeria) or where the level of local services is well below the Canadian norm. As shown in the following chart, consular cases have increased by over 45 percent since 1996.

### Consular Caseload



#### Key Results Commitment

Official assistance to Canadians travelling or living abroad.

#### Planned Results and Activities

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

- The Safe Outreach travel program supplies Canadians with information on conditions they may encounter abroad and provides advice on preparations they should make before their departure from Canada. Currently, the Department produces reports for over 220 destinations. Travel information and advisories are also available on the Department's Web site (<http://voyage.dfait-maeci.gc.ca/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 emergencies.*

- The Department plans improvements to the consular assistance case management system, which tracks the assistance provided to Canadians in distress. Among other things, the assistance includes issuing emergency travel documents, organizing medical evacuations, contacting next of kin, and informing families of progress in dealing with abductions and other terrorist activities.

##### *Better training for consular officers to deal with cases of child abduction, death or arrest/detention.*

- The Department plans to provide improved professional training for officers dealing with sensitive issues, such as child abduction, death or arrest/detention.

## Public Diplomacy

<b>Planned Spending (\$ millions) and Personnel - Full Time Equivalents (FTE)</b>				
	<b>Forecast Spending 2000-2001</b>	<b>Planned Spending 2001-2002</b>	<b>Planned Spending 2002-2003</b>	<b>Planned Spending 2003-2004</b>
Budgetary Main Estimates (gross)	95.5	97.9	97.5	88.2
Less: Respendable revenue	1.1	1.1	1.1	1.1
<b>Total Main Estimates</b>	<b>94.4</b>	<b>96.8</b>	<b>96.4</b>	<b>87.1</b>
Adjustments	2.6	0.0	0.0	0.0
<b>Net Planned Spending</b>	<b>97.0</b>	<b>96.8</b>	<b>96.4</b>	<b>87.1</b>
Less: Non-respendable revenue	0.0	0.0	0.0	0.0
<b>Net Cost</b>	<b>97.0</b>	<b>96.8</b>	<b>96.4</b>	<b>87.1</b>
<b>Personnel - Full Time Equivalents (FTE)</b>				
<b>Canada-based FTEs</b>	<b>227</b>	<b>221</b>	<b>217</b>	<b>215</b>
<b>Locally engaged FTEs</b>	<b>209</b>	<b>209</b>	<b>207</b>	<b>206</b>

### Business Line Objective

To inform Canadians and the international audience about Canada's role in the world; to promote Canada's image and values through cultural, artistic and academic expression; to manage the international dimension of federal/provincial/territorial relations, and promote national identity and unity; to engage and reach out to Canadians in the development of foreign policy; and to develop corporate-level policy advice.

### Context

The Public Diplomacy business line conducts policy planning in support of the Department's corporate mandate and strategic priorities. It furnishes policy advice to Ministers of the portfolio, Deputy Ministers, ADMs and other senior managers. It provides the secretariat for Canada's participation in the G-8 political process, and engages Canadians in foreign policy outreach, consultation and research.

Public Diplomacy seeks to:

- supply timely and relevant information to Canadians as well as senior management of this and other government departments;
- give Canadian artists and academics the opportunity to encounter the world;
- manage the international dimension of federal-provincial relations; and
- engage Canadians directly in the formation of the country's foreign and trade policy.

Public Diplomacy is committed to increasing Canada's presence in the world by demonstrating that ours is a modern, technologically sophisticated and culturally diverse land, well-placed to meet the challenges of globalization. By emphasizing basic national values such as tolerance and concern for individual security, and by showing that our federal system can accommodate and respond to regional pressures, Canada will occupy its rightful place as an active and respected player in international affairs.

Public Diplomacy promotes "Canada – the Brand" and ensures worldwide recognition of Canada's high technology, cultural and academic excellence, and well-formulated policy addressing international concerns.

In today's interconnected and interdependent world, the Communications Bureau is using leading-edge technologies to advance Canada's foreign and trade policy interests (e.g. *CanadExport on-line*, continual refinement and updating of information on the DFAIT Web site). Over the last five years, the Bureau has dealt with a doubling in the number of news releases and speeches, and it is responding to more requests from the public for speakers from all levels of the Department.

Canadians are increasingly aware of the opportunities and demand for our cultural and academic products abroad. In growing numbers, Canadian artists are presenting their works to key international audiences, showing that Canada's diversity is a source of strength and inspiration. Through the International Council for Canadian Studies, foreign scholars have been encouraged to focus on Canada and, in 1999, support was provided for post-secondary courses for some 150,000 students abroad. The aim is to develop a strong network of Canadian studies specialists, many of whom will become key advisers or players in their national governments.

Canadians are demanding more transparency and accountability from their governments. As has been the experience of other departments in the last few years, DFAIT has seen a dramatic increase in requests for access to information and in correspondence (particularly e-mail) addressed to the Ministers and Secretaries of State. The Department will meet the public's growing demand for information by utilizing new technology, streamlining administrative procedures and applying additional resources.

The past fiscal year saw significantly heavier demands placed on the Department in assisting Ministers in their relations with Parliamentarians, Cabinet colleagues and the general public. At the same time, the appointment of a new Minister of Foreign Affairs has meant additional demands in key branch sectors, including policy, support for Parliament and Cabinet, communications, and Ministerial correspondence.

### **Key Results Commitment**

To strengthen the understanding of Canadians regarding global issues and challenges; aggressively promote Canadian values and culture to international audiences and key foreign opinion makers; provide senior management with the tools to effectively communicate Canadian foreign policy goals to the domestic and international audiences; increase Canada's presence in the world, to show Canada as an active and respected player in international affairs.

## **Planned Results and Activities**

### ***International agenda:***

- Actively engage in the promotion of Toronto's 2008 Olympic bid.
- Reinforce Canadian leadership in La Francophonie through the Francophonie Games (Ottawa/Hull, July 2001).
- Provide strategic briefings for participants in the G-8 Summit to be held in Canada in early summer of 2002.
- Oversee Canada's participation in the 2001 Forum of Federations Second International Conference in Switzerland.
- Manage the growth of provincial presence in Canadian missions abroad.
- Handle interparliamentary relations, including development of the Interparliamentary Forum of the Americas.
- Reinforce national unity through a five-year program to celebrate 400 years of French in North America.
- Provide support in all sectors for the 2001 Commonwealth Heads of Government Meeting in Brisbane, Australia and the 2001 Francophonie Summit in Beirut.

### ***Goals to be pursued:***

- Demonstrate leadership in an interconnected world and connecting Canadians.
- Promote Canadian values internationally and encourage a greater sense of national identity.
- Improve our capability to respond to public demands for greater transparency and accountability.
- Brand Canada as a dynamic, technologically sophisticated country and reliable trading partner, with a rich and diverse heritage.



## Corporate Services

<b>Planned Spending (\$ millions) and Personnel - Full Time Equivalents (FTE)</b>				
	<b>Forecast Spending 2000-2001</b>	<b>Planned Spending 2001-2002</b>	<b>Planned Spending 2002-2003</b>	<b>Planned Spending 2003-2004</b>
Budgetary Main Estimates (gross)	278.9	297.0	278.1	259.9
Less: Respendable revenue	12.3	17.3	12.3	12.3
<b>Total Main Estimates</b>	<b>266.6</b>	<b>279.7</b>	<b>265.8</b>	<b>247.6</b>
Adjustments	41.9	0.0	0.0	0.0
<b>Net Planned Spending</b>	<b>308.5</b>	<b>279.7</b>	<b>265.8</b>	<b>247.6</b>
Less: Non-respendable revenue	50.9	48.8	40.2	33.7
<b>Net Cost</b>	<b>257.6</b>	<b>230.9</b>	<b>225.6</b>	<b>213.9</b>
<b>Personnel - Full Time Equivalents (FTE)</b>				
<b>Canada-based FTEs</b>	<b>1,838</b>	<b>1,789</b>	<b>1,727</b>	<b>1,726</b>
<b>Locally engaged FTEs</b>	<b>2,074</b>	<b>2,111</b>	<b>2,104</b>	<b>2,102</b>

### Business Line Objective

To enable the Department to achieve its mandate and objectives through the delivery of cost-effective support services.

### Context

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

The next year will be extremely important in reshaping DFAIT's position classification structure with the impending introduction of the Universal Classification Standard (UCS). Implementation of the Department's human resources strategy will also continue to be a high priority. The strategy aims at achieving a flexible, adaptable organization with a multiskilled work force. This will be achieved through a series of initiatives in the areas of leadership, career management and development, learning, human resources management services, locally engaged staff and enabling culture.

In keeping with the Treasury Board's commitment in *Results for Canadians*, the Department is developing standards and practices to integrate financial and non-financial performance information, to properly assess and manage risk and to ensure appropriate control systems. The introduction of accrual accounting on April 1, 2001 will impact significantly on departmental resource allocation decisions, asset management and strategic investment.

The Department's long-term global property strategy involves 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. Design of the new Canadian Embassy in Berlin is now complete. The selection of a developer will be finalized by summer 2001, and construction is expected to start by fall 2001. An extensive program of chancery and other accommodation projects is also under way. At headquarters, up to 500 employees, currently located at various office sites, will be accommodated in the former Ottawa City Hall, adjacent to the Pearson Building.

The Department is exploiting information management and information technology to respond to an increasingly complex and interconnected global environment. Key activities in the next fiscal year include the Department strengthening its infrastructure, acknowledged by other foreign ministries as one of the best in the world; implementing an *Information Management Action Plan* to provide policy guidance; enhancing the delivery of internal services electronically; and participating in Government On-Line (GOL). DFAIT will perform a vital role in GOL by providing information to foreign clients, promoting investment in Canada, and providing on-line applications for travel documents.

On behalf of senior management, the Department's Office of the Inspector General (OIG) conducts 20 to 25 inspections and audits of missions per year, audits headquarters operations, performs program evaluations and investigates suspected illegal activities. A key issue for the OIG is the imminent promulgation of Treasury Board's new audit and evaluation policies.

### **Key Results Commitment**

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

### **Planned Results and Activities**

#### ***Implement UCS and the Department's human resources strategy.***

- More than ever, human resource management is critical to the successful delivery of DFAIT's mandate. Priorities include improving career management and mobility, supporting modern comptrollership, addressing staff recruitment and retention issues, streamlining and improving client services, renewing the organization through the implementation of UCS, and improving the management framework for locally engaged staff. UCS implementation provides the opportunity to reshape the Department through the establishment of new DFAIT position descriptions, based on duties and functions which can be compared across the Government. Also within the context of UCS implementation, the foreign service group will be restructured and competency-based human resource management tools will be developed.

#### ***Put the Department on a solid financial basis.***

- The strategy is to advocate with Treasury Board and other central agencies to obtain sufficient funding to permit the Department to effectively meet its policy objectives and legislative mandate; to ensure that resources are allocated in line with policy priorities; and to apply activity-based costing to resource planning and management.

***Modernize management.***

- The focus will be to transform internal business processes to optimize the capabilities of the Department's new enterprise resource planning systems; to incorporate the principles of results-based management into the Department's corporate planning system; to fully implement the Government's Financial Information Strategy (FIS); and to update processes in line with the concepts of modern comptrollership.

***Implement Government On-Line (GOL).***

- The project has two main objectives: to improve the quality of service provided to departmental clients by offering on-line, by the end of 2004, all our major programs and services; and to organize these services around citizens and clients on the internet. The first phase of the project (i.e. the on-line supply of information on services and programs at DFAIT) is now completed. In the second phase, it is expected that 50 percent of DFAIT programs and services will be delivered on-line by December 2002, and the remainder by December 2004.

***Improve the work place.***

- Construction will be completed in 2001-2002 on chanceries in Cairo, Caracas and Warsaw and chanceries will be moved to new leased premises in Jakarta, Kuala Lumpur and Prague. Other property projects in the design and construction phase over the next three years include Ankara, Dhaka, London (Macdonald House renovation), Nairobi, Port-au-Prince and Seoul. The Department will seek solutions to the space shortage at headquarters and move DFAIT staff into the newly acquired Ottawa City Hall building. The Physical Resources Bureau will continue to develop a strategy to deal with health and safety concerns, the growing "rust out" backlog and the increased workload and costs associated with ageing properties.

***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 staff will be trained in modern client service techniques. Client feedback will be established through surveys and focus groups. Public access to departmental information will be improved through the GOL initiative.

## Services to Other Government Departments (OGDs)

<b>Planned Spending (\$ millions) and Personnel - Full Time Equivalentents (FTE)</b>				
	<b>Forecast Spending 2000-2001</b>	<b>Planned Spending 2001-2002</b>	<b>Planned Spending 2002-2003</b>	<b>Planned Spending 2003-2004</b>
Budgetary Main Estimates (gross)	222.6	239.1	238.8	238.7
<i>Less: Respendable revenue</i>	0.0	0.0	0.0	0.0
<b>Total Main Estimates</b>	<b>222.6</b>	<b>239.1</b>	<b>238.8</b>	<b>238.7</b>
Adjustments	(2.0)	0.0	0.0	0.0
<b>Net Planned Spending</b>	<b>220.6</b>	<b>239.1</b>	<b>238.8</b>	<b>238.7</b>
<i>Less: Non-respendable revenue</i>	0.0	0.0	0.0	0.0
<b>Net Cost</b>	<b>220.6</b>	<b>239.1</b>	<b>238.8</b>	<b>238.7</b>
<b>Personnel - Full Time Equivalentents (FTE)</b>				
<b>Canada-based FTEs</b>	<b>38</b>	<b>38</b>	<b>37</b>	<b>37</b>
<b>Locally engaged FTEs</b>	<b>1,318</b>	<b>1,243</b>	<b>1,242</b>	<b>1,242</b>

### Business Line Objective

To enable OGDs to effectively deliver their programs abroad through the delivery of cost-effective support services.

### Context

As indicated in the following table, over 52 percent of Canada's program personnel at missions abroad deliver programs for federal departments and agencies other than DFAIT.

<b>Department</b>	<b>Canada- based FTEs</b>	<b>Locally engaged FTEs</b>	<b>Total FTEs</b>	<b>Percentage of Total Program FTEs</b>
Citizenship and Immigration	242	1,087	1,329	
CIDA	105	143	248	
DND	128	34	162	
RCMP	31	21	52	
Others	48	128	176	
<b>OGD Program Delivery Staff</b>	<b>554</b>	<b>1,413</b>	<b>1,967</b>	<b>52.1%</b>
<b>DFAIT Program Delivery Staff</b>	<b>679</b>	<b>1,127</b>	<b>1,806</b>	<b>47.9%</b>
<b>Total Program Delivery Staff</b>	<b>1,233</b>	<b>2,540</b>	<b>3,773</b>	<b>100.0%</b>
<b>Administrative Staff</b>	<b>283</b>	<b>2,074</b>	<b>2,357</b>	
<b>Total Staff at Missions</b>	<b>1,516</b>	<b>4,614</b>	<b>6,130</b>	

DFAIT manages the procurement of goods, services and real property to meet both its own overseas requirements and those of OGDs as a common service. These common services, which are mandatory for OGDs in Canada's diplomatic and consular missions abroad, include financial and personnel administration, payroll services for locally engaged staff, office and staff accommodation, utilities, securities, transportation, informatics, communications and maintenance services.

### **Key Results Commitment**

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

### **Planned Results and Activities**

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

- Develop a new common services agreement, accompanied by clear service standards, that yields a standardized and more equitable costing formula for sharing co-location costs with OGDs.
- Develop and implement a framework for improving the planning and management of growth in the number of OGD personnel at missions abroad. This will result in earlier identification of OGD program initiatives at missions and improved planning in response to those initiatives. The framework will also ensure that the full range of impacts of proposals to increase staff at missions abroad is addressed.

## Passport Services

<b>Planned Spending (\$ millions) and Personnel - Full Time Equivalents (FTE)</b>				
	<b>Forecast Spending 2000-2001</b>	<b>Planned Spending 2001-2002</b>	<b>Planned Spending 2002-2003</b>	<b>Planned Spending 2003-2004</b>
Budgetary Main Estimates (gross)	54.2	<b>54.6</b>	54.6	54.6
<i>Less:</i> Respendable revenue	55.6	56.0	56.0	56.0
<b>Total Main Estimates</b>	(1.4)	(1.4)	(1.4)	(1.4)
Adjustments	24.0	0.0	0.0	0.0
<b>Net Planned Spending</b>	22.6	(1.4)	(1.4)	(1.4)
<i>Less:</i> Non-respendable revenue	0.0	0.0	0.0	0.0
<b>Net Cost</b>	<b>22.6</b>	<b>(1.4)</b>	<b>(1.4)</b>	<b>(1.4)</b>
<b>Personnel - Full Time Equivalents (FTE)</b>				
<b>Canada-based FTEs</b>	<b>781</b>	<b>561</b>	<b>561</b>	<b>561</b>
<b>Locally engaged FTEs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

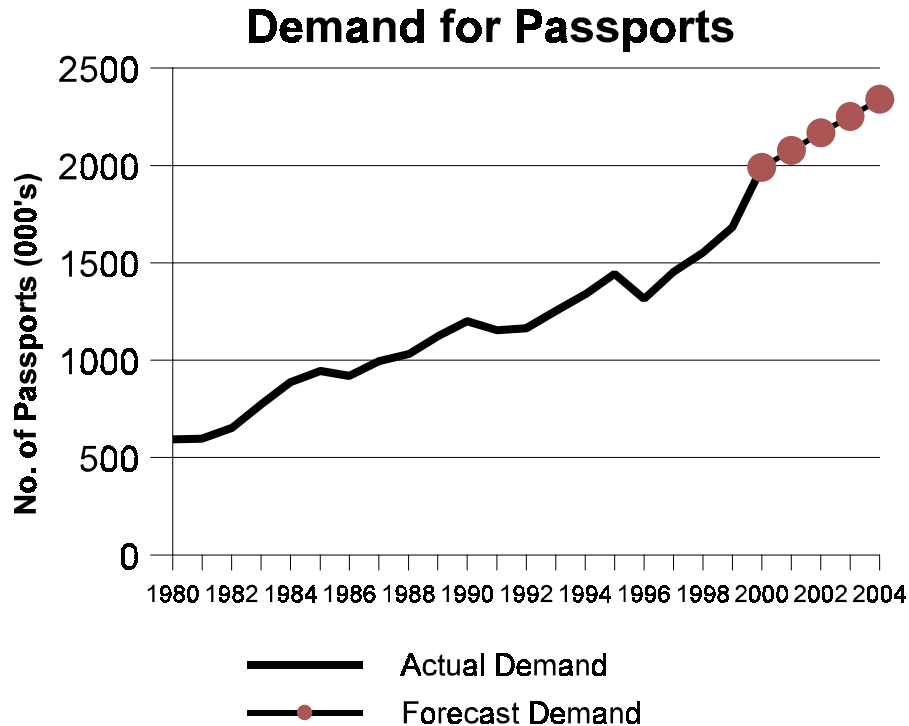
### Business Line Objective

To provide internationally respected travel 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 Office handles approximately 3.3 million client transactions annually. It must be capable of delivering approximately 15,000 transactions each working day, whether these involve processing a passport application or responding to an inquiry made by telephone, mail, e-mail or in person. In 1999-2000, the Passport Office issued approximately 1.6 million secure travel documents. The volume of passports issued is expected to increase annually by under 3.5 percent in the next three years. The 24-page regular passports account for approximately 98 percent of delivered travel documents.

The Passport Office has completed implementation of its automated passport issuance and production system (IRIS). This will increase the security and integrity of the entitlement process, and will allow more flexible service delivery. In addition, the Passport Office will establish the first centre producing passport booklets with new, embedded security features. The technological enhancements are designed to meet the demands and requirements of Canadians.



### Key Results Commitment

Internationally respected travel documents and client service that meet the commitment of the Government set out in *Results for Canadians*.

### Planned Results and Activities

Priorities for the next three years are designed to respond to changing circumstances and applicants' needs. The Passport Office will operate as economically and efficiently as possible, while improving current levels of client satisfaction and security of documents. To achieve this overarching goal, the Office has three major objectives for 2001 to 2004:

***Improve Client Service: Enhance passport security features, and increase service access and convenience.***

- Accelerate the application of technology to enhance service by implementing the new production centres and security features.
- Under the auspices of the Government On-Line initiative, develop the infrastructure requirements that will allow Canadians to perform transactions over the Internet. Funding for this activity is provided by Treasury Board (\$1.65 million for 2001-2002).
- Optimize front-line service by reducing waiting times for in-person service in major population centres (waits of no more than 45 minutes for 95 percent of the year), and by developing and deploying a new traffic management approach.

- Exploit alternative service delivery by increasing access to service. With the Canada Post Corporation, the Passport Office will offer more alternative points of service in major population centres.
- Undertake the new Client Satisfaction Feedback Program, using the voice of clients to set service directions and better focus on clients' needs. The Program will measure the satisfaction level of users and establish a baseline for continuous improvement, in conformity with the "Government Citizen-Centred Service Initiative".

***Reduce Imposition on Clients: Re-engineer service and application process.***

- Deploy the new expedited and on-demand services for the greater convenience of clients.
- Establish a renewal process for IRIS passport holders to make re-application less burdensome. Implement changes to the Passport Office Services Fee Regulations for the new services.

***Improve Efficiency and Cost-Effectiveness: Increase productivity and reduce operational costs.***

- Explore alternatives to current client service methods: investigate options for providing operational activities.
- Explore alternatives to current methods of carrying out functional activities.
- Suspend physical expansion of Passport Office service centres.





**SECTION IV HORIZONTAL INITIATIVES**

**Regulatory Initiatives**

<b>Legislation and Regulations</b>	<b>Planned Results</b>
Regulations excluding certain instruments from the definition of "Goods" (Pre-clearance Act)	To limit the goods that could be seized in a pre-clearance area to all but currency and monetary instruments
Regulations designating the persons or categories or persons who may enter the pre-clearance area	To maintain an acceptable level of sterility and security in the pre-clearance area
Regulations prescribing intransit specified passengers information, the manner it will be provided, the purpose for which and the manner in which this information may be used and communicated	To maintain the security at the border while maintaining the protection of privacy
Regulations providing for the manner of disposing of detained, seized or forfeited goods	To make sure that the U.S. Pre-clearance Officers dispose of these goods in a manner compatible with Canadian standards in public health, animal health and plants protection

## **Sustainable Development Strategies**

As required by the *Auditor General Act*, the Department has prepared *Agenda 2003: A Sustainable Development Strategy for the Department of Foreign Affairs and International Trade*, tabled in February 2001. This provides a framework for the sustainable development (SD) initiatives of the Department in 2001-2002 and 2002-2003. Following are the six goals of the strategy, with commitments for 2001-2002:

### **1. Make sustainable development an operating premise for the Department.**

- Complete a report on effective ways of communicating and implementing SD, based on a survey of methodologies used in other countries.
- Integrate SD as federal policy in relevant existing and new training courses.
- Broaden the SD awareness and training program to improve competence across personnel sectors.
- Improve employee conditions in relation to performance assessment, career development, health and welfare issues abroad, and staffing and classification.

### **2. Improve the trade-environment interface.**

- Implement a corporate social responsibility training program to assist personnel in advancing the trade-environment interface.
- Produce concise promotional material to encourage Canadian implementation of the OECD Guidelines for Multinational Enterprises, and to advance simplification of the relations between government, business and NGOs.
- Consult with stakeholders to develop a Canadian approach to improved understanding of issues related to environmental labeling and certification.

### **3. Promote sustainable development in the Department's international activities.**

- Work toward completion of negotiations on a UN Food and Agriculture Organization *International Plan of Action on Illegal, Unregulated and Unreported Fishing*.
- Ratify the 1995 *Agreement on Straddling and Highly Migratory Fish Stocks*, and seek effective implementation by as many states as possible.
- Re-introduce and pass amendments to the *International Boundary Waters Treaty Act*, which prohibits bulk removal of boundary waters from their basins. The legislation's main impact will be on the Great Lakes.

### **4. Clarify the place of human security and human rights in sustainable development.**

- Commission a study to elaborate key conceptual linkages.
- Host a workshop with relevant OGDs to assess progress in implementing multilateral commitments of the UN General Assembly Special Sessions, and identify opportunities to promote greater coherence and synergy within the SD agenda.
- Sign and ratify the *United Nations Convention against Transnational Organized Crime* and its protocols against smuggling of migrants, trafficking in persons and illicit trafficking in firearms.
- Provide support for a Youth Preparatory Meeting prior to the UN General Assembly's Special Session on Children in September 2001.

**5. Implement the sustainable development aspects of *The Northern Dimension of Canada's Foreign Policy*.**

- Increase participation in the development of the University of the Arctic with a view to the establishment of a Bachelor of Circumpolar Studies degree program.

**6. Prepare for the World Summit on Sustainable Development in 2002.**

- Identify partners in the provinces, civil society and business in order to build agreement on Canada's effective engagement at the Summit, on feasible mechanisms for implementing Canadian commitments, and on an effective monitoring and reporting framework.

To review the commitments listed in *Agenda 2003*, visit the "Sustainable Development" page on the DFAIT Web site: <http://www.dfait-maeci.gc.ca/sustain/SustainDev/overview-e.asp>.





## SECTION V FINANCIAL INFORMATION

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

Vote	Main Estimates 2001-2002	Main Estimates 2000-2001
1 Operating expenditures	960,207	929,737
5 Capital expenditures	108,606	85,449
10 Grants and contributions	393,378	330,378
(S) Minister of Foreign Affairs - salary and motor car allowance	52	52
(S) Minister for International Trade - salary and motor car allowance	52	52
(S) Payments under the Diplomatic Service (Special) Superannuation Act	250	250
(S) Contributions to employee benefit plans	89,907	84,752
(S) Passport Revolving Fund	(1,420)	(1,420)
<b>Total</b>	<b>1,551,032</b>	<b>1,429,250</b>

**Notes to Table 5.1:**

The Main Estimates for the Department are \$1,551 million, representing a net increase of \$121.7 million from 2000-2001. The major changes are:

- an increase of \$58.1 million in assessed contributions to the United Nations for new peacekeeping operations;
- an increase of \$26.7 million to compensate for the impact of foreign inflation on the Department's operations abroad;
- an increase of \$13.8 million for locally engaged staff salaries at missions abroad;
- an increase of \$12.9 million resulting from resource transfers from Citizenship and Immigration, the Canadian International Development Agency, and the Canadian Space Agency for the increased cost of operations abroad;
- an increase of \$11.2 million for activities related to Canada's hosting the Third Summit of the Americas;
- an increase of \$10 million for the Human Security Program;
- an increase of \$9.1 million for salary increases for Canada-based staff resulting from recently signed collective agreements;
- a transfer of \$2.4 million from the Canadian International Development Agency for projects and development activities resulting from Francophonie summits;
- an increase of \$2.1 million as a result of reprofiling contributions under the Canadian Landmines Fund from 2000-2001 to 2001-2002;
- an increase of \$1 million for the increased cost of grants in lieu of taxes on diplomatic, consular and international organizations' property in Canada; and
- a decrease of \$27.1 million to reflect gains on currency exchange rates affecting the costs of operations abroad.

**Table 5.2: Program Resources by Business Line for 2001-2002 (\$ millions)**

<b>Business Lines</b>	<b>Operating</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	221.8	4.5	16.6	242.9	3.1	239.8
Trade and Economic Policy	97.4	1.7	14.5	113.6	0.0	113.6
International Security and Cooperation	191.8	5.2	345.1	542.1	0.9	541.2
Assistance to Canadians Abroad	51.9	1.3	0.1	53.3	2.2	51.1
Public Diplomacy	73.5	1.1	23.3	97.9	1.1	96.8
Corporate Services	208.2	88.5	0.3	297.0	17.3	279.7
Services to Other Government Departments	232.8	6.3	0.0	239.1	0.0	239.1
Passport Services	54.6	0.0	0.0	54.6	56.0	(1.4)
<b>Total</b>	<b>1,132.0</b>	<b>108.6</b>	<b>399.9</b>	<b>1,640.5</b>	<b>80.6</b>	<b>1,559.9</b>

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

<b>Business Lines</b>	<b>Forecast Spending 2000-2001</b>	<b>Planned Spending 2001-2002</b>	<b>Planned Spending 2002-2003</b>	<b>Planned Spending 2002-2003</b>
International Business Development	4.9	4.5	4.5	4.5
Trade and Economic Policy	3.0	1.7	1.7	1.7
International Security and Cooperation	6.0	5.2	5.2	5.2
Assistance to Canadians Abroad	1.2	1.3	1.3	1.3
Public Diplomacy	1.4	1.1	1.1	1.1
Corporate Services	82.8	88.5	74.6	55.6
Services to Other Government Departments	6.3	6.3	6.4	6.3
Passport Services	0.0	0.0	0.0	0.0
<b>Total</b>	<b>105.6</b>	<b>108.6</b>	<b>94.8</b>	<b>75.7</b>

**Table 5.4: Details on Major Capital Project Spending (\$ millions)**

	Status <sup>1</sup>	Current Estimated Total Cost	Forecast			Planned Spending 2003-2004	Future Years Spending Requirements
			Spending to March 31, 2001	Planned Spending 2001-2002	Planned Spending 2002-2003		
Beijing, China							
Compound Purchase	EPA	35.6	35.5	0.1	0.0	0.0	0.0
Berlin, Germany							
Chancery Construction	PPA	92.6	27.6	12.3	26.0	26.7	0.0
Cairo, Egypt							
Chancery Construction	EPA	16.0	12.7	3.3	0.0	0.0	0.0
Caracas, Venezuela							
Chancery Construction	EPA	20.9	19.0	1.9	0.0	0.0	0.0
Dhaka, Bangladesh							
Chancery Construction	PPA	26.0	7.6	7.1	9.2	2.1	0.0
Nairobi, Kenya							
Chancery Construction	EPA	25.4	3.3	8.3	9.2	4.6	0.0
Port-au-Prince, Haiti							
Chancery Construction	EPA	20.1	1.8	4.1	7.8	6.4	0.0
Seoul, Korea							
Chancery Construction	EPA	44.9	17.0	0.1	2.1	7.6	18.1
Warsaw, Poland							
Chancery Addition	EPA	18.0	6.5	11.5	0.0	0.0	0.0
<b>Total Capital expenditures</b>		<b>299.5</b>	<b>131.0</b>	<b>48.7</b>	<b>54.3</b>	<b>47.4</b>	<b>18.1</b>

**Notes for table 5.4:**

- PPA denotes preliminary project approval by the Treasury Board and indicates that the project is still in the planning stage.
- EPA denotes effective project approval by the Treasury Board and indicates that the project is being implemented.

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

	<b>Forecast Spending 2000-2001</b>	<b>Planned Spending 2001-2002</b>	<b>Planned Spending 2002-2003</b>	<b>Planned Spending 2003-2004</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	11.5	11.4	11.4	11.4
Assistance to Canadians Abroad	0.0	0.0	0.0	0.0
Public Diplomacy	22.2	21.3	21.3	17.4
Corporate Services	0.3	0.3	0.3	0.3
Services to Other Government Departments	0.0	0.0	0.0	0.0
Passport Services	0.0	0.0	0.0	0.0
<b>Total grants</b>	<b>36.0</b>	<b>35.1</b>	<b>35.1</b>	<b>31.1</b>
<b>Contributions</b>				
International Business Development	14.8	14.5	14.5	14.7
Trade and Economic Policy	17.9	14.5	14.6	14.6
International Security and Cooperation	366.2	333.7	321.4	318.2
Assistance to Canadians Abroad	0.1	0.1	0.1	0.1
Public Diplomacy	2.0	2.0	1.5	0.0
Corporate Services	0.0	0.0	0.0	0.0
Services to Other Government Departments	0.0	0.0	0.0	0.0
Passport Services	0.0	0.0	0.0	0.0
<b>Total contributions</b>	<b>401.0</b>	<b>364.8</b>	<b>352.1</b>	<b>347.5</b>
<b>Total Transfer Payments</b>	<b>437.1</b>	<b>399.9</b>	<b>387.1</b>	<b>378.7</b>

Totals may not add due to rounding.



**Table 5.6: Sources of Respendable Revenue (\$ millions)**

	<b>Forecast Revenues 2000-2001</b>	<b>Planned Revenues 2001-2002</b>	<b>Planned Revenues 2002-2003</b>	<b>Planned Revenues 2003-2004</b>
Passport fees	68.4	56.0	56.0	56.0
Training services	5.0	5.0	5.0	5.0
Real property services abroad	4.1	10.2	5.2	5.2
Trade fairs and trade/investment technology missions	3.0	3.1	3.1	3.1
Specialized consular services	2.2	2.2	2.2	2.2
Telecommunications services	1.3	2.1	2.1	2.1
Canadian Education Centres	0.9	1.1	1.1	1.1
International Youth Exchange	0.5	0.9	0.9	0.9
<b>Total</b>	<b>85.4</b>	<b>80.6</b>	<b>75.6</b>	<b>75.6</b>

**Table 5.7: Sources of Non-respendable Revenue (\$ millions)**

	<b>Forecast Revenues 2000-2001</b>	<b>Planned Revenues 2001-2002</b>	<b>Planned Revenues 2002-2003</b>	<b>Planned Revenues 2003-2004</b>
Softwood lumber permit fees	105.0	10.0	0.0	0.0
Consular fees	45.5	46.8	48.4	49.9
Sales of properties and other assets	27.1	25.0	16.5	10.0
Import and export permit fees	16.6	14.6	14.5	14.5
Employee rent shares	14.7	14.4	14.3	14.3
Services provided to the Passport Office	4.4	4.4	4.4	4.4
Adjustment to previous years' expenditures	4.0	4.0	4.0	4.0
Contributions repaid under the Program for Export Market Development	2.8	2.5	2.5	2.5
Other	0.7	1.0	1.0	1.0
<b>Total</b>	<b>220.8</b>	<b>122.7</b>	<b>105.6</b>	<b>100.6</b>

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**Table 5.8: Net Cost of the Department for 2001-2002 (\$ millions)**

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	<b>Total</b>
<b>Net Planned Spending</b>	1,559.9
Plus: Services Received Without Charge	
Accommodation provided by Public Works and Government Services Canada	15.9
Contributions covering employer's share of insurance premiums and other costs paid by Treasury Board Secretariat	36.2
Workers' compensation coverage provided by Human Resources Development Canada	0.3
Salary and associated costs of legal services provided by Justice Canada	1.3
	<b>Total</b> 53.7
<b>Total Cost of the Department</b>	1,613.6
Less:	
Non-respendable Revenue	122.7
	<b>Total</b> 1,490.9
<b>2001-2002 Net cost of the Department</b>	<b>1,490.9</b>
<b>2000-2001 Net cost of the Department</b>	<b>1,481.0</b>

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

	<b>Forecast 2000-2001</b>	<b>Planned 2001-2002</b>	<b>Planned 2002-2003</b>	<b>Planned 2003-2004</b>
<b>Revenue</b>				
Fee earned	68.4	<b>56.0</b>	56.0	56.0
Miscellaneous revenue				
<b>Total revenues</b>	68.4	<b>56.0</b>	56.0	56.0
<b>Operating Expenses</b>				
Salaries and employee benefits	44.8	<b>27.0</b>	27.0	27.0
Provision for employees termination benefit	0.7	<b>0.6</b>	0.6	0.6
Passport material and application forms	6.4	<b>6.3</b>	6.3	6.3
Passport operations at missions abroad	4.4	<b>4.4</b>	4.4	4.4
Accommodation	4.7	<b>3.7</b>	3.7	3.7
Professional and special services	4.7	<b>4.6</b>	4.6	4.6
Amortization	10.0	<b>5.3</b>	5.3	5.3
Freight, express and cartage	2.8	<b>2.3</b>	2.3	2.3
Telecommunications	1.8	<b>1.4</b>	1.4	1.4
Printing, stationary and supplies	1.6	<b>0.9</b>	0.9	0.9
Other	3.3	<b>2.2</b>	2.2	2.2
<b>Total expenses</b>	85.2	<b>58.7</b>	58.7	58.7
<b>Surplus (deficit)</b>	(16.9)	(2.7)	(2.7)	(2.7)

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

	<b>Forecast 2000-2001</b>	<b>Planned 2001-2002</b>	<b>Planned 2002-2003</b>	<b>Planned 2003-2004</b>
Revenues	68.4	<b>56.0</b>	56.0	56.0
Expenses	85.2	<b>58.7</b>	58.7	58.7
<b>Surplus (deficit)</b>	(16.9)	(2.7)	(2.7)	(2.7)
<b>Add non cash item</b>				
Provision for employees termination benefit	0.7	<b>0.6</b>	0.6	0.6
Amortization	10.0	<b>5.3</b>	5.3	5.3
<b>Total non cash item</b>	10.7	<b>5.9</b>	5.9	5.9
<b>Change in working capital</b>	(1.5)	<b>(0.1)</b>	(0.1)	(0.1)
<b>Investing activities</b>				
Acquisition of depreciable assets	(14.9)	<b>(1.7)</b>	(1.7)	(1.7)
<b>Cash surplus (deficit)</b>	<b>(22.6)</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 2000-2001</b>	<b>Planned 2001-2002</b>	<b>Planned 2002-2003</b>	<b>Planned 2003-2004</b>
<b>Authority</b>	4.0	<b>4.0</b>	4.0	4.0
<b>Unused Authority (drawdown):</b>				
Balance as of April 1	9.0	<b>(7.8)</b>	(6.4)	(5.0)
Reinstatement of 95-96 TB write-off	5.8			
Projected surplus (deficit)	(22.6)	<b>1.4</b>	1.4	1.4
	(7.8)	<b>(6.4)</b>	(5.0)	(3.6)
<b>Projected balance at March 31</b>	<b>(3.8)</b>	<b>(2.4)</b>	<b>(1.0)</b>	<b>0.4</b>

**Notes to Table 5.11:**

- The beginning Unused Authority (drawdown) balance as of April 1<sup>st</sup> is the net authority provided (net of PAYE charges and amounts credited after March 31).



**SECTION VI SUPPLEMENTARY INFORMATION**

**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	Kuwait	Nagoya	Islamabad
Dar-es-Salaam	Rabat	Osaka	Jakarta
Harare	Riyadh	Pusan	Kuala Lumpur
Kinshasa	Tehran	Seoul	Manila
Lagos	Tel Aviv	Shanghai	Mumbai
Libreville	Tunis	Sydney	New Delhi
Lusaka		Tokyo	Phnom Penh
Nairobi		Wellington	Singapore
Ouagadougou			
Pretoria			
Yaoundé			
<b>Latin America and Caribbean</b>	<b>Western Europe</b>	<b>Central, Eastern and Southern Europe</b>	<b>United States</b>
Bogotá	Brussels	Almaty	Atlanta
Brasília	Copenhagen	Ankara	Boston
Bridgetown	Dublin	Athens	Buffalo
Buenos Aires	EU (Brussels)	Belgrade	Chicago
Caracas	Helsinki	Berlin	Dallas
Guatemala	Lisbon	Berne	Detroit
Georgetown	London	Bonn	Los Angeles
Havana	Madrid	Bucharest	Miami
Kingston	NATO (Brussels)	Budapest	Minneapolis
Lima	OECD (Paris)	Düsseldorf	New York
México	Oslo	Hamburg	Seattle
Montevideo	Paris	Kyiv	UN (New York)
Panamá	Riga	Milan	Washington
Port-au-Prince	Stockholm	Moscow	OAS (Washington)
Port of Spain	The Hague	Munich	
Quito	UNESCO (Paris)	Prague	
San José		Rome	
Santiago		Sarajevo	
São Paulo		St. Petersburg	
		Vatican	
		UN/WTO (Geneva)	
		UN (Vienna)	
		Vienna	
		Warsaw	
		Zagreb	

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

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**Listing of 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. I-18
- *Privileges and Immunities (NATO) Act*, RSC 1985, c. P-24
- *Prohibition of International Air Services Act*, RSC 1985, c. P-25
- *Special Economic Measures Act*, SC 1992, c. 17
- Treaties of Peace with: Austria, Germany, SC 1919 (second session), c. 30; Bulgaria, SC 1920, c. 4; Hungary, SC 1922, c. 49, SC 1948, c. 71 and SC 1950, c. 50, s. 10; Italy, Romania, Finland, SC 1948, c. 71 and SC 1950, c. 50, s. 10; Japan, SC 1952, c. 50; Turkey, SC 1922, c. 49
- *United Nations Act*, RSC 1985, c. U-2

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

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

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

- *Canada Transportation Act*, SC 1996, c. 10, s. 76
- *Canadian Environmental Assessment Act*, SC 1992, c. 37, s. 40, s. 47, s. 58
- *Canadian Security Intelligence Service Act*, RSC 1985, c. C-23, s. 13, s. 16, s. 17, s. 19
- *Citizenship Act*, RSC 1985, c. C-29, s. 3,
- *Coasting Trade Act*, SC 1992, c. 31, s. 3, s. 11
- *Criminal Code*, RSC 1985, c. C-46, s. 7, s. 57, s. 477.4
- *Cultural Property Export and Import Act*, RSC 1985, c. C-51, s. 4, s. 17, s. 39
- *Customs Tariff*, SC 1997, c. 36, s.51, s. 53
- *Excise Tax Act*, RSC 1985, c. E-15, s. 68.3
- *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
- Government contracts regulations

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**Further Information Sources**

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**Parliamentary Liaison Officers**

General Inquiries:  
(613) 944-0389

**Media Relations Office**

General Inquiries:  
(613) 944-5153

**Enquiries Centre for Department of Foreign Affairs and International Trade**

125 Sussex Drive  
Ottawa, Ontario  
K1A 0G2  
General Inquiries: (613) 944-4000  
Toll Free: 1-800-267-8376

**Regulatory Affairs for Department of Foreign Affairs and International Trade**

Coordinator of Regulatory Affairs  
125 Sussex Drive, Tower A-3, Room 368  
Ottawa, Ontario  
K1A 0G2  
(613) 944-1831

**Web site Addresses**

[www.dfait-maeci.gc.ca](http://www.dfait-maeci.gc.ca)  
[www.infoexport.gc.ca](http://www.infoexport.gc.ca)

**Export Development Corporation**

151 O'Connor Street  
Ottawa, Ontario  
K1A 1K3  
(613) 598-2500

**Canadian Commercial Corporation**

50 O'Connor Street  
Ottawa, Ontario  
K1A 0S6  
(613) 996-0034

**International Joint Commission**

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