



Foreign Affairs and
International Trade Canada

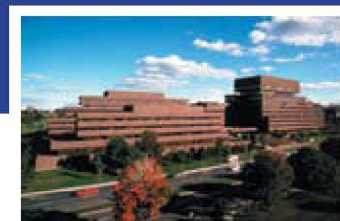
Affaires étrangères et
Commerce international Canada

Canada



Department of Foreign Affairs and International Trade

Report on Plans and Priorities 2007-2008



The Honourable David Emerson
Minister for International Trade

The Honourable Peter G. MacKay
Minister of Foreign Affairs

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Section I Departmental Overview

1.1 Ministers' Message



The Honourable David Emerson
Minister for International Trade



The Honourable Peter G. MacKay
Minister of Foreign Affairs

Canadians believe that our country—stable, democratic, prosperous and reliable—can help effect positive change in the world. Canada's New Government is committed to making this a reality, as readers will see in this document—the 2007-2008 *Report on Plans and Priorities* (RPP) of the Department of Foreign Affairs and International Trade. We take pride in presenting this report, the second RPP since the department was reintegrated in 2006.

Over the past year, our foreign and trade policy has become more assertive on the world stage, our interests and values more defined and better served. We have shown the resolve and the capacity to stand up for what we believe in and play a leading role in defending Canada's security. The significant Canadian contribution in Afghanistan to combatting terrorism, while assisting in that country's stabilization and reconstruction, is proof that Canada is ready and able to make a difference internationally on matters of importance to Canada's security and well-being. We are equally determined on the economic front to enhance Canada's competitiveness in the international economy. Settling trade disputes like softwood lumber and moving forward in the development of a global commerce strategy are indicative of this resolute approach.

The increasingly assertive role Canada is playing on the global stage is proof of our commitment. But there are other important factors supporting our conviction that Canada must play a more prominent role abroad.

The first is that Canada is extensively connected internationally. We are a G8 country and a NATO member with global responsibilities. Our role takes us into the heartland of international decision making, negotiations and networking, including the United Nations, the Organization of American States, the Asia-Pacific Economic Cooperation forum, the Commonwealth and La Francophonie, to cite a few.

And we as Canadians are increasingly global. One in five Canadians was born abroad. Roughly 2.7 million Canadians live outside Canada. This naturally results in an increased demand for services—

consular, passport and commercial. Canadian direct investment abroad reached \$465 billion in 2005 and grew by 3.9 percent each year over the 2001-2005 period.

A second factor is Canada's "footprint" abroad, in the form of our network of diplomatic missions and representation abroad. These provide essential tools that this department uses to address and shape international issues to Canada's interests and values. We cannot succeed in the latter without a well-structured foreign presence.

As the lead department in the development and coordination of the Government of Canada's foreign and international economic policies and initiatives, the department connects Canada's international and domestic interests. Canada's domestic prosperity is supported through the department's international trade policy and programs; our sovereignty, through international law and relations with key partners; our federation, by integrating provincial representation abroad; the welfare of our citizens, through consular, passport and commercial services; and our national security, through international agreements, counterterrorism work, international law enforcement and response to foreign-based threats.

Moreover, the department provides coordination and host functions for other government departments with interests and programs abroad. Our department enables the specialized work of 20 other partner departments and agencies—from Agriculture and Agri-Food Canada to the RCMP. From these common services come greater economies and greater efficiency in the use of taxpayers' money.

A third factor is how the department achieves results. A more assertive role globally that delivers these results has to be supported by the right principles, strategies and priorities.

Canada's New Government was elected on a platform of greater accountability. Our department is committed to improving accountability by better aligning resources with strategic objectives and priorities. As Canadians examine the performance of the government and its various departments, agencies and Crown corporations, they want to know whether a department is being efficient and effective in achieving results. This report helps to provide the answers by describing the department's strategic objectives and priorities—and how it intends to pursue them and achieve real, measurable results.

For example, we have developed country and regional strategies, as well as multilateral strategies for the organizations in which Canada participates, which specify the expected outcomes of each Canadian mission abroad. The strategies contain assessment criteria by which performance and results can be evaluated. They also help allocate—and reallocate where possible—funds and resources. Mandate letters align head of mission objectives to the broad government-wide agenda, as well as to performance management assessments and achievement of results.

In addition, the department has categorized missions in accordance with the level and intensity of Canadian interests and priorities. This ensures that mission size, composition and resources are appropriate to their designated category. The department has also constantly re-evaluated its property portfolio for opportunities to reduce costs and rationalize space.

In the year ahead, the department will focus on six strategic priorities.

A safer, more secure and prosperous Canada within a strengthened North American partnership.

The department will exert greater leadership and coordination of government-wide policy initiatives aimed at promoting Canada's security and prosperity—starting here in North America. Through our network of missions, we will develop the North American Platform as the springboard for our global commerce. We will continue building a stronger partnership with Canada's most important ally, customer and neighbour: the United States. We are keenly aware of the economic imperative of ensuring the secure and timely flow of people and commerce across the Canada-United States border.

We intend to promote Canada assertively as an emerging energy superpower, a stable and growing producer in an unpredictable world. As the largest supplier of oil, natural gas, electricity and uranium to the United States, Canada plays a crucial role in assuring continental energy security.

As we strengthen our bilateral relationship with the United States, we will continue to respond actively to areas of particular concern to Canada's security. In Afghanistan, we will work with our NATO allies to help bring law, order and essential services to that war-ravaged country. We will work with multilateral partners, notably the G8, to contain weapons of mass destruction and combat terrorism. We will continue engagement with international partners to address the Iran nuclear issue; provide support to move the Israeli-Palestinian conflict toward peace; and support aid programming to strengthen Iraqi governance and human rights.

Greater economic competitiveness for Canada through enhanced commercial engagement, secure market access and targeted support for Canadian business.

This year, we will implement a global commerce strategy, particularly through the development of the North America Platform, as committed to in the government's economic blueprint, *Advantage Canada*. We will work to conclude free trade agreements with the European Free Trade Association, the Central American Four (El Salvador, Guatemala, Honduras and Nicaragua), Singapore, and South Korea and work towards free trade with the Andean Community, Dominican Republic and the Caribbean Community (CARICOM). We will continue to advance Canadian interests and negotiating positions in the WTO Doha negotiations to ensure a successful outcome to the Round. Canada also remains committed to the NAFTA as the cornerstone for strengthening North American competitiveness, and continues to actively pursue a NAFTA work plan that enhances its trade and investment with the United States and Mexico.

To attract more foreign investment in Canada, the department will collaborate with federal partners on a policy framework. In addition, we will use our international network of missions to further advance the Asia-Pacific Gateway and Corridor initiative, working with western provinces on infrastructure, transportation technology and border security. These efforts will boost Canada's share of the West Coast container market, vastly increase the volume of American container traffic through Canada and help Canada re-emerge as a serious competitor and entrepreneurial leader in the world.

We will also actively promote the 2010 Vancouver Olympics, focusing first on the B.C.-Canada pavilion at the 2008 Beijing Olympics.

Greater international support for freedom and security, democracy, rule of law, human rights and environmental stewardship.

We will continue to speak clearly, openly and forcefully on the world stage on Canada's fundamental values. To this end, the department will develop a proactive human rights strategy, including a policy framework for Canadian diplomacy in specific countries and multilateral groups, particularly the new UN Human Rights Council.

We will also develop a government-wide democracy promotion strategy and advance a humanitarian affairs agenda, focusing on protection of civilians in armed conflict. To maximize the effectiveness of Canada's foreign aid in advancing the government's foreign policy, development and security agendas, the department will continue to strengthen coordination, prioritization and accountability of the International Assistance Envelope with federal partners.

Accountable and consistent use of the multilateral system to deliver results on global issues of concern to Canadians.

Canada's unique membership in a broad range of international organizations provides us with an important diplomatic means by which we can address global issues and promote shared interests. We will continue to bring forward Canada's concerns in such bodies, while advocating adoption of modern management and budgetary structures in key organizations like the UN and NATO.

Strengthened services to Canadians, including consular, passport and global commercial activities.

We will improve emergency preparedness and crisis response capabilities as part of the department's strengthened consular service. In addition, we will tighten security of the Canadian passport by implementing heightened facial recognition procedures, adding regional security officers and increasing protection of staff, critical assets and materials. Passport Canada will enhance the ability of governments to authenticate identification of applicants.

In terms of commercial services, a global commerce strategy will allow Trade Commissioners to meet the evolving needs of Canadian firms in a changing global environment, characterized by intense competition. We will provide more timely and targeted intelligence to enable more Canadian firms to expand abroad and seize opportunities in fast-growing, highly competitive and diverse markets.

Better alignment of departmental resources (human, financial, physical and technological) in support of international policy objectives and program delivery both at home and abroad.

In keeping with the new Federal Accountability Act, the department will strengthen management controls, improve financial reporting and analysis, and better define financial and corporate risk. In human resources management, staffing strategies will be developed for key occupational groups. Selection criteria and management of locally engaged staff at Canadian missions abroad will be strengthened.

We will continue to enhance security at high-risk missions abroad; implement a major upgrade of Canada's properties abroad; and ensure that the department's technical infrastructure remains as robust, secure and reliable as possible. The department will fully integrate information and communications technology for foreign affairs and trade components to provide much more seamless and effective service.

The department's past accomplishments and future successes are made possible by the strong sense of purpose demonstrated by our employees. We recognize their considerable contribution in advancing Canadian foreign policy and economic interests in a world of risks, challenges and new opportunities.

Finally, we are confident that the priorities we have set for the department are sound and that they will enhance Canada's role globally and promote Canada's interests to the benefit of Canadians.

The following pages of this report provide evidence of this contribution. Readers are invited to consult the department's website (<http://www.international.gc.ca/>) for additional information on international developments and the department's activities.

1.2 Deputy Ministers' Management Representation Statement



Marie-Lucie Morin
Deputy Minister for International Trade



V. Peter Harder
Deputy Minister of Foreign Affairs

We submit for tabling in Parliament the 2007-2008 *Report on Plans and Priorities* (RPP) for the Department of Foreign Affairs and International Trade.

This document has been prepared based on the reporting principles contained in *Guide for the Preparation of Part III of the 2007-2008 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat guidance.
- It is based on the department's strategic outcomes and Program Activity Architecture that were approved by the Treasury Board.
- It presents consistent, comprehensive, balanced and reliable information.
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it.
- It reports finances based on approved planned spending numbers from the Treasury Board Secretariat.

Marie-Lucie Morin
Deputy Minister for International Trade

V. Peter Harder
Deputy Minister of Foreign Affairs

1.3 What We Do: Our Strategic Outcomes and Activities

1.3.1 Raison d'être

The Department of Foreign Affairs and International Trade (DFAIT) manages Canada's political, economic and cultural relations with other nations on a bilateral basis as well as through the international organizations to which Canada belongs. These include the World Trade Organization, the United Nations, the G8, the Commonwealth, La Francophonie, the Organization of American States, the Organization for Economic Cooperation and Development and the North Atlantic Treaty Organisation.

The department helps Canadian companies succeed internationally while promoting Canada as a dynamic place in which to do business, and negotiating and administering trade agreements.

The department provides an assertive foreign policy that pursues Canadian interests, projects Canadian values and culture worldwide and protects Canada's security. It supplies business (trade and investment), passport and other services to Canadians travelling, working or doing business abroad. And it supports the international activities of federal, provincial and territorial partners at Canada's missions around the world.

1.3.2 Our Strategic Outcomes¹

In accordance with Treasury Board Secretariat requirements, DFAIT, like other Government of Canada departments, agencies and Crown corporations, has a Program Activity Architecture that is approved by Treasury Board and sets out the key strategic outcomes on which the programs and activities of the department are focused.

The department's four strategic outcomes, as approved by Treasury Board on an interim basis for this 2007-2008 RPP, are:

- **Canada's Interests Are Advanced Internationally:** The department projects Canada and its values to the world and pursues Canada's interests abroad in partnership with other federal departments, other levels of government across the country and Canadians. It also pursues the country's global agenda from a government-wide perspective, analyzes national and international trends and developments, and interprets the world for Canadians.

To advance Canada's international commercial interests, the department coordinates implementation of commercial strategies, undertakes consultations with partners on trade policy and ensures integration of those policies across the federal government as well as with other levels of government.

This strategic outcome recognizes the department as the government's centre of expertise in leading the formulation and coordination of Canada's international policies and promotion of the international dimension of Canada's domestic interests, as well as advancing them on a bilateral and multilateral basis. Principal support for this strategic outcome comes from political/economic officers of the Foreign Service and five program activities: Strategic Policy and Planning, International Security, Global Issues, Bilateral Relations, and Protocol.

¹ Since the 2006 reintegration of its foreign affairs and trade components, the department has prepared an interim Program Activity Architecture (PAA) for 2007-2008, at Treasury Board's (TB) request, to reflect this change. This interim PAA combines the strategic outcomes and program activities from the PAAs of the previously separate Foreign Affairs Canada and International Trade Canada. As a result, the interim PAA for the reintegrated department contains four strategic outcomes (three related to foreign affairs and one pertaining to trade) and 14 program activities. The TB approved wording for these strategic outcomes can be found at the beginning of Section II.

- **Canada's Commercial Interests Are Advanced Internationally:** The department collaborates extensively with partners inside and outside government to foster coherence of Canada's commercial policies and programs in order to enhance the prosperity of Canadians. Trade commissioners support this outcome, and related program activities include Trade Policy and Negotiations, World Markets/Commercial Relations, International Business Development, and Promotion of Foreign Direct Investment and Science & Technology Cooperation.
- **Government of Canada Is Served Abroad:** The department manages Canada's missions abroad, delivering cost-effective and efficient services and infrastructure to enable Canada's international operations abroad. Management/consular officers of the Foreign Service support this strategic outcome, and two program activities contribute to it: Common Services and Infrastructure (support from headquarters and missions abroad).
- **Canadians Are Served Abroad:** The department provides Canadians with effective assistance, guidance, services and advice related to travel documents and consular needs. Management/consular officers of the Foreign Service support this strategic outcome, and three program activities contribute to it: Consular Affairs, Passport Canada (revolving fund) and Passport Canada (appropriated funds).

The department pursues its strategic outcomes through a number of program activities, which are identified above and described in Section II.

1.4 Our Strategic Priorities for 2007-2008

Like all departments exercising results-based management, DFAIT organizes and carries out program activities to achieve its strategic outcomes. However, these activities need to be aligned with Government of Canada priorities, as well as be recalibrated in the light of international developments and circumstances. That is why the strategic priorities are important. They guide the department in emphasizing certain program activities and refocusing others.

Each year, DFAIT senior management reviews the departmental strategic priorities to ensure that they are aligned with Government of Canada priorities, as expressed in a number of key documents. This year these include, for example, the April 2006 Speech from the Throne, which noted the government's intention to strengthen "our role in the world" by:

- building "stronger multilateral and bilateral relationships, starting with Canada's relationship with the United States, our best friend and largest trading partner";
- working "cooperatively with our friends and allies, and constructively with the international community to advance common values and interests";
- supporting "Canada's core values of freedom, democracy, the rule of law and human rights around the world";
- supporting "a more robust diplomatic role for Canada, a stronger military and a more effective use of Canadian aid dollars";
- striving to "defend our national interests, combat global terrorism and help the Afghan people make a new start as a free, democratic and peaceful country"; and
- working "with our friends and allies around the world to promote democracy, human rights and freer trade."

The department also aligns with the Government of Canada's strategic outcomes and program activities, as identified in *Canada's Performance*, an annual report to Parliament on the federal government's

performance prepared by Treasury Board of Canada Secretariat. Under the heading “Canada’s Place in the World,” it lists as outcomes: a strong and mutually beneficial North American partnership; a prosperous Canada through global commerce; a safe and secure world through international cooperation; and global poverty reduction through sustainable development. A table showing how the department’s four strategic outcomes and related program activities align with these government-wide outcome areas can be found in Section III (table 15). In addition, a global commerce strategy was referred to in the Government’s economic blueprint, *Advantage Canada*. The department is the lead on the following horizontal initiatives: the United States Enhanced Representation Initiative (ERI) and the Global Peace and Security Fund (GPSF). Summary Information on these initiatives can be found in Section III, table 12.

STRATEGIC PRIORITIES 2007-2008	STATUS
1. A safer, more secure and prosperous Canada within a strengthened North American partnership	Ongoing Policy Priority
2. Greater economic competitiveness for Canada through enhanced commercial engagement, secure market access and targeted support for Canadian business	Ongoing Policy Priority
3. Greater international support for freedom and security, democracy, rule of law, human rights and environmental stewardship	Ongoing Policy Priority
4. Accountable and consistent use of the multilateral system to deliver results on global issues of concern to Canadians	Ongoing Policy Priority
5. Strengthened services to Canadians, including consular, passport and global commercial activities	Ongoing Management Priority
6. Better alignment of departmental resources (human, financial, physical and technological) in support of international policy objectives and program delivery both at home and abroad	New Priority

1.4.1 Summary of Program Activities by Strategic Outcome

In setting its six strategic priorities, the department has laid a logical, achievable and specific course for Canadian foreign and trade policy, as follows:

- The department’s first priority confirms that Canada’s geopolitical base is in North America and that greater and smarter collaboration with the United States and Mexico is essential to further enhance the continent’s security and prosperity.
- The next two priorities further underscore the link between security and prosperity. Recognizing the importance of international commerce to Canada’s economy, the department’s second priority focuses on supporting the country’s entrepreneurs in accessing and succeeding in fiercely competitive global markets.
- Economic prosperity requires political stability and security. That is why the department’s third priority reconfirms Canada’s long-standing commitment to promoting freedom, democracy, the rule of law and human rights worldwide, and seeks to build on the country’s solid track record on these issues. It also recognizes the Government of Canada’s intention to act more assertively in environmental stewardship, an issue of growing global concern.
- As a small country, Canada’s participation in major multilateral organizations is key to its efforts to exert influence on the world stage and provide input on global issues of concern to Canadians. This is the focus of the department’s fourth priority.
- Canada has always been an outward-looking nation. To enable and facilitate Canadian participation in world affairs and global markets is the purpose of the fifth priority.

- The department's ability to deliver on the first five priorities depends heavily on its ability to allocate its resources in a way that maximizes its ability to deliver results. Therefore, the sixth priority is aimed at making departmental operations as effective and efficient as possible in order to help create a more influential role for Canada in global affairs.

1.4.2 Summary of Program Activities by Strategic Priority

What follows is an overview of some of the main program activities the department plans to undertake in the forthcoming year. These are grouped by strategic priority. Further description and details of these planned activities can be found in Section II of this report.

Priority 1: A safer, more secure and prosperous Canada within a strengthened North American partnership:

An issue at the centre of continental safety and prosperity is border security in the post-9/11 world. The department will lead discussions with the Department of National Defence, Privy Council Office and other federal partners not only on Canada's evolving bilateral defence and security relationship with the United States but also on government-wide coordination of Canada's role in Afghanistan.

Working with the United States and federal partners, the department will address border security by developing a government-wide strategy for key files such as the Western Hemisphere Travel Initiative (<http://cbsa.gc.ca/agency/whti-ivho/what-quoi-e.html>), while continuing to work on related issues such as emergency preparedness and plans to deal with possible health pandemics.

Outside of North America, Canada will continue to collaborate with the United States on global security issues of shared interest, including stabilization and reconstruction in Afghanistan and Haiti.

Non-proliferation of weapons of mass destruction (WMD) and counterterrorism are critically important to global security. The department will contribute to international efforts to reduce WMD by further implementing the G8 Global Partnership Program (<http://geo.international.gc.ca/cip-pic/library/globalpartnership-en.asp>), engaging bilateral and multilateral partners to develop effective responses to threats of proliferation by Iran and North Korea, working to strengthen related groups and instruments such as the International Atomic Energy Agency and the Non-Proliferation Treaty (<http://www.international.gc.ca/arms/intro-nuclear-treaty-en.asp>), and working with international partners to advance Canadian policies on export controls of conventional weapons, WMD and related material.

To further combat terrorism, the department will lead efforts to implement UN conventions and protocols on transnational organized crime and corruption, promote implementation of related standards in the G8 Roma/Lyon (anti-terrorism/crime) Group, and deliver the Counter-Terrorism Capacity Building Program (<http://www.international.gc.ca/internationalcrime/CTCB-en.asp>). To counter health and environmental risks, the department will collaborate with other governments on strategies to deal with issues like avian flu in Asia Pacific.

In our knowledge-based economy, there can be no overstating the importance of business intelligence and information. Over the next year, the department will undertake more targeted outreach and communications with Canadian business to increase awareness and understanding of Canada's relationship with the United States and Mexico. This will focus on the need to leverage the advantages provided to Canada by NAFTA and the Security and Prosperity Partnership of North America (www.spp-ppsp.gc.ca). The department will also engage more assertively with partners in the United States and Mexico to raise Canada's profile and further Canadian interests. This will include expansion of the department's international youth exchanges with Canada's two North American neighbours.

The department will also exercise government-wide leadership in developing and implementing Canada's international political and economic agenda by providing strategic policy advice and research on issues

like energy, religion and geopolitics, and democracy promotion as well as by encouraging policy consultation with other governments and other levels of government.

Priority 2: Greater economic competitiveness for Canada through enhanced commercial engagement, secure market access and targeted support for Canadian business:

There is a clear recognition in Canada's public and private sectors that immediate and decisive action must be taken if Canada is to improve its global competitiveness, given the emergence of strong new competitors that are eroding Canada's share of North American and other key markets. That is the impetus behind the department's global commerce strategy, elements of which will be delivered over the next year to increase the success of Canadian business internationally and raise levels of foreign investment in Canada. This strategy, which is an integral component of *Advantage Canada* and the government's overall economic agenda, will integrate departmental program activities and policy objectives related to (a) opening new markets, (b) promoting foreign investment and innovation, and (c) strengthening services to business, in collaboration with key partner departments and agencies.

a) To ensure open access to key markets for Canadian business, the department will work to conclude free trade agreements with countries including the Central American Four (El Salvador, Guatemala, Honduras and Nicaragua), Singapore and South Korea. It will initiate negotiations of similar agreements with the Andean countries (Bolivia, Colombia, Ecuador and Peru), the Dominican Republic and CARICOM (the 14 countries of the Caribbean Community collectively).

These will be part of a more strategic agenda of trade negotiations that will also include Foreign Investment Protection and Promotion Agreements (with China and India) and air services agreements. At the same time, the department will work with partners in multilateral organizations like the WTO (World Trade Organization), APEC (Asia-Pacific Economic Cooperation forum) and the OECD (Organization for Economic Cooperation and Development) on trade liberalization and facilitation.

b) Boosting Canada's capacity to attract new investment and reinvestment is essential for the country's economic future and competitive participation in the global economy. The department will collaborate with federal partners on a policy framework as well as related guidelines and tools to facilitate more foreign investment in Canada. It will also raise Canada's profile as an investment destination through its market research, sector-specific marketing and participation in signature events.

Furthermore, to enhance the ability of Canadian companies to move foreign employees, buyers and partners quickly across borders into Canada and to increase their involvement in global value chains, the department will work with federal partners to ensure that Canada's visa and border policies complement the government's international business development and investment promotion activities.

c) Recognizing the role of new ideas and technologies in today's knowledge-based economy, the department will implement a global innovation network, involving both public- and private-sector interests.

Finally, given the importance of Canada's Asia-Pacific Gateway and Corridor to North American trade and competitiveness, the department will actively promote this Government of Canada project, beginning at the Olympic Games in Beijing (2008) and Vancouver (2010).

The key elements of the department's global commerce strategy will be integrated into the North American Platform to enhance Canada's competitive position in our top priority market. We will utilize our network of missions to identify business opportunities, to attract international investment in key knowledge-intensive sectors and to strengthen innovation links to fuel Canadian research excellence. Our missions will also reinforce their advocacy efforts to advance Canadian interests in the United States and Mexico and to prevent or remove legislative, regulatory and other barriers.

Priority 3: Greater international support for freedom and security, democracy, rule of law, human rights and environmental stewardship:

Canada has demonstrated internationally recognized leadership in promoting democracy, the rule of law and human rights around the world. To ensure government-wide cohesion on these issues, the department will develop a proactive human rights strategy, including a policy framework for Canadian diplomacy in specific countries and multilateral groups, particularly the new UN Human Rights Council. The department will also develop a government-wide democracy promotion strategy and advance a humanitarian affairs agenda, focusing on protection of civilians in armed conflict.

The department will continue this work on a number of key files over the next year. It will maintain its efforts, with NATO partners, to support security-sector reform and strengthen government institutions in Afghanistan. It will also undertake intensified diplomatic efforts to resolve conflicts in that country as well as in Haiti and Sudan.

Over the next year, the department will continue engagement with international partners to address the Iran nuclear issue; provide support to move the Palestinian government toward peace based on non-violence, recognition of Israel and acceptance of previous agreements; and support increased aid programming to strengthen Iraqi governance and human rights. The department will also continue to support Canadian Heritage in advancing the UNESCO (United Nations Educational, Scientific and Cultural Organization) Convention on the Protection and Promotion of the Diversity of Cultural Expressions (http://geo.international.gc.ca/canada_un/paris/positions/keyissues-en.asp).

To maximize the effectiveness of Canada's foreign aid in advancing the government's foreign policy, development and security agendas, the department will continue to strengthen the coordination, prioritization and accountability of the International Assistance Envelope with federal partners.

The department will also take decisive action on corporate social responsibility and environmental stewardship.

Priority 4: Accountable and consistent use of the multilateral system to deliver results on global issues of concern to Canadians:

Canada's membership in key international groups provides a significant platform from which this country can exert influence in global affairs and advance Canadian interests and values. The department will continue to coordinate Canadian positions on G8 political and international security issues.

The department will prepare for Canadian participation in key conferences, including the G8 Summit (Heiligendam, Germany, in June), the APEC Summit (Sydney, Australia, in September), the Commonwealth Heads of Government Meeting (Kampala, Uganda, in November) and the Iraq Compact Conference (http://geo.international.gc.ca/canada_un/ottawa/whats_new/default-en.asp?id=7571&content_type=2). The department will also begin preparations for the 2008 Francophonie Summit, which Canada will host in Quebec City.

The ability of key international organizations to operate efficiently and respond effectively to world issues remains a global concern that continues to generate calls for their reform. To this end, the department will advocate adoption of modern management and budgetary structures at various multilateral groups such as the UN and NATO.

Priority 5: Strengthened services to Canadians, including consular, passport and global commercial activities:

As a key player in the Government of Canada's Government On-Line Program, this department shares in international recognition of Canada's outstanding achievements in e-government (see http://www.ged-gol.gc.ca/rpt2006/rpt/rpt10_e.asp). Given the diverse mandate and global reach of this department, online

communications are an essential tool of its 24/7 operations. The department will continue to refine its comprehensive, user-friendly website (<http://www.international.gc.ca/menu-en.asp>). Improvements over the next year will include the launch of a new online marketing campaign for the Trade Commissioner Service (TCS) and the introduction of software to allow Canadians abroad to update their registration online. The department will strive to integrate our electronic Client Relationship Management system (TRIO) and our client service portal (VTC) with the Government Online Trade Services (GOTS) to provide Canadian firms with the world's most effective and seamless government web-based services. We will also advance and fully deploy these online business tools to improve client service delivery and more effectively measure our performance.

In 2007-2008, service improvements will not be limited to those available online. For instance, the department will increase the assignment of career Foreign Service officers in regional offices and plans to open a TCS representation centre in Quebec City; connect domestic clients and partners with global innovation networks to advance Canadian research excellence and technology acquisition, and strengthen commercialization results around the world; provide mentoring and market support to Canadian entrepreneurs new to foreign markets; seek to enhance trade finance and risk management tools for high-risk markets; conduct research and policy advocacy on investment issues with federal and provincial partners; and raise Canada's international profile as a top location for foreign investment. The department will also launch a new marketing campaign for TCS, while raising the profile of government services and business opportunities in *CanadExport*, its widely distributed bimonthly newsletter.

A global commerce strategy will include new approaches for Trade Commissioners to meet the evolving and increasingly complex needs of Canadian firms. We will reorient our services to give Canadian firms a competitive edge in global markets, whether they are attempting to export goods or services, penetrate global value chains, establish operations abroad, develop strategic partnerships or connect with global innovation networks.

Further improvements to consular services will include work with federal partners to improve crisis readiness at missions abroad.

Passport services will be improved through introduction of a pilot project to give low-risk applicants a simpler means of renewing their passports. Passport Canada will also coordinate establishment of the National Routing System with federal, provincial and territorial partners to enhance the ability of governments to authenticate identification of applicants. To further tighten security, Passport Canada will hire new regional security officers and implement heightened facial recognition procedures, while increasing protection of staff, critical assets and materials.

Priority 6: Better alignment of departmental resources (human, financial, physical and technological) in support of international policy objectives and program delivery both at home and abroad:

Work associated with this priority represents ongoing improvement to the department's enabling machinery, which must run as effectively and efficiently as possible for the organization to deliver results on its first five priorities. To this end, the department will consolidate and strengthen its organizational structure as well as develop a new Program Activity Architecture and corresponding performance-monitoring framework to reflect fully the reintegration of its foreign policy and trade components. This will enable the department to have an integrated management and resources structure to guide planning and resource allocation, which in turn will generate better information for its annual planning and performance reports.

In keeping with results-based management, transparency and accountability, the department will develop a more comprehensive audit and evaluation plan and make efforts to improve its record in responding to Access to Information requests.

This department places the highest value on its employees and will continue to offer comprehensive training to further develop their skills sets, while also providing support to managers. Other key human

resources activities for the next year will include staffing strategies for key occupational groups and improvement of selection criteria and management of locally engaged staff at missions abroad.

To further protect employees and assets, the department will continue to enhance security at high-risk missions abroad. To ensure compliance with the Federal Accountability Act, it will strengthen management controls, improve financial reporting and analysis, and better define financial and corporate risk. Modern comptrollership will also continue to be implemented through measures such as a results-based strategy for the department's branches.

In terms of its operationally critical physical assets, the department will implement a major upgrade of Canada's properties abroad and continue development of modular technology to ensure its technical infrastructure remains as robust, secure and reliable as possible.

Finally, in collaboration with federal partners, it will create a departmental strategy for outreach programs to ensure regional balance as well as coherent and consistent messaging to target audiences.

1.4.3 Our Planning Context

The complexity and volatility of the international environment in which the department operates pose challenges and risks—both strategic and operational—that must be identified and considered in its annual planning cycle.

The House of Commons Standing Committee on Foreign Affairs and International Development and the Senate Committee on Foreign Affairs and International Trade make significant contributions to the work of the department by studying a wide range of relevant issues each year. Their work provides valuable input to the department through its consultations with parliamentarians and other stakeholders as well as through its analysis and recommendations.

1.4.4 Our Internal Challenges

The principal internal challenges to the department include:

- the necessity for further security enhancements at headquarters and missions abroad;
- the fact that some 24 percent of the department's financial resources are made up of grants and contributions, approximately 68 percent of which is accounted for by assessed contributions to cover Canada's membership in international organizations—a critical factor not only to the operations of the department but also to many of its federal partners;
- the need to address issues related to the department's aging workforce and the shortage of qualified employees in key occupational groups; and
- the need to strengthen the department's overall policy-making and project management capacity, especially on issues involving other federal government departments or provincial and territorial partners.

1.4.5 Our External Challenges

The main external challenges are:

- the rapid pace of globalization, reflected in the trend toward global networks of finance, design, production and distribution;
- the considerable influence of the United States in world affairs, as well as the importance of Canada's economic relationship with that country;

- Canada's declining market share in the United States, as China is now overtaking Canada as the largest foreign participant in the American market, and increasing competition as well in other key markets worldwide;
- ongoing threats related to terrorism, the transnational spread of infectious disease, climate change and regional conflicts, particularly those in global "hot spots";
- the international debate over the legitimacy and effectiveness of multilateral organizations and the call for emerging powers to be more fully represented in them;
- the rise of major new players internationally, notably India and China;
- stalled World Trade Organization (WTO) negotiations (the Doha Round), a consequent resurgence of protectionism, and the increase in the number of bilateral trade agreements between Canada's competitors and key markets;
- rising involvement in global affairs by non-state actors, including business and religious communities, as well as the impact of new technologies (e.g. the Internet) in framing national and international issues; and
- the continuing fierce global competition for foreign direct investment.

1.4.6 The Risks We Face

The department identifies and closely monitors risks associated with its mandate on an ongoing basis. This work is based on the Treasury Board Secretariat framework (see http://www.tbs-sct.gc.ca/pubs_pol/dcgpubs/RiskManagement/rmf-cgr01-1_e.asp#An%20Integrated%20Risk), which helps departments identify, manage and communicate risk from an organization-wide perspective. Risk is an integral element of the department's business planning and human resources planning. Currently, the department has in place risk mitigation strategies for certain programs and overall operations. As its policy and program capacity is strengthened, the department continues to make progress in improving its assessment, management and communication of risks.

The main strategic risks for the department are as follows:

- Canada faces ongoing security risks at home and abroad as well as threats related to international pandemics, the environment, international crime and terrorism.
- Because Canada is one of the most trade-dependent countries in the industrial world, a mediocre trade and competitive performance will lead to serious economic problems. Other elements critical to Canada's global competitiveness are integrated supply chains, new technologies and a strong North American economic platform.
- Canada's prosperity could be adversely affected if the threat of terrorism impedes trade with the United States or if failure to produce results in the WTO talks leads to an escalation of trade disputes.
- Advancement of Canada's interests could be negatively affected by increasing unilateralism worldwide as well as by the ineffectiveness of multilateral institutions and tools in addressing global problems. Furthermore, the growth of regional powers worldwide could weaken the multilateral system in favour of new regional arrangements.
- The federal government faces increased pressure to protect certain industries from the impact of international trade and to assist others in the event of an economic slowdown, while remaining committed to greater liberalization of trade and investment rules.

1.4.7 The Opportunities Available to Us

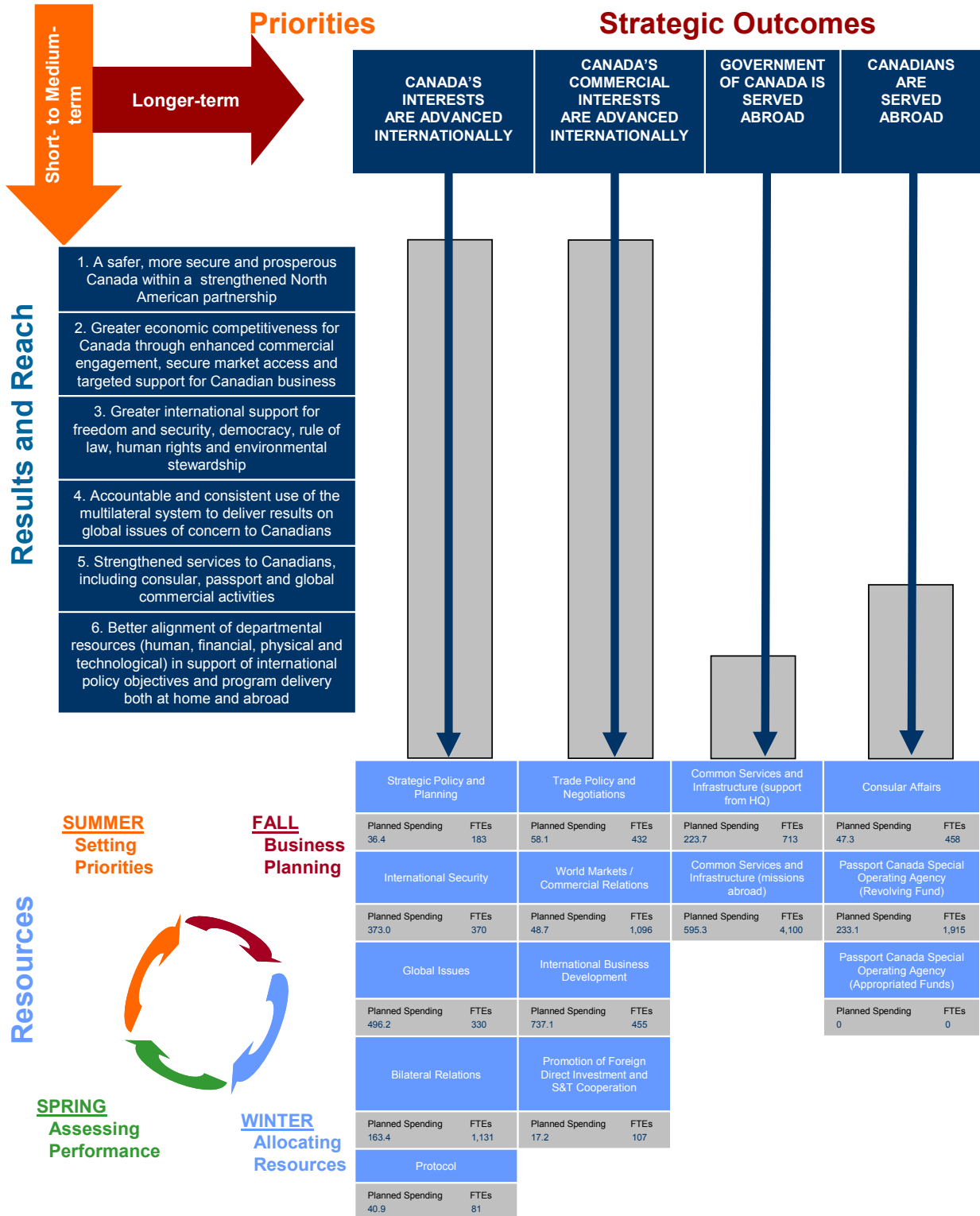
- Canada's unique range of membership in a very diverse group of key multilateral organizations provides a particular opportunity to advance its interests and values across a broad spectrum of issues and with many members of the international community.
- Canada's many advantages, including its knowledge-based, technologically advanced economy and workforce, make it well positioned to pursue international commercial opportunities.
- Canada's emergence as an energy superpower that is democratic, stable and reliable will contribute to the country's economic prosperity and provide leverage in advocating Canadian positions on international issues and advancing Canada's interests on the world stage.

Clearly, the mix of external challenges and opportunities cannot be forecast with precision. Contingencies arise against which the department must react; and priorities may have to be adjusted as a result. The real world intrudes on the best of forecasting and priority setting. Adapting to contingencies and responding to challenges in a dynamic environment is therefore an important aspect of what we do.

1.4.8 Our Story at a Glance: The Department's Logic Model

Another way of depicting the relationship among the department's strategic outcomes, program activities and priorities is by means of a logic model. The following graph identifies the strategic outcomes (short, medium and longer term), the way in which program activities support them, the six priorities (which indicate where the emphases are placed in carrying out program activities), and how financial and human resources are correspondingly allocated.

Department of Foreign Affairs and International Trade Logic Model



1.5 Who We Are and Where We Are: Canada's Foreign Service

The department's Foreign Service employees fall into three categories: political/economic officers, management/consular officers and trade commissioners. All are rotational employees, meaning that they relocate regularly between headquarters and Canada's missions abroad. Trade commissioners also serve at regional offices across Canada.

Political/economic officers focus on shaping Canada's policies on issues such as international human rights, the environment, disarmament and the Middle East Peace Process. They work extensively with their international counterparts. Non-rotational officers also carry out some of the department's foreign policy work, mainly at headquarters.

Management/consular officers provide help and advise Canadians outside the country in dealing with issues such as incarceration, death, child abduction, and evacuation in the event of a political emergency or natural disaster. They also coordinate the services, such as procurement and human resources management, provided by the department to partners at missions abroad. At headquarters, management/consular officers exercise budgetary and human resources authority.

Trade commissioners make up the Canadian Trade Commissioner Service (TCS), a worldwide network of professionals with preferred access to contacts in international business. Trade commissioners promote Canadian economic interests in the global marketplace. Main clients of TCS are the Canadian business community for trade and outward investment, and the provinces and municipalities for inward investment. Trade commissioners also deal with trade policy issues and complement the work of policy specialists at Canada's missions abroad—such as those in Geneva and Brussels, for example, the cities in which the World Trade Organization and World Customs Organization are respectively located.

1.5.1 Our "Footprint": Canada's Representation Abroad

Canada has a formal presence in over 80 percent of the world's 192 independent states, and provides federal government services at 296 locations worldwide.

Our missions abroad represent the Government of Canada and advance Canadian interests (federal, provincial, territorial and municipal) in designated countries, areas or multilateral organizations by performing various functions. These include building and maintaining relationships inside and outside government to raise Canada's profile and provide the basis for successful advocacy of specific Canadian objectives; managing the Government of Canada's international business development; providing Canadians abroad with consular and passport services; and supplying infrastructure and related services to partners outside Canada.

The missions ensure integration and coordination of all federal activities outside Canada. All federal employees at missions abroad, regardless of their home departments or agencies, act as members of a cohesive Government of Canada team.

1.5.2 Our Key Partners

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

- other federal departments and agencies;
- provincial, territorial and municipal governments;
- the private and voluntary sectors in Canada;
- Canadian non-governmental organizations and citizens' groups;
- the Canadian academic community;
- foreign cultural and academic communities with an interest in Canada;
- Canadian and international media;
- representatives of foreign governments, companies and international institutions; and
- organizations involved in science, technology and innovation.

Parliamentarians, partners at missions abroad and Canadians—particularly those with an interest in foreign policy, global business, international travel or study abroad—are among the individuals and entities that are served by Canadian missions abroad.

1.5.3 Foreign Missions in Canada

The department also serves the foreign diplomatic community accredited to Canada (173 foreign diplomatic missions—126 in Ottawa and 47 in New York City or Washington, D.C.; 525 foreign consular posts; and nearly 20 international organizations and other offices). At present, there are approximately 8,100 foreign representatives and accredited members of their families in Canada.

1.6 Accountability: Our Ministers, Senior Management and Reporting Relationships

The Minister of Foreign Affairs, Peter MacKay, and the Minister for International Trade, David Emerson, are accountable to Parliament for management and oversight of the department. Mr. MacKay is supported by Josée Verner, Minister for International Cooperation, La Francophonie and Official Languages, who is responsible for the Canadian International Development Agency. Both ministers are assisted by Helena Guergis, the Secretary of State (Foreign Affairs and International Trade).

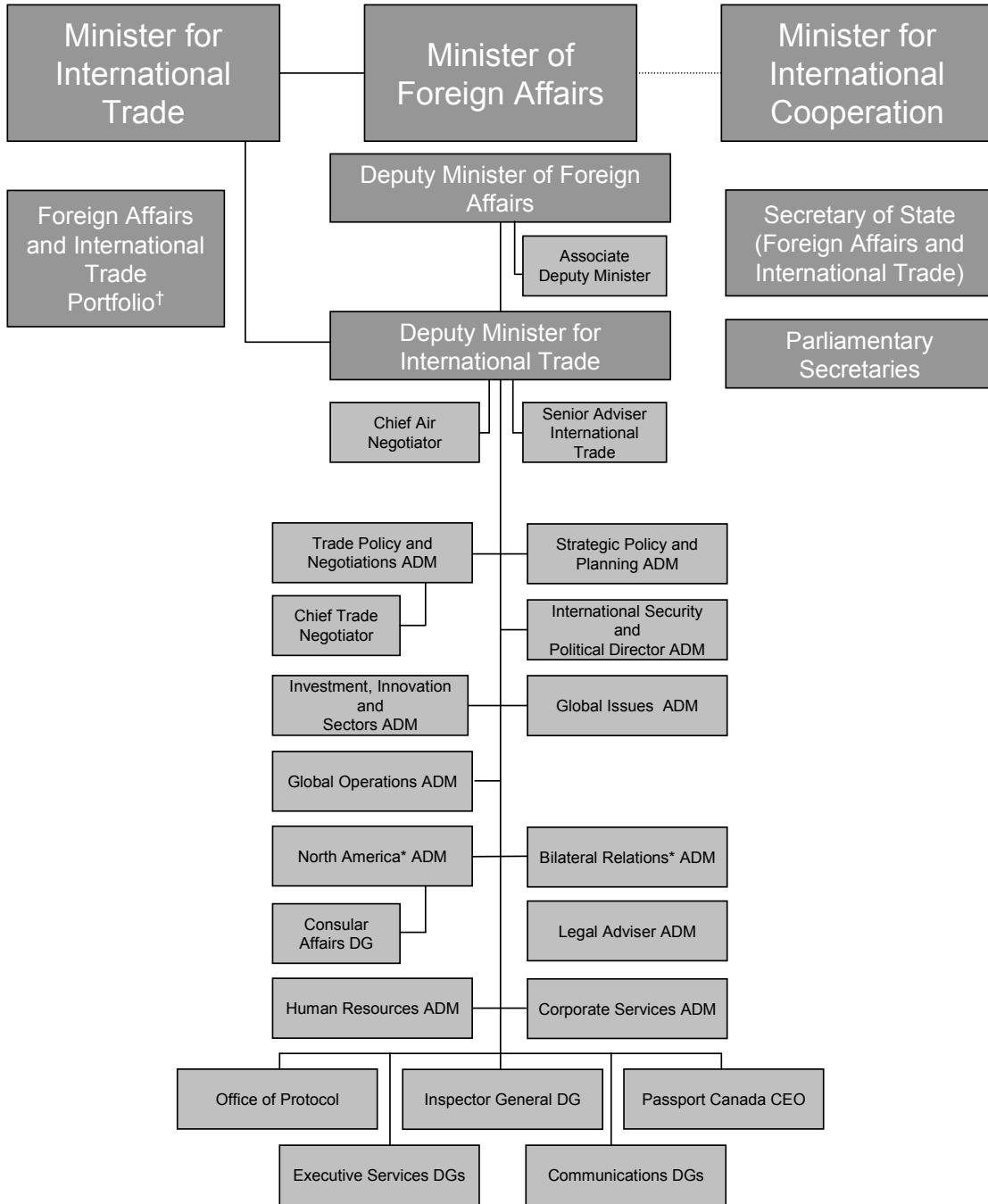
The Deputy Ministers of Foreign Affairs and International Trade support the ministers in determining the direction of the department. The Deputy Ministers and Associate Deputy Minister of Foreign Affairs are responsible for the department's strategic outcomes and related program activities. The Associate Deputy Minister has particular responsibility for interdepartmental coordination of Canada's role in Afghanistan.

Reporting to the Deputy Minister of Foreign Affairs are the Associate Deputy Minister; the Assistant Deputy Ministers for International Security, Global Issues and Bilateral Relations; and Passport Canada. Those reporting to the Deputy Minister for Trade are the Senior Adviser for International Trade; the Assistant Deputy Ministers of Global Operations, of Investment, Innovation and Sectors, and of Trade Policy and Negotiations. The Chief Air Negotiator reports jointly to the Deputy Ministers of International Trade and Transport.

The Assistant Deputy Ministers for North America, Strategic Policy and Planning, Corporate Services, and Human Resources report to both Deputy Ministers. The Legal Adviser, the Protocol Office, and the Directors General of Communications and Executive Services also report to both of them.

Within the department, there are two special operating agencies: Passport Canada and the Physical Resources Bureau. Passport Canada operates much like a private-sector enterprise, financing its operations entirely from the fees charged for passports and other travel documents. It also maintains a revolving fund that allows it to carry over surpluses and deficits. The Physical Resources Bureau is responsible for the cost-effective acquisition, management, development and disposal of real property and materiel that supports program delivery abroad. The department manages over 2,000 properties abroad (chanceries, official residences and staff quarters), valued at approximately \$2 billion.

Departmental Organization



* These branches coordinate the work of the missions abroad

† The Portfolio includes the Canadian International Development Agency (CIDA), the International Development Research Centre (IDRC), Export Development Canada (EDC), the Canadian Commercial Corporation (CCC), the North American Free Trade Agreement (NAFTA) Secretariat (Canadian Section), Rights & Democracy.

1.6.1 Our Formal Decision-Making Committees

The following five committees are the most significant for the department in terms of governance, accountability, corporate decision making and priority setting:

- **Executive Committee**, chaired by the Deputy Ministers, covers all major policy, program and management issues facing the department. Meeting regularly, its membership includes the Deputy Ministers, Associate Deputy Minister, their Executive Assistants, all ADMs, the Legal Adviser and the Directors General (DGs) of Communications and Executive Services.
- Chaired by the Deputy Ministers, **Policy and Management Committees** meet biweekly. Management Committee makes decisions on financial and program management, while Policy Committee reviews all medium- and longer-term policy initiatives and crafts priorities that guide strategic planning and resource alignment. Membership in both committees consists of all Assistant Deputy Ministers, the Chief Trade Negotiators, the Legal Adviser, the Director General of Strategic Policy, Resources and Coordination, and the Directors General of Communications and Executive Services.
- The **Human Resources Advisory Committee** meets monthly to advise on human resources issues. Chaired by the Assistant Deputy Minister for Human Resources, it is made up of Directors General and selected heads of mission.
- The **Audit Committee** is chaired by the Deputy Minister of Foreign Affairs, with the Deputy Minister for International Trade as vice-chair. It meets at least four times a year. Membership includes three Assistant Deputy Ministers and the Chief Audit Executive of the Office of the Inspector General. Others from inside and outside the department attend meetings as requested.

Common services supplied by the department to partners at missions abroad are overseen by three committees. The **ADM Committee for Common Services Abroad** is responsible for governance and strategic direction of these services. The interdepartmental **DG Committee for Common Services Abroad** decides on general principles and application of the Interdepartmental Memorandum of Understanding (MOU) on Operations and Support at Missions Abroad. The director-level **Interdepartmental Working Group for Common Services Abroad** decides on day-to-day operational issues and serves as the first level of dispute resolution under the MOU. In addition, the **Committee on Representation Abroad (CORA)** discusses proposed position changes at missions abroad and makes recommendations to Executive Committee or Management Committee.

By using formal and informal means of decision making, the department increases its organizational agility in addressing unforeseen and/or rapidly changing issues and events such as the evacuation of Canadians from Lebanon in the summer of 2006.

1.6.2 Accountability for Program Activities

The following table identifies the senior manager primarily responsible for each of the department's program activities.

Program Activity	Primary Accountability
Strategic Policy and Planning	Strategic Policy and Planning ADM
International Security	International Security and Political Director ADM
Global Issues	Global Issues ADM
Bilateral Relations	Bilateral Relations ADM / North America ADM
Protocol	Office of Protocol DG
Trade Policy and Negotiations	Trade Policy and Negotiations ADM
World Markets/Commercial Relations	Global Operations ADM
International Business Development	Global Operations ADM
Promotion of Foreign Direct Investment and S&T Cooperation	Investment, Innovation and Sectors ADM
Common Services and Infrastructure (Support from Headquarters and Missions Abroad)	Corporate Services ADM / Human Resources ADM / Bilateral Relations ADM / North America ADM
Consular Affairs	North America ADM (Consular Affairs DG)
Passport Canada Special Operating Agency (Revolving Fund and Appropriated Funds)	Passport Canada CEO

1.7 Our Annual Planning Cycle and Performance Monitoring Tools

Annual planning begins in summer when the department's formal decision-making committees identify strategic priorities that comply with—and complement—those of the government as a whole. In late fall/early winter, the department prepares annual business plans (i.e. branch and bureau plans as well as country-specific and multilateral strategies). As part of its business planning, expected outcomes from branch, bureau and mission activities are set out and specific performance indicators corresponding to each expected outcome are identified.

The country and multilateral strategies recognize the all-of-government role played by missions abroad as well as the need to make Canada's activities therein more cohesive. They provide heads of mission with clear guidance and resource allocations. Missions also prepare specific business plans related to the department's important commercial program.

The department's human resources planning—critical to an organization as large and diverse as DFAIT—is closely linked to its business planning. The department collects highly specific information related to human resources through its annual business planning process. This information is used to guide recruitment in response to clearly identified needs.

Once approved by senior managers, the business plans are used to guide preparation of mandate letters and performance management agreements for heads of mission and senior executives. Thereafter, managers throughout the department develop performance agreements for all staff, in accordance with the Performance Management Program.

The department uses its approved business plans as the basic material for its *Report on Plans and Priorities*. Performance information related to the identified plans is contained in the corresponding *Departmental Performance Report*.

1.7.1 Our Performance Monitoring Tools

In assessing its performance, the department makes use of a number of specific tools.

First, the Management Accountability Framework (MAF) identifies 10 expectations for Public Service managers on issues such as governance, strategic direction and citizen-focused service. The MAF is aligned with the government-wide planning and reporting cycle. Through Treasury Board Secretariat's annual MAF assessment, this department works closely with central agencies to identify its management strengths and weaknesses, using MAF indicators (http://www.tbs-sct.gc.ca/maf-crg/indicators-indicateurs/indicators-indicateurs_e.asp). This process provides invaluable feedback for the department to use in strengthening its performance and providing greater results for Canadians.

Second, the department's Strategic Planning Framework, which is based on the business plans of the branches, bureaus and missions, specifies broad priorities and one- to three-year outcomes with associated performance indicators. It is reviewed to incorporate progress achieved and to reflect changing circumstances and priorities. Other key tools used to monitor and assess performance are the department's RMAFs (Results-based Management and Accountability Frameworks) and RBAFs (Risk-based Audit Frameworks), as well as recent audits of operations at headquarters and missions abroad.

Performance indicators, which link with the department's strategic priorities, are discussed in more detail in Section II of this report. The department uses both qualitative and quantitative indicators, given the broad scope of its mandate and activities.

A detailed assessment of the department's performance in implementing the plans and priorities outlined in this report will be available in its 2007-2008 *Departmental Performance Report*.

1.8 Our Planned Spending

1.8.1 Financial Resource Utilization

Financial Resources (\$ millions)			
Year	2007-2008	2008-2009	2009-2010
Total Planned Spending	2,832.7	2,787.2	2,727.4

The budget of the department is allocated through Main and Supplementary Estimates approved by Parliament. Details on total planned spending for each of the department's program activities can be found in Section II of this report.

1.8.2 Human Resource Utilization

The department remains committed to building a bilingual, culturally diverse, gender-balanced and innovative workforce that more fully reflects Canadian society as a whole. The department is also working to address the gap in resources for a number of its key occupational groups.

Human Resources (FTEs)			
Year	2007-2008	2008-2009	2009-2010
FTEs	11,371	11,405	11,430

FTEs refer to full-time equivalents—the human resources required to sustain an average level of employment over 12 months, based on a 37.5-hour work week.

The department's workforce is made up of three separate groups. First, there are Canada-based rotational staff, mainly composed of Foreign Service officers, administrative support employees and information technology specialists who relocate regularly between headquarters and Canada's missions abroad. Second, non-rotational staff work primarily at headquarters. Third, locally engaged staff work at missions abroad.

Details on the FTEs allocated to each program activity are available in Section II of this report.

Section II Our Plans and Priorities in Greater Detail

2.1 Our Strategic Outcomes and Supporting Program Activities

Planned Spending					
	Expected Results*	2007-2008	2008-2009	2009-2010	Contributes to the following priorities
Strategic Outcome 1	Canada's Interests Are Advanced Internationally: in partnership with Canadians, Canada and its values are projected to the world, Canada's interests are pursued abroad and Canadians are better able to interpret the world.				
Strategic Policy and Planning	Leading the formulation of Canada's overall foreign policy and commercial strategy and the interdepartmental development of all-of-government strategies, including public diplomacy.	36.4	35.7	35.7	1,4,6
International Security	Integrating, advocating and advancing Canada's international security interests, bilaterally and multilaterally, as well as managing and implementing the department's policy and programming responsibilities with respect to security and intelligence.	373.0	357.6	320.5	1,3,4,6
Global Issues	Advocating a stronger and more effective multilateral system, capable of addressing Canada's interests in global issues, in particular international economic relations and development, environment and sustainable development, and human rights and human security.	496.2	519.2	488.7	1,2,3,4,6
Bilateral Relations	Conducting and promoting Canada's bilateral diplomatic relations in Canada and abroad.	163.4	144.1	144.2	1,2,3,4,5,6
Protocol	Managing and facilitating the presence of foreign diplomats in Canada, as well as planning and leading official travel by the Governor General, the Prime Minister, ministers of the portfolio and all official diplomatic events.	40.9	40.2	40.2	2,5,6
Strategic Outcome 2	Canada's Commercial Interests Are Advanced Internationally, both in Canada and abroad, in collaboration with Canadian business and other stakeholders.				

* The Treasury Board approved the departmental Strategic Outcomes/Program Activities and associated descriptions on August 1, 2006. They are interim in nature, pending the development of a revised PAA, which will reflect the department's reintegration.

Trade Policy and Negotiations	Analyzing, negotiating, advocating and representing Canada's international economic and commercial interests in Canada and abroad, in consultation with stakeholders.	58.1	43.9	44.0	1,2,3,4,5,6
World Markets/ Commercial Relations	Integrating Canada's economic, trade, investment, and science and technology interests at the regional and bilateral level, and managing commercial interests.	48.7	48.0	48.0	2,5,6
International Business Development	Managing and delivering international business services to Canadians.	737.1	770.3	779.1	2,5
Promotion of Foreign Direct Investment and S&T Cooperation	Attracting, retaining and expanding foreign direct investment in Canada.	17.2	17.9	18.5	2,5,6
Strategic Outcome 3	Government of Canada Is Served Abroad: the Government of Canada delivers its programs and achieves its results in a secure environment through cost-effective and efficient services and infrastructure at Canada's missions abroad.				
Common Services and Infrastructure (support from headquarters and missions abroad)	Managing and delivering headquarters- and mission-provided common services to government programs and partners operating abroad.	819.0	763.8	762.4	6
Strategic Outcome 4	Canadians Are Served Abroad: Canadians travelling and living abroad are provided with effective assistance, guidance, advice and services for their travel documents and consular needs.				
Consular Affairs	Managing and delivering consular services to Canadians.	47.3	46.8	46.9	5
Passport Canada Special Operating Agency (Revolving Fund and Appropriated Funds)	Managing and delivering passport services to Canadians through use of the Passport Revolving Fund as well as other funding arrangements.	233.1	259.8	246.2	5

2.1.1 Canada's Interests Are Advanced Internationally

2.1.1.1 Program Activity: Strategic Policy and Planning

2.1.1.1.1 Description of Strategic Policy and Planning Program Activity

Plans and Priorities for the Strategic Policy and Planning Program Activity

This program activity contributes to the following departmental priorities:

- A safer, more secure and prosperous Canada within a strengthened North American partnership.
- Accountable and consistent use of the multilateral system to deliver results on global issues of concern to Canadians.
- Better alignment of departmental resources (human, financial, physical and technological) in support of international policy objectives and program delivery both at home and abroad.

Priority 1: A safer, more secure and prosperous Canada within a strengthened North American partnership.

Outcome: More coherent and strategic Canadian policy approaches and initiatives, making more effective use of Canada's limited resources and influence to effect change that promotes Canadian security and prosperity.

Outputs/Activities:

- Provide strategic policy advice and research on key and emerging issues relevant to the formulation and conduct of Canada's international policies and relations, and offer services related to the history of the department and of Canadian foreign policy.
- Facilitate policy dialogue and consultation, planning talks with other governments in order to foster the exchange of strategic policy thinking and innovation.
- Support coherence across government in promoting approaches that further Canadian values abroad, working within the department, interdepartmentally and with key stakeholder groups outside of government. In 2007-2008, policy work will include a focus on energy, religion and geopolitics, and democracy promotion.
- Lead the coordination of provincial and territorial interests to inform the articulation and implementation of Canadian foreign policy with a whole-of-Canada approach. This is achieved, in part, through consultations, meetings and conferences with the provinces and territories to develop coordinated Canadian positions on key foreign policy issues, specifically North American issues, the reflection of appropriate provincial and territorial views in international positions, and participation of representatives from the provinces and territories as members of Canadian delegations to relevant international meetings in which they have a direct interest.

Outcome: Increased public and senior governmental official understanding of the importance and impact of trade and investment performance and policy on the Canadian economy and to Canadian standards of living.

Outputs/Activities:

- Produce the annual *State of Trade* publication, a report card on Canadian international trade and investment performance, which highlights the key domestic and international developments of the latest full calendar year, and relates and explains those developments to observed trade, investment and general economic performance. The department also produces the *Trade Policy Research* annual publication on trade-related research and analysis undertaken within and on behalf of the department over the preceding year, the monthly *Merchandise Trade Data Release*, which briefs senior management and the Minister on the latest merchandise trade statistics released by Statistics Canada, and "Pocket Facts," which provides a quick reference for commonly used statistics and contributes to ensuring that trade-related policy development activities are informed and supported by sound economic data and analysis to promote Canadian competitiveness and prosperity in the global market.

Outcome: Improved third-party platforms to build common strengths among North American stakeholders.

Outputs/Activities:

- Foster relationships with academic, cultural and other non-governmental stakeholders in North America (and around the world) to support the projection of an accurate and positive image of Canada abroad toward strengthened bilateral relationships.
- Provide support for the Canada-United States Fulbright Program and support for Canadian Studies programs in the United States, Mexico and the world, as well as support for the creation of academic linkages and student mobility. The department will be expanding international youth exchanges with the United States and Mexico in 2007-2008. In order to build markets for Canadian culture and to enhance Canada's reach and visibility as a partner of choice, the department provides grants to Canadian artists and cultural groups to support tours in the United States, Mexico and the G8 countries, as well as to Canadian arts festivals bringing foreign buyers to Canada. The department will implement targeted promotional programming through a global commerce strategy and by leveraging the Vancouver 2010 Olympics. In the same context, to strengthen the estimated \$5 billion in economic benefits linked to the presence of international students in Canada and to forge linkages with future leaders, the Edu-Canada unit will promote Canada as a study destination.

Priority 4: Accountable and consistent use of the multilateral system to deliver results on global issues of concern to Canadians.

Outcome: More effective multilateral cooperation within the G8 and other international organizations to advance key Canadian interests and values.

Outputs/Activities:

- Provide direct support for the G8 Foreign Ministers' and Political Directors' processes, and play a leadership role in advancing issues and new initiatives to promote Canadian values globally, providing direct support to, and policy recommendations for, the Political Director on international matters of high and urgent priority. The department leads the coordination of Canadian positions on G8 political and international security issues. It also acts as Secretariat to the G8 Political Directors' and Foreign Ministers' meetings.
- As the focal point within the Government of Canada for international cooperation in the field of education and human resources development, the department partners with the provinces and territories, as well as with other federal departments, to advance Canadian objectives in international education forums, including the OECD, UNESCO and the Commonwealth. It furthers the objectives of the Commonwealth, specifically as they relate to the government's Official Development Assistance

agenda. It will continue to support the department of Canadian Heritage in the advancement of the UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions via ongoing strategic use of our missions abroad. To ensure Canada speaks with an effective and united voice in multilateral forums, the department works with the provinces and territories to enhance the ways in which their interests may be reflected in the positions Canada takes in multilateral bodies and negotiations and in Canadian delegations.

Priority 6: Better alignment of departmental resources (human, financial, physical and technological) in support of international policy objectives and program delivery both at home and abroad.

Outcome: More timely decision making as well as better communication, coordination and alignment of departmental plans against resources and accountability for results.

Outputs/Activities:

- Contribute to strengthening the department's capacity to communicate departmental plans, priorities and policies more coherently and effectively to a variety of key audiences, both externally (Parliament, Cabinet, central agencies and the Canadian public at large) and internally (corporate-wide within DFAIT).
- Provide leadership in the department's strategic planning and direct support to its corporate governance (i.e. decision making and accountability). Over the course of 2007-2008, the department will develop a new Program Activity Architecture (PAA) and a performance monitoring framework against the PAA. This PAA will enable the department to have an integrated management and resources structure that will underpin and be the foundation of future planning and corporate resourcing efforts.

Outcome: Parliamentarians, Canadians and other key stakeholders are better informed in regard to the plans and priorities of the department and its accomplishments against these plans and priorities.

Outputs/Activities:

- The yearly production of the *Report on Plans and Priorities* and the corresponding *Departmental Performance Report*. As these reports are driven by the yearly business planning process, improvements in business planning information should lead to better reports. It will also allow the department to contribute to ongoing departmental discussions on representation abroad.

Outcome: The department's international public diplomacy and domestic engagement activities are more strategic and better aligned, and ensure coherent messaging to advance Canadian interests and values abroad, reinforce the department's and the government's foreign policy priorities, and enhance Canadians' awareness of these priorities.

Outputs/Activities:

- Define the orientation of core public diplomacy programs to advance Canada's international policy in targeted countries and regions. Accompanying this will be further development of measurement and reporting requirements for missions abroad and improved benchmarks related to public diplomacy efforts. These will cover themes key to the advancement of Canadian international interests and target countries and regions. DFAIT will also consult with colleagues in the department and partner departments toward building a departmental strategy for domestic outreach. It will analyze and report on department-wide outreach initiatives to ensure regional balance, coherent and consistent messaging and appropriate reach to target audiences. It will continue delivery of cost-effective outreach tools, such as the departmental Speaker's Program and the International Policy website, which includes feature interviews and interactive e-discussions on major foreign policy themes.

Performance Measurement Strategy and Performance Indicators

Strategic Priority 1: A safer, more secure and prosperous Canada within a strengthened North American partnership.	
Key Priority Indicators:	
1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> • More coherent and strategic Canadian policy approaches and initiatives, making more effective use of Canada’s limited resources and influence to effect change that promotes Canadian security and prosperity. • Increased public and senior governmental official understanding of the importance and impact of trade and investment performance and policy on the Canadian economy and to Canadian standards of living. • Improved third-party platforms to build common strengths among North American stakeholders. 	<ul style="list-style-type: none"> • Support for DFAIT in central agencies and Cabinet committees; DFAIT’s reputation for innovative policy leadership on the global stage, bilaterally and multilaterally, as reflected in press coverage or academic or other commentary; extent of discussion of policy planning talks at departmental committees and among senior management; extent to which departmental policy and programming products reflect government priorities; extent to which DFAIT work on foreign policy priorities is reflected in the international policy work of other departments and the central agencies; extent to which provinces and territories are consulted and their views considered in the development of Canadian positions. • Whether <i>State of Trade</i> report release is high profile (e.g. tabled in House of Commons or released at Chamber of Commerce trade event) or low profile; number of hits on the <i>State of Trade</i> website, percentage of hard copies of the report distributed relative to number of copies printed; number of hits on the Trade Policy Research report website; number of hits on “Pocket Facts” website; number of Pocket Facts mailed out. • Number of study awards granted to Canadian, American and Mexican students; number of American and Mexican students in Canada; number of Canadian, American and Mexican students in youth exchange programs; number of international students in Canada; number of studies and conferences addressing North American issues; number of artists and amount of grants to artists touring the United States and Mexico; number of grant-supported American and Mexican buyers attending Canadian festivals.

Strategic Priority 4: Accountable and consistent use of the multilateral system to deliver results on global issues of concern to Canadians.	
Key Priority Indicators:	
1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> • More effective multilateral cooperation within the G8 and other international organizations to advance key Canadian interests and values. 	<ul style="list-style-type: none"> • Number of Canadian initiatives put forward in the G8 and elsewhere and the degree of acceptance they enjoy; extent of Canadian involvement in furthering the agenda of the G8 chair through participation in drafting or editing G8 documents; number of scholarships and continuing linkages to Commonwealth countries; number of university/college linkages created through scholarship programs; number of exchanges for co-op and other internship programs between developing countries and Canada; extent to which provinces and territories are consulted and their views are considered in the development of Canadian positions.
Strategic Priority 6: Better alignment of departmental resources (human, financial, physical and technological) in support of international policy objectives and program delivery both at home and abroad.	
Key Priority Indicators:	
1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> • More timely decision making as well as better communication, coordination and alignment of departmental plans against resources and accountability for results. • Parliamentarians, Canadians and other key stakeholders are better informed in regard to the plans and priorities of the department and its accomplishments against these plans and priorities. • The department's international public diplomacy and domestic engagement activities are more strategic, better aligned and ensure coherent messaging so as to advance Canadian interests and values abroad, reinforce the department's and the government's foreign policy 	<ul style="list-style-type: none"> • Level of satisfaction of senior managers with branch activities; level of satisfaction of stakeholders with DFAIT strategic communications; extent to which accountabilities of senior officials and internal decision-making structures are aligned to the organization's strategic outcomes; extent to which the organization's Strategic Outcomes and Program Activity Architecture are consistent with its mandate. • Extent to which DFAIT's <i>Report on Plans and Priorities</i> (RPP) and <i>Departmental Performance Report</i> (DPR) are aligned and based on the approved Management, Resources and Results Structure Policy; extent to which clear and integrated performance expectations in the RPP are tracked and reported in the DPR; level of satisfaction of the Prime Minister and of the Minister and Deputy Minister with the quality,

<p>priorities, and enhance Canadians' awareness of these priorities.</p>	<p>coherence and effectiveness of strategic messaging through speeches, articles and other communications material prepared by the department.</p> <ul style="list-style-type: none"> • Concentration of public diplomacy programming in key areas of focus; positive partner and departmental feedback on program revisions; departmental Domestic Outreach Strategy approved by Management Committee; development of two or three key thematic outreach strategies to focus on current governmental foreign policy priorities (e.g. Afghanistan); number of speaking tours organized; amount of media coverage resulting from speaking tours; number of hits and number of submissions to the International Policy website.
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Financial and Human Resources

Financial Resources (\$ millions)			
Year	2007-2008	2008-2009	2009-2010
Total Planned Spending	36.4	35.7	35.7

Human Resources (FTEs)			
Year	2007-2008	2008-2009	2009-2010
FTEs	183	183	183

2.1.1.2 Program Activity: International Security

2.1.1.2.1 Description of International Security Program Activity

Plans and Priorities for the International Security Program Activity

This program activity contributes to the following departmental priorities:

- A safer, more secure and prosperous Canada within a strengthened North American partnership.
- Greater international support for freedom and security, democracy, rule of law, human rights and environmental stewardship.
- Accountable and consistent use of the multilateral system to deliver results on global issues of concern to Canadians.
- Better alignment of departmental resources (human, financial, physical and technological) in support of international policy objectives and program delivery both at home and abroad.

Priority 1: A safer, more secure and prosperous Canada within a strengthened North American partnership.

Outcome: Enhanced security for North Americans through strengthened cooperation on border, transboundary, defence, security and intelligence issues.

Outputs/Activities:

- Ensure a seamless Canada-United States defence and security architecture, including a more effective Permanent Joint Board on Defence, by providing leadership in the dialogue with the Department of National Defence (DND), Privy Council Office (PCO) and other agencies on the evolving bilateral defence and security relationship with the United States; cooperating with the United States on security and defence issues; working to strengthen NORAD's connections to other defence and security agencies; and collaborating with partners in the intelligence communities.
- Ensure Canadian preparedness for security and defence crises in North America by developing interdepartmental mechanisms for effective Canadian responses to catastrophic crises impacting North America.
- Develop joint projects and assessments, information-sharing with American defence, security and intelligence communities, including a focus on counterterrorism, crime and drugs. The department will undertake close collaboration with partners in the United States defence, security and intelligence communities. It will provide intelligence support; manage delivery of the Global Security Reporting Program; implement agreed action items from the September 2006 Bilateral Consultative Group on Counterterrorism; lead in the annual meeting of the interdepartmental Bilateral Consultative Group on Countering Terrorism (with the United States and ad hoc experts' groups, for example on bioterrorism).
- Foster a deeper Canada-United States-Mexico partnership in security, defence and the campaign against terrorism, crime and drugs. For 2007-2008, efforts will focus on bilateral cooperation with Mexico on security issues, including public safety. Where feasible, enhanced trilateral security cooperation will be explored through meetings of trilateral working groups on implementing the Security and Prosperity Partnership and through senior-level Canadian participation in United States-initiated multilateral counterterrorism exercises that include Mexico.
- Seek greater American and Mexican support for Canadian initiatives in the continental and international realm through political, military and security consultations with the United States and Mexico.
- Update intergovernmental agreements between Canada and the United States governing cross-border bilateral cooperation through negotiations and the development and exercise of response plans to emergencies in Canada and the United States.

Priority 3: Greater international support for freedom and security, democracy, rule of law, human rights and environmental stewardship.

Outcome: Increased security, stabilization, reconstruction and strengthened governance in Afghanistan.

Outputs/Activities: Participate with partner departments in the Kandahar Provincial Reconstruction Team (PRT) to extend Afghan National Government authority in Kandahar province, support security sector reform and strengthen institutions of government. These efforts will be enhanced through the funding and implementation of reconstruction and capacity-building projects in Afghanistan with a focus on Kandahar. These projects will help improve the capacity of Afghanistan National Security Forces. The department will seek strengthened commitments and support to Canadian operations and the Afghanistan mission by NATO and non-NATO allies, including fewer caveats on the use of military force. To achieve this, the department will work to ensure Canada's role in Afghanistan receives United States recognition bilaterally, at NATO and in the G8. Public diplomacy will be used in Afghanistan and in Canada to contribute to the goals of the Afghan mission. Canada will continue efforts to focus international attention on Afghanistan bilaterally and across multilateral forums (UN, UN Commission on Human Rights, G8, World Bank); will work to increase support from and better coordination with non-

NATO countries (EU, UN) in support of the Government of Afghanistan; and plans to host a visit of the NATO Secretary General in 2007.

Outcome: Prevent the further proliferation of nuclear weapons through strengthened international regimes.

Outputs/Activities:

- Develop a more coordinated and effective international response to the proliferation challenges posed by Iran, the Democratic People's Republic of Korea (DPRK) and United States-India cooperation.
- Strengthen international forums such as the International Atomic Energy Agency (IAEA) and Non-Proliferation Treaty (NPT) regime by participating in international supplier regimes to strengthen their effectiveness, engaging multilaterally and bilaterally in support of the IAEA, and providing funding to designated multilateral nuclear arms control and disarmament (NACD) organizations.
- Seek commitments to contain further proliferation of nuclear weapons in the UN, G8 and other governing bodies by promoting civil programs consistent with Canada's non-proliferation interests.
- Engage multilaterally and bilaterally to promote effective responses to the threat of proliferation from Iran and the DPRK; and aim to coordinate a Canadian response to probable changes in the NACD regime's relationship with India that takes into account non-proliferation, strategic and economic concerns.

Outcome: Further progress on Canadian initiatives related to chemical weapons destruction, national biosafety and security measures, and injurious weapons such as small arms and light weapons, cluster munitions and anti-personnel mines.

Outputs/Activities:

- Support development of new international instruments and mechanisms to address security threats related to conventional weapons.
- Continue work toward universalization of the Ottawa Convention and ensuring progress on the Arms Trade Treaty.
- Promote measures to ensure destruction of all chemical weapons held by the six possessor states by the April 29, 2012 deadline; and continue efforts leading toward approval and implementation of Regulations for the Biological and Toxin Weapons Convention Implementing Legislation.

Outcome: Effective cooperation with G8 partners on initiatives that respond to peace and security issues and crises.

Outputs/Activities:

- Actively participate in the G8 Foreign Ministers' and Political Directors' processes to advance issues and new initiatives that promote Canadian peace and security priorities.
- Continue to participate in ongoing consultations, joint planning and exercises to build improved global capacities for stabilization, reconstruction and peacekeeping as well as continue efforts to counter terrorism, crime and drugs.
- Explore bilateral security policy consultations with China, Russia, Germany and Sweden in the context of the G8 foreign ministers meeting. Canadian efforts are aimed at delivering strong G8 statements and initiatives in response to international issues and crises.

- Implement existing G8 commitments such as the work under way to eliminate and/or secure weapons and materials of mass destruction through delivery of the Global Partnership Program, which provides funding for threat reduction activities, research and redirection of former weapons scientists. Canada will encourage unilateral reductions on the part of nuclear weapons states, and will continue to support the NPT diplomatically and by linking peaceful-use programs to non-proliferation obligations.

Outcome: Timely, coordinated and cost-effective all-of-government responses to natural- and human-made crises in North America and abroad. The department will work to ensure improved capacity to respond to crises through agreement among federal departments on relevant protocols and their implementation via multilateral exercises.

Outputs/Activities:

- Pursue policy development, diplomacy, and contingency planning for new and emerging peace and security challenges; and participate in all-of-government initiatives such as the development of standard operating procedures and other efforts to enhance capacity for rapid response by federal agencies in Canada and in the field (e.g. contingency planning as part of security preparations for 2010 Winter Olympics).
- Fund practical and accountable Canadian projects through the Global Peace and Security Fund (GPSF) to support conflict prevention, crisis response, post-conflict peacebuilding, civilian protection and stabilization initiatives where Canadian interests and values are implicated (e.g. Sudan, Haiti and selected priority countries). Projects in this area will be enhanced by Canada's contribution to building international peacekeeping capacity and promoting compliance with international humanitarian law relative to the protection of civilians. This work will be assisted by intelligence products that support departmental and Government of Canada priorities in this area.

Outcome: Combat terrorism and international crime through strengthened international regimes and enhanced capacity of key partner developing states and a significantly improved international record for signature and ratification of key international counterterrorism and international crime instruments.

Outputs/Activities:

- Promote consensus on and implementation of standards and principles in countering terrorism and international crime in the G8 Roma/Lyon Group, through bilateral and multilateral political initiatives in key capitals, as well as advocacy in UN, functional and regional organizations.
- Lead efforts to implement UN conventions and protocols on transnational organized crime and corruption, including with additional Canadian resources.
- Deliver the Counter-Terrorism Capacity Building Program in concert with other donors as a way of providing threat-based counterterrorism capacity-building assistance to key partners through joint projects.
- Deliver the current Canadian Drug Strategy and related public safety programming and enhanced anti-corruption programming. Intelligence products will support departmental and Government of Canada priorities in this area.

Outcome: Pursue a more coherent, coordinated and effective international space policy.

Outputs/Activities:

- Develop a Canadian position on the Space Security Strategy and its adoption and implementation.

- Coordinate the implementation of the Remote Sensing Space System Act including establishment of the implementation unit and publication of final regulations.

Priority 4: Accountable and consistent use of the multilateral system to deliver results on global issues of concern to Canadians.

Outcome: Support efforts that lead to the enhanced capability of NATO, the Organization for Security and Cooperation in Europe (OSCE), the UN and its agencies, and other regional and functional organizations to deliver on key security, defence, crisis management, arms control and disarmament issues.

Outputs/Activities:

- Reform management and budgetary structures at NATO, the OSCE, UN bodies and other regional organizations to better reflect changing priorities by advocating modern management practices within these organizations; provide guidance and support to relevant missions abroad (e.g. representatives to NATO, the OSCE in Vienna, the United Nations offices in New York and Geneva, and the Organisation for the Prohibition of Chemical Weapons in The Hague); collaborate with like-minded delegations on the means to modernize multilateral NACD institutions; coordinate reform efforts with friends and allies; and participate in the UN First, Fourth and Sixth Committees (Disarmament and National Security, Special Political and Decolonization, and Legal committees).
- Ensure more effective coordination, including within the UN, on counterterrorism activities in support of the new Global Strategy on Counter-Terrorism. Key activities will involve advocacy, active participation and agenda setting of the G8 Summit process, Roma/Lyon, Inter-American Committee Against Terrorism, Inter-American Drug Abuse Control Commission, UN Counter-Terrorism Committee and Executive Directorate Task Force; APEC's Counter-Terrorism Task Force; and OSCE's anti-terrorism and anti-drug/corruption efforts. The department will also support the capacity of regional organizations such as the Organization of American States (OAS) and Economic Community of West African States (ECOWAS).
- Pursue efforts to ensure that agendas of key organizations such as those listed above more accurately reflect current security concerns, including public safety threats and Canadian perspectives. The department will provide support for increased use of results-based management approaches to ensure value for money in relevant multilateral organizations, including provision of relevant Canadian expertise.

Priority 6: Better alignment of departmental resources (human, financial, physical and technological) in support of international policy objectives and program delivery both at home and abroad.

Outcome: Greater policy, program and project management capacity, with support from corporate services, for both headquarters and missions abroad in keeping with the priority attached to the security, peace support and crisis management files.

Outputs/Activities:

- Provide a more secure environment for staff working in high-risk missions and increase their level of security awareness. The department will manage and deliver personnel, physical, information and technical security and intelligence responsibilities (including inspections and training) at headquarters and missions abroad; and pending funding approval, will implement Mission Security Strategy Phase 2 beginning with missions most at risk.
- Provide required human resources advice, analysis, recruitment, retention and training strategies to address urgent needs and HR planning requirements.

- Implement modern comptrollership initiatives. Key deliverables will include a branch-level results-based management strategy, an Integrated Risk Management Strategy and a branch-level Program Delivery Framework.
- Work to integrate financial management systems including development of guidelines, procedures, tools and templates for financial control, reporting and cash management.

Performance Measurement Strategy and Performance Indicators

Strategic Priority 1: A safer, more secure and prosperous Canada within a strengthened North American partnership.	
Key Priority Indicators:	
1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> • Enhanced security for North Americans through strengthened cooperation on border, transboundary, defence, security and intelligence issues. 	<ul style="list-style-type: none"> • Canadian security efforts are acknowledged and viewed in positive terms in formal United States documents; number and scope of agreements and joint initiatives reached with the United States and Mexico on border, transboundary, defence, security and intelligence issues, including counterterrorism, crime and drugs.
Strategic Priority 3: Greater international support for freedom and security, democracy, rule of law, human rights and environmental stewardship.	
Key Priority Indicators:	
1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> • Increased security, stabilization, reconstruction and strengthened governance in Afghanistan. • Prevent the further proliferation of nuclear weapons through strengthened international regimes. • Further progress on Canadian initiatives related to chemical weapons destruction, national biosafety and security measures, and injurious weapons such as small arms and light weapons, cluster munitions and anti-personnel mines. • Effective cooperation with G8 partners on initiatives that respond to peace and security issues and crises. Active participation in the G8 Foreign 	<ul style="list-style-type: none"> • Number of Afghan police and security forces trained and equipped through GPSF funding; number of types of capacity-building projects delivered to support improvements in justice, counter-narcotics and counterterrorism sectors; number of countries contributing troops to Afghanistan and including fewer caveats on using their military force. • Level of funding and types of initiatives supported to prevent the further proliferation of nuclear weapons through strengthened international regimes; number and types of preventive measures developed to respond to the threat of proliferation from Iran and the DPRK; level of agreement on new Canadian policy on India that takes into account non-proliferation, strategic and economic concerns.

<p>Ministers' and Political Directors' processes will be used to advance issues and new initiatives that promote Canadian peace and security priorities.</p> <ul style="list-style-type: none"> • Timely, coordinated and cost-effective all-of-government responses to natural and human-made crises in North America and abroad. The department will work to ensure improved capacity to respond to crises through agreement among federal departments on relevant protocols and their implementation via multilateral exercises. • Combat terrorism and international crime through strengthened international regimes and enhanced capacity of key partner developing states and a significantly improved international record for signature and ratification of key international counterterrorism and international crime instruments. • Pursue a more coherent, coordinated and effective international space policy. • Support efforts that lead to the enhanced capability of NATO, the OSCE, the UN and its agencies, and other regional and functional organizations to deliver on key security, defence, crisis management, arms control and disarmament issues. • Greater policy, program and project management capacity, with support from corporate services, for both headquarters and missions abroad in keeping with the priority attached to the security, peace support and crisis management files. 	<ul style="list-style-type: none"> • Progress on universalization of the Ottawa Treaty and progress on the Arms Trade Treaty; extent to which there is progress on universalization of the Chemical Weapons Convention and Biological and Toxin Weapons Convention; Russia begins to show dramatic increase from present 6 percent level of stockpiles destroyed, United States shows steady progress from present 38 percent level of stockpiles destroyed; Part 1 of regulations published by June 2007. • Amendment of federal law on chemical weapons is passed by Parliament, ready to be proclaimed in force once regulations are prepared. • Extent to which Canadian positions are adopted by G8 partners; increased number of international projects in nuclear security, chemical weapons destruction, biological security, and non-proliferation and redirection of former weapons scientists with partners (e.g. G8, Russia, Kyrgyz Republic). Reductions of weapons and materials of mass destruction. • Number of new partnerships and mechanisms implemented to improve planning, monitoring and control, evaluations of joint action, sharing of lessons learned; number of plans, procedures and projects to improve international performance in the area of peace and security; number and types of projects funded by the GPSF; quantitative indicators and client feedback on intelligence support and Global Security Reporting Program funding. • Comprehensive Convention on International Terrorism is still a viable text; UN internal coordination on counterterrorism improved; implementation under way of UN Convention Against Corruption and UN Convention Against Transnational Organized Crime commitments; number of projects demonstrating changes to counterterrorism policies, practices, plans, legislation and regulations as a result of Canadian funding and intervention; quantitative indicators and client feedback on intelligence support and Global Security Reporting Program reporting. • Revitalized interdepartmental committee working together on agreed goals; all requirements in place for commercial entity to proceed with launch of Radasat 2 in early 2007; implementation unit fully operational by June 2007.
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Strategic Priority 4: Accountable and consistent use of the multilateral system to deliver results on global issues of concern to Canadians.	
Key Priority Indicators:	
1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> Support efforts that lead to the enhanced capability of NATO, the OSCE, the UN and its agencies, and other regional and functional organizations to deliver on key security, defence, crisis management, arms control and disarmament issues. 	<ul style="list-style-type: none"> Number and examples of types of reforms undertaken to improve management and budgetary structures at NATO, OSCE, UN and regional organizations; number of examples of collaborative reform efforts.
Strategic Priority 6: Better alignment of departmental resources (human, financial, physical and technological) in support of international policy objectives and program delivery both at home and abroad.	
Key Priority Indicators:	
1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> Greater policy, program and project management capacity, with support from corporate services, for both headquarters and missions abroad in keeping with the priority attached to the security, peace support and crisis management files. 	<ul style="list-style-type: none"> Extent to which HR vacancies are filled; assessments of comptrollership and management capacity and practices in ongoing audits and evaluations; successful integration of legal advice into program delivery; availability and quality of performance and financial information for planning and reporting purposes; number and types of security inspections at missions abroad; number and types of training offered to staff at missions abroad.

Financial and Human Resources

Financial Resources (\$ millions)			
Year	2007-2008	2008-2009	2009-2010
Total Planned Spending	373.3	357.6	320.5
Human Resources (FTEs)			
Year	2007-2008	2008-2009	2009-2010
FTEs	370	390	410

2.1.1.3 Program Activity: Global Issues

2.1.1.3.1 Description of Global Issues Program Activity

Plans and Priorities for the Global Issues Program Activity

This program activity contributes to the following departmental priorities:

- A safer, more secure and prosperous Canada within a strengthened North American partnership.
- Greater economic competitiveness for Canada through enhanced commercial engagement, secure market access and targeted support for Canadian business.
- Greater international support for freedom and security, democracy, rule of law, human rights and environmental stewardship.
- Accountable and consistent use of the multilateral system to deliver results on global issues of concern to Canadians.
- Better alignment of departmental resources (human, financial, physical and technological) in support of international policy objectives and program delivery both at home and abroad.

Priority 1: A safer, more secure and prosperous Canada within a strengthened North American partnership.

Outcome: Increase North American capability in dealing with pandemic outbreaks and health crises.

Outputs/Activities:

- Work with partner departments in the development of a North American Avian and Pandemic Influenza Plan, which will provide strategic direction to the government; address the human health elements of pandemic influenza; provide the basic structure and mechanisms for trilateral emergency coordination and risk communication; provide collaborative measures to ensure a successful North American border containment strategy; and outline a North American approach to ensuring that critical infrastructure and essential systems function properly within and across borders during an influenza pandemic.

Priority 2: Greater economic competitiveness for Canada through enhanced commercial engagement, secure market access and targeted support for Canadian business.

Outcome: Ensure greater market access for Canada by working to develop global norms on corporate social responsibility (CSR) and environmental stewardship, and helping Canadian companies to achieve them.

Outputs/Activities:

- Develop further the prospect of a legally binding instrument on sustainable forest management interdepartmentally, domestically and internationally.
- Following up on the industry and NGO roundtables held at the request of the Standing Committee on Foreign Affairs and International Trade, develop and implement a policy on corporate social responsibility.

Outcome: Canada's economic competitiveness is enhanced by working with partner countries in relevant multilateral organizations.

Outputs/Activities:

- Ensure OECD policy research (including fiscal, regulatory, labour market, innovation, investment and trade), peer reviews, benchmarking and guidelines reflect Canadian priorities and support Canadian public policy development.
- Advance APEC work on trade liberalization and facilitation.

Priority 3: Greater international support for freedom and security, democracy, rule of law, human rights and environmental stewardship.

Outcome: Develop strategies for the government to advance its Throne Speech commitments regarding freedom, democracy, human rights and the rule of law.

Outputs/Activities:

- Develop a proactive human rights strategy, including reference to women's rights, for the government that provides a broad policy framework for our diplomacy on specific country cases of concern and within multilateral forums. Particular attention will be paid to the newly created Human Rights Council to work toward developing an effective institution.
- Building upon the work of the new Democracy Unit, develop a proactive democracy promotion strategy for the government. This strategy should align Canada's governmental and non-governmental democracy promotion tools and will be pursued with other democratic partners at both the regional and country-specific level.
- Advance a coherent humanitarian affairs agenda, with particular attention to promoting the legal and physical protection of civilians in armed conflict.
- Effectively advocate Canada's position on international indigenous rights instruments at the UN and the OAS.

Outcome: Canada demonstrates its commitment in international forums to promoting the rule of law and ending impunity for war crimes, crimes against humanity and genocide.

Outputs/Activities:

- Provide policy and financial support for the International Criminal Court and UN criminal tribunals for the former Yugoslavia, Rwanda and Sierra Leone and legal advice on international human rights in general.
- Complete the analysis at the federal level of the legal and policy implications of Canadian ratification of the new International Convention on the Rights of Persons with Disabilities in order to advise decision makers.

Outcome: Increase the impact and effectiveness of the International Assistance Envelope (IAE) in advancing the government's foreign policy, development and security agendas.

Outputs/Activities:

- Continue to strengthen the coordination, prioritization, effectiveness and accountability of the IAE with

key interdepartmental partners (CIDA, Finance, Treasury Board Secretariat and PCO), ensuring coherence with the advancement of Canadian foreign policy objectives.

- Allocate and prioritize annual IAE growth, working with key interdepartmental partners, in line with the government's foreign policy, development and security priorities.

Outcome: Improved application by foreign governments of their obligations under the Hague Convention on the Civil Aspects of International Child Abduction, including progress on the development of a Best Practice Guide for enforcement of Return Orders under the Hague Convention.

Outputs/Activities:

- Provide legal advice on negotiations and implementation of an international agreement on child abduction.

Outcome: Ensure that Canada's environmental stewardship goals and priorities are reflected in international agreements and treaties.

Outputs/Activities:

- Ensure that the government's new Clean Air Policy is reflected in international negotiations on climate change, in particular ensuring greater recognition that the next climate change regime must include measurable commitments by all major emitter countries.

Priority 4: Accountable and consistent use of the multilateral system to deliver results on global issues of concern to Canadians.

Outcome: Implement an approach toward results-based multilateralism that emphasizes effectiveness and accountability in the multilateral organizations to which Canada belongs.

Outputs/Activities:

- Reinforce and advance strategic objectives and priorities to guide our participation in the UN, G8, OECD, APEC, Commonwealth, La Francophonie and the Arctic Council.
- Support effective participation by the PM and ministers in the relevant summit and ministerial meetings of these organizations, leading to firm outcomes that advance Canadian interests.

Outcome: Deliver a successful Francophonie Summit in Quebec City in 2008, which meets the needs of the federal and provincial governments as well as those of other member states in La Francophonie.

Outputs/Activities:

- Negotiate an agreement with Quebec and New Brunswick outlining the logistics and responsibilities of hosting the conference.
- Develop a coordinated Canadian position on the content of the summit, notably on the theme and potential outcomes.

Outcome: Amendments to the Northwest Atlantic Fisheries Organization (NAFO) Convention are agreed and progress is made on Canadian adherence. Progress is made on concluding a South Pacific Regional Fisheries Convention and the Western and Central Pacific Fisheries Convention is implemented.

Outputs/Activities:

- Contribute to reform of the NAFO and conclusion of other new or reformed regional fisheries management agreements, human rights initiatives, and environmental agreements and initiatives.

Priority 6: Better alignment of departmental resources (human, financial, physical and technological) in support of international policy objectives and program delivery both at home and abroad.

Outcome: Align the department to better respond to emerging international issues, the government’s new foreign policy priorities and the information needs of the government.

Outputs/Activities:

- Improve DFAIT capacity to provide high-quality and policy-relevant economic and energy security analysis.
- Implement multilateral mission plans and multilateral head of mission (HOM) mandate letters for our multilateral missions.
- Identify how departmental resources can address government priorities that are not currently a focus for work in the department, in particular around an international rule of law agenda.

Performance Measurement Strategy and Performance Indicators

Strategic Priority 1: A safer, more secure and prosperous Canada within a strengthened North American partnership.	
Key Priority Indicators:	
1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> • Increase North American capability in dealing with pandemic outbreaks and health crises. 	<ul style="list-style-type: none"> • Endorsement of a North American Avian and Pandemic Influenza Plan by leaders.
Strategic Priority 2: Greater economic competitiveness for Canada through enhanced commercial engagement, secure market access and targeted support for Canadian business.	
Key Priority Indicators:	
1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> • Ensure greater market access for Canada by working to develop global norms on corporate social responsibility and environmental stewardship, and helping Canadian companies to achieve them. 	<ul style="list-style-type: none"> • Following further consultations interdepartmentally and with stakeholders, provinces and like-minded countries, the final decision on whether to initiate formal negotiations on a legally binding instrument on sustainable forest management is taken.

<ul style="list-style-type: none"> • Canada's economic competitiveness is enhanced by working with partner countries in relevant multilateral organizations. 	<ul style="list-style-type: none"> • The CSR Roundtable process is brought to a successful conclusion with a report to Parliament outlining a series of concrete measures to bring the Canadian extractive industry up to the state of the art on international CSR measures. • The extent to which Canadian all-of-government priorities are reflected in OECD work, particularly on fiscal, regulatory, labour market, innovation, investment and trade issues. • APEC work exploring a Free Trade Area of the Asia Pacific and reduction of trade transaction costs.
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Strategic Priority 3: Greater international support for freedom and security, democracy, rule of law, human rights and environmental stewardship.

Key Priority Indicators:

1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> • Develop strategies for the government to advance its Throne Speech commitments regarding freedom, democracy, human rights and the rule of law. • Canada demonstrates its commitment in international forums to promoting the rule of law and ending impunity for war crimes, crimes against humanity and genocide. • Increase the impact and effectiveness of the International Assistance Envelope in advancing the government's foreign policy, development and security agendas. • Improved application by foreign governments of their obligations under the Hague Convention on the Civil Aspects of International Child Abduction, including progress on the development of a Best Practice Guide for enforcement of Return Orders under the Hague Convention. • Ensure that Canada's environmental stewardship goals and priorities are reflected in international agreements and treaties. 	<ul style="list-style-type: none"> • Ministerial approval of an international human rights strategy. • Launch of a National Action Plan on Women, Peace and Security. • The "due diligence standard" is better recognized internationally as a valuable tool to address states' responsibility to combat violence against women. • A government strategy on democracy promotion is tabled in Parliament as part of the response to the parliamentary committee's forthcoming report. • Amount of funding in support of the work of the International Criminal Court, the International Criminal Tribunals for Rwanda, the former Yugoslavia and Sierra Leone and other emerging international courts and tribunals. • A high standard of service is maintained in providing legal advice on human rights and laws of armed conflict issues. • A Canadian Humanitarian Policy Framework is developed and launched. • A Best Practice Guide for enforcement of Return Orders under the Hague Convention is developed. • Ratification of the Third Additional Protocol to the Geneva Convention, recognizing the Red Crystal as an additional emblem of the International Committee of the Red Cross. • International indigenous rights instruments under negotiation are compatible with

	<p>Canadian domestic jurisprudence to the maximum extent possible; where this is impossible, Canada's reservations are clearly registered for the future.</p> <ul style="list-style-type: none"> • Cabinet approval of the strategic direction for the IAE, including enhanced aid effectiveness with clear foreign policy coherence. • DFAIT leadership in revitalization of interdepartmental policy coordination mechanisms. • Approval of the annual Memorandum to Cabinet outlining allocation of IAE growth in advance of the Main Estimates exercise. • Extent to which support is built internationally for Canada's positions on climate change through successful coalition building, particularly with the United States, Japan, Australia and selected European countries. • Extent to which these positions are reflected in international negotiations and decisions.
<p>Strategic Priority 4: Accountable and consistent use of the multilateral system to deliver results on global issues of concern to Canadians.</p>	
<p>Key Priority Indicators:</p>	
<p>1- to 3-year planned outcomes</p>	<p>As demonstrated by</p>
<ul style="list-style-type: none"> • Implement an approach toward results-based multilateralism that emphasizes effectiveness and accountability in the multilateral organizations to which we belong. • Deliver a successful Francophonie Summit in Quebec City in 2008, which meets the needs of the federal and provincial governments as well as those of other member states in La Francophonie. • Amendments to the NAFO Convention are agreed and progress is made on Canadian adherence. Progress is made on concluding a South Pacific Regional Fisheries Convention, and the Western and Central Pacific Fisheries Convention is implemented. 	<ul style="list-style-type: none"> • Adoption of management reforms with a focus on results-based management in international organizations and system-wide coherence at the UN. • Implementation of effective norms (e.g. the responsibility to protect, protection of civilians) and respect for international obligations and commitments are fostered. • Development of strategies to address foreign policy dimensions of global health issues, particularly focusing on linkages among HIV/AIDS, human security and human rights. • International support is built for Canada's priorities at the UN General Assembly, G8, APEC, Commonwealth Heads of Government Meeting, La Francophonie and other summits and ministerial meetings, and this is reflected in international agreements. • Approval of a Memorandum to Cabinet and Treasury Board submission that outline the management and financing of the Francophone Summit, in line with government priorities. • Substantive results from the Francophonie

	<ul style="list-style-type: none"> Summit on the chosen themes and priorities. Declining number of reported violations of NAFO fishing rules. Canada accepts the amendments to the NAFO agreement.
Strategic Priority 6: Better alignment of departmental resources (human, financial, physical and technological) in support of international policy objectives and program delivery both at home and abroad.	
Key Priority Indicators:	
1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> Align the department to better respond to emerging international issues, the government's new foreign policy priorities and the information needs of the government. 	<ul style="list-style-type: none"> Enhanced training opportunities on economic and energy security issues. Government priority areas are established for reporting and analysis. Mission plans are completed for all multilateral missions. HOM mandate letters are completed for all new multilateral HOMs. A role for the department is defined on international rule of law issues, relative to the department and to the government. The internal capacity for the department to take operational and policy initiatives on rule of law is developed and is being employed.

Financial and Human Resources

Financial Resources (\$ millions)			
Year	2007-2008	2008-2009	2009-2010
Total Planned Spending	496.2	519.2	488.7

Human Resources (FTEs)			
Year	2007-2008	2008-2009	2009-2010
FTEs	330	330	330

2.1.1.4 Program Activity: Bilateral Relations

2.1.1.4.1 Description of Bilateral Relations Program Activity

Plans and Priorities for the Bilateral Relations Program Activity

This program activity contributes to the following departmental priorities:

- A safer, more secure and prosperous Canada within a strengthened North American partnership.
- Greater economic competitiveness for Canada through enhanced commercial engagement, secure market access and targeted support for Canadian business.
- Greater international support for freedom and security, democracy, rule of law, human rights and environmental stewardship.
- Accountable and consistent use of the multilateral system to deliver results on global issues of concern to Canadians.
- Strengthened services to Canadians, including consular, passport and global commercial activities.
- Better alignment of departmental resources (human, financial, physical and technological) in support of international policy objectives and program delivery both at home and abroad.

Priority 1: A safer, more secure and prosperous Canada within a strengthened North American partnership.

Outcome: In partnership with stakeholders across the Canadian system, initiatives with the United States on border, transboundary and security issues that maximize Canadian interests and advance shared values, are promoted and implemented.

Outputs/Activities:

- Elaborate a Government of Canada strategy and vision for key border files (e.g. the United States Western Hemisphere Travel Initiative [WHTI]) in cooperation with other departments and actors to ensure efficient borders to facilitate movement of legitimate goods, people and services while improving security.
- Strengthen shared Canada-United States institutions and agreements such as the International Joint Commission and the Great Lakes Water Quality Agreement to promote effective management of transboundary issues.
- Continue collaboration with the United States of shared foreign and defence policy interests and priorities (e.g. Afghanistan, Haiti and western hemisphere).

Outcome: Relations with the United States and Mexico are strengthened through strategic management of bilateral and trilateral agreements, institutions and initiatives.

Outputs/Activities:

- Pursue continued North American collaboration through the Security and Prosperity Partnership (SPP) on security, prosperity and quality of life areas falling within the department's mandate, as well

as in SPP priority areas including avian and pandemic influenza, emergency management and smart/secure borders, logistics and planning for the SPP Ministerial and North American Leaders' meetings (February and mid-2007, respectively) hosted by Canada, as well as on a government-wide SPP communications strategy.

- Pursue continued Canada-United States collaboration on energy and environment issues, including through the establishment of a bilateral task force.
- Strengthen Canada-Mexico relations by developing and implementing a Government of Canada strategy focusing on Mexico as a strategic partner, encouraging Mexico's prosperity and good governance, and ensuring Mexico's support to advance shared goals in North America and the hemisphere. Use bilateral and trilateral mechanisms (Canada-Mexico Partnership and SPP) to advance this strategy and launch Canada-Mexico security dialogue. Increase bilateral economic and policy cooperation between public and private sectors.

Outcome: The partnership of Government of Canada departments and agencies (the "North American platform," building on the Enhanced Representation Initiative) working collaboratively to advance Canadian advocacy and business development interests in the United States is renewed and strengthened.

Outputs/Activities:

- Seek broader collaboration among departments and agencies actively involved in Canada-United States relations (partnership development).

Outcome: Effective advocacy with a wide range of partners is continued in the United States and Mexico to advance Canadian interests and to prevent or remove legislative, regulatory and other barriers harmful to Canadian interests.

Outputs/Activities:

- Cement relationships with Congressional leaders, new legislators and key governors to advance Canadian interests in the United States and Mexico.
- Build alliances with American stakeholders who support Canadian positions and rely on an efficient border.
- Use advocacy, relationship building and profile raising to defend and promote Canada's interests by forestalling or resolving bilateral irritants or disputes at the federal and state levels (e.g. WHTI, Animal and Plant Health Inspection Service, Bovine Spongiform Encephalopathy [BSE]).
- Seek American government support for better management of bilateral export control issues (e.g. International Traffic in Arms Regulations) to enhance national security without undermining bilateral defence industrial cooperation.

Outcome: Intensified partnership with the United States in stabilization and reconstruction efforts in Afghanistan.

Outputs/Activities:

- Consult regularly with the United States and other key allies at both ministerial and official levels to exchange views and maximize impact.

Outcome: Greater security for Canadians through cooperation with the United States in countering international terrorism and transnational crime.

Outputs/Activities:

- Monitor jointly the origins and evolution of religious and political extremism in regions that could potentially impact Canadian interests, and develop new diplomatic and security initiatives.

Outcome: Strengthened cooperation with the United States and Mexico on hemispheric issues.

Outputs/Activities:

- Continue consultation and coordination with the United States and Mexico on issues of common interest in the western hemisphere.

Outcome: Strengthened human rights and democratic development in key regions through increased Canada-United States cooperation.

Outputs/Activities:

- Continue consultation and coordination with the United States on the Middle East Peace Process and democratic development and governance in the broader Middle East and North Africa, as well as on stability and governance in Iraq, Iran and Lebanon.
- Continue consultation with the United States on consolidation of stability and governance in the western Balkans.

Outcome: Greater cooperation with the United States on stabilization, reconstruction and institution building in Haiti.

Outputs/Activities:

- Develop joint projects on security and justice reform; participate in regular high-level consultations.

Priority 2: Greater economic competitiveness for Canada through enhanced commercial engagement, secure market access and targeted support for Canadian business.

Outcome: Canadian business is positioned effectively to grow through global commerce.

Outputs/Activities:

- Promote Canadian business opportunities in the United States and Mexico through North American mission and regional office networks and with Enhanced Representation Initiative (ERI) partners by delivering six core services (e.g. market intelligence, identifying key contacts) and providing additional client services (e.g. developing partnering initiatives).
- Coordinate and integrate results-based business planning and priority setting, as well as related performance measurement.

Outcome: Market access for Canadian goods, services, technologies and investment is maintained and improved.

Outputs/Activities:

- Through the network of trade officers and ERI partners, identify, promote and facilitate opportunities for Canadian firms to integrate into United States-led and other global supply chains.

- Increase bilateral and trilateral cooperation including in defence industrial cooperation in defence procurement and export controls; raise the profile of the “North American platform” as a common competitive advantage in global commerce.

Outcome: Science and technology (S&T) partnering and investment opportunities and intelligence are generated to match Canadian and foreign needs and capabilities.

Outputs/Activities:

- Increase the number of technology and innovation relationships with American and Mexican entities, including acquisition of productivity-enhancing innovation, collaborative R&D and commercialization ventures.
- Increase American and Mexican investor knowledge of Canada’s S&T capabilities and advantages.
- Increase foreign direct investment leads and prospects from the United States by presenting value propositions to prospective investors, and from Mexico by developing a Business Leaders program.

Priority 3: Greater international support for freedom and security, democracy, rule of law, human rights and environmental stewardship.

Outcome: Strengthened diplomatic contributions to the resolution of regional conflicts, especially in Afghanistan, Haiti and Sudan.

Outputs/Activities:

- Use Canadian-European Union summits to develop shared regional conflict resolution strategies.

Outcome: Increased contributions by like-minded countries to Afghanistan security and reconstruction.

Outputs/Activities:

- Collaborate with the United States, the United Kingdom and the Netherlands on targeted influence and advocacy efforts to increase contributions to Afghanistan (troop levels, duration of deployment, caveats, and development resources).
- Continue to explore ways in which the United Arab Emirates and Canada can work together to enhance security in southern Afghanistan and assist Canadian and international reconstruction efforts.

Outcome: Canadian leadership and engagement with regional institutions and key partner countries in the priority region of the Americas on issues of democracy, rule of law, human rights and security.

Outputs/Activities:

- Cooperate with key partners to strengthen the capacity of the United Nations Stabilization Mission in Haiti to stabilize the security situation and enhance the capacity of development agents to work safely in Haiti.
- Strengthen the role of the Organization of American States in democratic governance.
- Focus support for the Caribbean region, including natural disaster assistance.

Outcome: Greater cooperation with like-minded countries to address security threats, including terrorism and WMD proliferation, both bilaterally and multilaterally.

Outputs/Activities:

- In cooperation with partner departments, work with allies to determine the appropriate scope for implementation of the United Nations Security Council sanctions regime to control Iran's nuclear enrichment program.
- Work with allies in support of the Government of Lebanon to preserve peace and stability in the region.

Outcome: Increased Canadian contribution to human rights and democratic development in countries of concern through targeted programming and/or bilateral cooperation and dialogue.

Outputs/Activities:

- Provide diplomatic, logistic and administrative support for increased Canadian aid programming on Iraqi governance and human rights.
- Provide diplomatic support and examine mechanisms for financial support to Palestinian President Abbas in his efforts to move the Palestinian government toward a platform of peace based on non-violence, recognition of Israel and acceptance of previous agreements.
- Work closely with allies to address Iran's human rights record and decide whether Canada should propose another resolution at the United Nations General Assembly.

Outcome: Intensified cooperation with other governments to address health and environmental risks, including the risk of an avian influenza pandemic in the Asia-Pacific region.

Outputs/Activities:

- Work with host health authorities to address the threat to Canada from contagious disease in Asia.

Outcome: Contribution to whole-of-Canada efforts on sustainable development and climate change.

Outputs/Activities:

- Work with member states of relevant regional organizations, such as the Arctic Council, on environmental and resource issues.

Priority 4: Accountable and consistent use of the multilateral system to deliver results on global issues of concern to Canadians.

Outcome: Maintain leadership in the G8 Africa process, with an emphasis on encouraging progress on freedom, democracy, rule of law and good governance.

Outputs/Activities:

- Work with G8 partners at the 2007 Summit in Germany and on mutual accountability through the African Partnership Forum.

Outcome: Intensified engagement in the Middle East Peace Process.

Outputs/Activities:

- Convene an informal contact group of key countries, organizations and experts to explore a short- to medium-term results-oriented agenda for the Palestinian refugee file.

Outcome: Continued contribution to Iraqi reconstruction.

Outputs/Activities:

- Follow up on recommendation to the Department of Finance to forgive remainder of Iraqi debt.
- Support a CIDA-funded training program for Iraqi diplomats as part of aid efforts to rebuild Iraqi government institutions.
- Participate actively in the Iraq Compact Conference aimed at providing firm guidance for Iraqi reconstruction, and provide diplomatic support to the plan to reprogram Canadian funding for the International Reconstruction Fund Facility for Iraq at the conference.

Outcome: Continued engagement with G8 partners to address the Iran nuclear issue.

Outputs/Activities:

- Maintain close cooperation with European Union political directors, and the United Kingdom in particular, on the Iran issue.
- Consult with allies to determine best approaches for the development, interdepartmentally, of a sanctions regime that brings Canada in compliance with UN obligations.

Outcome: Improved human rights, democratic development and regional stability in Eastern Europe and Central Asia.

Outputs/Activities:

- Conduct advocacy with OSCE member states to have the OSCE serve as a standards keeper on these issues.

Priority 5: Strengthened services to Canadians, including consular, passport and global commercial activities.

Outcome: Fuller integration of service delivery into the country strategy process to ensure priorities are addressed, adequate resources are allocated, and contingency plans are put into place.

Outputs/Activities:

- Continue working with the department's Consular Bureau to ensure that the country strategy template captures consular priorities.

Outcome: Continued diplomatic efforts, via missions abroad, to resolve major consular cases.

Outputs/Activities:

- Carry out diplomatic representations to senior foreign ministry officials in countries where major consular cases occur.

Priority 6: Better alignment of departmental resources (human, financial, physical and technological) in support of international policy objectives and program delivery both at home and abroad.

Outcome: Core services for the political economic program are promoted and validated abroad and at headquarters.

Outputs/Activities:

- Consult with internal and external stakeholders at missions and headquarters.
- Develop a pilot project to test implementation of seven core professional services of the political economic sector.

Outcome: Measurement of achievements of the political economic staff and facilitation of international policy objectives and program delivery.

Outputs/Activities:

- Develop tools and resources and provide support to practitioners to facilitate and improve standardization of political economic service delivery.
- Develop and promote tracking system for provision of political economic services to facilitate performance management, measurement of results, and audit and evaluation function.

Outcome: Continued development of the country strategy process to focus missions on government priorities and reallocation of resources accordingly.

Outputs/Activities:

- Conduct a lessons-learned exercise to review the process and identify areas for improvement, then prepare and implement action plan.

Outcome: Development and implementation of regional strategies to focus the mission network and overall government resources on major countries and issues of relevance to Canadian interests, and to coordinate the work of missions in specific regions.

Outputs/Activities:

- Develop and implement regional strategies to align resources to results sought at a mission and regional level.

Performance Measurement Strategy and Performance Indicators

Strategic Priority 1: A safer, more secure and prosperous Canada within a strengthened North American partnership.	
Key Priority Indicators:	
1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> • In partnership with stakeholders across the Canadian system, initiatives with the United States on border, transboundary and security issues that maximize Canadian interests and advance shared values, are promoted and implemented. • Relations with the United States and Mexico are strengthened through strategic management of bilateral and trilateral agreements, institutions and initiatives. • The partnership of Government of Canada departments and agencies (the “North American platform,” building on the Enhanced Representation Initiative) working collaboratively to advance Canadian advocacy and business development interests in the United States is renewed and strengthened. • Effective advocacy with a wide range of partners is continued in the United States and Mexico to advance Canadian interests and to prevent or remove legislative, regulatory and other barriers harmful to Canadian interests. • Canadian business is positioned effectively to grow through global commerce. • Market access for Canadian goods, services, technologies and investment is maintained and improved. • Science and technology partnering and investment opportunities and intelligence are generated to match Canadian and foreign needs and capabilities. • Intensified partnership with the United States in stabilization and reconstruction efforts in Afghanistan. 	<ul style="list-style-type: none"> • Strategy for the Canada-United States border and for management of key border files (e.g. WHTI and longer-term border vision) is developed and implementation begun. • Level of stakeholder engagement and/or support for elements of the strategy. • Level and nature of North American collaboration through the Security and Prosperity Partnership is strengthened, including via Canadian-hosted trilateral ministers’ and leaders’ summits. • Energy and environment discussions with the United States and Mexico are pursued through existing and possibly new mechanisms. • Strategy to engage the new Mexican government developed and implementation begun. • Network of missions in North America works government-wide to advance Canadian advocacy and business development interests in the United States. • Advocacy campaigns on key issues, including borders, defence, energy, environment and agriculture. • Media coverage, reaction of key stakeholders. • Regularity of consultations on Afghanistan with the United States and other key allies at both ministerial and officials levels. • Level of informed dialogue with community leaders in Central Asia. • Number of reports on violent incidents, etc., as part of new arrangements for Bosnia-Herzegovina and Kosovo. • Implementation of joint projects on security and justice reform and regularity of high-level consultation.

<ul style="list-style-type: none"> • Greater security for Canadians through cooperation with the United States in countering international terrorism and transnational crime. • Strengthened cooperation with the United States and Mexico on hemispheric issues. • Strengthened human rights and democratic development in key regions through increased Canada-United States cooperation. • Greater cooperation with the United States on stabilization, reconstruction and institution-building in Haiti. 	
<p align="center">Strategic Priority 3: Greater international support for freedom and security, democracy, rule of law, human rights and environmental stewardship.</p>	
<p>Key Priority Indicators:</p>	
<p align="center">1- to 3-year planned outcomes</p>	<p align="center">As demonstrated by</p>
<ul style="list-style-type: none"> • Strengthened diplomatic contributions to the resolution of regional conflicts, especially in Afghanistan, Haiti and Sudan. • Increased contributions by like-minded countries to Afghanistan security and reconstruction. • Canadian leadership and engagement with regional institutions and key partner countries in the priority region of the Americas on issues of democracy, rule of law, human rights and security. • Greater cooperation with like-minded countries to address security threats, including terrorism and WMD proliferation, both bilaterally and multilaterally. • Increased Canadian contribution to human rights and democratic development in countries of concern through targeted programming and/or bilateral cooperation and dialogue. • Intensified cooperation with other governments to address health and environmental risks, including risk of avian influenza pandemic in Asia Pacific. • Contribution to whole-of-Canada efforts on sustainable development and climate change. 	<ul style="list-style-type: none"> • Increased number of diplomatic and operational partnerships established with like-minded countries where concrete resources are committed by both parties; progress in Sudan toward a transition from an African Union to a UN mission in Darfur; improved protection of civilians. • Establishment of joint projects with the United States and other key allies on priority Afghan policy issues; continued effort to explore Canada/United Arab Emirates cooperation on enhancement of security in southern Afghanistan and support for reconstruction efforts; new financial and personnel contributions to security and reconstruction in Afghanistan by NATO members and the EU. • Increased high-level exchanges and all-of-government engagement in support of democratic development, governance and security cooperation in the Americas; improved capacity of the OAS to support the application of the Inter-American Democratic Charter, including through the capturing of "best practices" in electoral observation. • Number and type of agreements on cooperation on data protection and negotiation of Container Security Initiative; increase in the number of bilateral and regional counterterrorism capacity-building projects with South and Southeast Asian states; level (high) and frequency of consultations with both the EU

	<p>and individual European states on security, freedom and justice issues.</p> <ul style="list-style-type: none"> • Development and implementation of governance support programs in Russia and Ukraine with CIDA; number of bilateral projects and evidence of dialogue with civil society and government in South and Southeast Asia on human rights and democratic governance; increase in civil society participation in bilateral cooperation and dialogue on human rights in China; frequency of Canadian participation in EU election observation missions. • Increased level of dialogue and cooperation with Indonesia on avian influenza pandemic • Increased number of exchanges with Taiwan on health policy issues, within the context of the One China policy. • Higher incidence of adoption of Canadian positions by regional organizations dealing with environmental stewardship and resource issues.
<p align="center">Strategic Priority 4: Accountable and consistent use of the multilateral system to deliver results on global issues of concern to Canadians.</p>	
<p>Key Priority Indicators:</p>	
<p align="center">1- to 3-year planned outcomes</p>	<p align="center">As demonstrated by</p>
<ul style="list-style-type: none"> • Maintain leadership in G8 Africa process, with an emphasis on encouraging progress on freedom, democracy, rule of law and good governance. • Intensified engagement in the Middle East Peace Process. • Continued contribution to Iraqi reconstruction. • Continued engagement with G8 partners to address the Iran nuclear issue. • Improved human rights, democratic development and regional stability in Eastern Europe and Central Asia. 	<ul style="list-style-type: none"> • Increased support for Canadian positions on G8 Africa initiatives; evidence that deliverables at G8 Summit reinvigorate commitments on African political/economic reform. • Increased efforts to improve the situation of Palestinian refugees and increased work on policy issues related to eventual negotiation of settlement of refugee issue. • Response by Department of Finance to recommendation to forgive remainder of Iraqi debt. • Level of active participation in the Iraq Compact Conference (aimed at providing firm guidance for Iraqi reconstruction). • Wider support for EU3 (Germany, U.K., France) efforts to address Iran nuclear issue. • Evidence of sustained dialogue with allies on developments in Iran's nuclear program; consultation with allies to determine the best approaches for the development of a sanctions regime that brings Canada in compliance with UN obligations. • Enhanced OSCE role in East Europe and Central Asia

Strategic Priority 5: Strengthened services to Canadians, including consular, passport and global commercial activities.	
Key Priority Indicators:	
1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> • Fuller integration of service delivery into the country strategy process to ensure priorities are addressed, adequate resources are allocated, and contingency plans are put into place. • Continued diplomatic efforts, via missions abroad, to resolve major consular cases. 	<ul style="list-style-type: none"> • Increased level of consultation among consular and regional staff. • Improved level of consular service facilitated by regional staff.
Strategic Priority 6: Better alignment of departmental resources (human, financial, physical and technological) in support of international policy objectives and program delivery both at home and abroad.	
Key Priority Indicators:	
1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> • Continued development of the country strategy process to focus missions on government priorities and reallocation of resources accordingly. • Development and implementation of regional strategies to focus the mission network and overall government resources on major countries and issues of relevance to Canadian interests, and to coordinate work of missions in specific regions. • Core services for the political economic program are promoted and validated abroad and at headquarters. • Measurement of achievements of political economic staff and this sector's contribution to international policy objectives and program delivery is facilitated. 	<ul style="list-style-type: none"> • 2008-2009 country strategy process that reflects lessons learned from 2007-2008. • Budget and personnel reallocations to ensure successful policy results and service delivery at missions. • Stakeholder and partner involvement in the Government of Canada international agenda is broadened and feedback is incorporated into planning and service delivery. • Pilot project missions are selected and pilot phase commences. • Missions and headquarters are assisted in gradually increasing the proportion of political economic work focused on Government of Canada priorities and value-added activities. • Increased evidence-based performance measurement, including ratio of core service provision vs. non-core service provision; levels of client satisfaction with quality of service provision; and levels of staff satisfaction with roles and responsibilities and cooperation with stakeholders. • Priority list of projects (development of tools and resources) established and implementation commences.

Financial and Human Resources

Financial Resources (\$ millions)			
Year	2007-2008	2008-2009	2009-2010
Total Planned Spending	163.4	144.1	144.2

Human Resources (FTEs)			
Year	2007-2008	2008-2009	2009-2010
FTEs	1,131	1,131	1,131

2.1.1.5 Program Activity: Protocol

2.1.1.5.1 Description of Protocol Program Activity

Plans and Priorities for the Protocol Program Activity

This program activity contributes to the following departmental priorities:

- Greater economic competitiveness for Canada through enhanced commercial engagement, secure market access and targeted support for Canadian business.
- Strengthened services to Canadians, including consular, passport and global commercial activities.
- Better alignment of departmental resources (human, financial, physical and technological) in support of international policy objectives and program delivery both at home and abroad.

Priority 2: Greater economic competitiveness for Canada through enhanced commercial engagement, secure market access and targeted support for Canadian business.

Outcome: Increased understanding and visibility of the Canadian economic environment for foreign heads of missions and the governments they represent, and promotion of Canada to the diplomatic community as a modern, vibrant nation with a cutting-edge economy.

Outputs/Activities:

- Conduct planning and program preparation to implement initiatives for the diplomatic community, including:
 - foreign ambassadorial economic missions (Montreal, Vancouver and Halifax) that introduce an average of 25 foreign heads of missions to a variety of economic sectors across Canada such as aerospace, high technology, oil and gas, Pacific Gateway, etc.;
 - a Diplomatic Forum in New Brunswick (to be confirmed) that provides an annual two-day opportunity for approximately 100 heads of missions to be briefed by Canadian federal and provincial ministers on a variety of foreign and domestic economic and defence policies; and
 - a Northern Tour that provides approximately 20 heads of missions with an opportunity to be introduced to the economic and cultural vitality of Canada’s north during a one-week tour of five northern communities in all three territories.
- Showcase and enhance the awareness of Canadian wines at home and abroad as part of the department’s overall effort to promote Canadian products. This includes maintaining the Canadian Wine website and providing assistance in online selection, shipping and selection of Canadian wines for official events.

Priority 5: Strengthened services to Canadians, including consular, passport and global commercial activities.

Outcome: Increased safety and protection for the diplomatic community in Canada, Canadian diplomatic interests abroad and Canadian citizens within Canada.

Outputs/Activities:

- Enhance security for foreign representatives in Canada.
- Increase understanding in the foreign community of Canada's action plan in the event of pandemics in order for them to undertake appropriate planning on their part.
- Liaise with federal, provincial and municipal police services regarding impaired driving charges, victims of violence and other criminal activity.
- Plan specialized briefings regarding emergency preparedness for foreign missions in Canada.

Outcome: Upholding of international obligations under the Foreign Missions and International Organizations Act.

Outputs/Activities:

- Encourage compliance of accredited foreign diplomats in Canada with domestic and international regulations and policies that govern them (e.g. Vienna Conventions on Diplomatic and Consular Relations).
- Provide advice to embassies on privileges and immunities (taxation, licences and family services).
- Coordinate the increasing formal interaction between the Government of Canada, the provinces and foreign representatives in Canada (e.g. accreditation of consular officers in provincial regions).

Priority 6: Better alignment of departmental resources (human, financial, physical and technological) in support of international policy objectives and program delivery both at home and abroad.

Outcome: High-quality protocol services for the Governor General, Prime Minister and portfolio ministers as well as for foreign dignitaries visiting Canada.

Outputs/Activities:

- Organize all logistical aspects of visits abroad for the Governor General, Prime Minister and portfolio ministers.
- Provide official gifts for presentation during official visits of the Governor General, Prime Minister and portfolio ministers.
- Organize all logistical aspects of visit programs for foreign heads of state and government, ministers and heads of international organizations, such as the state visit of the King and Queen of Sweden.
- Coordinate airport courtesies across Canada.

Outcome: Increased interest to hold major international conferences and special events in Canada.

Outputs/Activities:

- Encourage the hosting of international conferences in Canada, such as Security and Prosperity, 400th Anniversary of Quebec, La Francophonie.
- Organize all logistical aspects of government-driven international conferences (plan, organize and implement official events across Canada, including contracts, venue selection and setup).

Outcome: Financial integrity and accountability.

Outputs/Activities:

- Ensure financial and human resources efficiency in order to meet increasing demands for protocol services such as diplomatic accreditation, conference planning, airport courtesies and financial accountability.
- Develop an online accreditation and property registration system for the diplomatic community in Canada (approximately 8,100 foreign diplomats in Canada).
- Negotiate and manage standing offers for protocol service providers and the Gift Bank.
- Prepare budgets, and monitor and analyze all protocol-related services.
- Process accreditation requests. (In 2006 there were 5,291 requests for accreditation, renewals, transfers, lost IDs, etc., representing a 13 percent increase from 2005-2006. A similar increase or stable figures are expected in 2007-2008.)

Outcome: High employee satisfaction with their working environment.

Outputs/Activities:

- Respond quickly to employee concerns.
- Conduct organizational redesign of the Office of Protocol.
- Organize an employee retreat.

Performance Measurement Strategy and Performance Indicators

Strategic Priority 2: Greater economic competitiveness for Canada through enhanced commercial engagement, secure market access and targeted support for Canadian business.	
Key Priority Indicators:	
1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> • Increased understanding and visibility of the Canadian economic environment for foreign heads of mission and the governments they represent, and promotion of Canada 	<ul style="list-style-type: none"> • High level of satisfaction from the Governor General, Prime Minister and ministers with services provided by the Office of Protocol. • High level of satisfaction from government and private-sector partners in organizing

to the diplomatic community as a modern, vibrant nation with a cutting-edge economy.	<ul style="list-style-type: none"> international conferences. High level of satisfaction by foreign dignitaries and the diplomatic community with services provided by the Office of Protocol, including the administration of Foreign Missions and International Organizations Act.
Strategic Priority 5: Strengthened services to Canadians, including consular, passport and global commercial activities.	
Key Priority Indicators:	
1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> Increased safety and protection for the diplomatic community in Canada, Canadian diplomatic interests abroad and Canadian citizens within Canada. International obligations under the Foreign Missions and International Organizations Act are upheld. 	<ul style="list-style-type: none"> Number of verbal statements and letters expressing appreciation and praise. Proportional decrease in number of infractions by diplomats in Canada.
Strategic Priority 6: Better alignment of departmental resources (human, financial, physical and technological) in support of international policy objectives and program delivery both at home and abroad.	
Key Priority Indicators:	
1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> High-quality protocol services for the Governor General, Prime Minister and portfolio ministers as well as for foreign dignitaries visiting Canada. Increased interest in holding major international conferences and special events in Canada. Financial integrity and accountability. High employee satisfaction with their working environment. 	<ul style="list-style-type: none"> Amount of positive media coverage, analysis and feedback. Number of conferences and special events held in Canada. Level of recognition from Area Management Advisors' Council on administrative practices. Level of employee satisfaction with human resource initiatives.

Financial and Human Resources

Financial Resources (\$ millions)			
Year	2007-2008	2008-2009	2009-2010
Total Planned Spending	40.9	40.2	40.2

Human Resources (FTEs)			
Year	2007-2008	2008-2009	2009-2010
FTEs	81	81	81

2.1.2 Canada's Commercial Interests Are Advanced Internationally

2.1.2.1 Program Activity: Trade Policy and Negotiations

2.1.2.1.1 Description of Trade Policy and Negotiations Program Activity

Plans and Priorities for the Trade Policy and Negotiations Activity

This program activity contributes to the following departmental priorities:

- A safer, more secure and prosperous Canada within a strengthened North American partnership.
- Greater economic competitiveness for Canada through enhanced commercial engagement, secure market access and targeted support for Canadian business.
- Greater international support for freedom and security, democracy, rule of law, human rights and environmental stewardship.
- Accountable and consistent use of the multilateral system to deliver results on global issues of concern to Canadians.
- Strengthened services to Canadians, including consular, passport and global commercial activities.
- Better alignment of departmental resources (human, financial, physical and technological) in support of international policy objectives and program delivery both at home and abroad.

Priority 1: A safer, more secure and prosperous Canada within a strengthened North American partnership.

Outcome: Enhanced Canadian trade and investment interests through appropriate rules-based initiatives.

Outputs/Activities:

- Building on the outcomes of the March 2006 NAFTA Commission meeting and the Trilateral Summit in Cancun, the department will:
 - identify sectors and specific work that can be undertaken within these sectors to remove existing trade impediments;
 - develop the first and second portions of the NAFTA sectoral initiative (10-12 sectors in total) and begin discussion of a legal instrument under NAFTA to capture the expanded initiative;
 - examine the relationship between NAFTA and other free trade agreements (FTAs) to advance common interests and improve NAFTA practices, and examine opportunities for the NAFTA countries to collaborate in trade agreements with other countries; and
 - pursue further liberalization of the NAFTA rules of origin.

Outcome: Market access for Canadian goods, services, technologies and investment maintained and improved.

Outputs/Activities:

- Work to resolve the impediments of the United States Department of State's International Traffic in Arms Regulations, which undermine the interoperability and partnership of the Canada-United States defence and aerospace industrial base.

Outcome: Trade and investment disputes addressed effectively.

Outputs/Activities:

- Manage the Softwood Lumber Agreement to maintain a stable relationship within North America and to ensure that exporters take full advantage of all available opportunities while ensuring compliance with the letter and spirit of the agreement, including through the smooth functioning of the binational Softwood Lumber Committee and the technical working groups.
- Effectively manage NAFTA Chapter 11 (Investment) cases. There were five active cases against Canada as of December 31, 2006.

Outcome: Domestic regulatory and legislative framework under the responsibility of the Minister for International Trade effectively managed.

Outputs/Activities:

- Complete the export controls goals under the security pillar of the trilateral Security and Prosperity Partnership (SPP) to help ensure a safer and secure North America.
- Implement and operationalize the trilateral SPP Regulatory Cooperation Framework to enhance and streamline regulatory processes in North America.
- Advance trilateral cooperation on intellectual property enforcement issues through the SPP work plan.

Priority 2: Greater economic competitiveness for Canada through enhanced commercial engagement, secure market access and targeted support for Canadian business.

Outcome: Enhanced Canadian trade and investment interests through appropriate rules-based initiatives.

Outputs/Activities:

- Seek to conclude ongoing FTA negotiations with the Central American Four (El Salvador, Guatemala, Honduras and Nicaragua), European Free Trade Area, Singapore and Korea.
- Work towards free trade with the Andean Community, Dominican Republic and the Caribbean Community (CARICOM).
- Undertake exploratory discussions with other countries with a view to preparing for the start of FTA negotiations.
- Seek to conclude ongoing negotiations with the European Commission on the Regulatory Cooperation Agreement.
- Conclude foreign investment protection and promotion (FIPA) negotiations with India and China and launch, by the end of three years, at least 10 new FIPA negotiations with a focus on priority countries in terms of investment protection interests, particularly in Southeast Asia, North Africa and Central Asia.

Outcome: Market access for Canadian goods, services, technologies and investment maintained and improved.

Outputs/Activities:

- Work with other World Trade Organization (WTO) members to conclude the Doha Development Round negotiations and manage Canada's participation in existing WTO agreements in a way that ensures that our rights with regard to current market access and rules are effectively advanced.

Outcome: Trade and investment disputes addressed effectively.

Outputs/Activities:

- Use other multilateral and regional forums (e.g. OECD, APEC, G8) to advance Canadian interests in WTO negotiations.
- Ensure effective management and strategic use of WTO and bilateral (e.g. NAFTA) dispute settlement procedures to advance and defend Canadian interests.

Priority 3: Greater international support for freedom and security, democracy, rule of law, human rights and environmental stewardship.

Outcome: Trade and investment disputes addressed effectively.

Outputs/Activities:

- Use the WTO accession negotiations to advance the rule of law in acceding countries.
- Use Canada's membership in various multilateral export control regimes to advance Canadian policies concerning export controls of conventional weapons, strategic dual-use goods, biological, chemical and nuclear goods, as well as missile technology and weapons of mass destruction.

Outcome: Domestic regulatory and legislative framework under the responsibility of the Minister for International Trade effectively managed.

Outputs/Activities:

- Control the trade of dangerous and strategic and sensitive goods and data to ensure the personal security of Canadians and citizens of other countries.
- Advance Canada's sustainable development (SD) interests related to foreign affairs and international trade through effective promotion of international security and respect for human rights, good governance and the rule of law as prerequisites for SD.
- Integrate sustainable development into domestic and foreign policy and work with partner departments to integrate environmental considerations into decision making related to trade policy.
- Promote compliance with the OECD Guidelines on Multinational Enterprises to foster corporate social responsibility among Canadian firms.
- Conduct environmental assessments (EAs) of trade negotiations through interdepartmental coordination and consultations with provinces, territories and sectoral experts, and ensure the timely release of EAs to inform negotiators.

- Negotiate appropriate provisions relating to environmental and labour issues in the context of new free trade agreements.

Priority 4: Accountable and consistent use of the multilateral system to deliver results on global issues of concern to Canadians.

Outcome: Trade and investment disputes addressed effectively.

Outputs/Activities:

- Effectively manage and enforce obligations under existing WTO agreements to ensure respect for Canada's rights under current market access rules and progress in implementing the International Convention on the Settlement of Investment Disputes.

Outcome: Domestic regulatory and legislative framework under the responsibility of the Minister for International Trade effectively managed.

Outputs/Activities:

- Provide assistance to Canadian traders in responding to challenges under trade laws in other countries.

Priority 5: Strengthened services to Canadians, including consular, passport and global commercial activities.

Outcome: Trade and investment disputes addressed effectively.

Outputs/Activities:

- Provide timely, accurate and relevant responses to export-ready Canadian business clients.
- Provide assistance to Canadian traders in responding to challenges under trade laws in other countries.

Outcome: Domestic regulatory and legislative framework under the responsibility of the Minister for International Trade effectively managed.

Outputs/Activities:

- Improve the Export and Import Bureau's export and import permit software to enhance client service.

Priority 6: Better alignment of departmental resources (human, financial, physical and technological) in support of international policy objectives and program delivery both at home and abroad.

Outcome: Continue to adapt services and build partnerships at an accelerated pace.

Outputs/Activities:

- The department has realigned resources and created two new divisions—one responsible for North American trade policy and the other responsible for implementation of the newly signed Softwood Lumber Agreement. However, the challenges of a global economy have outstripped the department's capacity to respond, and the department will need new resources to pursue the government's aggressive trade policy plans.

Performance Measurement Strategy and Performance Indicators

Strategic Priority 1: A safer, more secure and prosperous Canada within a strengthened North American partnership.	
Key Priority Indicators:	
1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> Enhanced Canadian trade and investment interests through appropriate rules-based initiatives. Market access for Canadian goods, services, technologies and investment maintained and improved. Trade and investment disputes addressed effectively. Domestic regulatory and legislative framework under the responsibility of the Minister for International Trade effectively managed. 	<ul style="list-style-type: none"> Level of progress in advancing negotiations on agreements and cooperative arrangements (e.g. bilateral, regional and multilateral trade and investment negotiations, issue-specific accords and cooperation agreements). Improvements vis-à-vis the scope of rights and obligations achieved through negotiations. Effective domestic implementation of negotiated agreements. Level of progress in maintaining and improving Canada's market access interests within a rules-based system. Extent to which Canadian partnerships are enhanced through collaborative and cooperative initiatives for specific issues and sectors.
Strategic Priority 2: Greater economic competitiveness for Canada through enhanced commercial engagement, secure market access and targeted support for Canadian business.	
Key Priority Indicators:	
1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> Enhanced Canadian trade and investment interests through appropriate rules-based initiatives. Market access for Canadian goods, services, technologies and investment maintained and improved. Trade and investment disputes addressed effectively. 	<ul style="list-style-type: none"> Level of progress in advancing negotiations on agreements and cooperative arrangements (e.g. bilateral, regional and multilateral trade and investment negotiations, issue-specific accords and cooperation agreements). Improvements vis-à-vis the scope of rights and obligations achieved through negotiations. Effective domestic implementation of negotiated agreements. Level of progress in maintaining and improving Canada's market access interests within a rules-based system. Level of progress in effectively managing trade and investment disputes, including consultations and the use of formal dispute settlement procedures, as well as targeted

	<p>advocacy efforts.</p> <ul style="list-style-type: none"> • Effective implementation of negotiated market access and retaining of agreed-upon levels of domestic market openness. • Extent to which Canadian partnerships are enhanced through collaborative and cooperation initiatives for specific issues sectors.
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Strategic Priority 3: Greater international support for freedom and security, democracy, rule of law, human rights and environmental stewardship.

Key Priority Indicators:

1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> • Trade and investment disputes addressed effectively. • Domestic regulatory and legislative framework under the responsibility of the Minister for International Trade effectively managed. 	<ul style="list-style-type: none"> • Effective domestic implementation of negotiated agreements. • Delivery of effective export controls to promote a safer and secure economy and improve market access.

Strategic Priority 4: Accountable and consistent use of the multilateral system to deliver results on global issues of concern to Canadians.

Key Priority Indicators:

1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> • Trade and investment disputes addressed effectively. • Domestic regulatory and legislative framework under the responsibility of the Minister for International Trade effectively managed. 	<ul style="list-style-type: none"> • Improvements vis-à-vis the scope of rights and obligations achieved through negotiations. • Level of progress in maintaining and improving Canada's market access interests within a rules-based system. • Level of progress in effectively managing trade and investment disputes, including through consultations and the use of formal dispute settlement procedures, as well as targeted advocacy efforts. • Level of progress in finalizing the WTO Environmental Assessment in consultation with stakeholders and timely release to inform the Doha negotiations.

Strategic Priority 5: Strengthened services to Canadians, including consular, passport and global commercial activities.	
Key Priority Indicators:	
1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> Trade and investment disputes addressed effectively. Domestic regulatory and legislative framework under the responsibility of the Minister for International Trade effectively managed. 	<ul style="list-style-type: none"> Effective domestic implementation of negotiated agreements.
Strategic Priority 6: Better alignment of departmental resources (human, financial, physical and technological) in support of international policy objectives and program delivery both at home and abroad.	
Key Priority Indicators:	
1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> Continue to adapt services and build partnerships at an accelerated pace. 	<ul style="list-style-type: none"> Continuation of department-wide training initiatives such as the training committee and coordination of official language training. Intensification of recruitment efforts via greater departmental coordination for non-rotational staff. Implementation of an in-house training program for new staff.

Financial and Human Resources

Financial Resources (\$ millions)			
Year	2007-2008	2008-2009	2009-2010
Total Planned Spending	58.1	43.9	44.0

Human Resources (FTEs)			
Year	2007-2008	2008-2009	2009-2010
FTEs	432	432	432

2.1.2.2 Program Activity: World Markets/Commercial Relations

2.1.2.2.1 Description of World Markets/Commercial Relations Program Activity

Plans and Priorities for the World Markets/Commercial Relations Activity

This program activity contributes to the following departmental priorities:

- Greater economic competitiveness for Canada through enhanced commercial engagement, secure market access and targeted support for Canadian business.
- Strengthened services to Canadians, including consular, passport and global commercial activities.
- Better alignment of departmental resources (human, financial, physical and technological) in support of international policy objectives and program delivery both at home and abroad.

Priority 2: Greater economic competitiveness for Canada through enhanced commercial engagement, secure market access and targeted support for Canadian business.

Outcome: Support for international commerce is coordinated interdepartmentally and focused on those regions and countries that offer the greatest opportunities for a significant intensification of bilateral commerce.

Outputs/Activities:

- Develop, disseminate and implement six multi-year government-wide market plans incorporating market access, trade, investment and S&T—for Latin America and the Caribbean, India, Russia, the Gulf Cooperation Council, the Association of Southeast Asian Nations (ASEAN) and the European Union—which provide the overall framework and individual subsector targets and action plan for the intensification of commerce with the selected priority regions and countries. These initiatives will contribute to bringing greater focus and integration to the full range of government services and tools in support of Canadian business in today's global commerce environment, where global supply chains, trade in services, investment abroad, technology flows, etc., drive international business decisions.

Outcome: Canadian companies are integrated competitively into the 21st-century economy, characterized by world-scale international value chains and global commercial networks.

Outputs/Activities:

- In cooperation with partner departments and agencies, develop a policy framework, guidelines and tools for the facilitation of Canadian direct investment abroad.
- Ensure congruence between Canadian direct investment abroad and corporate social responsibility policies.
- Conduct intelligence-sharing and matchmaking exchanges with Canadian and foreign companies seeking to participate in the Airbus 350 (A350) global value chain.
- In the context of a pilot initiative, select and develop a business relationship with one foreign-based multinational enterprise with global operations, decentralized decision making and a willingness to

engage in intensified commerce with Canada.

- Organize six international commerce missions led by the Minister for International Trade, the Secretary of State (Foreign Affairs and International Trade), Deputy Minister or Assistant Deputy Ministers for International Trade.

Outcome: Canadian companies have the ability to move foreign employees, buyers and partners quickly across borders into Canada to attract and retain high value-added components of global value chains.

Outputs/Activities:

- Benchmark the economic ramifications of business visa delays and refusals abroad and at Canadian ports of entry; sensitize Citizenship and Immigration Canada (CIC) and the Canada Border Services Agency (CBSA) to these ramifications; and advocate with CIC and CBSA to develop a dedicated business travel visa application form.
- Implement a standard departmental process for addressing “national economic interest” assessments in support of selected foreign official and business visa applicants.
- Develop and deliver a pre-posting business visa training module for DFAIT and CIC staff.

Priority 5: Strengthened services to Canadians, including consular, passport and global commercial activities.

Outcome: Support and intermediary services provided to Canadians through the Trade Commissioner Service (TCS) will correspond to the new exigencies of the 21st-century global marketplace.

Outputs/Activities:

- Review and clarify the definition of TCS clients and core services in the context of the new international commerce paradigm.
- Train and provide tools on corporate social responsibility to all new staff being assigned to regional offices in Canada and to missions abroad in the summer of 2007 as well as to new heads of missions being assigned to countries with a heavy concentration of Canadian investment.
- Revamp the *Horizons* intranet site (an information tool to support the efficiency and effectiveness of trade commissioners) to make it more relevant and user friendly.

Outcome: Strengthened and increased profile of regional offices in Canada.

Outputs/Activities:

- More fully integrate regional offices with missions and headquarters in the delivery of investment and S&T services, training and skills development.
- Increase assignment of career Foreign Service officers in regional offices.
- Complete deployment of the electronic client relationship management tool (TRIO) to headquarters, regional offices and Canadian missions abroad.
- Develop and implement an action plan to expand the TCS domestic network to include representation in Quebec City and other centres in southern Ontario as appropriate.

Outcome: Canadian businesses compete on an equal basis with their competitors from other nations thanks to innovative, value-added e-services from government agencies.

Outputs/Activities:

- Through proactive leadership in the interagency Government Online Trade Services (GOTS) Executive Committee, increase value and reduce interdepartmental duplication in the provision of government services for exporters.
- Interconnect the Virtual Trade Commissioner (VTC) with the Industrial Cooperation Program (ICP) of the Canadian International Development Agency (CIDA); and undertake some joint VTC development with Agriculture and Agri-Food Canada.

Priority 6: Better alignment of departmental resources (human, financial, physical and technological) in support of international policy objectives and program delivery both at home and abroad.

Outcome: Completion of a consolidated and strengthened organizational structure of the branch at headquarters.

Outputs/Activities:

- Develop a sound human resources strategy to ensure that investments in human resources fully support the needs of Canadian business and the priorities of the department, in line with the approved organizational structure.

Outcome: Missions deliver an integrated and multifaceted international commerce program in each of their respective markets.

Outputs/Activities:

- Guide and assist missions abroad in the development of business and market plans in line with departmental priorities.

Outcome: Resources abroad are allocated in those markets and regions that offer the most promising opportunities for growth and competitiveness for Canadian business.

Outputs/Activities:

- Building on the experience and results of the past four years, conduct a detailed review exercise to ensure that FTE allocations at missions reflect commercial priorities and service demands from clients.
- Continue the development of profiles for international commerce positions abroad and in regional offices to ensure an effective match of talent with openings.
- Extensively review resources abroad to ensure that they are allocated to those markets and regions that offer the most promising opportunities for Canadian business. In each of the past four years, the department has conducted a detailed review exercise to ensure that staff allocation abroad reflects commercial priorities and service demands from clients. To date, about eight positions per year have been redeployed as a result of this exercise. For 2007-2008, the Minister has mandated a more extensive review that may see as many as 30 to 40 positions moved or reprofiled over the next three years.

Performance Measurement Strategy and Performance Indicators

Strategic Priority 2: Greater economic competitiveness for Canada through enhanced commercial engagement, secure market access and targeted support for Canadian business.	
Key Priority Indicators:	
1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> • Support for international commerce is coordinated interdepartmentally and focused on those regions and countries that offer the greatest opportunities for a significant intensification of bilateral commerce. • Canadian companies are integrated competitively into the 21st-century economy, characterized by world-scale international value chains and global commercial networks. • Canadian companies have the ability to move foreign employees, buyers and partners quickly across borders into Canada in order to attract and retain high value-added components of global value chains. 	<ul style="list-style-type: none"> • Six government-wide market plans produced, disseminated and implemented on Latin America and the Caribbean, India, Russia, the Gulf Cooperation Council, ASEAN and the European Union. • Framework, guidelines, requisite tools and communication plan and materials for Canadian direct investment abroad developed and distributed to government departments and agencies, regional offices, missions abroad and the private sector. • A congruent and consistent set of policies and guidelines for Canadian business offered by Canadian direct investment abroad and corporate social responsibility programs. • Two Canadian firms pursuing participation with Tier 1 suppliers on the A350 or other aerospace programs. • Two new Canadian firms pursuing participation in global value chains generated by the multinational enterprise identified for the pilot initiative. • Six international commerce missions organized. • Benchmark study of economic impacts of visa and port of entry refusals and delays completed and received. • Contingent upon the concurrence of CIC, interdepartmental negotiations completed and agreement in principle reached on a new e-business visa application form and associated modification to CIC's electronic software to permit tracking of e-business visas. • Completed training module for key bilateral commercial relations officers on national economic interest.

Strategic Priority 5: Strengthened services to Canadians, including consular, passport and global commercial activities.	
Key Priority Indicators:	
1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> • Support and intermediary services provided to Canadians through the TCS will correspond to the new exigencies of the 21st-century global marketplace. • Strengthened and increased profile of regional offices in Canada. • Canadian businesses compete on an equal basis with their competitors from other nations thanks to innovative, value-added e-services from government agencies. 	<ul style="list-style-type: none"> • Review of TCS clients and core services completed and clarifications communicated to government departments and agencies, missions abroad, regional offices and the private sector. • All new staff being assigned to regional offices and to missions abroad in the summer of 2007, as well as new HOM being assigned to countries with a heavy concentration of Canadian investment, are trained on corporate social responsibility. • Review of <i>Horizons</i> site completed and revamped site launched. • Six newly recruited Foreign Service officers assigned to the regional offices. • New TCS office opened in Quebec City. • Contract awarded for GOTS roadmap study and initial decisions on streamlining of government trade services taken and implemented. • TRIO deployed to all foreign missions. • Contingent upon the concurrence of CIDA, interdepartmental negotiations concluded and CIDA interconnected with the VTC.
Strategic Priority 6: Better alignment of departmental resources (human, financial, physical and technological) in support of international policy objectives and program delivery both at home and abroad.	
Key Priority Indicators:	
1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> • Completion of a consolidated and strengthened organizational structure of the branch at headquarters. • Missions deliver an integrated and multifaceted international commerce program in each of their respective markets. • Resources abroad are allocated in those markets and regions that offer the most promising opportunities for 	<ul style="list-style-type: none"> • Branch fully resourced to fulfill its mandate. • Missions abroad develop and implement international commerce activities that are fully integrated (trade, investment and S&T), multifaceted and focused on the opportunities offering the greatest potential and results. • Human resources plan in place and implementation initiated. • 60 positions identified for review and assessed with a view to reallocate or reprofile 30 to 40

<p>growth and competitiveness for Canadian business.</p>	<p>over the medium term.</p> <ul style="list-style-type: none"> • Completion of position profiles for Canada-based positions abroad and in the regional offices for which relevant data are received.
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Financial and Human Resources

Financial Resources (\$ millions)			
Year	2007-2008	2008-2009	2009-2010
Total Planned Spending	48.7	48.0	48.0

Human Resources (FTEs)			
Year	2007-2008	2008-2009	2009-2010
FTEs	1,096	1,096	1,096

2.1.2.3 Program Activity: International Business Development

2.1.2.3.1 Description of International Business Development Program Activity

Plans and Priorities for the International Business Development Activity

This program activity contributes to the following departmental priorities:

- Greater economic competitiveness for Canada through enhanced commercial engagement, secure market access and targeted support for Canadian business.
- Strengthened services to Canadians, including consular, passport and global commercial activities.

Priority 2: Greater economic competitiveness for Canada through enhanced commercial engagement, secure market access and targeted support for Canadian business.

Outcome: Increased success of Canadian companies internationally.

Outputs/Activities:

- Intervene and consult with partner departments and federal agencies in order to define and develop consensus around Canada's international commerce objectives.

Outcome: A new model for the delivery of the department's support and intermediary services to Canadian business.

Outputs/Activities:

- Provide high-quality advice to senior management and the Minister on a commerce strategy that is an integral component of the government's economic plan. This process will be bolstered by integrating departmental program activities and policy objectives with respect to trade, investment and innovation into the mix.

Priority 5: Strengthened services to Canadians, including consular, passport and global commercial activities.

Outcome: Enhanced trade finance and risk management tools for high-risk markets.

Outputs/Activities:

- Design and deliver training courses and seminars to trade commissioners and to CIDA officials on trade finance, foreign investment and the aid market to Canadian companies interested in entering risk markets.

Performance Measurement Strategy and Performance Indicators

Strategic Priority 2: Greater economic competitiveness for Canada through enhanced commercial engagement, secure market access and targeted support for Canadian business.	
Key Priority Indicators:	
1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> • Increased success of Canadian companies internationally. • A new model for the delivery of the department's support and intermediary services to Canadian business. 	<ul style="list-style-type: none"> • Level of consensus among partner departments, other levels of government and stakeholders in support of a global commerce strategy. • Number of specific leads disseminated to Canadian businesses. • Number of strategic, targeted missions led by senior management. • A fully integrated approach to program delivery developed and approved.
Strategic Priority 5: Strengthened services to Canadians, including consular, passport and global commercial activities.	
Key Priority Indicators:	
1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> • Enhanced trade finance and risk management tools for high-risk markets. 	<ul style="list-style-type: none"> • Number of clients participating in training sessions and seminars related to the aid market. • Number of clients pursuing related opportunities. • Contract awards (by number and dollar amount). • Increased collaboration between trade commissioners and CIDA officials at missions on global commercial activities. • Level of use of departmental technology tools by clients (e.g. IFInet website).

Financial and Human Resources

Financial Resources (\$ millions)			
Year	2007-2008	2008-2009	2009-2010
Total Planned Spending	737.1	770.3	779.1

Human Resources (FTEs)			
Year	2007-2008	2008-2009	2009-2010
FTEs	455	455	455

2.1.2.4 Program Activity: Promotion of Foreign Direct Investment and S&T Cooperation

2.1.2.4.1 Description of Foreign Direct Investment and S&T Cooperation Program Activity

Plans and Priorities for the Promotion of Foreign Direct Investment and S&T Cooperation Activity

This program activity contributes to the following departmental priority:

- Greater economic competitiveness for Canada through enhanced commercial engagement, secure market access and targeted support for Canadian business.
- Strengthened services to Canadians, including consular, passport and global commercial activities.
- Better alignment of departmental resources (human, financial, physical and technological) in support of international policy objectives and program delivery both at home and abroad.

Priority 2: Greater economic competitiveness for Canada through enhanced commercial engagement, secure market access and targeted support for Canadian business.

Outcome: Increased foreign investment in Canada.

Outputs/Activities:

- Improve investment prospecting by developing services and standards, updating priority market and sector assessments, identifying potential foreign investors, using private-sector champions for targeted corporate calls, preparing value propositions and business cases, and developing an aftercare strategy for investment retention and expansion.
- Collaborate with investment partners through coordination activities and capacity building.

Outcome: Increased awareness and knowledge of Canadian capabilities and advantages as well as an increased interest in Canada as a location for investment.

Outputs/Activities:

- Develop assessments for priority sectors and subsectors and communicate with regional offices and missions abroad to help keep them informed of Canadian supply-side capacity and interest in pursuing international business opportunities.
- Support Canadian business through international business development advice to sector associations via the Program for Export Market Development–Trade Associations (PEMD-TA) program.

- Assist in providing financial assistance to trade associations across Canada through the PEMD-Associations program.

Outcome: An improved regulatory environment for Canadian and foreign-owned businesses relating to investment and science and technology efforts, leading to stronger adoption of new technologies by Canadian business and improved commercialization performance in global innovation markets.

Outputs/Activities:

- Implement a global innovation network involving government science agencies, provinces, universities and business.
- Offer matchmaking and partnering services and events for innovation clients and partners with international R&D experience to increase the commercialization of technologies in established innovation and/or technology markets.
- Identify and prepare partners for a series of business-related activities (licensing agreements, technology sales, joint venture and equity investment agreements).
- Provide mentoring and market support services to Canadian innovation clients and partners that are new to international R&D and commercialization activities.

Outcome: Enhanced partnerships among federal, provincial and territorial governments to achieve increased awareness among policy departments and provinces/territories of the need to improve Canada's investment climate.

Outputs/Activities:

- Engage in research and analysis-based policy advocacy on investment issues with provinces/territories and partner departments and raise Canada's profile as an investment destination through the market research program, sector-specific marketing tools and participation in signature events.
- Program meetings and take advantage of a number of tools (e.g. online, face-to-face advisory meetings, roundtables, ad hoc meetings) to deliver advice developed through consultation with provinces, territories, municipalities and stakeholders. Partnerships will be formed to affect input into departmental policies, programs and services.

Outcome: Increased awareness among missions and foreign businesses of the Asia-Pacific Gateway and Corridor Initiative (APGCI) and the 2010 Winter Olympic and Paralympic Games.

Outputs/Activities:

- Design and implement both a strategy to promote the Asia-Pacific Gateway and Corridor and strategic programming in the fields of investment, public diplomacy and education marketing, focusing first on the B.C.-Canada Pavilion in Beijing (May-September 2008) and then the 2010 Vancouver Olympics.

Priority 5: Strengthened services to Canadians, including consular, passport and global commercial activities.

Outcome: Stronger technology adoption by Canadian business, improved commercialization of Canadian technologies in global innovation markets, and better positioning of Canadian firms in international technology value chains.

Outputs/Activities:

- Provide mentoring and market support services to Canadian innovation clients and partners that are new to international R&D and commercialization activities.
- Implement a global innovation network involving government science agencies, provinces, universities and business.
- Offer matchmaking and partnering services and events for innovation clients and partners with international R&D experience to increase the commercialization of technologies in established innovation and/or technology markets.
- Identify and prepare partners for a series of business-related activities (licensing agreements, technology sales, joint venture and equity investment agreements).

Priority 6: Better alignment of departmental resources (human, financial, physical and technological) in support of international policy objectives and program delivery both at home and abroad.

Outcome: Enhanced logistical and managerial support to the Minister, to government partners such as Transport Canada and Canadian Heritage, and to other public and private-sector partners in implementing both the APGCI and the 2010 Winter Games.

Outputs/Activities:

- Promote the Asia-Pacific Gateway and Corridor and strategic programming in investment, public diplomacy and education marketing, focusing first on the B.C.-Canada Pavilion in Beijing (May-September 2008) and then the 2010 Vancouver Olympics.

Performance Measurement Strategy and Performance Indicators

Strategic Priority 2: Greater economic competitiveness for Canada through enhanced commercial engagement, secure market access and targeted support for Canadian business.	
Key Priority Indicators:	
1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> • Increased foreign investment in Canada. • Increased awareness and knowledge of Canadian capabilities and advantages as well as an increased interest in Canada as a location for investment. • An improved regulatory environment for Canadian and foreign-owned businesses relating to investment and science and technology efforts, leading to stronger adoption of new technologies by Canadian business 	<ul style="list-style-type: none"> • Better positioning of Canadian firms in international value chains, enabling better results of technology commercialization in global markets. • Canada's investment competitiveness ranking in international benchmarking studies. • Foreign investors' opinion of Canadian investment climate, through surveys. • Conversion rates for target-to-lead, lead-to-prospect and prospect-to-investment. • Assessments developed for initial set of priority sectors. • Advice provided to sectoral associations

<p>and improved commercialization performance in global innovation markets.</p> <ul style="list-style-type: none"> Enhanced partnerships among federal, provincial and territorial governments to achieve increased awareness among policy departments and provinces/territories of the need to improve Canada's investment climate. Enhanced logistical and managerial support to the Minister, to government partners such as Transport Canada and Canadian Heritage, and to other public and private-sector partners in implementing both the APGCI and the 2010 Winter Games. Increased awareness among missions and foreign businesses of the APGCI and the 2010 Winter Olympic and Paralympic Games. 	<p>receiving PEMD financial assistance.</p> <ul style="list-style-type: none"> Increase in the growth rate of high and medium-high technology intensity exports, and in technology share of manufacturing exports. Movement into the top third in OECD rankings for commercialization results for high and medium-high technology intensity exports. Proportion of policy departments and provinces/territories that have considered effecting changes recommended by DFAIT to improve the investment climate. Extent to which missions have suitable information to promote the Asia-Pacific Gateway and the 2010 Games.
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Strategic Priority 5: Strengthened services to Canadians, including consular, passport and global commercial activities.

Key Priority Indicators:

1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> Stronger technology adoption by Canadian business, improved commercialization of Canadian technologies in global innovation markets, and better positioning of Canadian firms in international technology value chains. 	<ul style="list-style-type: none"> Degree to which global innovation network is implemented. Number of Canadian companies participating in global value chains. Number of matchmaking events held.

Strategic Priority 6: Better Alignment of departmental resources (human, financial, physical and technological) in support of international policy objectives and program delivery both at home and abroad.

Key Priority Indicators:

1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> Enhanced logistical and managerial support to the Minister, to government partners such as Transport Canada and Canadian Heritage, and to other public and 	<ul style="list-style-type: none"> Extent to which missions have suitable information to promote the Asia-Pacific Gateway and the 2010 Games.

private sector partners in implementing both APGCI and the 2010 MC programs.	
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Financial and Human Resources

Financial Resources (\$ millions)			
Year	2007-2008	2008-2009	2009-2010
Total Planned Spending	17.2	17.9	18.5

Human Resources (FTEs)			
Year	2007-2008	2008-2009	2009-2010
FTEs	107	107	107

2.1.3 Government of Canada Is Served Abroad

**2.1.3.1 Program Activity: Common Services and Infrastructure
(Support from Headquarters and Missions Abroad)**

**2.1.3.1.1 Description of Common Services and Infrastructure
(Support from Headquarters and Missions Abroad) Program Activity**

Plans and Priorities for the Common Services and Infrastructure Program Activity

This program activity contributes to the following departmental priority:

- Better alignment of departmental resources (human, financial, physical and technological) in support of international policy objectives and program delivery both at home and abroad.

Priority 6: Better alignment of departmental resources (human, financial, physical and technological) in support of international policy objectives and program delivery both at home and abroad.

Outcome: Maintenance of high-quality client relations through a single-window approach and improved processes for facilitating requests for position changes abroad through the Committee on Representation Abroad.

Outputs/Activities:

- Continue to organize the annual consultation exercise, held in January every year, which brings together representatives from partner departments, Crown corporations, other levels of government and DFAIT. These meetings provide an operational picture in terms of the creation or deletion of positions for Canada’s representation abroad. After the consultation, the changes are facilitated through the Committee on Representation Abroad (CORA) monthly meetings.
- Continue to coordinate the process to link representation abroad, the departmental business plan and the all-of-government country strategy exercise. Country strategies will increasingly inform partners’ program decisions in future years. It is expected that DFAIT will increasingly challenge all position requests against the country strategies over the course of 2008-2009.

Outcome: Development and maintenance of an automated position costing tool to better inform all stakeholders about the costs of representation abroad.

Outputs/Activities:

- Work toward developing a system that will provide real-time information on the costs of positions abroad. The information will allow a better quantitative description of representation abroad to feed into departmental business plans for resource allocation and decision making.

Outcome: A renewed memorandum of understanding (MOU) on common services abroad that reflects the lessons learned since April 1, 2004.

Outputs/Activities:

- Continue to develop MOU annexes with partner departments where necessary. The department also hopes to complete a generic MOU for co-locators at missions. The key benefit of the MOUs and annexes is that they provide a reference tool that sets out the department's principles on how departments are to use the common services platform abroad. They also help to resolve conflict between DFAIT and partner departments, thereby sustaining the relationship among partners at missions abroad. DFAIT will conduct a client survey to establish the parameters of the MOU negotiation, leading to signature in 2008.
- Continually assess Service Delivery Standards at missions to reflect changes to resource allocation and common services policy.

Outcome: The management of property holdings at 172 missions in 111 countries is optimized, new projects are launched to meet the Government of Canada's program priorities, and the office space requirements of new and reallocated personnel abroad are approved by the Interdepartmental Committee on Representation Abroad.

Outputs/Activities:

- Continue to make decisions on the allocation, reallocation and spending of property resources abroad in line with departmental priorities. Major projects that will be under way during 2007-2008 reflect overall departmental priorities, such as the acquisition of a site for the permanent embassy facility in Kabul, renewed facilities in London and Paris, and new chanceries in Seoul, Lima, The Hague and Dhaka.
- Respond to the need to improve physical security and the seismic integrity of departmental facilities abroad by implementing a major upgrading program. The Property Growth Charge, approved by Treasury Board in 2005, will provide additional funding from program departments. This is projected to rise to \$3 million in 2007-2008, for the recapitalization of property assets. This amount will increase in future years, in line with program growth, and serve as an ongoing funding source for recapitalization of the department's property infrastructure.

Outcome: An internationally attuned human resources framework that promotes a modernization of Foreign Service Directives.

Outputs/Activities:

- Coordinate and consult with partner departments for improved consistency in the administration of Foreign Service Directives benefits to support and facilitate the mobility of employees and their families abroad and at headquarters.
- Contribute to the Foreign Service Directive cyclical review to increase flexibility and the adaptability of the package to the current realities and challenges of Canada's foreign operations.

Performance Measurement Strategy and Performance Indicators

Strategic Priority 6: Better alignment of departmental resources (human, financial, physical and technological) in support of international policy objectives and program delivery both at home and abroad.	
Key Priority Indicators:	
1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> • Maintenance of high-quality client relations through a single-window approach and improved processes for facilitating requests for position changes abroad through the Committee on Representation Abroad. • An automated position costing tool is developed and maintained to better inform all stakeholders about the costs of representation abroad. • A renewed MOU on common services abroad that reflects the lessons learned since April 1, 2004. • Management of property holdings at 172 missions in 111 countries is optimized, new projects are launched to meet the Government of Canada's program priorities, and the office space requirements of new and reallocated personnel abroad are approved by the Interdepartmental Committee on Representation Abroad. • An internationally attuned human resources framework that promotes a modernization of Foreign Service Directives. 	<ul style="list-style-type: none"> • Feedback on consultation exercises from key stakeholders related to positions changes for 2007-2008. • A new online automatic costing tool. • A revised and streamlined business process for position changes abroad. • A revised MOU developed for partner departments and co-locators. • Extent to which mission service standards resolve complaints (number of complaints received per 100 client population). • Percentage of projects completed within cost and schedule parameters. • Level of client satisfaction with management and delivery of real property services and assets abroad. • Extent to which new policies and methodologies are developed and updated. • Partner satisfaction with new policies and methodologies. • Rollout of automated costing process. • Extent to which revised Foreign Service Directives allow greater flexibility and mobility of staff. • Level of satisfaction of partner input in update to Foreign Service Directives.

Financial and Human Resources

Financial Resources (\$ millions)			
Year	2007-2008	2008-2009	2009-2010
Total Planned Spending	819.0	763.8	762.4

Human Resources (FTEs)			
Year	2007-2008	2008-2009	2009-2010
FTEs	4,813	4,820	4,825

2.1.4 Canadians Are Served Abroad

2.1.4.1 Program Activity: Consular Affairs

2.1.4.1.1 Description of Consular Affairs Program Activity

Plans and Priorities for the Consular Affairs Program Activity

This program activity contributes to the following departmental priority:

- Strengthened services to Canadians, including consular, passport and global commercial activities.

Priority 5: Strengthened services to Canadians, including consular, passport and global commercial activities.

Outcome: Canadians threatened by disaster (both civil and natural) abroad receive strengthened assistance.

Outputs/Activities:

- Undertake more comprehensive advance planning and preparation by missions.
- Hold warden conferences in various locations to bring together volunteers with consular staff to review emergency plans and procedures.
- Implement "person-centric" registration software to allow Canadians to access their own files via the Internet and thus decrease the staff time needed to update registrations of Canadians abroad.
- Develop guidelines regarding the roles, responsibilities and security of staff deployed abroad to assist during a crisis.
- Crisis response simulations and exercises will be undertaken and the Contingency Planning Assistance Team (CPAT), jointly staffed by DND and DFAIT, will work with select missions to improve their crisis readiness.
- Strengthen crisis communication capacities through the purchase of mobile communications equipment (including training) and the development of communications guidelines for evacuation scenarios, both internally for field staff and staff of partner departments (regarding reporting frequency, etc.) and externally (via the media, Internet, etc.).
- Develop a competency-based roster of trained and experienced staff from all departments to further develop a rapid-response team and/or roster, and seek funding for an enhanced Government of Canada crisis response capacity.

Outcome: Clients continue to receive high-quality consular assistance in spite of growing demand.

Outputs/Activities:

- Expand human resource planning through the development and maintenance of a succession plan for all critical positions; the development and implementation of a career learning plan for all employees; and the identification of the effects of the O'Connor Commission Report on the

Management Consular Officer stream and consular staff, especially those in missions receiving the “Torture Awareness” training module.

- Improve staff efficiency, both at headquarters and abroad, through technological changes and improved training modules, using employee feedback as the basis for the redesign; and complete the intranet site’s redesign, which will allow staff to more quickly—and successfully—search for specific policies, procedures and manuals.
- Improve working conditions for staff through relocation (aside from the Operations Centre), so that staff can be located on the same floor in the same tower, and through position reclassifications and the creation of new positions to ease the pressure on existing staff and deal with new challenges (such as litigation).
- More actively seek and use client feedback through the development of a means of giving missions direct access to results from online client feedback forms and the use of the results from client feedback to support mission requests for infrastructure development, etc.
- Improve governance and accountability between Passport Canada and DFAIT through the development of an MOU to formalize governance structures, lines of accountability and delegation of authority; and formalize a clear “path of escalation” for passport-related issues originating abroad.

Outcome: The ability of Canadians to travel safely while abroad is increased.

Outputs/Activities:

- Continue to produce and disseminate travel information products and presentations that will encourage Canadians to take charge of their security while abroad and that will highlight the nature, and limits, of consular services.
- Make website changes to enhance the public’s ability to find and use travel information products.
- Target information products and outreach to encourage Canadians to consult the Consular Affairs website as part of their routine travel preparations.
- Undertake outreach and partnerships to encourage travel industry associations and workers to disseminate the department’s travel information products.
- Provide Canadians with accurate, up-to-date travel information in easier-to-use formats.
- Carefully update “Travel Reports” to reflect changing events, create “Current Issues” pages for new and emerging issues, and produce publications and fact sheets that meet the changing needs of Canadian travellers.
- Research the information needs of travelling Canadians (through direct surveys and focus groups), and base changes to DFAIT products on this research.
- Respond to inquiries from the public regarding travel safety and/or services received in a timely fashion.
- Pursue the reorganization of the client services division in order to improve its strategic capacity.

Performance Measurement Strategy and Performance Indicators

Strategic Priority 5: Strengthened services to Canadians, including consular, passport and global commercial activities.	
Key Priority Indicators:	
1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> • Canadians threatened by disaster (both civil and natural) abroad receive strengthened assistance. • Clients continue to receive high-quality consular assistance in spite of growing demand. • The ability of Canadians to travel safely while abroad is increased. 	<ul style="list-style-type: none"> • Number of outreach activities undertaken (including warden conferences, CPAT trips, etc.) to improve mission readiness. • Number of contingency plans that are filed (updated) at year end. • Number of Canadians assisted during crises. • Number of call centre crisis team volunteers who are trained. • Assessment of the level of staff morale and satisfaction (via Treasury Board Secretariat survey). • Number of visits to the staff intranet site. • Level of client satisfaction.

Financial and Human Resources

Financial Resources (\$ millions)			
Year	2007-2008	2008-2009	2009-2010
Total Planned Spending	47.3	46.8	46.9

Human Resources (FTEs)			
Year	2007-2008	2008-2009	2009-2010
FTEs	458	458	458

2.1.4.2 Program Activity: Passport Canada Special Operating Agency (Revolving Fund and Appropriated Funds)

2.1.4.2.1 Description of Passport Canada Special Operating Agency (Revolving Fund and Appropriated Funds) Program Activity

Plans and Priorities for the Passport Canada Special Operating Agency Program Activity

This program activity contributes to the following departmental priorities:

- Strengthened services to Canadians, including consular, passport and global commercial activities.

Priority 5: Strengthened services to Canadians, including consular, passport and global commercial activities.

Outcome: Excellence in global service delivery: innovative, reliable, consistent, uniform and accessible service anywhere.

Outputs/Activities:

- Continue the renewal process in which low-risk applicants are targeted with an offer to renew their passport using a simplified process. This service will be available only through the Passport Canada website during the pilot. The project will expand to include the general population during the planning period.
- Review the policies applied to make decisions regarding entitlement to a passport in order to respond to the new operating environment and to better serve Canadians.
- Proceed with a review of partners and explore ways to expand our Service Canada network of Receiving Agents. Canada Post outlets and Human Resources Service Centres are currently in operation as Receiving Agents for Passport Canada.
- Increase the number of surveys conducted in order to improve client consultation and volume forecast capacity; in addition, support planning and the user fee consultation required under the User Fees Act.
- Relocate 12 offices; pursue the potential redesign of nine offices and an optimization project for the National Capital Region headquarters.
- Implement new models of scanners with better performance and new features. Scanners are part of the equipment used by examiners, and the current model is at the end of its life span. The project will be completed early in 2007-2008.
- Update the printers used in offices to produce observation labels.

Outcome: A culture of security, integrity and compliance supported by state-of-the-art systems and business processes.

Outputs/Activities:

- Implement security and intelligence software that will enable management to strengthen the process of verifying identity before the issuance of a Canadian passport and strengthen the investigation of special cases (Security and Intelligence Case Management System).
- Resume efforts to seek support to implement one element of the National Routing System (NRS). The NRS is conceived as a national network that will make it possible to validate vital-events information needed to authenticate citizenship and identity. It will allow Passport Canada to query provincial vital statistics databases to validate information related to citizenship or identity.
- Pursue various projects to improve the protection of staff and critical assets and materials and to provide the capability to respond quickly to emergencies threatening the safety and efficiency of operations at all locations.
- Hire new regional security officers to further ensure that the security continuum, from identity verification to passport printing, is strengthened. The units will be located in regional headquarters across the country and will be used to support the compliance program, conduct on-site interviews of applicants with complex cases, and investigate fraudulent applicants or applications.

- Use advanced computerized facial recognition techniques to identify a person by their unique facial features. With each new or renewal application, the photo submitted will be compared to a database of previously issued passports to confirm that a passport has not already been issued to the applicant under another name. Facial recognition is expected to reduce fraud in the passport entitlement process.

Outcome: Passport Canada is recognized as a global leader in establishing identity, as a leading authority in identity management, and as a major partner in national security.

Outputs/Activities:

- Coordinate the establishment of the NRS network across federal and provincial partners.
- Continue to work with the interdepartmental community on identity policy. Strengthening the capability of the identity authentication process is central to efforts to enhance passport security.
- Review the existing legislative, business and financial framework, and modernize where necessary to address the realities of the current operating environment.
- Prioritize improvement initiatives and rank them according to approved project management criteria through the Project Management Bureau established in February 2005. Improved project management processes will have a positive impact in supporting the long-term strategic vision of Passport Canada as a whole.

Outcome: A sought-after place to work, where learning and development support each employee in realizing his or her full potential.

Outputs/Activities:

- Develop an internal learning program in line with the program at the Canada School of Public Service to provide continuous learning and growth opportunities for employees.
- Implement a program to provide new employees with relevant information on the organization and tools to support them in their new job.
- As the operating environment evolves, reclassify certain operational positions to address the new reality of passport entitlement.
- Ensure that staffing practices are in line with the new legislation and address the new operating environment and business processes.
- Integrate strategic and business planning throughout Passport Canada and identify key performance measures using the Strategic Management Framework. The framework will include the introduction of a Balanced Scorecard with a series of cost, performance and security indicators. With this approach, Passport Canada will be better able to determine the impact of new initiatives on its cost structures and take the appropriate action.
- Update the information technology infrastructure to ensure better performance of operating systems.

Performance Measurement Strategy and Performance Indicators

Strategic Priority 5: Strengthened services to Canadians, including consular, passport and global commercial activities.	
Key Priority Indicators:	
1- to 3-year planned outcomes	As demonstrated by
<ul style="list-style-type: none"> • Excellence in global service delivery: innovative, reliable, consistent, uniform and accessible service anywhere. • A culture of security, integrity and compliance supported by state-of-the-art systems and business processes. • Passport Canada is recognized as a global leader in establishing identity, as a leading authority in identity management, and as a major partner in national security. • A sought-after place to work, where learning and development support each employee in realizing his or her full potential. 	<ul style="list-style-type: none"> • Percentage of completed applications processed within announced service standards. • Percentage of callers who wait less than five minutes in the telephone queue. • Percentage of applicants who wait less than 45 minutes in the office queue. • Performance of the renewal project as measured against major milestones. • Achievement or maintenance of a unit cost of \$60 for a 24-page adult passport. • Achievement or maintenance of a unit cost of \$35 for a 24-page child passport. • Number of fraudulent applications intercepted. • Number of tampered passports that are intercepted. • Expenditure of no more than 95 percent of the total budget. • An absenteeism rate of no more than the target rate per indeterminate employee per year. • A turnover rate equal to or lower than the target rate for indeterminate employees.

Financial and Human Resources

Financial Resources (\$ millions)			
Year	2007-2008	2008-2009	2009-2010
Total Planned Spending	233.1	259.8	246.2

Human Resources (FTEs)			
Year	2007-2008	2008-2009	2009-2010
FTEs	1,915	1,915	1,915

2.1.5 Department-Wide Enabling Activities: Corporate Services and Human Resources

The following elements of the department provide essential enabling infrastructure: Corporate Services, Human Resources, Communications and Executive Services.

These services ensure that the right people are in the right places and that employees receive practical and relevant training, equipment, accommodation, systems and administrative support. Corporate Services includes finance, information technology, property management and administration. Executive Services is responsible for briefing material and related advice for the Ministers, Secretary of State, Parliamentary Secretaries and Deputy Ministers; Parliamentary liaison; and the department's response to ministerial and senior management correspondence as well as Access to Information requests.

While these activities primarily support the department's sixth strategic priority—better alignment of departmental resources (human, financial, physical and technological) in support of international policy objectives and program delivery both at home and abroad—they are also critical to its ability to deliver on its other five priorities.

Corporate Services

As part of its ongoing focus on results-based management, the department will review its Management Accountability Framework to ensure it has in place all required controls and processes to support good management, strengthen compliance and eliminate identified shortcomings. To improve financial management, it will promote more accurate financial reporting and analysis to better inform decision making and identify potential financial risks.

To ensure consistent compliance with federal contract regulations and trade agreements, the department will develop integrated and automated systems to monitor and analyze all contracting activities. It will develop strategies to ensure fair, ethical and efficient contracting practices and increase transparency. It will also make efforts to improve performance in responding to Access to Information requests.

Given the department's emphasis on the latest information technology, it will realign its Internet sites to provide a single portal of information for Canadian business, the public and international stakeholders, in compliance with federal standards related to "common look and feel." It will continue development of virtual communications as a key tool, including information for the media, in collaboration with federal partners. It will ensure Canada's visible presence in the international arena through the maintenance of the Canada International website. It will also upgrade its classified computing network, complete certification and accreditation of business systems to meet new federal standards, and establish a departmental off-site disaster recovery facility.

To strengthen its property management, the department will develop an integrated project management process to ensure increased efficiency, cost-effective solutions and improved client satisfaction.

Other separate and highly significant services are provided for the entire department by communications staff. Key activities for 2007-2008 will include preparation of communications material and support related to Canada's contribution in Afghanistan and to major international meetings, such as those pertaining to NAFTA, APEC, the G8, the Commonwealth Heads of Government Meeting (CHOGM), the Security and Prosperity Partnership and the Asia-Pacific Gateway Initiative. Other initiatives will include the new marketing campaign for the Trade Commissioner Service and promotion of departmental publications such as *State of Trade* and *Opening Doors to the World: Canada's International Market Access Priorities*. The department will also continue to provide communications advice and services, including media monitoring and analysis, for the ministers and senior management.

Human Resources

The department highly values its employees and their diverse and complex skill sets. To further their professional development, the department will offer training in official and foreign languages, leadership and management, foreign affairs and international trade, resource management and intercultural effectiveness. It will develop and implement resourcing strategies for key occupational groups and developmental programs.

To ensure that it has the right people in the right places, the department will develop and implement resourcing strategies and development programs for key occupational groups. To better respond to increasing staffing demands, the department will adopt new measures to fill vacancies more efficiently, taking full advantage of the flexibilities of the Public Service Modernization Act. It will develop and/or implement guidelines to address emerging issues and assess best practices in order to improve its human resources programs and services. With respect to locally engaged staff at missions abroad, the department will develop a salary revision strategy to ensure wages are competitive with local markets and respect local labour laws, review their terms and conditions of employment to reflect change and employment concerns. It will also develop a strategy for reviewing and updating locally engaged staff handbooks worldwide.

To ensure its future human resources needs are met effectively, the department will implement an integrated planning process, gather demographic analysis and develop forecasting capability related to its workforce in order to identify emerging gaps, issues and trends and be in a position to effectively renew or replace the high proportion of its workforce expected to retire over the coming years.

Planned Spending for These Enabling Activities

The cost of these enabling services is incorporated into the program activities described in the preceding parts of Section II, as required by the Government of Canada's Management, Resources and Results Structure—Program Activity Architecture. As a result, no separate financial information is provided here.

Performance Monitoring

In assessing its performance in this area, the department uses performance indicators associated with the Management Accountability Framework as well as those that are specific to project management and the operations of branches and bureaus.

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Summary of Financial Information

As an introduction to the detailed financial and other information contained in this section, the following text provides a brief summary of the department's overall budget.

The department's budget is allocated through Main and Supplementary Estimates approved by Parliament. The department has three voted appropriations (related to operating expenditures, capital expenditures, and grants and contributions) and three statutory authorities. For 2007-2008, the budget will be allocated as follows: roughly 43 percent for operating expenditures, 4 percent for capital expenditures and 24 percent for grants and contributions. Approximately 68 percent of the grants and contributions are made up of assessed contributions pertaining to Canada's membership in international organizations. Statutory expenditures account for the rest.

Human resources expenditures, excluding \$105 million related to employee benefits plans, account for approximately 36 percent of the budget. In general, human resources expenditures, aside from those related to Passport Canada, are funded through voted appropriations. However, employee benefit plans are statutory payments. All expenses related to Passport Canada are statutory payments approved by Parliament.

The department's planned spending for 2007-2008 will be \$2,832.7 million, an increase of \$151.5 million over the amount allocated in the Main Estimates for the fiscal year. The additional funding is intended to cover:

- an increase in Export Development Canada's Canada Account;
- increased funding for Canada's Global Peace and Security Program;
- funding to prepare for, implement and administer the 2006 Canada-United States softwood lumber agreement;
- funding for the Moscow chancery and residential accommodation project;
- compensation for foreign inflation rates that exceed the rate in Canada; and
- compensation for increased salary costs as per collective bargaining agreements.

These higher costs will be offset by decreases resulting from:

- full implementation of the Budget 2005 Expenditure Review Committee reductions, totalling \$35.8 million annually;
- implementation of the Budget 2006 Spending Restraint reductions, totalling \$34.8 million for fiscal year 2007-2008, as well as \$18.6 million on an ongoing basis;
- a reduction in the assessed contributions related to Canada's membership in international organizations; and
- foreign currency adjustments to reflect the rise in the value of the Canadian dollar vis-à-vis other currencies.

It should also be noted that the department's planned spending for 2007-2008 includes scheduled funding reductions totalling \$7.52 million related to procurement reform (part of a process led by Public Works and Government Services Canada [PWGSC]). While these cuts are incorporated into its business plans, the department continues to work closely with Treasury Board Secretariat, PWGSC and other affected departments on implementation of the procurement reforms and associated cuts, with particular emphasis on their expected impact on operations in the years ahead.

Table 1: Departmental Planned Spending and Full-Time Equivalents (FTEs) (\$ millions)

	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
Strategic Policy and Planning	47.5	37.0	37.0	37.0
International Security	358.7	315.1	256.4	216.4
Global Issues	505.7	481.8	477.2	477.6
Bilateral Relations	134.0	139.7	107.1	107.2
Protocol	38.6	40.0	40.0	40.0
Trade Policy and Negotiations	51.7	43.6	43.7	43.8
World Markets/Commercial Relations	41.2	47.8	47.8	47.8
International Business Development	103.6	59.9	58.1	58.0
Promotion of Foreign Direct Investment and Science & Technology Cooperation	10.6	16.8	17.8	18.4
Consular Affairs	52.8	49.6	49.8	49.9
Common Services and Infrastructure—Support from Headquarters	205.7	219.3	190.9	185.8
Common Services and Infrastructure— Missions Abroad	650.7	581.8	579.3	579.6
Passport Canada Special Operating Agency (appropriated funds)				
Passport Canada Special Operating Agency (revolving fund)	198.1	233.1	259.8	246.2
Budgetary Main Estimates (gross)	2,398.9	2,265.5	2,164.9	2,107.7
Non-Budgetary Main Estimates (gross)	209.0	679.0	704.0	713.0
Less: Respendable Revenue	253.6	263.3	283.9	270.3
Total Main Estimates	2,354.3	2,681.2	2,585.0	2,550.4
<i>Adjustments</i>				
Operating budget carry-forward	59.2	30.0		
Funding for routine maintenance of secure communications system	4.7			
Funding for the construction of a new chancery and staff accommodations in Moscow	5.0			
Funding for existing environmental programs pending the finalization of a new environmental agenda	3.3			
Funding for initiatives related to the destruction, disposition or securing of weapons of mass destruction in countries of the former Soviet Union (Canada's Global Partnership Program)	12.6			

	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
Additional resources related to a reallocation of the Ministry's regional responsibilities	0.3			
Reinstatement of operating funds that were improperly identified under a statutory appropriation (contributions to employee benefit plans)	21.9			
Funding to provide relief to several heavily indebted poor countries through the forgiveness of certain principal and interest amounts of sovereign debts due to the Crown	122.2			
Funding for a grant to Dalhousie University in honour of the late Dr. Glyn Berry	0.2			
Funding to support collaborative science and technology agreements with India and China under the International Science and Technology Partnerships Program	2.3			
Funding for the cost of evacuating Canadian citizens from Lebanon	63.1			
Reinvestment of revenues from the sale or transfer of real property	13.5			
Funding for the costs of Canadian disaster relief activities in the United States in the wake of Hurricane Katrina	2.4			
Procurement savings	(7.5)			
Budget 2006 Spending Restraint Initiative	(13.9)			
Funding to strengthen Canada's competitive position in international commerce by further developing and exploiting the Asia-Pacific Gateway and Corridor	0.5			
Transfer to the International Joint Commission to undertake the Upper Lakes Plan of Study for the review of the regulation of outflows from Lake Superior	(0.4)			
Transfer from the Canadian International Development Agency—Funding for international police peacekeeping and peace operations in failed or fragile states	0.2			
Transfer from Canadian Heritage to provide a grant in support of the International Centre of Film for Children and Young People	0.1			
Transfer from partner departments to provide administrative support to partner departments' staff located at missions abroad	16.5			
Transfer from Environment, Health and Indian Affairs and Northern Development for the payment of assessed contributions representing Canada's membership in the Rotterdam and Stockholm Conventions	0.2			

	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
Increased funding for payments in lieu of taxes on certain foreign diplomatic properties in Canada	0.6			
Reprofile of funding for the Enhanced Representation Initiative in the United States, a joint partnership with partner departments to increase Canada's representation and visibility in the United States	(5.0)			
Reprofile of funding for the construction of an embassy in Baghdad	(6.0)			
Reprofile of funding for the International Civil Aviation Organization	(1.0)			
Reprofile of funding for Global Peace and Security Program to enhance Canada's diplomatic capacity to respond to international crises in failed and fragile states	(15.5)			
Currency gains on expenditures abroad	(23.0)			
Softwood Lumber Agreement final payment to United States interests	512.1			
2006 expenditure restraint	(2.9)			
Transfer from the Canadian International Development Agency (CIDA) to provide security and support services for CIDA staff in Iraq	1.2			
Transfer from Foreign Affairs and International Trade Canada to the Canadian International Development Agency to continue funding Canada's peace operations in Sudan	(6.5)			
Increase in Passport Canada's passport fee revenue	(24.6)			
Funding to prepare for, implement and administer the 2006 Canada-United States Softwood Lumber Agreement	10.7	13.6	11.1	11.0
Funding for the Global Partnership Program			100.0	100.0
Funding to increase DFAIT's overseas activities		3.0	7.0	10.0
Funding for International Assistance Activities		18.0	18.0	18.0
Funding for DFAIT accommodation		11.5	6.5	6.5
Funding for the Enhanced Representation Initiative, a joint partnership with partner departments to increase Canada's representation in the United States			18.5	18.5
Funding for Canada's presence in Afghanistan		10.5	40.1	9.2
Collective bargaining agreements		1.1	1.0	0.9
Funding for Passport Canada's e-passport project		1.2		

	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
Funding for DFAIT environmental programs supporting Canada's Clean Air Agenda		3.1		
Proceeds from the sale of properties abroad for reinvestment in the mission infrastructure abroad		6.3		
Funding for the Global Peace and Security Fund program		50.6		2.9
Carry-forward of capital funds		1.9		
Funding to strengthen DFAIT audit capacity		0.7		
<i>Total Adjustments</i>	749.3	151.5	202.2	177.0
Total Planned Spending	3,103.6	2,832.7	2,787.2	2,727.4
Total Planned Spending	3,103.6	2,832.7	2,787.2	2,727.4
Less: Non-Respendable Revenue	113.6	172.2	129.2	128.9
Plus: Cost of services received without charge	61.6	85.1	86.4	87.9
Net Cost of Department	3,056.9	2,751.7	2,751.3	2,693.3
Full-Time Equivalentents (FTEs)	11,513	11,371	11,405	11,430

Note: Totals may not add due to rounding.

Table 2: Voted and Statutory Items Listed in Main Estimates (\$ millions)

Vote or Statutory Item	Truncated Vote or Statutory Wording	2007-2008	2006-2007
		Main Estimates	Main Estimates
1	Operating expenditures	1,162.1	1,181.8
5	Capital expenditures	114.8	115.7
10	Grants and contributions	651.7	729.6
(S)	Minister of Foreign Affairs and International Trade salary and motor car allowance	0.1	0.1
(S)	Minister for International Trade salary and motor car allowance	0.1	0.1
(S)	Payment under the Diplomatic Service (Special) Superannuation Act	0.3	0.3
(S)	Contributions to employee benefit plans	77.2	99.1
(S)	Passport Canada Special Operating Agency (Revolving Fund)	(6.1)	0.0
(S)	Payments to Export Development Canada for the purpose of facilitating and developing trade between Canada and other countries under the terms of the Export Development Act (Budgetary)	2.1	18.3
(S)	Payments to Export Development Canada for the purpose of facilitating and developing trade between Canada and other countries under the terms of the Export Development Act (Non-Budgetary)	679.0	209.0
	Total Department	2,681.3	2,354.0

Note: Main Estimates for 2006-2007 includes the amounts for Foreign Affairs Canada and International Trade Canada.

Table 3: Services Received Without Charge (\$ millions)

2007-2008	Total
Accommodation provided by Public Works and Government Services Canada	29.5
Contributions covering the employer's share of employees' insurance premiums and expenditures paid by the Treasury Board of Canada Secretariat (excluding revolving funds)	51.4
Workers' compensation coverage provided by Human Resources and Skills Development Canada	0.3
Salary and associated expenditures of legal services provided by the Department of Justice Canada	3.9
Total 2007-2008 Services Received Without Charge	85.1

Note: Totals may not add due to rounding.

Table 4: Summary of Capital Spending by Program Activity (\$ millions)

Program Activity	Forecast	Planned	Planned	Planned
	Spending	Spending	Spending	Spending
	2006-2007	2007-2008	2008-2009	2009-2010
Strategic Policy and Planning	0.7	0.1	0.1	0.1
International Security	6.0	5.8	5.7	5.7
Global Issues	2.9	1.2	0.9	0.9
Bilateral Relations	7.5	4.8	4.3	4.3
Protocol	0.4	0.1	0.1	0.1
Trade Policy and Negotiations	0.6	0.8	0.8	0.8
World Markets/Commercial Relations	0.0	0.0	0.0	0.0
International Business Development	0.8	1.0	1.0	1.0
Promotion of Foreign Direct Investment and Science & Technology Cooperation	0.0	0.0	0.0	0.0
Consular Affairs	4.1	1.6	1.6	1.6
Common Services and Infrastructure—Support from Headquarters	82.6	76.3	51.3	45.8
Common Services and Infrastructure—Missions Abroad	35.7	23.1	22.9	22.8
Passport Canada Special Operating Agency (appropriated funds)	0.0	0.0	0.0	0.0
Passport Canada Special Operating Agency (revolving fund)	0.0	0.0	0.0	0.0
Total	141.3	114.8	88.7	83.1

Table 5: Loans, Investments and Advances (Non-Budgetary) (\$ millions)

	Forecast Spending	Planned Spending	Planned Spending	Planned Spending
	2006-2007	2007-2008	2008-2009	2009-2010
Working capital advance for loans and advances to personnel working or engaged abroad in accordance with Vote L12c	3.5	3.5	3.5	3.5
Working capital advance for advances to missions abroad in accordance with Vote 630	1.5	1.5	1.5	1.5
Total	5.0	5.0	5.0	5.0

Table 6: Sources of Respendable and Non-Respendable Revenue (\$ millions)

Respendable Revenue	Forecast Revenue 2006-2007	Planned Revenue 2007-2008	Planned Revenue 2008-2009	Planned Revenue 2009-2010
Strategic Policy and Planning				
International Youth Exchange	1.5	1.5	1.5	1.5
Canadian Education Centres	1.1	0.0	0.0	0.0
	2.6	1.5	1.5	1.5
Common Services and Infrastructure (Support from HQ)				
Real property services abroad	9.3	9.3	9.3	9.3
Telecommunications services	0.9	0.9	0.9	0.9
Training services	6.2	6.2	6.2	6.2
Shared services from Department of Foreign Affairs and International Trade (<i>International Trade</i>)				
	16.4	16.4	16.4	16.4
Consular Affairs				
Specialized consular services	3.1	3.2	3.2	3.2
	3.1	3.2	3.2	3.2
International Business Development				
Trade fairs and trade/investment technology missions	3.1	3.1	3.1	3.1
	3.1	3.1	3.1	3.1
Passport Canada Special Operating Agency (Revolving Fund)				
Passport fees*	222.7	239.2	259.8	246.2
	222.7	239.2	259.8	246.2
Total Respendable Revenue	247.9	263.4	284.0	270.4
Non-Respendable Revenue	Forecast Revenue 2006-2007	Planned Revenue 2007-2008	Planned Revenue 2008-2009	Planned Revenue 2009-2010
Common Services and Infrastructure (Support from HQ)				
Adjustment to previous year's expenditures	2.4	2.0	2.0	2.0
Other	0.2	0.2	0.2	0.2
	2.6	2.2	2.2	2.2
Common Services and Infrastructure (Missions Abroad)				
Sales of properties and other assets	6.9	63.8	22.6	19.9

Responsible Revenue	Forecast Revenue	Planned Revenue	Planned Revenue	Planned Revenue
	2006-2007	2007-2008	2008-2009	2009-2010
Employee rent shares	19.8	20.6	21.4	21.4
Services provided to the Passport Office	4.4	4.4	4.4	4.4
Adjustment to previous year's expenditures	2.4	2.4	2.4	2.4
Other	0.6	0.6	0.6	0.6
	34.1	91.8	49.0	48.7
Consular Affairs				
Consular fees	64.9	64.9	64.9	64.9
	64.9	64.9	64.9	64.9
Trade Policy and Negotiations				
Import and export permit fees	11.0	12.5	12.5	12.5
	11.0	12.5	12.5	12.5
International Business Development				
Contributions repaid under the Program for Export Market Development	1.0	0.8	0.6	0.6
	1.0	0.8	0.6	0.6
Total Non-Responsible Revenue	113.6	172.2	129.3	128.9
Total Responsible and Non-Responsible Revenue	361.5	435.6	413.2	399.3

* This figure has been increased from \$198.1 million (as reported in the Main Estimates) to \$222.7 million to reflect increased passport fee revenue.

Note: The Net Voted Revenue amount is zero due to the reintegration of DFAIT.

Note: Totals may not add due to rounding.

Table 7A: Passport Canada Revolving Fund—Statement of Operations (\$ millions)

	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
Total Responsible Revenue	222.7	239.2	259.8	246.2
Operating Expenses:				
Salaries and employee benefits	125.7	139.0	153.9	151.0
Passport material usage	16.3	17.9	19.9	19.3
Passport operations at missions abroad	4.4	4.4	4.4	4.4
Accommodation	10.9	10.5	9.6	9.2
Professional and special services	10.8	9.6	9.3	9.7
Amortization	12.2	14.5	14.5	13.4
Freight, express and cartage	23.4	24.6	25.4	24.1
Telecommunications	3.5	3.5	3.4	3.5
Printing, stationery and supplies	3.2	2.9	2.8	2.9
Other	9.2	9.2	11.5	11.3
Total Expenses	219.6	236.0	254.6	249.0
Surplus (Deficit)	3.1	3.2	5.2	(2.8)

Table 7B: Passport Canada Revolving Fund—Statement of Cash Flows (\$ millions)

	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
Surplus (Deficit)	3.1	3.2	5.2	(2.8)
Add non-cash items				
Amortization	12.2	14.5	14.5	13.4
Passport material usage	16.3	17.9	19.9	19.3
Interest on drawdown				
Total non-cash items	28.4	32.3	34.3	32.7
Add cash inflows				
Treasury Board funding for Auditor General's report	2.1			
Transfer from Treasury Board vote 5				

	Forecast Spending	Planned Spending	Planned Spending	Planned Spending
	2006-2007	2007-2008	2008-2009	2009-2010
Treasury Board funding for Passport Security Strategy	1.7			
Total cash inflows	3.8	-	-	-
Change in working capital	(16.2)	(19.7)	(21.2)	(20.9)
Investing activities				
Acquisition of depreciable assets	(10.8)	(9.8)	(18.3)	(9.0)
Cash Surplus (Requirement)	8.3	6.1	0.0	0.0

Note: Totals may not add due to rounding.

Table 7C: Passport Canada Revolving Fund—Projected Use of Authority (\$ millions)

	Forecast Spending	Planned Spending	Planned Spending	Planned Spending
	2006-2007	2007-2008	2008-2009	2009-2010
Authority*	4.0	4.0	4.0	4.0
Drawdown:				
Balance as of April 1	21.3	29.6	35.7	35.7
Projected surplus (drawdown)	8.3	6.1	0.0	0.0
	29.6	35.7	35.7	35.7
Projected Balance at March 31	33.6	39.7	39.7	39.7

* \$4 million is the maximum amount that may be drawn down at any time from the Consolidated Revenue Fund.

Table 8: Resource Requirements by Branch (\$ millions)

Branch	Program Activity													Total Planned Spending	
	Strategic Policy and Planning	International Security	Global Issues	Bilateral Relations	Protocol	Trade Policy and Negotiations	World Markets/Commercial Relations	International Business Development	Promotion of Foreign Direct Investment and Science & Technology Cooperation	Consular Affairs	Common Services and Infrastructure - Support from Headquarters	Common Services and Infrastructure - Missions Abroad	Passport Canada (Appropriated Funds)		Passport Canada Agency (Revolving Fund)
Minister's and Deputy Minister's Offices	0.0	2.0	1.4	0.3	0.1	0.1	0.1	1.7	0.1	0.1	0.5	1.1			7.5
Bureaus reporting directly to the Deputy Minister	0.0	13.7	5.2	1.3	32.4	0.4	0.6	0.6	0.2	0.4	1.9	1.3			57.9
International Security		324.2									7.6				331.8
Global Issues	0.0		453.6												453.6
Bilateral Relations				134.6			26.9			30.0		428.0			619.5
North America				18.6			4.9			13.9		105.6			143.0
Strategic Policy and Planning	31.0														31.0
Legal Adviser	0.0	1.6	2.5	0.6	0.2	2.9	0.2	0.3	0.1	0.2	0.9	3.0			12.4
Corporate Services	5.4	13.7	21.4	5.1	7.2	1.7	1.7	2.6	0.9	1.7	195.2	31.7			288.2
Trade Negotiations						49.9									49.9
Global Operations							13.5	25.2							38.7
Investment Innovation and Sectors	0.0					1.1		26.3	15.5						42.9
Human Resources	0.0	17.8	12.2	2.9	1.0	2.0	1.0	1.5	0.5	1.0	17.7	24.7			82.2
Total DFAIT	36.4	373.0	496.2	163.4	40.9	58.1	48.7	58.1	17.2	47.3	223.7	595.3	0.0	0.0	2,158.5
Passport Canada													1.2	-6.1	-4.9
Export Development Canada (non-budgetary amount)								679.0							679.0
Grand Total	36.4	373.0	496.2	163.4	40.9	58.1	48.7	737.1	17.2	47.3	223.7	595.3	1.2	-6.1	2,832.6

Table 9: User Fees

Name of User Fee	Fee Type	Fee-setting Authority	Reason for Planned Introduction of or Amendment to Fee	Effective Date of Planned Change	Consultation and Review Process Planned
Property-Related Lettings and Sublettings.	(o) Other—Cost Recovery (Lease of public property).	Department of Foreign Affairs and International Trade Act, FAA, TB Cost Recovery and Charging Policy, 1997 TB decision on Net Voting, TB Real Property Revenue Policy.	This fee is modified as per each agreement to reflect market value.	As per terms of each agreement.	The fees are negotiated as part of a specific agreement with each licensee/sublessee and in relation to each property for a specific time period. At the expiry of each agreement, the terms and fees are renegotiated to reflect market value.

Table 10: Details on Project Spending—Summary

The following projects have exceeded or are expected to exceed their delegated project approval level over the next three years:

2007-2008

1. Berlin, Germany—Chancery construction
2. Dhaka, Bangladesh—Construction of diplomatic complex
3. Moscow, Russia—Fit-up of new chancery and residential accommodation
4. Rome, Italy—Chancery acquisition and fit-up
5. Seoul, Korea—Construction of chancery and 7 staff quarters

2008-2009

1. Moscow, Russia—Fit-up of new chancery and residential accommodation

For further information, see http://www.tbs-sct.gc.ca/rpp/0607/info/ps-dp_e.asp

Table 11: Details on Transfer Payment Programs—Summary

Over the next three years, the department will manage the following transfer payment programs in excess of \$5 million:

2007-2008

Program Activity: International Security

- Global Peace and Security Fund and its component programs: the Global Peace and Security Program, the Global Peace Operations Program, and the renewed Human Security Program
- Initiatives related to the destruction, disposition and securing of weapons of mass destruction
- International Atomic Energy Agency
- North Atlantic Treaty Organization, Civil Administration
- Organization for Security and Cooperation in Europe

Program Activity: Strategic Policy and Planning

- Grants in Aid of Academic Relations
- Grants in Aid of Cultural Relations

Program Activity: Global Issues

- International Organization of the Francophonie
- Commonwealth Secretariat
- Food and Agriculture Organization
- International Labour Organization
- Organization for Economic Cooperation and Development
- UN Educational, Scientific and Cultural Organization
- United Nations Organization
- UN peacekeeping operations
- World Health Organization
- World Trade Organization
- Young Professionals International
- Organization of American States
- International Criminal Court
- Projects and development activities resulting from Francophonie summits

Program Activity: Protocol

- Payments in lieu of taxes on diplomatic, consular and international organizations' property in Canada

2008-2009

Program Activity: International Security

- Global Peace and Security Fund and its component programs: the Global Peace and Security Program, the Global Peace Operations Program, and the renewed Human Security Program
- Initiatives related to the destruction, disposition and securing of weapons of mass destruction
- International Atomic Energy Agency
- North Atlantic Treaty Organization, Civil Administration
- Organization for Security and Cooperation in Europe

Program Activity: Strategic Policy and Planning

- Grants in Aid of Academic Relations
- Grants in Aid of Cultural Relations

Program Activity: Global Issues

- International Organization of the Francophonie
- Commonwealth Secretariat
- Food and Agriculture Organization
- International Labour Organization
- Organization for Economic Cooperation and Development
- UN Educational, Scientific and Cultural Organization
- United Nations Organization
- UN peacekeeping operations
- World Health Organization
- World Trade Organization
- Organization of American States
- International Criminal Court
- Projects and development activities resulting from Francophone summits

Program Activity: Protocol

- Payments in lieu of taxes on diplomatic, consular and international organizations' property in Canada

2009-2010

Program Activity: International Security

- Global Peace and Security Fund and its component programs: the Global Peace and Security Program, the Global Peace Operations Program, and the renewed Human Security Program
- Initiatives related to the destruction, disposition and securing of weapons of mass destruction
- International Atomic Energy Agency
- North Atlantic Treaty Organization, Civil Administration
- Organization for Security and Cooperation in Europe

Program Activity: Strategic Policy and Planning

- Grants in Aid of Academic Relations
- Grants in Aid of Cultural Relations

Program Activity: Global Issues

- International Organization of the Francophonie
- Commonwealth Secretariat
- Food and Agriculture Organization
- International Labour Organization
- Organization for Economic Cooperation and Development
- UN Educational, Scientific and Cultural Organization
- United Nations Organization
- UN peacekeeping operations
- World Health Organization
- World Trade Organization
- Organization of American States
- International Criminal Court
- Projects and development activities resulting from Francophone summits

Program Activity: Protocol

- Payments in lieu of taxes on diplomatic, consular and international organizations' property in Canada

Further information on these projects can be found at
http://www.tbs-sct.gc.ca/rpp/0607/info/ps-dp_e.asp

Table 12: Horizontal Initiatives—Summary

DFAIT is the lead department for the following horizontal initiatives: United States Enhanced Representation Initiative (ERI) and Global Peace and Security Fund (GPSF).

Supplementary information on horizontal initiatives can be found at
http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhdb/profil_e.asp

Table 13: Sustainable Development Strategy

Agenda 2009: A Sustainable Development Strategy for Foreign Affairs and International Trade Canada defines sustainable development initiatives for the 2007-2009 period. The initiatives support two broad goals and five objectives:

Goal 1: Ensure greater integration of sustainable development into departmental policies, programs and operations.

Objective 1.1: Organizational structures and processes support meaningful and significant sustainable development objectives.

Objective 1.2: Improved environmental management practices through the Environmental Management System.

Goal 2: Advance Canada's sustainable development interests related to foreign affairs and international trade.

Objective 2.1: Effective promotion of international security and respect for human rights, good governance and the rule of law as prerequisites for sustainable development.

Objective 2.2: Enhanced Canadian prosperity through advancement of Canadian sustainable development interests and priorities in trade relations, policies and programs.

Objective 2.3: Advancing Canada's interests on key environmental and sustainable development issues.

For more information on *Agenda 2009* and the specific commitments related to the goals and objectives, please visit <http://www.international.gc.ca/trade/sd-dd/Agenda2007/menu-en.asp>.

Key activities undertaken by DFAIT in 2007 will be summarized in the *Departmental Performance Report* and will also be accounted for in the *Agenda 2009* annual reports, which will be produced and made available electronically at <http://www.international.gc.ca/sd-dd>.

Linkages with Departmental Priorities for 2007-2008

The Sustainable Development Strategy links directly to two of DFAIT's four policy priorities. It does not link to DFAIT's two management priorities. The linkages to the department's policy priorities are as follows:

The third policy priority—"Greater international support for freedom and security, democracy, rule of law, human rights and environmental stewardship"—relates directly to Objective 2.1: Effective promotion of international security and respect for human rights, good governance and the rule of law as prerequisites for sustainable development. Initiatives captured under this objective include the effective management of Canada's Global Partnership Program, work on the Human Rights Council and the integration of health as a component of Canada's foreign policy.

The second policy priority—"Greater economic competitiveness for Canada through enhanced commercial engagement, secure market access and targeted support for Canadian business"—relates to Objective 2.2, which aims to enhance Canadian prosperity through advancement of Canadian sustainable development interests and priorities in trade relations, policies and programs.

The other policy priorities relate generally to the overarching goals and specifically to certain initiatives throughout *Agenda 2009*. For example, the fourth policy priority—"Accountable and consistent use of the multilateral system to deliver results on global issues of concern to Canadians"—links to commitments under Objective 2.1.

Linkages with the Federal Sustainable Development Goals

In July 2006, the Government of Canada released the guidance document, *Coordinating the Fourth Round of Departmental Sustainable Development Strategies*, to facilitate the initial elements of a coordinated federal approach. It attempts to build coherence based on a set of common federal sustainable development goals and to strengthen accountability to Canadians by developing common format standards that will enable roll-up reporting on the goals. DFAIT was an active participant in the interdepartmental consultations and review process. DFAIT supports this type of collaboration on horizontal sustainable development issues and has identified its actions that contribute directly to the federal goals in the “expected outcome” column in the charts of *Agenda 2009*. It should be noted that although many DFAIT initiatives support the overarching federal sustainable development goals, the outcomes are often too specific or too domestic for a clear linkage to be evident.

Table 14: Internal Audits and Evaluations (2007-2008 fiscal year)

1. Name of Internal Audit/Evaluation	2. Audit Type/Evaluation Type	3. Status	4. Expected Completion Date	5. Electronic Link to Report
Audit				
Planned Missions/Inspections				
Moscow, St. Petersburg, Almaty, Helsinki Inspection-Audits	Consulting-Mission Operations	Planned	Fieldwork to be completed June 2007	N/A
Brussels, the Permanent Mission of Canada to the European Union, Canadian Delegation to the North Atlantic Council, Belgrade Inspection-Audits	Consulting-Mission Operations	Planned	Fieldwork to be completed October 2007	N/A
Rabat, Tunis, Tripoli, Beirut Inspection-Audits	Consulting-Mission Operations	Planned	Fieldwork to be completed November 2007	N/A
Atlanta, Raleigh-Durham, Miami, Havana Inspection-Audits	Consulting-Mission Operations	Planned	Fieldwork to be completed December 2007	N/A
Kuala Lumpur, Hanoi, Ho Chi Minh, Phnom Penh, Bandar Seri Begawan Inspection-Audits	Consulting-Mission Operations	Planned	Fieldwork to be completed February 2008	N/A
Rome, the Permanent Mission of Canada to the Food and Agriculture Organization, Milan, Vatican, Stockholm Inspection-Audits	Consulting-Mission Operations	Planned	Fieldwork to be completed March 2008	N/A
HQ				
Recoverable/Payables	Audit	Planned	March 31, 2008	N/A
Foreign Operations and International Banking	Audit	Planned	March 31, 2008	N/A
Financial Functions at Missions Abroad and HQ	Audit	Planned	March 31, 2008	N/A
Property Growth	Audit	Planned	March 31, 2008	N/A
Audit of the Integrated Management of Property Resources	Audit	Planned	March 31, 2008	N/A
Internal Management Framework for Grants and Contributions	Audit	Planned	March 31, 2008	N/A
Passport Mission Audit Tour	Audit	Planned	September 30, 2007	N/A
Data Integrity of Systems Lookout	Audit	Planned	December 30, 2007	N/A
Mission Passport Print Solution	Follow-up Audit	Planned	December 30, 2007	N/A
Passport Human Resources	Risk Assessment	Planned	March 30, 2008	N/A
Evaluation				
Canadian Landmine Fund	Evaluation Assessment	Planned	FY 2007/2008	N/A
GPP - ISTD (former weapons scientists)	Formative Evaluation	Planned	FY 2007/2008	N/A

1. Name of Internal Audit/Evaluation	2. Audit Type/Evaluation Type	3. Status	4. Expected Completion Date	5. Electronic Link to Report
GPSF (Sudan)	Formative Evaluation	Planned	FY 2007/2008	N/A
PPTC Regional Offices	Formative Evaluation	Planned	FY 2007/2008	N/A
PSAT- Personal Safety and Security at Missions	Formative Evaluation	Planned	FY 2007/2008	N/A
PSAT- Representation Abroad	Formative Evaluation	Planned	FY 2007/2008	N/A
Hub and Spoke	Study	Planned	FY 2007/2008	N/A
IBD Brazil	Formative Evaluation	Planned	FY 2007/2008	N/A
Trade Regional Offices	Formative Evaluation	Planned	FY 2007/2008	N/A
Can-Trade Approach	Study	Planned	FY 2007/2008	N/A
Knowledge Management	Study	Planned	FY 2007/2008	N/A
Counterterrorism Capacity Building	Formative Evaluation	Planned	FY 2007/2008	N/A
Dispute Management	Formative Evaluation	Planned	FY 2007/2008	N/A
PPTC Security Bureau	Formative Evaluation	Planned	FY 2007/2008	N/A
Ongoing and Completed Audits and Evaluations				
Audit				
Missions Inspections				
Tel Aviv, Washington (including Philadelphia), the Permanent Mission of Canada to the Organization of American States, Brasilia, São Paulo, Rio de Janeiro, Geneva, Dakar, Yaoundé	Consulting-Mission Operations	Ongoing	December 30, 2007	N/A
Minneapolis, Buffalo, Port of Spain	Consulting-Mission Operations	In progress	December 30, 2007	N/A
Seoul, Taipei, Colombo, Port-au-Prince, Santo Domingo	Consulting-Mission Operations	Planned	December 30, 2007	N/A
HQ				
Contracting and Financial Management Practices (CFSI)	Audit	Ongoing	February 28, 2007	N/A
Management of IT Security	Audit	Ongoing	May 31, 2007	N/A
Entitlement Policy and Procedures	Audit	Ongoing	March 31, 2007	N/A
Revenue (fees) Processing Audit	Audit	Ongoing	May 31, 2007	N/A
IT Review	Audit	Ongoing	December 15, 2006	N/A
Foreign Service Directives	Preliminary Review	In progress	March 31, 2007	N/A
Mission Passport Services	Audit	Ongoing	March 31, 2007	N/A
Mission Passport Print Solution Risk Assessment	Assessment – Passport Services	Ongoing	March 31, 2007	N/A
Accounts Payable	Audit	In progress	March 31, 2007	N/A
Business Resumption Planning	Audit	In progress	March 31, 2007	N/A
Network Content Security	Audit	In progress	March 31, 2007	N/A
Assurance Services Follow-up	Audit	Completed	March 2006	http://www.international.gc.ca/departement/auditreports/2006/assuranceservices06-en.asp
Contributions and Grants Made by the Ambassador for Mine Action	Audit	Completed	June 2006	http://www.international.gc.ca/departement/auditreports/2006/canadalandminefund06-en.asp

1. Name of Internal Audit/Evaluation	2. Audit Type/Evaluation Type	3. Status	4. Expected Completion Date	5. Electronic Link to Report
Global Partnership Bureau	Audit	Completed	April 2006	http://www.international.gc.ca/department/auditreports/2006/globalpartnership06-en.asp
Management of the Intranet (Foreign Affairs Canada)	Audit	Completed	January 2006	http://www.international.gc.ca/department/auditreports/2006/globalpartnership06-en.asp
Management of the Intranet (International Trade Canada)	Audit	Completed	January 2006	http://www.international.gc.ca/department/auditreports/2006/intranetITCan06-en.asp
Salary Devolution	Audit	Completed	February 2006	http://www.international.gc.ca/department/auditreports/2006/salarydevolution06-en.asp
Evaluation				
Canadian Biotechnology Strategy	Summative Evaluation	Ongoing		N/A
Canadian Foreign Service Institute	Study	In progress	March 31, 2007	N/A
ERI	Formative Evaluation	Ongoing	October 2006	N/A
Global Partnership Program (GPP)	Formative Evaluation	Completed	May 2006	http://www.international.gc.ca/department/auditreports/evaluation/evalGlobalPartnership06-en.asp
IBD Germany	Formative Evaluation	In progress	March 31, 2007	N/A
International Drug Strategy	Synthesis report/ Health Canada is the Lead	Ongoing	unknown	N/A
Young Professionals International	Summative Evaluation	Ongoing	March 2007	N/A
Canadian Consortium on Human Security	Formative Evaluation	In progress	March 31, 2007	N/A
Country Studies	Methodology	Planned	March 31, 2007	N/A
Counterterrorism and Capacity Building (CTCB)	Capacity Check	In progress	March 31, 2007	N/A
Community Investment Support Program	Capacity Check	In progress	March 31, 2007	N/A
GPP - Chemical Weapons Destruction	Formative Evaluation	In progress	March 31, 2007	N/A
GPP - Nuclear Dismantlement of Submarines	Summative Evaluation	In progress	March 31, 2007	N/A
GPSF START Capacity Check	Capacity Check	In progress	March 31, 2007	N/A
Haut Conseil de la Francophonie	Formative Evaluation	In progress	March 31, 2007	N/A
PPTC Evaluation Plan	Study	In progress	June 2007	N/A
PSAT - Counterterrorism	Formative Evaluation	In progress	March 31, 2007	N/A
Climate Change	Support for TBS horizontal Evaluation	In progress		N/A
Emergency Response Tracking Tool	Methodology	In progress	March 31, 2007	N/A
6. Electronic Link to Internal Audit and Evaluation Plan: The Inspector General will be submitting the proposed plans to the Departmental Audit Committee for its approval. As no formal plan has been approved, unfortunately no electronic link is currently available.				

Table 15: Canada's Performance Crosswalk

Strategic Outcome	Program Activity	Link to Government of Canada Outcome area*
<p>Departmental Strategic Outcome 1:</p> <p>CANADA'S INTERESTS ARE ADVANCED INTERNATIONALLY: In partnership with Canadians, Canada and its values are projected to the world, Canada's interests are pursued abroad and Canadians are better able to interpret the world.</p>	<p>Program Activity 1: Strategic Policy and Planning—Leading the formulation of Canada's overall foreign policy and commercial strategy and the interdepartmental development of all-of-government strategies, including public diplomacy.</p> <hr/> <p>Program Activity 2: International Security—Integrating, advocating and advancing Canada's international security interests, bilaterally and multilaterally, as well as managing and implementing the department's policy and programming responsibilities with respect to security and intelligence.</p> <hr/> <p>Program Activity 3: Global Issues—Advocating a stronger and more effective multilateral system, capable of addressing Canada's interests in global issues, in particular international economic relations and development, environment and sustainable development, human rights and human security.</p> <hr/> <p>Program Activity 4: Bilateral Relations—Conducting and promoting Canada's bilateral diplomatic relations in Canada and abroad.</p> <p>Program Activity 5: Protocol—Managing and facilitating the presence of foreign diplomats in Canada as well as planning and leading official travel by the Governor General, the Prime Minister, Ministers of the Portfolio and all official diplomatic events.</p>	<p>A strong and mutually beneficial North American Partnership; A Safe and Secure World through International Cooperation; A prosperous Canada through global commerce; and Global poverty reduction through sustainable development.</p>
<p>Departmental Strategic Outcome 2:</p> <p>CANADA'S COMMERCIAL INTERESTS ARE ADVANCED</p>	<p>Program Activity 1: Trade Policy And Negotiations—Analyzing, negotiating, advocating and representing Canada's international economic and commercial interests in Canada and abroad, in consultation with stakeholders.</p>	<p>A Prosperous Canada through Global Commerce and a Strong and Mutually beneficial North American Partnership.</p>

* The formal linkage between the department's strategic outcomes/program activities and the Government of Canada outcome areas occurred when the Treasury Board Secretariat (TBS) approved DFAIT's interim 2007-2008 PAA.

Strategic Outcome	Program Activity	Link to Government of Canada Outcome area*
<p>INTERNATIONALLY, both in Canada and abroad, in collaboration with Canadian business and other stakeholders.</p>	<p>Program Activity 2: World Markets/Commercial Relations— Integrating Canada's economic, trade, investment, and science and technology interests at the regional and bilateral level and managing commercial relations.</p> <hr/> <p>Program Activity 3: International Business Development— Managing and delivering international business services to Canadians.</p> <hr/> <p>Program Activity 4: Promotion Of Foreign Direct Investment And S&T Cooperation— Attracting, retaining and expanding foreign direct investment in Canada.</p>	
<p>Departmental Strategic Outcome 3: GOVERNMENT of Canada is Served Abroad - The Government delivers its programs and achieves its results in a secure environment through cost-effective and efficient services and infrastructure at Canada's missions abroad.</p>	<p>Program Activity 1: Common Services and Infrastructure— Support from Headquarters (HQ)—Managing and delivering headquarters-provided common services to government programs and partners operating abroad.</p> <hr/> <p>Program Activity 2: Common Services and Infrastructure— Missions Abroad— Managing and delivering mission-provided common services to government programs and partners operating in Canada's missions in Europe, Asia Pacific, Africa, and the Latin America and Caribbean regions.</p>	<p>All Government of Canada international outcomes.</p>
<p>Departmental Strategic Outcome 4: Canadians are Served Abroad - Canadians traveling and living abroad are provided with effective assistance, guidance, advice and services for their travel documents and consular needs.</p>	<p>Program Activity 1: Consular Affairs— Managing and delivering consular services to Canadians.</p> <hr/> <p>Program Activity 2: Passport Canada Special Operating Agency (Revolving Fund)— Managing and delivering passport services to Canadians through the use of the Passport Revolving Fund.</p>	<p>A Safe and Secure World through International Cooperation</p>

* The formal linkage between the department's strategic outcomes/program activities and the Government of Canada outcomes areas occurred when the Treasury Board Secretariat (TBS) approved DFAIT's interim 2007-2008 PAA.

Table 16: DFAIT's Portfolio: Related Outside Organizations

The following organizations outside of the department's direct governance structure make up what is known as its portfolio.

The **Canadian International Development Agency (CIDA)** (<http://www.acdi-cida.gc.ca/index-e.htm>) supports sustainable development in developing countries in order to reduce poverty, and contributes to a more secure, equitable and prosperous world. It reports to Parliament through the Minister for International Cooperation.

The **International Development Research Centre (IDRC)** is a public corporation that helps developing countries use science and technology to find practical, long-term solutions to their social, economic and environmental problems (see http://www.idrc.ca/en/ev-1-201-1-DO_TOPIC.html).

Export Development Canada (EDC) (<http://www.edc.ca/>) is a financial institution that provides trade-related financial and insurance services to Canadian exporters and investors.

The **Canadian Commercial Corporation (CCC)** (<http://www.ccc.ca/index.html>) is an export sales agency that works to expand Canada's international trade, in particular by participating in foreign government procurement and infrastructure projects.

The **North American Free Trade Agreement (NAFTA) Secretariat (Canadian Section)** (http://www.nafta-sec-alena.org/canada/index_e.aspx) is an agency of the Government of Canada that helps administer the dispute settlement provisions of the North American Free Trade Agreement.

Rights & Democracy (the International Centre for Human Rights and Democratic Development) is a non-partisan organization that supports human rights and promotes democratic institutions and practices around the world. It receives most of its funding from Canada's Overseas Development Assistance budget, through the department. Each year, Rights & Democracy submits a report on its activities to the Minister of Foreign Affairs, who tables it in Parliament. More information can be found at <http://www.ichrdd.ca/site/home/index.php?lang=en>.

The **International Joint Commission (IJC)** (http://www.ijc.org/en/home/main_accueil.htm) is an independent binational (Canada and the United States) organization that helps prevent and resolve disputes over the use and quality of boundary waters, and advises on related issues.

The **Roosevelt Campobello International Park Commission** (<http://www.fdr.net/englishii/>) administers the Roosevelt Campobello International Park on the Bay of Fundy as a memorial to former United States President Franklin Roosevelt. The two countries share the cost of the park's development, operation and maintenance. The department approves the Canadian budget.

Section IV Our Contact Information

The department offers a wealth of information, resources and reference tools. To learn more about Canadian foreign policy and international relations or about the department itself, use any of the following contacts:

Telephone: 1-800-267-8376 toll free in Canada or 613-944-4000 in the National Capital Region and outside Canada
TTY: 613-944-9136
Fax: 613-996-9709
Email: enqserv@international.gc.ca
Mail: Enquiries Services (BCI)
Department of Foreign Affairs and International Trade
125 Sussex Drive, Ottawa, ON K1A 0G2
Web: <http://www.international.gc.ca>
Media Services: 613-995-1874 or fax 613-995-1405

How to Contact Organizations Related to the Department

Canadian Commercial Corporation

Mail: 1100-50 O'Connor Street, Ottawa, ON K1A 0S6
Telephone: 1-800-748-8191 toll free in Canada or 613-996-0034 in the National Capital Region and outside Canada
Fax: 613-995-2121
Web: <http://www.ccc.ca>

Canadian International Development Agency

Mail: 200 Promenade du Portage, Gatineau, QC K1A 0G4
Telephone: 1-800-230-6349 toll free in Canada or 819-997-5006 in the National Capital Region and outside Canada
Fax: 819-953-6088
Web: <http://www.acdi-cida.gc.ca>

Export Development Canada

Mail: 151 O'Connor Street, Ottawa, ON K1A 1K3
Telephone: 613-598-2500
Fax: 613-237-2690
TTY: 1-866-574-0451
Web: <http://www.edc.ca>

International Development Research Centre

Mail: 250 Albert Street, 18th Floor, P.O. Box 8500, Ottawa, ON K1G 3H9
Telephone: 613-236-6163
Fax: 613-238-7230
Web: <http://www.idrc.ca>

International Joint Commission

Mail: Canadian Sector
234 Laurier Avenue West, 22nd Floor, Ottawa, ON K1P 6K6
Telephone: 613-995-0088
Fax: 613-993-5583
Web: <http://www.ijc.org>

North American Free Trade Agreement

Mail: (NAFTA)—Canadian Section, 90 Sparks Street, Suite 705, Ottawa, ON K1P 5B4
Telephone: 613-992-9388
Fax: 613-992-9392
Web: <http://www.nafta-sec-alena.org>

Passport Canada

Mail: DFAIT
Commercial Level 2, Place du Centre, 200 Promenade du Portage, Gatineau, QC K1A 0G3
Telephone: 1-800-567-6868 toll free in Canada or 819-994-3500 in the National Capital Region and outside Canada
TTY: 819-997-8338 or 1-866-255-7655
Web: <http://www.ppt.gc.ca>

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

Mail: 1001 de Maisonneuve Boulevard East, Suite 1100, Montreal, QC H2L 4P9
Telephone: 514-283-6073
Fax: 514-283-3792
Web: <http://www.ichrdd.ca>

Section V Reference Information

5.1 Acronyms and Abbreviations

APEC	Asia-Pacific Economic Cooperation forum
APGCI	Asia-Pacific Gateway and Corridor Initiative
ASEAN	Association of Southeast Asian Nations
BSE	Bovine spongiform encephalopathy
CBSA	Canada Border Services Agency
CIC	Citizenship and Immigration Canada
CIDA	Canadian International Development Agency
CPAT	Contingency Planning Assistance Team
CSR	Corporate social responsibility
DFAIT	Foreign Affairs and International Trade Canada
DND	Department of National Defence
DPR	<i>Departmental Performance Report</i>
DPRK	Democratic People's Republic of Korea
ERI	Enhanced Representation Initiative
FAO	Food and Agriculture Organization
FDI	Foreign direct investment
FTA	Free trade agreement
FTE	Full-time equivalent
G8	Group of Eight (Group of Seven industrialized countries plus Russia)
GOTS	Government Online Trade Services
GPSF	Global Peace and Security Fund
HOM	Head of mission
IAE	International Assistance Envelope
IAEA	International Atomic Energy Agency
ICC	International Criminal Court
MOU	Memorandum of understanding
MRRS	Management, Resources and Results Structure
NACD	Nuclear arms control and disarmament
NAFO	Northwest Atlantic Fisheries Organization
NAFTA	North American Free Trade Agreement
NATO	North Atlantic Treaty Organization
NGO	Non-governmental organization
NORAD	North American Aerospace Defense Command
NPT	Non-Proliferation Treaty
OAS	Organization of American States
OECD	Organization for Economic Cooperation and Development
OSCE	Organization for Security and Cooperation in Europe
PAA	Program Activity Architecture
PCO	Privy Council Office
PEMD	Program for Export Market Development
PRT	Provincial Reconstruction Team (Afghanistan)
RPP	<i>Report on Plans and Priorities</i>
S&T	Science and technology
SPP	Security and Prosperity Partnership
TCS	Trade Commissioner Service
UN	United Nations
UNESCO	UN Educational, Scientific and Cultural Organization
VTC	Virtual Trade Commissioner
WHO	World Health Organization
WHTI	Western Hemisphere Travel Initiative
WMD	Weapons of mass destruction

WTO World Trade Organization
 YES Youth Employment Strategy
 YPI Young Professionals International

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