



Foreign Affairs and
International Trade

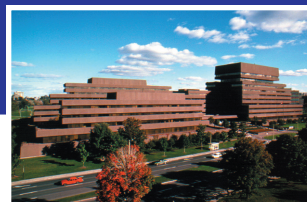
Affaires étrangères et
Commerce international

Canada



Department of Foreign Affairs and International Trade (Foreign Affairs)

Report on Plans and Priorities 2005-2006



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Overview



Section 1

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The Honourable Pierre S. Pettigrew
Minister of Foreign Affairs

1.1 Minister's Message

Among the world's most outward-looking people, Canadians are proud of this country's tradition of constructive influence in world affairs – and they want to do more. This was amply demonstrated by the heartfelt response of Canadians to the Asian tsunami disaster of December 2004.

Canadians recognize what our diplomatic initiatives have achieved, including recent efforts such as Canada's leadership in establishing and promoting the Ottawa Convention to ban landmines, as well as the International Criminal Court (ICC). These are some of the ways in which Canada has made a difference, by offering up new solutions to pressing global problems.

Having been involved in international relations since my student days at Oxford, I consider it a privilege, as Minister of Foreign Affairs, to contribute to this department's important, ongoing service to Canadians and others around the world. I want to ensure that Canada will continue to be among the steady hands in an unsteady world.

Leading Canada's International Relations

In an increasingly globalized world, domestic policy choices are more and more influenced by international factors, and contacts between countries now involve a much broader range of institutions and people. To protect the security and prosperity of Canadians, the government must ensure a coherent approach to managing these increasingly complex and important international relationships.

As the department responsible for directing the country's international relations, the Department of Foreign Affairs and International Trade (Foreign Affairs) has the uniquely global perspective and experience to:

- interpret international events and trends for government and Canadians;
- articulate a distinctive Canadian foreign policy;
- integrate the government's global agenda and representation abroad;
- advocate Canadian values and interests internationally;
- provide top-quality consular and passport services to Canadians; and
- deliver common services abroad to all government departments in a responsible and cost-effective manner.

This new set of roles and responsibilities is an integral element of the department's transformation agenda. Once completed, the process will maximize the department's potential through measures such as improving policy capacity and overall agility, expanding our representation abroad, and developing a stronger connection with networks both inside and outside government. The timing of this process is significant, given the upcoming release of the government's International Policy Statement (IPS). A strengthened and modernized foreign ministry will be best able to implement a global policy for Canada,

which will integrate diplomacy, defence, trade and development for the first time.

The Key Priorities for 2005-2006

We have identified a number of key priorities for the coming year, details of which can be found in the pages that follow:

- conducting foreign policy and coordinating international relations by developing whole-of-government strategies for priority countries and regions that reflect and enhance domestic priorities;
- protecting Canadians from international security threats;
- promoting a new multilateralism that is more flexible and effective;
- developing a new partnership within North America;
- strengthening the department's capacity to protect Canada's economic interests globally;
- advancing a Global Issues Agenda that includes promoting sustainable development, the rule of law, human rights and democracy;
- engaging Canadians much more fully in foreign policy;
- improving consular and passport services in response to the evolving needs of Canadians; and
- transforming the department by building a 21st century foreign ministry.

Looking Ahead

The year ahead will be pivotal for this department. I invite Canadians to take a close look at the department's plans and priorities described in this report, as well as to consult our Web site at <http://www.international.gc.ca>. It provides extensive, regularly

updated information about all aspects of our operations and activities.

In reporting to Canadians about the department, not enough is said about our employees, whose commitment to serving Canadians is second to none. I welcome this opportunity to recognize and thank them for the contribution they make to Canada's international agenda.

The Honourable Pierre S. Pettigrew
Minister of Foreign Affairs



1.2 Summary Information

1.2.1 What's New: Outline of this Report

This *Report on Plans and Priorities* is the first of its kind to reflect the new structure, processes and corporate culture of the Department of Foreign Affairs and International Trade (Foreign Affairs).

It should be emphasized that this report pertains only to the Department of Foreign Affairs and International Trade (Foreign Affairs). The information it contains is presented in a clear and logical manner as follows:

- First, it presents the basics – the department's mandate, workforce and the network of missions it manages for the Government of Canada.
- Second, it specifies the department's overall funding and how it is allocated to identified priorities.
- Third, it explains the department's operating environment, challenges and risks, as well as the Speech from the Throne priorities pertaining to foreign policy and international relations.
- Fourth, it identifies the department's nine priorities for 2005-2006, the principal corresponding activities and the performance indicators that will be used to measure its progress in generating results for Canadians.
- Fifth, it provides fuller explanations of specific initiatives and performance indicators for the year ahead, organized by the strategic outcomes identified in the department's Program Activity Architecture (PAA). Naturally, given the broad scope of the department's work, not all of its

activities could possibly support each of its nine priorities. Hence, Sections 2.1, 2.2 and 2.3 of this report refer only to those priorities that are relevant to the activities described.

- Sixth, this report includes the management representation statement followed by more detailed organizational and financial information.
- Finally, it provides endnotes in the last section.

The Department of Foreign Affairs and International Trade (Foreign Affairs) takes very seriously its role as a responsible steward of public funds, allocating its resources with care and precision in order to produce the greatest possible benefit for taxpayers. This *Report on Plans and Priorities* continues to demonstrate the department's firm adherence to the principles of public performance reporting set by Treasury Board of Canada Secretariat. In preparing this document, the department made every effort to present information in a coherent, transparent and easy-to-read manner.

1.2.2 Reason for Existence (Mandate)

On behalf of the federal government, the department:

- conducts all diplomatic and consular relations on behalf of Canada;
- undertakes all official communications between the Government of Canada and the governments of other countries as well as between the Government of Canada and international organizations;
- conducts and manages international negotiations as they relate to Canada;

- coordinates the direction given by the Government of Canada to the heads of Canada's diplomatic and consular missions;
- manages Canada's diplomatic and consular missions;
- has a role in relation to the Canadian International Development Agency (CIDA);
- administers the Foreign Service of Canada;
- fosters the development of international law and its application in Canada's external relations; and
- carries out other duties and functions such as those noted in the Canadian Passport Order.

This mandate is set out in the Department of Foreign Affairs and International Trade Act (R.S. 1985, c. E-22) (<http://laws.justice.gc.ca/en/e-22/text.html>).

International Relations and Canada's Missions Abroad

Canada has established diplomatic relations with almost all of the world's 193 independent states. This country maintains approximately 280 missions worldwide (embassies/high commissions, consulates general, consulates, satellite offices, honorary consuls and missions to multilateral organizations like the United Nations).

The role of the missions is to represent the Government of Canada and advance Canadian interests in designated countries, areas or multilateral organizations by performing one or more of the following functions:

- advocating Canadian policies and perspectives to foreign governments;
- building and maintaining relationships with key interlocutors inside and outside government to raise Canada's profile and provide the basis for successful advocacy of specific Canadian objectives, when and as needed;

- reporting and interpreting local views and information from a Canadian point of view (i.e. what they mean to Canada and Canadians);
- providing Canadians abroad with consular and passport services; and
- supplying infrastructure and related services to support the international operations of other departments and agencies as well as additional partners co-located at missions abroad.

1.2.3 Financial Resources

Financial Resources (\$ millions)

Year	2005-2006	2006-2007	2007-2008
Total Planned Spending	1,905.2	1,842.6	1,817.6

The budget of the department is allocated through Main and Supplementary Estimates approved by Parliament. As indicated in the table above, the department's planned spending for 2005-2006 will total \$1,905.2 million. This represents a net increase of \$177 million over the \$1,728.2 million that was provided in the 2004-2005 Main Estimates. The increase reflects:

- higher costs related to Canada's membership fees in international organizations;
- an increase in costs related to the G8 Global Partnership Against the Spread of Weapons and Materials of Mass Destruction in the countries of the former Soviet Union (FSU);
- increased spending on the department's initiative to enhance Canadian representation in the United States;
- increased departmental salary costs related to operations abroad;
- higher compensation to offset foreign inflation rates;

- increased spending on activities in support of greenhouse gas reductions under the Climate Change Action Plan for Canada; and
- increased spending on activities in support of commitments made in the 2005 federal Budget related to global peace and security, security at missions abroad, redeployment of Foreign Service officers abroad, and public diplomacy and cultural programs.

However, these increased costs are offset by decreases that are the result of:

- the \$1 billion government-wide reallocation initiative, pursuant to the 2003 federal Budget; and
- scheduled cash flow changes for the new mission in Baghdad.

A detailed breakdown of planned spending can be found in Section 3.3 of this report.

The department has three voted appropriations (related to operating expenditures, capital expenditures, and grants and contributions) and four statutory authorities. For 2005-2006, the department's budget will be allocated as follows¹: roughly 54 percent for operating expenditures; 6 percent for capital expenditures; and nearly 36 percent for grants and contributions. More than 72 percent of the department's grants and contributions are assessed contributions—annual fees related to Canada's membership in international organizations such as the United Nations (UN), the World Health Organization (WHO) and the International Civil Aviation Organization (ICAO). Statutory expenditures account for the rest of the department's budget.

Human resources planned spending accounts for approximately 32 percent of the department's operating budget. This does not include employee benefit plans (approximately \$80 million). All human resources expenditures, excluding those related to Passport Canada, are funded through voted appropriations, while employee benefit plans are statutory payments. All expenses related to Passport Canada are statutory payments approved by Parliament.

Allocation of Spending to Departmental Strategic Outcomes

In 2005-2006, the department's planned and provisional spending will total \$1,905.2 million. Funds will be allocated to the department's three strategic outcomes identified in its Program Activity Architecture (PAA) in the amount of \$1,785 million² as follows:

- \$905 million for Strategic Outcome 1 – Advancing Canada's Interests Internationally: Working in partnership with Canadians, the department projects Canada and its values to the world, helps Canadians to interpret the world and pursues Canada's interests abroad.
- \$831 million for Strategic Outcome 2 – Serving Government Abroad: Canada's missions abroad deliver cost-effective and efficient services and infrastructure to enable government to deliver programs in a secure environment.
- \$49 million for Strategic Outcome 3 – Serving Canadians Abroad: Canadians travelling and living abroad are provided with effective assistance, guidance, advice and services for their travel documents and consular needs.

The \$154 million previously allocated to the department's Corporate and Executive Services (as these activities are known in the department's PAA) will be reallocated in 2005-2006 to all three strategic outcomes, as required by Treasury Board of Canada Secretariat (TBS).

1.2.4 Human Resources

Human Resources (FTEs)

Year	2005-2006	2006-2007	2007-2008
FTEs	9,885.9	10,075.5	10,075.5

The term “full-time equivalent (FTE)” refers to the human resources required to sustain an average level of employment over 12 months, based on a 37.5-hour work week. The table above indicates the approximate number of FTEs the department will require over the next three years.

The department’s workforce is made up of three separate groups. First, its Foreign Service officers are rotational, relocating regularly between headquarters and Canada’s missions abroad. Second, its non-rotational staff primarily work at headquarters in Ottawa

as well as at passport offices across Canada. Third, its locally engaged staff (LES) work at missions abroad to provide local knowledge, language skills and expertise. About 46 percent of the department’s FTEs are Canada-based staff, while 54 percent are locally engaged. Of the Canada-based staff, approximately 49 percent are rotational and 51 percent, non-rotational.

At present, the department is modernizing its human resources management (see Section 1.3.5 for more details). Several significant change initiatives are under way:

- some in keeping with government-wide, legislative change (e.g. implementation of the Public Service Modernization Act); and
- some related to the department’s transformation and management priorities, including implementation of its new Performance Management Program (PMP) and restructuring of the Foreign Service.

1.2.5 Departmental Priorities

Departmental Priorities

Policy and Program Priorities	Estimated Planned Spending (\$ millions)		
	2005-2006	2006-2007	2007-2008
	1,375.5	1,308.6	1,296.6

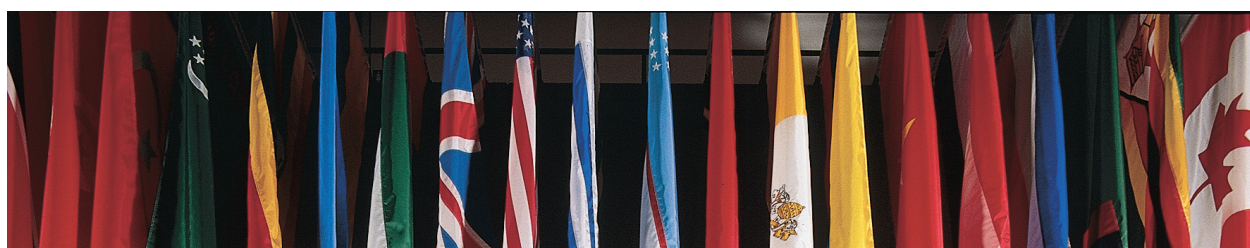
Priority	Type of Priority
Priority 1: To conduct foreign policy and coordinate international relations by developing whole-of-government strategies for priority countries and regions that reflect and enhance domestic priorities	Ongoing
Priority 2: To protect Canadians from security threats emanating from terrorism, failed/failing states, weapons of mass destruction (WMD) and health pandemics	Ongoing
Priority 3: To promote a more effective and flexible new multilateralism	New
Priority 4: To develop a New Partnership within North America	New
Priority 5: To strengthen the department's capacity to protect Canada's economic interests globally	Ongoing
Priority 6: To advance Canada's Global Issues Agenda by promoting sustainable development and the rule of law, advancing human rights and democratic development, and by contributing to modernization of the International Assistance Envelope	Ongoing
Priority 7: To forge stronger partnerships with Canadians in developing and implementing foreign policy	New
Priority 8: To improve consular and passport services in response to the evolving needs of Canadians	Ongoing

Overview

Departmental Priorities

Transformation and Management Priority	Estimated Planned Spending (\$ millions)		
	2005-2006	2006-2007	2007-2008
	423	423	423
<hr/>			
Priority	Type of Priority		
<hr/>			
Priority 9: To transform the department by building a 21 st century foreign ministry through the following measures:	New		
<ul style="list-style-type: none">• ensuring a more effective and secure Canadian presence abroad;• demonstrating an enhanced commitment to public diplomacy and a broad range of diplomatic activities;• ensuring a dynamic, representative and well-trained Foreign Service, supported by sound management practices;• reconfiguring the department's platform to better serve the international activities of the Government of Canada; and• achieving greater operational efficiency at the department's headquarters, including realignment of resources to the identified priorities of the International Policy Statement.			
<hr/>			
Total Estimated Planned Spending ³	1,794.5 M	1,718.6 M	1,687.6 M

Two factors may result in changes to the substance and wording of the nine priorities listed above: ongoing implementation of the department's transformation agenda, and the forthcoming release and approval of the International Policy Statement. Therefore, the department has forecast spending on all activities that support its stated priorities in such a way as to ensure the flexibility required to adapt to any such changes. That said, it is important to emphasize that, in making its entire operations more streamlined, efficient and results-oriented, the department will make use of existing resources for the most part.



In preparing this report, the department was guided by its newly created Program Activity Architecture (PAA), which was developed in accordance with Treasury Board guidelines. The PAA identifies the department's three strategic outcomes, or benefits to Canadians generated by the department's activities – Advancing Canada's Interests Internationally, Serving Government Abroad, and Serving Canadians Abroad.

These two important tools help demonstrate the overall logic and coherence behind the department's activities. That same logic is reflected in the following presentation of its priorities and main activities for 2005-2006.

The following internal and external factors affect the day-to-day operations of the department:

resources, readers should be aware that the contents of this *Report on Plans and Priorities* are subject to change.

Ongoing risks of terrorist activities, cyber crime and espionage make continuous enhancement of security essential at the department's headquarters and Canada's missions abroad. Security issues have also prompted the adoption of new international standards for passport production, a primary focus of Passport Canada's operations.

External Factors: Canadian foreign policy recognizes the pre-eminent position of the U.S. in world affairs as well as Canada's economic interdependence with that country. Other factors of note include: the emergence of new regional powers worldwide; the difficulties faced by multilateral institutions; the occurrence of extreme environmental and health disasters, such as the December 2004 tsunami in Asia; the limits of conventional responses to threats posed by terrorism and WMD; the number of failed/failing states worldwide; and the ongoing challenges of globalization, including economic interdependence, the marginalization of the least developed countries in Africa, transnational crime, environmental degradation and humanitarian crises. Over the next year, Canada will participate in major international meetings, including: the G8 Summit in Scotland; the Commonwealth Heads of Government Meeting in Malta; the Summit of the Americas in Argentina; and the Asia-Pacific Economic Cooperation (APEC) forum in South Korea. In the

spring of 2006, Canada will host the Canada-European Union (EU) Summit and prepare for the G8 Summit to be held for the first time in Russia.

Over the past year, there has been considerable discussion of the future direction of Canadian foreign policy in notable books, studies and essays, including:

- “Canada’s Role in Global Governance,” by Donald J. Johnston, Secretary General of the Organization for Economic Cooperation and Development (OECD), in the February 2005 issue of *Policy Options*, the magazine of the Institute for Research on Public Policy;
- *At Home in the World: Canada’s Global Vision for the 21st Century* by Jennifer Welsh (2004);
- *Canada Among Nations 2004: Setting Priorities Straight*, a collection of essays by academics, journalists, members of non-governmental organizations (NGOs) and others, edited by David Carment, Fen Osler Hampson and Norman Hillmer (January 2005);
- *From Middle to Model Power: Recharging Canada’s Role in the World*, a report by Canada25, a non-partisan group that presents the views of young Canadians on issues of public policy (August 2004);
- *In Search of a New Equilibrium in the Canada-U.S. Relationship*, a Conference Board of Canada background paper for its Round Table on the Future of Canada-U.S. Relations (June 2004);
- *Course Correction: Advice on Canada’s Future Foreign Policy*, a Conference Board of Canada report by David MacDuff (May 2004); and
- *Independence in an Age of Empire: Assessing Unilateralism and Multilateralism*, a collection of essays edited by Graham F. Walker of the Centre for Foreign Policy Studies at Dalhousie University, including an article by Michael Ignatieff and responses to it (February 2004).

A number of publications also address key global issues, particularly those related to UN reform and the attainment of the Millennium Development Goals (MDGs):

- In December 2004, the UN released *A More Secure World: Our Shared Responsibility*, the Report of the Secretary-General’s High-Level Panel on Threats, Challenges and Change (<http://www.un.org/secureworld/>).
- A second report, *Investing in Development* (January 2005), from the Jeffrey Sachs-led UN Millennium Project (www.unmillenniumproject.org), outlines practical investment strategies for development and approaches to financing them. It also presents an operational framework that would enable even the poorest countries to achieve the MDGs by 2015.
- The *Report of the United Nations Secretary General on Progress and Challenges Since the Millennium Development Goals* is due to be released in March 2005. The basis of this report will be the UN High-Level Panel’s report and the Jeffrey Sachs-led Millennium Project report.

Finally, the Standing House of Commons Committee on Foreign Affairs and International Trade is currently studying Bill C-25 (legislation protecting Canada’s national security, national defence and foreign policy interests, while supporting this country’s continued leadership in satellite remote sensing data and services); issues related to the Global Fund to Fight AIDS, Tuberculosis and Malaria; human rights in Burma; and disarmament. Meanwhile, the Standing Senate Committee on Foreign Affairs is examining the development and security challenges facing Africa.

1.3.2 Challenges

Domestic challenges facing the department include:

- *Need to align departmental priorities with government-wide priorities:* In addition to adopting a whole-of-

government, whole-of-Canada approach to its activities, the department is reallocating its budget from lower to higher priorities, as part of the government-wide expenditure review exercise. In so doing, it must ensure the ability to strengthen policy capacity and programs that are key to maintaining Canada's influence abroad.

- *Need to intensify engagement with Canadians on foreign policy:* The department needs stronger partnerships with Canadians, including provinces, territories and cities, in designing and implementing its policies and programs.
- *Need to address increased demand for federal government services abroad:* There is increasing demand from Canadians abroad for help in dealing with a wide range of issues, from the loss of a passport to more complex matters related to compliance with local laws and customs.

International challenges facing the department include:

- *Ongoing need to recognize the impact of the pre-eminent position of the U.S. in world affairs:* Internationally, many global issues are viewed first from the American perspective. The views of other countries as well as of multilateral organizations are frequently presented in comparison with the position of the U.S.
- *Continued need to safeguard Canada's economic relationship with the U.S.:* Given the importance of Canada's trade relations with the U.S. – as well as the link between economic prosperity and national security – it is critical that the two countries collaborate effectively on border and security issues.
- *Need to focus more on relations with emerging regional powers:* Canada needs to engage more intensively with emerging regional powers such as China, India and Brazil.
- *Need to address the challenges of poverty reduction:* As a global player, Canada needs to bring its influence to bear on international institutions to

enhance the effectiveness of development assistance for the poorest countries.

- *Need to revitalize multilateral institutions:* There is a recognized need to reform organizations such as the UN. Canada has proposed hosting a meeting of about 20 key world leaders (L20) to collaborate in addressing key global issues.
- *Ongoing need to collaborate with other countries on reducing threats posed by terrorism and WMD:* Of particular concern to the international community at present are the nuclear programs of Iran and North Korea.
- *Need to address the issue of failed or failing states:* The actions of as many as 50 failed/failing states could challenge international security.
- *Ongoing need to address the increased complexity of Canada's international agenda:* First, Canada's multilateral engagement has grown steadily over the last decade. This country is now a member of at least 58 multilateral organizations and agencies, and participates in hundreds of international committees and conferences every year. Furthermore, given the proliferation of new states worldwide, Canada now has relations with a much larger number of countries. Second, the number of multilateral and bilateral treaties to which Canada is a signatory or party has also increased significantly. Third, international travel by the Prime Minister, Governor General, Cabinet ministers, members of Parliament and senior government officials has increased a great deal in recent years. At the same time, there are approximately 50 visits by foreign dignitaries to Canada annually.

1.3.3 Risks

The department monitors risks to Canada's security on an ongoing basis. The primary objective of risk management is to balance control and flexibility in order to ensure the most strategic allocation of resources. To effectively address challenges and risks, the department considers relevant policy options, and refines its objectives and adjusts its resources accordingly. By linking

risks and challenges to the identified priorities, risk management improves planning and decision making.

The department addresses two kinds of risks in this report: strategic and operational. Strategic risks relate to the department's ability to carry out its mandate and ensure the coherence of its strategic outcomes. They focus on the key issues of Canada's national security, economic prosperity and global competitiveness, trust and credibility, and changes in cultural values. Operational risks relate to the department's performance in a wide range of its day-to-day activities, including financial management, resource allocation and capacity, service to clients, and business continuity.

At present, the main risks faced by the department include:

- Canada's prosperity could be adversely affected if political and economic relations with key partners are unproductive or if the global financial architecture suffers significant imbalances.
- The growth of regional powers worldwide, including China and the EU, could diminish this country's influence in the international community.
- Advancement of Canada's interests could be negatively affected by increasing unilateralism worldwide, as well as by the ineffectiveness of multilateral institutions and tools.
- Failed/failing states have the potential to incubate threats to global security.
- The threat of terrorist attacks in the U.S. could impede cross-border trade with Canada, threatening this country's economic prosperity.
- Given the complexity of Canada's international agenda, the department must set priorities in a highly strategic manner or risk not having the necessary resources to achieve its stated objectives.
- The skill sets of the department's workforce may not be fully adequate to cope with the increasingly complex international arena in which it operates.

1.3.4 Speech from the Throne Priorities

The October 2004 Speech from the Throne (SFT) identified the following priorities pertinent to the department:

- to assert Canada's interests and project our values in the world;
- to prepare an International Policy Statement, integrating diplomacy, defence, development and trade;
- to develop a more sophisticated and informed relationship with the U.S., involving business and government officials in that country;
- to establish the Canada Corps, an initiative being led by the CIDA to provide Canadians with more opportunities to make a difference in the developing world; and
- to actively promote the Prime Minister's proposal to host a meeting of about 20 key world leaders (L20) to address common and pressing concerns, such as how to improve public health systems, combat terrorism and reform multilateral institutions.

The SFT also stressed the importance of providing transparent, accountable management of government, treating every tax dollar with respect.

In preparing this *Report on Plans and Priorities*, the department incorporated these SFT priorities, as well as those identified by the Clerk of the Privy Council. His priorities are related to making improvements in modern comptrollership and management, human resources management, employee skills development, the use of official languages and workforce diversity.

1.3.5 Departmental Plans and Priorities

At this critical point in its history, the department is in the midst of a transformative change to create a 21st century foreign ministry. Specifically, the purpose is to:

- strengthen the department's policy capacity, given that it operates in an environment in which a key currency of influence is innovative thinking;
- ensure increased relevance to the government and Canadians as a whole, by connecting with broader networks of partners and communicating more effectively with them;
- deliver more sustained and strategic diplomatic efforts in pursuit of Canada's international agenda;
- renew the core professional skills of its employees in several key areas, including analysis, advocacy, strategic advice and third languages;
- increase organizational ability to respond quickly and effectively to rapidly changing developments and crises; and
- maximize the department's assets in the field, by increasing Canada's representation at missions abroad, which will reinvigorate the country's efforts to exert greater influence internationally.

The reconfigured departmental priorities for 2005-2006 and corresponding activities are summarized in the text that follows. The first eight priorities pertain to the core functions of the department and the benefits they provide to Canadians. The ninth deals with the transformation and management of the department – the means of ensuring the organizational energy, agility and skill sets to carry out the first eight priorities.

The priorities are listed in the order in which they appear in the department's Strategic Planning Framework. Not all activities are cited below, only the most important. Readers can find more information about these and other initiatives in Section 2 of this report.

Priority 1: To conduct foreign policy and coordinate international relations by developing whole-of-government strategies for priority countries and regions that reflect and enhance domestic priorities

To make sense of the increasingly complex world and develop strategies to promote the welfare of Canadians and others worldwide, the department must strengthen its policy capacity (i.e. its skills in analysis, networking and decision making). A 21st century foreign ministry must be strategic and forward-looking in its thinking, generating ideas that can be easily translated into results-oriented and achievable policies. Enhancing the department's policy capacity will enable it to better interpret global events and trends for the government and all Canadians. It will also make it more effective in articulating a distinctive Canadian foreign policy, as well as in integrating the government's global agenda and representation abroad. In support of this priority, the department will undertake the following initiatives in 2005-2006:

- Once the IPS is approved and released, the department will begin implementing it, ensuring that Canadian policies reflect its stated priorities and objectives. The department will also collaborate with federal partners to initiate an annual international policy update to Parliament. This update will better enable the department and its federal partners to assess their performance and identify changes or improvements needed to further advance Canada's international agenda.
- Working with missions abroad, the department will lead a government-wide approach to developing and implementing strategies for priority countries and regions, in order to strengthen bilateral relationships and manage regional issues. It will also work with federal partners on strategic policy analysis related to a wide range of emerging and global issues, many of which have an economic or socio-economic dimension with implications for Canada's domestic policies.
- Working with the provinces and territories, the department will increase international awareness of

Canada and its values. It will also regularly solicit the views of the provinces, territories and municipalities in preparation for visits, meetings and conferences, such as the upcoming Summit of the Americas in November 2005, while retaining the primary role of the federal government in international relations. The department will also support the global activities of municipalities in areas where they have a unique contribution to make, while working to identify new opportunities for federal-municipal cooperation.

- The department will lead greater information sharing and consensus building with other federal departments on a number of issues, including coordination of Canada's policy on mine action, and the development of international negotiating positions that reinforce Canadian policies and enhance cooperation with the country's key partners on issues such as climate change and protection of biodiversity.
- It will provide more effective leadership and interdepartmental coordination of Canada's participation in international groups, such as the G8 Roma-Lyon Group, which works to fight organized crime and terrorism, the Conference of the Parties to the UN Convention against Transnational Organized Crime, the Organization of American States' (OAS) Inter-American Committee against Terrorism and the Global Forum against Corruption.

Priority 2: To protect Canadians from security threats emanating from terrorism, failed/failing states, weapons of mass destruction and health pandemics

This priority deals with the predominant issue in world affairs today, an issue that must be addressed in virtually every aspect of this department's work. The department's efforts to protect Canadians from security threats seek to maximize opportunities to anticipate, prevent and defeat such threats before they occur, through stronger and more effective international cooperation. Canada will undertake a number of related initiatives, notably:

- to establish Global Peace and Security funding to enable Canada to respond more quickly and effectively to challenges posed by failed/failing states (as noted in the February 2005 federal Budget);
- to establish an interdepartmental Stabilization and Reconstruction Taskforce (START), based in this department, to monitor and respond to current or potential peace and security crises (as noted in the February 2005 federal Budget);
- to continue to promote human security worldwide by trying to prevent conflict, strengthen fragile states, promote human rights, implement peace processes, combat impunity and build sustainable and accountable post-conflict institutions;
- to continue implementation of the G8 SAFTI (Secure and Facilitated Travel Initiative) agenda, which includes measures to combat the use of MANPADS (surface-to-air missile systems specially designed to be carried and fired by one person) and other threats to civil aviation;
- to continue working with other international groups such as the APEC Counter-Terrorism Task Force and the OAS Inter-American Committee against Terrorism to further advance global efforts in dealing with this issue;
- to continue implementation of commitments related to the G8 Global Partnership against the Spread of Weapons and Materials of Mass Destruction, which includes 21 countries, to help accelerate the reduction of weapons stockpiles that constitute a global threat and environmental hazard;
- to establish the Counter-Terrorism Capacity Building Program at the department to contribute to the security of Canada and beneficiary states by providing training, funding, equipment and assistance to prevent and respond to terrorist activity in a manner consistent with international counter-terrorism and human rights norms and standards;

- to further enhance aviation security by facilitating greater international expansion of the program that provides Canadian aircraft protective officers on board certain flights, on behalf of Transport Canada and the Royal Canadian Mounted Police (RCMP);
- to continue efforts to reach an agreement with the EU on collection and processing by Canada of advanced passenger information/passenger name records originating from Europe, in cooperation with the Canada Border Services Agency;
- to update regulations on sanctions as required by the UN Security Council resolutions;
- to achieve measurable progress at the Non-Proliferation Treaty Review Conference (RevCon) in May 2005;
- to work with international groups such as the UN Commission on Narcotic Drugs, the OAS and the OECD in anti-crime activities;
- to promote, in collaboration with partners, a wider security agenda in South Asia, with a focus on strengthening regional security institutions and overall governance, non-proliferation and engagement with Muslim communities;
- to contribute further to peacebuilding in Afghanistan and Haiti, while addressing the humanitarian crisis in the Darfur region of Sudan by maintaining pressure on the government and rebels to conduct serious negotiations; and
- to assist in coordinating the international dimension of the work of federal partners such as Transport Canada, Health Canada and the Public Health Agency of Canada, representing Canada's related interests and positions with other governments, and strengthening national and global systems to monitor and respond effectively to a pandemic or other type of international health emergency.

Priority 3: To promote a more effective and flexible new multilateralism

This priority is in keeping with the firmly stated commitment of the Government of Canada to the multilateral system. It also reflects the department's role in advocating Canada's values and interests in the global arena. Its 2005-2006 activities related to this priority will include the following:

- The department will formulate Canadian positions on the reform of various multilateral organizations, including the UN, the ICAO Council and La Francophonie.
- The department will actively promote the Prime Minister's proposal for a meeting of about 20 key world leaders (L20), and work to influence countries to support Canada's bilateral, regional and multilateral initiatives.
- It will build support for Canada's election to the UN Security Council in 2011-2012 and develop strategies for upcoming multilateral meetings such as the 60th session of the UN Leaders' Summit in September. It will also support the election of Canadians to key UN bodies that are an important element of Canada's reform efforts.
- Canada will promote reform of the inter-American system, notably the OAS, and provide leadership in the Summit of the Americas process to ensure that Canadian interests are reflected in the hemispheric agenda.
- Canada will engage the EU in implementation of the new Canada-EU Partnership Agenda, which was launched at the 2004 Canada-EU Summit, to provide a clear roadmap for more concrete cooperation opportunities.
- Canada will also work to generate international consensus on the main principles of the *Responsibility to Protect* report done by the

International Commission on Intervention and State Sovereignty (<http://www.international.gc.ca/iciss-ciise/menu-en.asp>). The department views this not only as an important goal in its own right but also as a significant step in renewing international support for multilateral action under international law.

Priority 4: To develop a New Partnership within North America

This priority, related to implementation of a New Partnership announced during President Bush's visit in late 2004, reflects the department's intention to better integrate government-wide policies and programs that focus on Canada's two continental neighbours. Key initiatives in 2005-2006 will include:

- The department's Enhanced Representation Initiative, aimed at increasing the Canadian government's presence in key U.S. centres, will provide a more coordinated approach to advancing this country's interests in the U.S.
- The department will establish the North America Forum, at which senior officials from Canada, the U.S. and Mexico will discuss continental diplomacy, trade and defence issues. It will also initiate conferences, seminars, workshops and lectures with U.S. decision makers on international policy priorities and emerging issues. This will encourage dialogue and help Canada expand its network of key contacts in the U.S.
- Working with U.S. partners, Canada will develop a threat assessment on human trafficking, and better coordinate border and marine security, with a focus on the Great Lakes.

Priority 5: To strengthen the department's capacity to protect Canada's economic interests globally

The department continues to play a role in supporting Canada's competitiveness and in promoting the prosperity of Canadians. This priority recognizes the

interdependence of economies in the globalizing world and supports the department's intention to strengthen its economic analysis capabilities, a crucial skill for a 21st century foreign ministry. Working with the missions abroad, the department will integrate economic policy considerations into its global issues agenda by:

- providing analysis of events in the systemically important economies as well as international economic issues affecting Canada; and
- disseminating information abroad about Canada's economic performance and interests.

Priority 6: To advance Canada's Global Issues Agenda by promoting sustainable development and the rule of law, advancing human rights and democratic development, and by contributing to modernization of the International Assistance Envelope

This priority reflects the department's ongoing projection of Canadian ideas and values in finding solutions to global problems. It builds on recent successes Canada has had in establishing and promoting the ICC and the Ottawa Convention banning landmines. Major initiatives for the coming year include:

- The department will cooperate with CIDA and the Department of Finance Canada to ensure effective allocation of Canada's international assistance, on the basis of a whole-of-government approach within the reorganized International Assistance Envelope.
- Canada will continue to implement the G8 Africa Action Plan, addressing various issues of importance to the continent related to peace, security and health.
- The department will implement commitments made at the 2004 G8 Summit, including a plan to expand global capacity for peace support operations (http://g8.gc.ca/g8_expansion-en.asp), particularly in Africa.

- Canada will continue to promote universalization and implementation of the Ottawa Convention by supporting projects on issues such as mine clearance, victim assistance, mine risk education and stockpile destruction. It will explore ways of integrating its actions to ban landmines with initiatives related to international development, humanitarian assistance and peacebuilding. Working with CIDA and the Department of National Defence (DND), the department will coordinate Canada's policy on mine action, the Ottawa Convention as well as the Convention on Certain Conventional Weapons (CCW).
- Working with bilateral and multilateral partners, Canada will work toward meeting the UN Millennium Development Goals (MDGs) (<http://www.un.org/millenniumgoals/>) by 2015, as agreed by all members of that organization. The MDGs include eradication of extreme poverty and hunger, empowerment of women, and work to combat HIV/AIDS, malaria and other diseases.
- Canada will remain committed to supporting reconstruction in Iraq, although efforts to date have been hampered by security issues. The Prime Minister has stated Canada's intention to help contribute to the Middle East peace process through measures such as technical and financial support for the Palestinian elections. Canada will also remain committed to supporting modernization and development throughout the region, and will continue to work with G8 partners to achieve these objectives.
- It will also address priorities outlined in *Securing an Open Society: Canada's National Security Policy* (http://www.pco-bcp.gc.ca/docs/Publications/NatSecurnat/natsecurnat_e.pdf), a strategic framework and action plan designed to ensure that Canada is prepared for, and can respond to, current and future threats. This framework notes the value of exploiting Canada's excellent reputation for capacity building and peace support operations.
- It will work with international partners on issues pertaining to WMD, and contribute to elections this year in Congo.
- Canada will continue to promote human rights and indigenous issues in multilateral meetings.
- In efforts to advance sustainable development, the department will collaborate with other departments and agencies to protect the global commons and combat climate change, which is having harmful effects in Canada's Arctic.
- The department will develop Canadian positions on cultural diversity to be presented to UNESCO (the UN Educational, Scientific and Cultural Organization) for possible adoption.
- This country will support the government's Youth Employment Strategy by funding 390 international job placements for Canadian young people in 300 organizations over the coming year.
- The department will prepare for Canadian participation in several upcoming multilateral meetings such as the World Urban Forum, to be hosted by UN-Habitat (the UN Human Settlements Program) and Canada in Vancouver in June 2006. Vancouver was the site of the 1976 UN Conference on Human Settlements, which led to the establishment of a UN agency dedicated to human settlements development two years later.

Priority 7: To forge stronger partnerships with Canadians in developing and implementing foreign policy

This priority addresses the need for the department to mainstream public diplomacy, taking its ideas and messages to targeted audiences in Canada and abroad. It also reflects the need for the department to broaden its network of contacts and collaborators. Over the coming year, related activities will include the following:

- The department will engage in a comprehensive outreach program, involving the Prime Minister, key Cabinet ministers and senior officials of multilateral organizations to raise awareness of the importance of Canada's role in these groups.

- The department will intensify its consultations on global security issues with civil society and Parliamentary committees.
- It will deepen collaboration with the academic community through public/private partnerships to support programs such as the Centre of Excellence on Weapons of Mass Destruction Verification and Compliance at Ottawa's Carleton University.
- The department will strengthen coordination with the provinces and territories on foreign policy making and related public diplomacy initiatives. It will continue to develop a definitive, one-stop, interactive Web Site (<http://www.dfait-maeci.gc.ca/cip-pic/menu-en.asp>) that features information on Canada's global policies, past and current. This site provides the opportunity and context for Canadians to participate in the development and communication of Canada's international policies.

Priority 8: To improve consular and passport services in response to the evolving needs of Canadians

Over the planning period, the department will undertake a number of related consular initiatives, including:

- development of a more consistent and professional response to consular emergencies, including greater flexibility in adapting to changing demands and crises;
- implementation of enhanced consular awareness strategies to enable the Canadian travelling public to make responsible decisions about risks and threats abroad, and to help minimize or avoid these risks;
- continuation of critical work on, and investment in the Consular Management and Operations System (COSMOS), a cluster of software applications for managing consular work; and
- improved training and skills development for consular staff, including better means of communicating new consular initiatives, policies and strategies to consular staff abroad.

Meanwhile, Passport Canada will continue the following major initiatives to strengthen compliance with international standards for travel documents, broaden access to services and improve the overall quality of its services:

- It will introduce a new generation passport with an embedded electronic chip in late 2005-2006, beginning with diplomatic passports.
- Late last fiscal year, Passport Canada received funding, as part of the National Security Policy, to conduct a pilot project on the use of facial recognition technology in passport production. This pilot will begin in early 2005-2006. Use of this software is expected to significantly reduce the potential for passport fraud.
- The National Routing System Project will be undertaken with key partners on a pilot basis to simplify the validation of vital information needed to authenticate the citizenship and identity of passport applicants.
- Passport Canada will continue work on implementing an on-line application system, which is expected to speed up service.
- Progress will continue on expanding access to passport services through partnerships with Canada Post and Human Resources and Skills Development Canada (HRSDC).
- As a pilot project, Passport Canada will offer a limited number of qualified applicants the opportunity to renew their passports through a simplified mail-in process. A thorough evaluation will be done to ascertain whether this improves speed of service during peak periods.
- At missions abroad, it will offer further training to employees responsible for issuing passports, with an emphasis on security issues and enhancements.

Priority 9: To transform the department by building a 21st century foreign ministry through the following measures:

- ensuring a more effective and secure Canadian presence abroad;
- demonstrating an enhanced commitment to public diplomacy and a broad range of diplomatic activities;
- ensuring a dynamic, representative and well-trained Foreign Service, supported by sound management practices;
- reconfiguring the department's platform to better serve the international activities of the Government of Canada; and
- achieving greater operational efficiency at the department's headquarters, including realignment of resources to the identified priorities of the International Policy Statement.

In identifying this priority, the department focused on changing three of its fundamental elements: its structure; many of its processes; and its corporate culture. To this end, the department will undertake the following initiatives:

- The department will continue to simplify its human resources practices, ensuring the right mix of rotational, non-rotational and locally engaged staff. An issue of particular focus over the next year will be the expansion of third-language training for Foreign Service officers, particularly in languages such as Arabic and Mandarin.
- It will maintain ongoing efforts to modernize human resources and financial management, while providing more training and skills development to its staff. It will continue to implement results-based management, in keeping with government-wide objectives.
- As noted in the February 2005 federal Budget, the government is maintaining the department's Public

Diplomacy Program, confirming the importance of the international activities of Canadian artists and scholars and the significance of organizations like the Forum of Federations. This Ottawa-based international organization engages in a wide range of programs of mutual cooperation designed to help develop best practices in countries with federal systems of government around the world.

- The department will expand its public diplomacy programs related to both traditional and new issues in foreign policy and priority regions. It will continue to provide comprehensive outreach programs and on-line information products, and it will apply a whole-of-Canada approach to new partnerships and programs with non-governmental organizations, as well as with the provinces, territories and municipalities. In carrying out these and other public diplomacy initiatives, the department will advance Canada's global interests, and increase international awareness and understanding of the country and its role in the world.
- The department will redirect more officers to missions, in order to maximize access to international networks and contacts. The February 2005 Budget included a commitment to boost the number of Canada's representatives abroad over the next three years, recognizing the essential value of Canada's global network of embassies and consulates to our security and prosperity as well as the need to employ the knowledge and skills of our diplomatic personnel on the international stage.
- It will continue to upgrade security measures, in order to safeguard Canadian employees and assets outside the country (as noted in the February 2005 Budget).
- Five branches at the department's headquarters coordinate delivery of common services to partners co-located at missions abroad. Over the next year, the department will examine the feasibility and potential benefits of centralizing this function by establishing an alternate service delivery method with a clear accountability structure, distinct authorities, a separate budget and an independent

governance structure, including a board of directors from key partner departments.

- The department will promote its generic Memorandum of Understanding (MOU) on common services with its partners co-located at missions, fostering a more open and transparent consultation process on Canada's representation abroad. The MOU spells out how partner departments use common services abroad.
- The department will work with partner departments on reform of costing for common services provided at missions abroad, promoting trust, transparency and fairness.
- Given the department's sophisticated use of technology, it will continue effective management of its information technology systems.
- It will continue to improve its reporting on plans and performance, in keeping with government-wide objectives of greater accountability and modernized management.
- It will provide an institutional home for a new Science Adviser, who will offer science-based advice on global policy issues and connect the department to the interdepartmental network being established by the Prime Minister's Chief Scientific Adviser.

It will undertake initiatives related to priorities of the Clerk of the Privy Council (see subsection 1.3.4 above), including:

- full implementation of changes to Corporate Resource Management Systems to reflect the PAA structure for reporting on key results and related expenditures;
- provision of targeted communications in support of departmental priorities and initiatives;
- greater engagement of parliamentarians in foreign policy;
- implementation of the new Performance Management Program for all employees and the

new Public Service Modernization Act, which enables greater flexibility in hiring, more collaborative labour-management relations and further emphasis on employee training;

- completion of a risk management framework;
- development of procurement strategies to increase economies of scale; and
- implementation of an integrated system for managing property resources.

1.3.6 Performance Monitoring

Over the past year, the department has increased its performance-related data collection. It has also begun to identify and apply more stringent and informative performance indicators. However, much more needs to be done in this regard, given the qualitative nature of many of the results the department works to achieve. This year, the department will attempt to identify more specific indicators with which to assess performance, recognizing that this will be an ongoing process. Later, by applying the lessons learned, it will continue to adapt the methods it uses to monitor and measure performance.

Key performance indicators are listed below.

Policy and Program Priorities	Performance Indicator
Priority 1: To conduct foreign policy and international relations by developing whole-of-government strategies for priority countries and regions that reflect and enhance domestic priorities	<ul style="list-style-type: none"> Levels of robustness, consistency and effectiveness of Canadian positions and objectives expressed internationally
Priority 2: To protect Canadians from security threats emanating from terrorism, failed/failing states, weapons of mass destruction and health pandemics	<ul style="list-style-type: none"> Number and types of measures taken to reduce international threats
Priority 3: To promote a more effective and flexible new multilateralism	<ul style="list-style-type: none"> Pace and extent of multilateral reform (e.g. UN), in a way that reflects Canadian positions Level of government and public acceptance of L20 concept in key partner countries
Priority 4: To develop a New Partnership within North America	<ul style="list-style-type: none"> Extent to which cooperation in continental and international security has been enhanced, as evidenced by information sharing, dialogues, cooperative arrangements, etc.
Priority 5: To strengthen the department's capacity to protect Canada's economic interests globally	<ul style="list-style-type: none"> Level of departmental resources dedicated to economic analysis
Priority 6: To advance Canada's Global Issues Agenda by promoting sustainable development and the rule of law, advancing human rights and democratic development, and by contributing to modernization of the International Assistance Envelope	<ul style="list-style-type: none"> Number of references to Canadian positions on sustainable development, human rights and democratic development in international discussions Extent of international agreement with Canadian positions and adoption of Canadian-led initiatives

Continued on next page

Overview

Policy and Program Priorities	Performance Indicator
Priority 7: To forge stronger partnerships with Canadians in developing and implementing foreign policy	<ul style="list-style-type: none"> • Level of participation by civil society in departmental consultations and initiatives and degree of satisfaction with them among key target groups • Level of impact of these consultations and initiatives on the views and actions of civil society, particularly key target groups
Priority 8: To improve consular and passport services in response to the evolving needs of Canadians	<ul style="list-style-type: none"> • Level of satisfaction of Canadians with consular and passport services
Transformation and Management	Performance Indicator
Priority 9: To transform the department by building a 21 st century foreign ministry	<ul style="list-style-type: none"> • Performance against Management Accountability Framework (MAF) • Employee engagement, productivity and retention at headquarters and abroad

Analysis of Program Activities by Strategic Outcome



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Analysis of Program Activities by Strategic Outcome

The Department of Foreign Affairs and International Trade (Foreign Affairs) has three strategic outcomes, based on its Program Activity Architecture. These include:

- Strategic Outcome One – Advancing Canada's Interests Internationally: Working in partnership with Canadians, the department projects Canada and its values to the world, helps Canadians to interpret the world and pursues Canada's interests abroad.
- Strategic Outcome Two – Serving Government Abroad: Canada's missions abroad deliver cost-effective and efficient services and infrastructure to enable the government to deliver programs in a secure environment.
- Strategic Outcome Three – Serving Canadians Abroad: Canadians travelling and living abroad are provided with effective assistance, guidance, advice and services for their travel documents and consular needs.

For each of these strategic outcomes there are two or three corresponding program activities.

Strategic Outcomes		
<i>One: Advancing Canada's Interests Internationally</i>	<i>Two: Serving Government Abroad</i>	<i>Three: Serving Canadians Abroad</i>
Program Activities		
<i>Strategic Policy:</i> Coordinating, with partner departments, the development of international policy	<i>Common Services and Infrastructure (Support from Headquarters):</i> managing and delivering Headquarters-provided services to government programs and partner departments operating abroad	<i>Consular Affairs:</i> managing and delivering consular services to Canadians
<i>Global and Security Policy:</i> Advocating for strengthened multilateral institutions, human security interests, national and international security interests, and support abroad for democracy, human rights, the rule of law and good government	<i>Common Services and Infrastructure (Missions Abroad):</i> managing and delivering mission-provided common services to government programs and partners operating abroad	<i>Passport Canada:</i> managing and delivering passport services to Canadians (through the use of the Passport Revolving Fund)
<i>Bilateral Relations:</i> Promoting Canada's interests through the conduct of Canada's bilateral diplomatic relations worldwide		

The following subsections provide detailed information for each of these strategic outcomes and program activities.



2.1 Strategic Outcome One: *Advancing Canada's Interests Internationally*



The department, working in partnership with Canadians, projects Canada and its values to the world, helps Canadians to interpret the world and pursues Canada's interests abroad.⁴

This strategic outcome consists of the following program activities:

- Strategic Policy;
- Global and Security Policy; and
- Bilateral Relations.

2.1.1 Strategic Policy

*Strategic Policy*⁵: Coordinating, with partner departments, the development of international policy.

This program activity mainly develops and coordinates international policy within the department, as well as with other government departments and other foreign ministries. Three bureaux are currently involved in this program activity: the Policy Planning Secretariat, the Federal-Provincial-Territorial Relations Bureau, and the International Cultural Relations Bureau. These three bureaux make up the Strategic Policy and Public

Diplomacy branch of the department. The branch had previously included the Economic Policy bureau, which is now part of the new Global Issues Branch.

The Strategic and Public Diplomacy branch leads strategic and corporate policy analysis and provides related advice to senior managers of the department. Working closely with other branches as well as in its role as secretariat to the Policy Committee, it:

- contributes primarily to the department's strategic outcomes;
- builds and strengthens working relationships with departmental partners; and
- promotes awareness of Canada through public diplomacy initiatives, ensuring that messages are effectively communicated to all target audiences

The branch also ensures that departmental policies reflect whole-of-government priorities and objectives. In so doing, it works closely with the International Security and Global Issues branches to ensure that departmental policies take fully into account the international security agenda, and to incorporate emerging global issues that have the potential to affect Canada. The Strategic Policy and Public Diplomacy branch also collaborates with the two geographic branches and the missions abroad to promote and advocate Canada's interests internationally as well as to develop and implement the department's Public Diplomacy Strategy. The purpose of this strategy is to showcase Canadian achievements abroad, while engaging Canadians at home in advancing the country's foreign policy and international objectives.

The following key functions take place in this program activity:

- strategic policy analysis on a wide range of emerging and global issues, many of which involve an economic or socio-economic dimension, often with implications for Canada's domestic policies;
- policy planning dialogues with foreign ministries in other countries on global issues;
- initiatives that enhance federal-provincial-territorial cooperation, especially regarding the foreign policy dimension of activities falling under provincial jurisdiction;
- encouragement of and assistance with international activities undertaken by municipalities;
- provision of advice, guidance and information in areas of public diplomacy, education, culture and youth, and their related integration within the international policy framework; and
- coordination of programs and activities, including geographic and functional divisions within Foreign Affairs, with partner departments and agencies, institutions, associations, businesses, groups and individuals, to achieve international objectives in public diplomacy and the projection of Canadian identity and values through people, information, culture and ideas.

Most of the transfer payment programs associated with this program activity, such as Grants in Aid of Academic Relations and Grants in Aid of Cultural Relations, involve grant programs administered in support of overall public diplomacy and international policy objectives such as arts promotion, cultural diplomacy, Canadian studies abroad, academic cooperation and mobility, scholarships, youth exchanges and information and outreach activities. The total amount of funding for these grant and contribution programs is approximately \$22 million.

2.1.1.1 Expected Result

International policy is developed in coordination with partner departments.

The expected result of this program activity supports six of the nine departmental priorities as indicated below:

Priority 1: Conduct foreign policy and coordinate international relations by developing whole-of-government strategies for priority countries and regions that reflect and enhance domestic priorities:

One of the key deliverables early in 2005 will be the release of the IPS. With the IPS, Canada will be one of the first governments in the world to have developed an integrated foreign policy that brings together key elements of our defence, trade and development policies into a coherent whole. The release of the IPS will provide a whole-of-government strategy for conducting and coordinating Canada's foreign policy and international relations.

This department, along with its partner departments, will provide an annual international policy update to Parliament. The aim of this report is to inform Parliamentarians and Canadians on how well this department and partner departments are implementing the objectives laid out in the IPS. With this report card, this department and its partner departments will have a basis on which to assess their performance and determine where Canada needs to improve its performance. This annual update will also be used as a tool for debate, which will serve to further inform Canada's priorities in the future.

Collaborating with partner departments is only part of an effective strategy. It is also important to develop whole-of-Canada strategies that incorporate the views of the provinces and territories in areas of foreign policy. Over the planning period, the department will work in concert with provincial and territorial partners to increase international awareness of Canada as a federal state and of Canadian values through enhanced cooperation with other federal states. This will be achieved through the department's work with the Forum of Federations, which includes the related work of broadening support and international funding for the Forum.

Another aspect of a how a whole-of-Canada strategy can enhance domestic priorities is ensuring that the department and other government departments take provincial, territorial and municipal interests into account in policy work, and in the planning of visits, meetings and conferences, while retaining the primary role of the federal government in international relations. For example, the department intends to take provincial and territorial interests into account in preparing for the upcoming Summit of the Americas, as well as at routine meetings of the Canada/EU Joint Cooperative Committee. Of course, a whole-of-government strategy cannot ignore the growing importance of municipalities. Over the planning period, the department will continue to assist and support the international activities of municipalities in areas where they have a unique contribution to make, and help identify and act on new areas of cooperation. The department is currently working on publishing a compendium of federal government programs dealing with municipalities.

Provinces and territories are becoming increasingly involved in Canada's public diplomacy efforts, especially in the area of intercultural relations. To be successful, the department must continue its programs of academic cooperation, including Canadian studies and scholarships, and arts promotion, in accordance with priority regional and country strategies. An on-going close partnership with the provinces and territories is required to ensure effective Canadian participation in international education and culture-related activities.

It is expected that the use of an effective whole-of-government strategy in the area of public diplomacy would, over time, bring a higher profile, long-term contacts and a greater influence in priority countries on a range of foreign policy priorities that are important to Canada.

Priority 2: Protect Canadians from security threats emanating from terrorism, failed/failing states, weapons of mass destruction and health pandemics:

Succeeding in this priority requires two complementary approaches. The first is to develop a comprehensive international security strategy that is backed up with

initiatives to fight terrorism, and to deal with failed and failing states. These initiatives become reality through the work of the Global Security program activity, which is responsible for carrying out a number of initiatives related to enhancing international security (for more information, please see Section 2.1.2.). The second approach involves working closely with central agencies in developing the appropriate frameworks to ensure the successful launch of the Global Peace and Security Fund and the START initiatives.

Priority 3: Promote a more effective and flexible new multilateralism:

Our activities in pursuing this priority will focus on key multilateral institutions to develop a strategy to promote UN reform. The International Security and Global Issues branches will be responsible for implementing this strategy. These branches will work to develop Canadian positions on UN reform and will support the development of Canadian candidacies to key UN bodies that are an important element of Canada's reform efforts.

The UN is also key to the department's efforts to promote Canadian values through multilateral organizations. In the coming year, the department will develop an overall strategy on the negotiations on cultural diversity. The Strategic Policy and Public Diplomacy branch will work with the International Security and Global Issues branches to develop Canadian positions on cultural diversity that it hopes UNESCO will adopt. These will serve as an example to other countries of the importance of cultural diversity.

Priority 4: Develop a New Partnership within North America:

In the coming year, the department will implement new initiatives and continue with existing ones in order to build a new partnership within North America. One of our strategies is to build the North America Forum,

in which senior officials in Canada, the U.S. and Mexico will be able to discuss continental diplomacy, trade and defence issues.

Other partnership activities, which include conferences, seminars, workshops and lectures, will be targeted to international policy priorities and emerging issues with decision makers in the United States. These exchanges will help to foster an exchange of ideas and encourage dialogue.

Another facet of developing a new partnership involves using academic and cultural programming that is aligned with Canada's public diplomacy to support overall objectives of advocacy, networking, profile raising and partnerships in the United States and Mexico. In 2005-2006, high-level visits by Canadian and American opinion leaders will promote cultural understanding between the two countries. The department will also make use of the Fulbright program to foster dialogue, cooperation, research, understanding and public discussion on key issues.

Priority 7: Forge stronger partnerships with Canadians in developing and implementing foreign policy:

Partnerships with Canadians are crucial if the department is to develop a 21st century foreign ministry. A key objective is to seek comments from Canadians after the release of the IPS to ensure that the department has adequate feedback from various elements of civil society. The department has already consulted Canadians in its *Dialogue on Foreign Policy*. These consultations were important in setting the direction for the department and for developing the IPS. However, once the IPS is released, the department must ensure that Canadians are part of the feedback process.

The department must also work closely with the provinces and territories in the development and implementation of foreign policy. On a regular basis, the department will seek to provide the provinces and territories with information about developments outside Canada and about policy responses that could

affect their interests, through vehicles such as advocacy reports and teleconferencing.

A strong partnership with the provinces and territories is necessary to promote Canada's advocacy efforts in the U.S., and will facilitate their expression of interest and participation. This partnership will include providing appropriate collocation facilities in the department's Washington Secretariat and encouraging the Atlantic provinces to send a representative to the Washington Secretariat.

The department will work to ensure that provincial, territorial and municipal participation can occur in situations where no focal point currently exists. This will involve developing coordination strategies and holding meetings when necessary. For example, the department is making an effort to organize future coordination meetings on provincial and territorial tsunami relief efforts.

Developing partnerships with young Canadians is particularly important, as they are our ambassadors to the world. As part of its outreach to Canadians, the department will engage young Canadians in areas such as international policy, travel and connectivity. A key element in the strategy involves building an enabling framework within which Canadians from various backgrounds, such as teachers, scholars, volunteers, artists, young people, and travellers, among others, can by their own activities contribute to raising Canada's profile and projecting Canada's image abroad.

The department is also developing an interactive Web site (<http://www.dfait-maeci.gc.ca/cip-pic/menu-en.asp>) to support broad participation in the development and communication of Canada's international policies. This site will both proactively and reactively frame and interpret our foreign policy for public consumption, providing the opportunity and context for foreign policy discussion, and becoming the principal resource for finding information on current and past Canadian international policy. Expected benefits include: greater engagement of Canadians in foreign policy; increased understanding of the government's foreign policy direction; and enhanced perception of the department

as an innovative leader in the use of new technology to communicate with and engage its citizens.

Priority 9: Transformation and Management:

The Strategic Policy and Public Diplomacy branch supports the department's broad transformation and management priorities by providing leadership to establish public diplomacy as a core function of international policy.

Public diplomacy is a transformative tool. It is key to providing the department with a flexible set of instruments of persuasion and influence that are central to the activities of a 21st century foreign ministry. Modern diplomacy is public diplomacy, the goal of which is to build influence by strengthening networks and international partnerships. It creates vocal, articulate and credible constituencies at home and abroad that advance Canadian interests. Public diplomacy engages the Canadian public in OGDs, NGOs, provinces, territories, and cities in advancing Canada's international interests.

The department will be involved in playing a lead role in strategically coordinating public diplomacy activities. While other departments, levels of government and the private sector all carry out activities to promote their specific mandates and interests, the department's leadership role is essential to ensure that resources are used in cost-effective ways that maximize impact by building synergies, and above all, that do not work at cross purposes, but rather bring benefit to Canada. The department has a policy role, as well as specific program requirements, that flow from its responsibility for ensuring a whole-of-government and whole-of-Canada approach to international relations.

Public diplomacy efforts are reflected in a continuum of short- to long-term activities, as demonstrated in the following example of the departmental pyramid (see following page). The key elements involve:

1) Advocacy

- Addressing pressing issues (e.g. security, unity, health) through targeted messaging.
- Specific actions could include media outreach in Canada, media spokespeople, speakers programs, special advocacy on key foreign policy priorities (e.g. landmines, ICC, L20, UN reform, sealing), key events (e.g. Olympics), and enhanced public diplomacy delivery in posts.

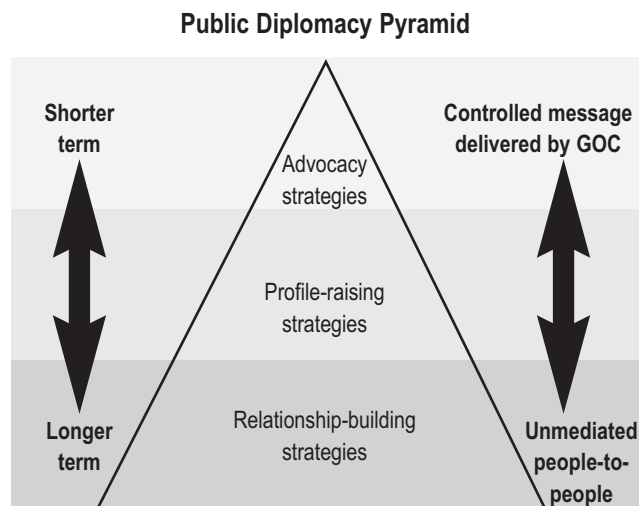
2) Profile raising

- Creating a wider, more general understanding of Canada.
- Specific actions could include academic cooperation, the North American Forum, cultural programs, the foreign visitors program, visiting ambassadors, and information products on Canada.

3) Relationship building

- Developing dialogue and understanding through the long term, which will withstand the short-term vicissitudes of bilateral relations to make advocacy more effective.
- Specific actions could include scholarships, youth programs, Canadian studies abroad, cross-cultural dialogue, and partnership programs.

The continuum of short- to long-term relations is critical in public diplomacy. While emphasis is necessarily placed on short-term issues or crises (e.g. landmines, SARS), the success of any advocacy strategy depends significantly on the strength of long-term in-country relationships, built over many years, with credible champions, opinion leaders and decision makers who understand Canada and our issues. An effective advocacy campaign is made possible by the profile raising and network building that has preceded it. Such activities serve as a foundation for future success and must be maintained and continually strengthened.



Public diplomacy builds a positive and modern image of Canada that enhances our influence, supports dialogue on crucial issues and furthers a variety of interests. As more countries are speaking with louder voices in the world, the department's investment in public diplomacy will increase Canada's ability to be heard. This strategy will help to provide a leading role in government, bringing together resources, people and programs in the pursuit of an effective public diplomacy strategy.

2.1.1.2 Performance Measurement Strategy and Performance Indicators

The department has identified performance indicators for each of the departmental priorities indicated above, including:

Departmental Priority	Indicator
Priority 1: To conduct foreign policy and coordinate international relations by developing whole-of-government strategies for priority countries and regions that reflect and enhance domestic priorities	<ul style="list-style-type: none"> The release of a proposed International Policy Statement and Annual Policy Update
Priority 2: To protect Canadians from security threats emanating from terrorism, failed/failing states, weapons of mass destruction and health pandemics	<ul style="list-style-type: none"> Timeliness of communication products (briefing notes, policy papers, conferences, forums, Web sites) regarding security threats
Priority 3: To promote a more effective and flexible new multilateralism	<ul style="list-style-type: none"> Number of conferences, seminars, workshops and lectures targeted to international policy priorities and emerging issues, to foster ideas and dialogue attended/sponsored
Priority 4: To develop a New Partnership within North America	<ul style="list-style-type: none"> Extent to which cooperation in continental and international security has been enhanced, as evidenced by information sharing, dialogues, cooperative arrangements, etc.
Priority 7: To forge stronger partnerships with Canadians in developing and implementing foreign policy	<ul style="list-style-type: none"> Level of input to the interactive Web site(s) to support international policy discussions Level of coordination of provincial, territorial and municipal participation in federal activities when no other focal point exists
Priority 9: To transform the department by building a 21 st century foreign ministry through the following measures: <ul style="list-style-type: none"> ensuring a more effective and secure Canadian presence abroad; demonstrating an enhanced commitment to public diplomacy and a broad range of diplomatic activities; and ensuring a dynamic, representative and well-trained foreign service supported by sound management practices 	<ul style="list-style-type: none"> Extent to which public diplomacy achieves general recognition within the department and among priority missions as an essential and central element of international policy; extent to which resources are directed to it from lower priorities at headquarters and missions

2.1.2 Global and Security Policy



Global and Security Policy: Advocating for strengthened multilateral institutions, human security interests, national and international security interests, and support abroad for democracy, human rights, the rule of law and good government.

This program activity is responsible for a wide range of activities related to global and international security. Some of its key functions involve:

- developing and implementing Canada's international security policy;
- implementing programs related to preventing the spread of weapons and materials of mass destruction; and managing and coordinating activities to fight crime and terrorism;
- managing Canada's interests in the United Nations and 10 UN specialized agencies, the Commonwealth and La Francophonie;
- developing policy, advocacy and outreach on a broad range of issues, including human rights, humanitarian affairs, non-proliferation, landmines, human security, the rule of law, etc.;
- providing analysis and advice to policy makers on international economic issues, including on policy development; and
- negotiating and administering bilateral, regional and global environmental agreements and programs of action and advice on Canadian positions on non-proliferation, environmental and sustainable development issues arising in international bodies and forums.

The Global and Security Policy program activity represents the work of two key branches in the department: the International Security branch and the Global Issues branch. Both branches are a result of the reorganization announced in January 2005. With the reorganization, the International Security branch will continue to manage the heavy and fast-moving international security agenda. The new Global Issues branch will, among other things, strengthen the policy capacity to deal with international economic issues and provide a focus for dealing with wide-ranging global issues, such as energy, global health and migration. It will be the institutional home for a new science adviser, who will provide science-based advice on global policy issues and connect the department to the interdepartmental network being established by the Prime Minister's Chief Scientific Adviser.

The Global and Security Policy program activity operates in an increasingly complex and challenging environment. Since 9/11, a number of new threats to Canadian security have emerged, many of which do not come from established states but involve non-state actors (e.g. terrorist groups). In addition, the multilateral system, a key vehicle for Canada in addressing security issues, composed of international organizations such as the United Nations, is seriously challenged in addressing both "new" and traditional threats to security.

Equally, the international financial crisis at the end of the century demonstrated the vulnerabilities of the interdependence of the global economy. It also demonstrated the importance of maintaining both sound domestic economic fundamentals and an alert and effectively functioning international financial architecture. While the global economy is basically sound, there are significant downside risks, which must be monitored and addressed through structural reforms. As a member of the G8, Canada needs to be advancing the acceptance of sound economic policies in the interest of global growth.

The Global and Security Policy program activity, due to its vast range of responsibilities, also has the most grants and contributions programs within the depart-

ment. For 2005-2006, more than \$600 million in grants and contributions will be attributed to this program activity. Most of the funding is for assessed contributions. These contributions are fees renewed annually to maintain Canada's membership in a number of international organizations such as the UN, the World Health Organization (WHO), the North Atlantic Treaty Organization (NATO), the Commonwealth and La Francophonie. Assessed contributions also pay for Canada's participation in UN peacekeeping and observer missions. This program activity also includes a number of key discretionary grant and contribution programs, some of which require annual authorization from Parliament. Key programs that fall into this category include the Global Partnership Program, the Counter-terrorism Capacity Building Program, the Human Security Program and the Canadian Landmine Fund, all of which have distinct governance structures, Results-based Management and Accountability Frameworks (RMAFs), and Risk-Based Audit Frameworks (RBAFs).

2.1.2.1 Expected Result

Multilateral institutions are strengthened; human, national and international security interests, support abroad for democracy, human rights, the rule of law, and good government are advocated.

The expected results of this program activity will support a number of the department's policy and program priorities, and its transformation and management priority.

Priority 1: Conducting foreign policy and coordinating international relations by developing whole-of-government strategies for priority countries and regions that reflect and enhance domestic priorities:

In order to develop whole-of-government strategies, it is vital that the department coordinate with a number of partner departments on policy issues that are horizontal in nature (not exclusive only to one department). The following are some departmental initiatives

that will help to provide a more whole-of-government approach to the development of common Canadian positions abroad:

- Conduct meetings with other government departments (OGDs) through mechanisms such as the Interdepartmental Committee on Specialized Agencies (ICSA). This committee, which is led by the Department of Foreign Affairs and International Trade (Foreign Affairs), attempts to foster agreed-upon Canadian positions with regard to the various specialized organizations of the United Nations.
- Strengthen interdepartmental coordination through existing mechanisms, such as the Interdepartmental Working Group on Trafficking in Persons, and the Interdepartmental Marine Security Working Group.
- Lead development of Canada's Northern strategy, through the Northern Dimension of Canada's foreign policy to ensure that Canada plays a leading role and promotes concerted international action on circumpolar issues.
- Coordinate the development of international indigenous policies interdepartmentally that reflect the Government of Canada's domestic Aboriginal priorities.
- Work with OGDs to develop international negotiating positions that reinforce national policies and enhance cooperation with Canada's key bilateral partners in such fields as climate change, protection of biodiversity, non-proliferation, and the safe use of chemicals.
- Coordinate Canada's policy on mine action, the Ottawa Convention and the Convention on Certain Conventional Weapons (CCW) with CIDA and the Department of National Defence (DND) to ensure a comprehensive and coordinated 3D approach that promotes Canada's foreign policy objectives while fulfilling its legal and financial obligations under the Convention.

Over the planning period, the department will also explore ways to:

- work toward more enhanced Foreign Affairs leadership and interdepartmental coordination of Canadian participation in international groups, including the G8 Roma-Lyon group on crime and terrorism issues, the Conference of Parties to the UN Convention against Transnational Organized Crime, the Inter-American Committee against Terrorism, and the Global Forum against Corruption;
- establish greater consistency and cooperation among key departments and agencies including Health, Public Safety and Emergency Preparedness Canada (PSEPC), Justice and the Royal Canadian Mounted Police (RCMP), for the international promotion of a balanced approach to drugs that reflects Canada's National Drug Strategy; and
- examine how to create a whole-of-government approach to human immunodeficiency virus-acquired immune deficiency syndrome (HIV/AIDS).

Priority 2: Protect Canadians from security threats emanating from terrorism, failed/failing states, weapons of mass destruction and health pandemics:

A number of initiatives will be focused on reducing the threat of weapons of mass destruction. These initiatives focus on developing forward-looking policies on nuclear non-proliferation. Canada will also seek to bring about concrete disarmament and non-proliferation progress at the Non-Proliferation Treaty Review Conference ('RevCon') meetings in May 2005. These meetings are held once every five years, and bring key nuclear and non-nuclear states together in comprehensive discussions about reducing nuclear weapon stockpiles. Canada is chairing the International Atomic Energy Agency (IAEA) Board of Governors.

In addition, Canada will continue to maintain ongoing engagement on nuclear issues with the United States, Russia and India. It will also strive to make a substan-

tive contribution in 2006 to the UN verification and compliance experts group that will examine the need to upgrade standards and procedures for weapons inspections.

One of the key efforts to reduce the threat of nuclear, chemical and biological weapons and their delivery systems, as well as the proliferation of weapons expertise is *Canada's involvement in the G8 Global Partnership Against the Spread of Weapons and Materials of Mass Destruction*. Canada has pledged up to \$1 billion to the Global Partnership, which was launched at the G8 Summit in Kananaskis in June 2002, and is firmly committed to making a significant and sustained contribution to preventing terrorists, or those that harbour them, from acquiring or developing nuclear, chemical, radiological, and biological weapons and related materials, equipment and technology.

Through the department's Global Partnership Program (GPP), Canada supports specific cooperation projects in Russia and other states of the former Soviet Union (FSU) that reduce the risk posed by the cold-war legacy of weapons of mass destruction. Canada is moving quickly to implement its commitment to developing concrete projects in all four priority areas identified by leaders at Kananaskis – the destruction of chemical weapons, the dismantlement of decommissioned nuclear-powered submarines, the disposition of fissile materials and the re-employment of former weapons scientists.

Some of the specific initiatives of this program to date include:

- dismantle and de-fuel three nuclear submarines per year;
- support construction of a chemical weapons destruction facility at Shchuch'ye in central Russia, where more than 1.9 million artillery shells filled with 5,400 tonnes of deadly nerve agents will be destroyed. Canada has already committed nearly \$50 million to the construction of the Shchuch'ye facility, including \$33 million for construction of an 18 kilometre railway and \$10 million for construction of several priority industrial infrastructure projects;

- implement projects, bilaterally and through the International Atomic Energy Agency, to improve the security of nuclear and radioactive material in Russia and countries of the FSU;
- provide a commitment of \$65 million toward Russia's plutonium disposition program, to dispose of enough weapons-grade material for thousands of nuclear weapons;
- ensure the non-proliferation of weapons expertise through the Moscow-based International Science and Technology Centre (ISTC) an inter-governmental organization with a mandate to fund research and programs that redirect former weapons scientists in Russia and other Commonwealth of Independent States (CIS) countries toward peaceful and sustainable research; Canada, which is now the third largest contributor to the ISTC, has already disbursed almost \$18 million in support of ISTC objectives. In addition to supporting ongoing activities at the ISTC, including the funding of 40 research projects, Canada is also taking a leadership role at the Centre. A new Canadian Deputy Executive Director will lead the new Department of Global Security and Strategic Planning, which will work to redirect former weapons scientists not only away from weapons research, but toward the development of technologies that address non-proliferation, disarmament, counter-terrorism, and nuclear security issues;
- provide assistance under the Global Partnership to countries seeking to develop and maintain: appropriate and effective measures to account for, and secure, biological items in production, use and storage; and measures for effective physical protection at facilities housing such items; and
- develop a biosecurity strategy that will be an integral part of Canada's overall Biological Weapons Non-proliferation Programming under the Global Partnership Program (GPP).

A key element of the department's international security policy is the advancement of the human security agenda. To this end, the department will continue to

promote the development of practical ways to reduce human security threats related to small arms and light weapons proliferation. The department will advocate more active engagement by Canada on the ground in post-conflict and crisis states, clarified rules regarding the use of force in internal conflicts, and the establishment of case law in support of the Responsibility to Protect.

With regard to failed and failing states, Canada's peace support operations will play a key role in providing stability to troubled regions of the world. Canada will continue to play a role in Afghanistan, working to consolidate the peace process. In Haiti, we will support ongoing RCMP deployments and peace support operations with a focus on police/security-sector reform. The humanitarian crisis in Darfur requires a coordinated Canadian response, including capacity building for regional organizations to conduct peace support operations, and implementation of the peace agreement through the UN Peacekeeping Office, with Canadian involvement. To ensure that there are enough peacekeepers to intervene in these types of humanitarian situations, Canada will support the design and implementation of the G8 Peacekeeping Capacity Building program.

The department's efforts to protect Canadians from the threat of terrorism seek to maximize opportunities to anticipate, prevent and defeat terrorist threats before they occur through stronger and more effective international cooperation.

Work is under way to establish the Counter-Terrorism Capacity Building (CTCB) Program at the department, including its management, staffing, funding and governance structures. The primary objective of the CTCB Program is to contribute to the security of Canadians and inhabitants of beneficiary states by providing training, funding, equipment, technical, legal and other assistance to those states. This will enable them to prevent and respond to terrorist activity, in a manner consistent with international counter-terrorism and human rights norms and standards. The Program also aims to improve domestic and international coordination of this assistance and to increase Canada's international profile in this area.

The department will also maintain a priority focus on further enhancing aviation security for Canadians, working to facilitate further international expansion of the program that provides aircraft protective officers on board certain flights. On behalf of, and in cooperation with the Canada Border Services Agency (CBSA) the department will continue efforts to conclude an agreement with the EU for the collection and processing by Canada of Advanced Passenger Information/Passenger Name Records (API/PNRs) originating from Europe. The department will also continue work to advance the implementation of the G8 SAFTI (Secure and Facilitated Travel Initiative) agenda to further improve the security of international travel and transportation, including measures to counter man-portable air defence systems (MANPADS) and other threats to civil aviation. The G8 SAFTI agenda stems from work of the G8 group of countries to develop principles and guidelines related to international travel.

Protecting Canada from terrorist threats also involves using multilateral economic organizations such as the APEC forum and G8 summits to promote agreement on ambitious counter-terrorism, non-proliferation and health-security commitments and standards. The expected results include: APEC and G8 declarations; ministerial statements with concrete commitments in areas of security concern to Canada; further implementation of past commitments by members of these organizations; and increased acceptance of security as a permanent part of APEC's agenda.

The department's efforts at reducing terrorist threats are aimed at developing an international anti-terrorism framework and continuing to freeze terrorist assets. In 2005-2006, the department will update sanctions regulations as required by the UN Security Council resolutions and further refine the regulations for the freezing of terrorist assets.

The department has the ongoing responsibility of providing timely and relevant intelligence to policy makers and of ensuring that foreign policy decision makers are fully informed.

While Health Canada and the Public Health Agency would take the lead in managing pandemics and other health emergencies, the Department of Foreign Affairs and International Trade (Foreign Affairs) will participate in coordinating the international dimension of the work of government departments such as Transport Canada, Health Canada, the Public Health Agency and others, to ensure that Canadian policies across a range of policy areas take account of global public health issues, and to strengthen global and national public health systems capacity. Moreover, since the department's missions represent Canada abroad, the department is well placed to represent and defend Canada's interests and positions with other governments, and to liaise with them in the event of a pandemic or other type of international health emergency.

Priority 3: Promote a more effective and flexible new multilateralism:

As part of the department's efforts to improve the functioning of multilateral organizations, Canada's efforts will be concentrated in a few key areas. One of the department's key goals is to contribute to the reform of the multilateral system. Over the planning period, the department will formulate Canadian positions on UN reform. These will take into consideration: the reform recommendations of the UN Secretary General and the High Level Panel; and the Millennium Project ("Sachs") Report, which examines how countries can better contribute toward the UN millennium development goals.

The department will continue strong, innovative inter-governmental cooperation through the Human Security Network, the Arctic Council and the Kimberley Process as an expression of Canada's leadership in the new multilateralism.

Part of Canada's broad reform efforts will also focus on reforming some of the UN sister organizations, in particular developing a consensus among member states for the modernization of the International Civil Aviation Organization (ICAO) Council. Working with the Geneva Group, Canada will look to strengthen

modern management within the UN system, focusing on areas related to results-based budgeting and priority setting. The department is also involved in reforming other multilateral organizations, such as La Francophonie. Our efforts will focus on working toward streamlining La Francophonie organization and implementing its 10-year strategic plan adopted at Ouagadougou in 2004.

The priority of building a new multilateralism is not only about reforming institutions; it is about exercising Canada's leadership in the world through these organizations by supporting Canadian candidacies in multilateral organizations. This includes building support for Canada's election to the UN Security Council in 2011-2012, starting to develop Canadian positions for the next Summit of La Francophonie in Bucharest in 2006, and initiating consultations with the provinces in preparation for the Summit of La Francophonie to be held in Quebec in 2008.

The department will also work through multilateral organizations to further advance Canada's global agenda. For 2005-2006, our efforts will be focused on leading the preparations for the September 2005 UN Leaders' Summit, and on working toward ensuring that the Prime Minister's objectives, such as the L20, are reflected in the outcomes of the Summit and contribute to the achievement of Canadian goals in the negotiation of a UN Convention on Cultural Diversity at UNESCO. For other organizations, the department will use vehicles such as the Commonwealth Ministerial Action Group (CMAG) as a vehicle to give political support to democracy in Commonwealth countries.

In the area of international crime, the department will work to sustain visibility and influence in related international forums, such as: the Commission on Narcotic Drugs the OAS Commission on Drug Control; the various bodies created under crime-related treaties; regional bodies such as the OAS, OSCE (Organization for Security and Cooperation in Europe) and APEC; and other multilateral organizations such as the OECD. All of these are venues in which active anti-crime efforts take place, and where Canada/the

department has a role to play in promoting effective multilateralism. In addition to illicit drugs, which are expected to remain the principal area of attention, two rapidly growing areas of crime-fighting activities – human trafficking and corruption – will also receive particular attention.

The department will also continue to work through other appropriate forums to further advance international efforts to combat terrorism, including in the G8 process, in the Counter-Terrorism Action Group (CTAG), in the APEC Counter-Terrorism Task Force (CTTF) and through the OAS Inter-American Counter-Terrorism Committee (CICTE).

Priority 4: Develop the New Partnership within North America:

This priority is supported by the department's efforts to work on developing a security partnership within North America. This will involve ongoing engagement with the United States in order to develop a joint threat assessment on human trafficking and to achieve a greater coordination.

Part of the strategy to developing a new partnership is to use existing tools to strengthen our collective security. This involves using mechanisms such as the Bilateral Consultative Group and the Cross-Border Crime Forum, developing a joint threat assessment on human trafficking, and working to achieve greater coordination of Canada-U.S. border and marine security efforts, with a focus on the Great Lakes. The department will also work closely with the U.S. to correct certain perceptions among U.S. authorities that Canada is soft on illegal drugs, by increasing awareness among U.S. authorities of the variety of serious actions taken by Canada in the fight against illegal drugs.

Priority 5: Strengthen departmental capacity to protect Canada's economic interests globally:

One of the areas in which the department is deficient is economic analysis. The department's plan to rectify

this situation is to work to increase the economic literacy of its staff through a series of discussion sessions on international economic issues, and to begin to strengthen its own capacity to perform economic analysis and research through staff development and strategic hiring.

The department will integrate economic policy considerations into the global issues agenda. This will involve the production of a series of analytical briefs on international economic issues that have the capacity to affect Canadian interests. The department will work with Canada's network of economic and finance counsellors located at missions abroad to ensure the provision of high-quality, relevant economic reporting from around the world, both through regular, ad hoc contact, and through the annual Economic and Finance Counsellors Meeting.

In the OECD, the department will ensure a coherent approach to the promotion of Canada's interests in public policy research, soft law and in peer reviews of Canadian economic and social policies. It will undertake more strategic analysis and research based on the activities of the OECD to provide policy analysis and advice to decision makers in order to advance the government's priorities. The department will also coordinate and lead Canada's participation in the G8 process to advance global economic interests and to promote greater cooperation among the member economies of the Asia Pacific Economic Cooperation forum with respect to trade facilitation. The department will continue to provide foreign policy advice on Canada's positions in international financial institutions, including the International Monetary Fund (IMF) and World Bank.

Protecting Canada's economic interests involves implementing key programs such as the International Forestry Partnerships Program. This program helps maintain market access for Canadian forest products abroad, by increasing knowledge of Canadian sustainable forest management practices in other countries, such as European nations, Japan and the United States.

Priority 6: Advance Canada's Global Issues Agenda by promoting sustainable development and the rule of law, advancing human rights and democracy, and by contributing to the modernization of the International Assistance Envelope:

This priority necessarily involves advancing Canada's Global Issues Agenda by promoting human rights, the protection of civilians, the responsibility to protect, and indigenous and circumpolar issues in multilateral forums, and by supporting the election of Canadians to UN treaty bodies that are focused on issues pertaining to human rights, and sustainable and democratic development. In recent years, Canada has been a leader on the issue of banning landmines. The department's efforts will continue in this area. Specifically, Canada will promote the universalization and implementation of the Ottawa Convention through support projects in the areas of mine clearance, victim assistance, mine risk education and stockpile destruction. It will also work to effectively manage the Canadian Landmine Fund (CLF) through an interdepartmental Project Review Board with partner departments. This board will provide further transparency in decisions related to the funding of specific projects through the CLF. The department will continue to explore ways to integrate our efforts on mine action into Canada's broader efforts toward international development, humanitarian assistance, peace building and related foreign policy areas.

The department will continue to maintain the advocacy campaign in support of the International Criminal Court, and will provide legal support for the completion of new human rights instruments, including the Convention on the Rights of Persons with Disabilities, Protection of Persons from Enforced Disappearances and the Declaration on the Rights of Indigenous Peoples.

In order to advance Canada's Global Issues Agenda, it is important that young people have an opportunity to experience the workings of the international system. A key pillar in this effort is the department's support of the Government of Canada's Youth Employment Strategy. The department, through the Youth

International Internship Program, intends to work with Canadian NGOs to fund and create 390 international placements with 300 organizations in the coming year. These placements not only enrich young people with an understanding of international organizations, but also provide essential skills that help them in their career development.

Canada's activities to provide global leadership on the environment and sustainable development are key to demonstrating that it is an innovator in such issues. The department will work with other government departments to ensure that the outcomes of the World Summit on Sustainable Development are taken into account in international forums. This will involve provisions for reporting on sustainable development commitments, as well as enhancing diplomatic efforts to generate support for the inclusion of appropriate environmental positions in Canada's trade liberalization policies.

It is important that Canada also meet its Kyoto commitments in order to gain support for a coherent international approach to future climate change negotiations. The department will assist Canadian industry in obtaining credits from international projects that can be used to cost-effectively offset emission reduction targets in Canada and promote sustainable development internationally. Part of our leadership on the world stage involves providing capacity building to developing countries to enable them to take on emission reduction targets, promote sustainable development and better implement Multilateral Environmental Agreements (MEAs). Over the course of the year, the department will also work to coordinate Canada's participation in federal activities for the UN Decade of Education for Sustainable Development, and to advance Canada's international priorities on cities and urban development, at UN-Habitat and the World Urban Forum 2006 in Vancouver.

In advancing Canada's sustainable development agenda, the department will also help to advance the government's strategy to combat over fishing, through the provision of legal advice at international meetings

and negotiations, including the High Seas Fisheries Conference in May 2005, the UN Fish Stocks Agreement Review Conference in 2006, and support of bilateral and multilateral diplomatic efforts.

Priority 7: Forge stronger partnerships with Canadians in developing and implementing foreign policy:

There are two facets to our work in terms of forging stronger partnerships with Canadians in the area of global security. The first is to sustain support for the concept of multilateralism among Canadians. Garnering this support is crucial, as frequent criticism of multilateral organizations diminishes their effectiveness in the eyes of the public. Without efforts to increase public diplomacy and related outreach activities, there is a risk that Canadian support for multilateralism will begin to erode.

The department's outreach efforts over the coming year will involve many prominent individuals. This may include high-level officials within the department, key ministers, the Prime Minister and high-ranking officials from multilateral institutions. Outreach events and discussions will be organized where prominent speakers will address the importance of Canada's role in the multilateral system and explain the difference Canada makes through its participation in multilateral organizations. Part of this strategy also involves advocacy of Canada's positions through various media. This may involve letters to newspaper editors, in which senior departmental officials write about Canadian positions on given issues.

As a key element of the department's Global Issues Agenda, the department will continue regular and inclusive annual consultations on peacebuilding and human rights, as well as continued dialogue with Aboriginal organizations and on northern issues.

The second facet of our outreach efforts involves making various stakeholders (Parliamentarians, NGOs and the Canadian public) aware of Canada's policies with regard to international security, and highlighting the department's accomplishments in the security

arena. Over the coming year, the department will intensify annual and periodic consultations with civil society on issues of international security and WMD issues.

Stronger partnerships with the academic and expert communities will also be sought. These collaborative exchanges will help to provide relevant policy research and views on international security issues. The department's current priorities involve developing a range of private/public partnerships, such as active support of:

- developing the Centre of Excellence on Weapons of Mass Destruction Verification and Compliance at Carleton University;
- maintaining the Simon Centre University of British Columbia Graduate Research Awards program to support junior academics working on WMD issues; and
- enhancing public/private partnership to support sustainable space security research.

Priority 9: Transformation and management:

The reshaping of the Global and Security Policy program activity into two branches, International Security and Global Issues, is part of a larger change initiative

to make the department a more effective, modern and flexible foreign ministry. One of the key transformative changes involves the creation of the new Office of Science Adviser, which will provide sound scientific advice on global issues and help the department understand how upcoming scientific advances will affect world affairs. The department will then be able to use this advice to develop policies related to international affairs that better take into account the scientific dimension in relation to Canada's foreign policy.

Apart from the diverse responsibilities that fall under this program activity, the department also has certain legislative responsibilities, which include:

- enhancing the effectiveness of the National Authority for the implementation of the Chemical Weapons Convention (CWC);
- passing the Remote Sensing Space Systems Act, promulgating regulations and creating a national administrative office for the Act, including issuing an operating licence to the Canadian operator of RADARSAT-2; and
- creating a regulatory agency and an administrative structure to implement the Biological and Toxin Weapons Implementation Act.

2.1.2.2 Performance Measurement Strategy and Performance Indicators

The department has identified performance indicators for eight of the nine priorities, indicated below:

Departmental Priority	Indicator
Priority 1: To conduct foreign policy and coordinating international relations by developing whole-of-government strategies for priority countries and regions that reflect and enhance domestic priorities	<ul style="list-style-type: none"> • Levels of robustness, consistency and effectiveness of Canadian positions and objectives expressed internationally
Priority 2: To protect Canadians from security threats emanating from terrorism failed/failing states, weapons of mass destruction and health pandemics	<ul style="list-style-type: none"> • Number and types of measures taken to reduce international threats • Number of improvements in responses to emerging crises
Priority 3: To promote a more effective and flexible new multilateralism	<ul style="list-style-type: none"> • Pace and extent of multilateral reform (e.g. UN) in a way that reflects Canadian positions
Priority 4: To develop a New Partnership within North America	<ul style="list-style-type: none"> • Extent to which the new security partnership yields specific Canadian-U.S. initiatives and agreements that enhance North American security
Priority 5: To strengthen the department's capacity to protect Canada's economic interests globally	<ul style="list-style-type: none"> • Level of departmental resources dedicated to economic analysis
Priority 6: To advance Canada's Global Issues Agenda by promoting sustainable development and rule of law, advancing human rights and democratic development, and by contributing to the modernization of the International Assistance Envelope	<ul style="list-style-type: none"> • Level of adoption of resolutions reflecting Canadian priorities at UN Commission on Human Rights
Priority 7: To forge stronger partnerships with Canadians in developing and implementing foreign policy	<ul style="list-style-type: none"> • Level of participation by civil society in departmental consultations and initiatives and degree of satisfaction with them among key target groups
Priority 9: To transform the department by building a 21 st century foreign ministry through the following measures: <ul style="list-style-type: none"> • ensuring a more effective and secure Canadian presence abroad; • demonstrating an enhanced commitment to public diplomacy and a broad range of diplomatic activities; and • ensuring a dynamic, representative and well-trained foreign service supported by sound management practices 	<ul style="list-style-type: none"> • Creation of the Office of Science Adviser

2.1.3 Bilateral Relations



Courtesy of CIDA: Photograph by Pedram Pirnia

Bilateral Relations: Promoting Canada's interests through the conduct of Canada's bilateral diplomatic relations worldwide.⁶

The geographic branches are key contributors to the accomplishments of the Department of Foreign Affairs and International Trade (Foreign Affairs). They work closely with Canada's network of missions and partners inside and outside government to develop country and/or regional strategies that promote Canadian interests in an integrated manner. They advance Canadian interests and objectives, help Canadians interpret the world, explain Canadian perspectives and policies internationally and contribute to policy making. They also manage various grants and contributions that support:

- Canada's membership in key regional institutions of the multilateral system such as the Organization of American States; and
- programs and institutions, such as the Asia Pacific Research and Conference Fund, that help Canadians better understand and interact with particular regions of the world.

In January 2005, the geographic branches underwent a significant reorganization. Previously, there were four (Africa and the Middle East, the Americas, Asia-Pacific, and Europe). There are now two: the North America Branch and the Bilateral Relations Branch. The North American Branch, of which the former North American Bureau is a part, concentrates on the U.S., including the department's Enhanced Representation Initiative in that country, and Mexico. The Bilateral Relations Branch covers the rest of the world.

The purpose of the geographic branch reorganization is to increase operational strength and agility to respond effectively to short-term crises and unexpected developments as well as longer-term priorities. By creating a single branch that focuses exclusively on North America, the department is improving its capacity to lead government-wide integration of all functional policies and programs pertaining to Canada's relations with our two continental neighbours. Establishment of a second branch to handle bilateral relations outside North America will also generate greater policy coherence by enabling the production of more coordinated country-specific and regional strategies that reflect overall departmental priorities. The Bilateral Relations Branch will also ensure greater information sharing and consistency of service across all regions outside North America.

Canada has diplomatic relations with almost all of the world's 193 independent states, with approximately 280 points of service worldwide in 150 countries (embassies/high commissions, consulates general, consulates, satellite offices, honorary consulates and missions to multilateral organizations). The breakdown of Canadian points of service by region is as follows: 62 in Africa and the Middle East; 53 in Asia-Pacific; 77 in Europe; 53 in the U.S.;⁷ and 45 in Latin America and the Caribbean.

The role of the missions is to represent the Government of Canada and advance Canadian interests in designated countries, areas and multilateral organizations. Missions play a central role in delivering on Canada's key international objectives pertaining to foreign and trade policies, public diplomacy, defence, immigration and development assistance. They also play a growing role in the support of domestic programs and activities, ranging from food inspection to public health.

Two other relevant – and significant – changes in the department's structure made in January 2005 should also be noted here. First, the Consular Affairs Bureau was transferred from the Corporate Services Branch to support the two geographic branches. This change will ensure that the consular program at headquarters has

greater visibility in the management of Canada's bilateral relations and is more closely connected to the management of the bilateral missions that deliver the program. Information about the Consular Affairs Bureau is not presented here but rather in its own section of this report (Section 2.3.1). Readers interested in the plans and priorities of the Consular Affairs Bureau will find a full description there.

Second, a new Strategy and Services Bureau will be established in April 2005 to help the geographic branches with business planning and other activities.

2.1.3.1 Expected Results

Through the conduct of bilateral relations, Canada's interests are advanced.

The activities of the geographic branches and the missions abroad will support the following departmental priorities.

Priority 1: To conduct foreign policy and coordinate international relations by developing whole-of-government strategies for priority countries and regions that reflect and enhance domestic priorities:

The geographic branches will support this priority by:

- leading the application of a whole-of-government approach in developing country-specific and regional strategies, in close partnership with the missions abroad to promote Canadian interests and manage regional issues;
- strengthening the ability of Canada's missions to further Canadian interests;
- managing sensitive files and providing sound policy advice within each region of the world;
- developing and managing Canada's contribution to help resolve regional issues; and
- managing Canada's international relations (political, economic and cultural), with specific focus on

priority relationships within each of the world's regions.

All country-specific and regional strategies will incorporate Canada's economic interests in the regions in question. This will be accomplished by developing strong partnerships with domestic stakeholders who have economic interests in many regions of the world.

To advance Canadian interests in key countries, these strategies will build on new high-level bilateral groups and tools, including the Canada-EU (European Union) partnership agenda, the Canada-China Strategic Working Group, the Canada-Japan Economic Framework, the Canada-India Joint Statement, the Arctic Council, the Joint Declaration of Intent between Canada and South Africa, and the high-level mechanism for political consultations agreed to by the President of Brazil and the Prime Minister during their November 2004 meeting.

Preparation of some country-specific and regional strategies will involve collaboration with the Canadian International Development Agency (CIDA), with respect to the effective management and delivery of Government of Canada programs and modernization of the International Assistance Envelope.

The geographic branches and missions abroad will also work with non-governmental organizations and the academic community on action plans and advocacy strategies related to such issues as Canada-EU relations and the Canada-Mexico partnership. The latter arrangement will establish working groups on North American competitiveness, housing, labour and human capital.

The February Budget included a \$50 million conditional grant for the Asia Pacific Foundation of Canada to establish an endowment fund. The principal is to be invested in perpetuity and the income used for the Foundation's activities. The Department of Foreign Affairs and International Trade (Foreign Affairs) will work with the Foundation to ensure effective management in support of the government's objectives in that region.

Priority 2: To protect Canadians from security threats emanating from terrorism, failed/failing states, weapons of mass destruction and health pandemics:

The geographic branches are supporting Canada's security interests, human rights and good governance by developing whole-of-government strategies with missions abroad and strong partnerships with stakeholders. For example, the geographic branches and missions abroad will collaborate with departmental and other partners on counter-terrorism in their respective regions, while promoting a wider security agenda focused on strengthening regional security institutions, supporting non-proliferation and strengthening governance.

More specific initiatives in support of this priority include:

- managing Canadian reconstruction efforts in Iraq;
- implementing the first chapter of the Canada-China Strategic Working Group, which focuses on cooperation in multilateral organizations;
- implementing the Canada-Japan peace and security cooperation agenda;
- building inter-American capacity to combat terrorism, working through the Organization of American States;
- contributing to the Middle East peace process;
- working with international partners on issues that pertaining to weapons of mass destruction; and
- working with the department's International Security Branch to identify and implement projects related to counter-terrorism capacity building.

In Sudan, Canada will help consolidate an inclusive peace process in the recently signed agreement to end the North-South conflict. Canada will also work in the Darfur region to help address the humanitarian crisis and apply sustained pressure on the government and rebels to engage in serious negotiations.

In the Congo/Great Lakes region, the centre of the worst humanitarian crisis of the last decade, Canada will act as co-chair of the Group of Friends to help the International Conference on the Great Lakes region implement an action plan related to regional peace, development and security. Canada established the Group of Friends in close consultation with the United Nations and the African Union. It brings together governments and multilateral institutions committed to assisting African countries that are party to the International Conference on the Great Lakes region. Canada will also contribute to consolidating a successful transition within the Congo, a process that is essential to holding credible elections in 2005 and preventing the country from falling back into failed-state status.

Priority 3: To promote a more effective and flexible new multilateralism:

The two European bureaux and related missions are engaging with the EU members and other strategic partners through implementation of the new Canada-EU partnership agenda. This includes promotion of the L20 and UN reform. All geographic bureaux play an important role in influencing countries in various regions of the world to support Canada's bilateral, regional and multilateral initiatives related to the L20, UN reform and other issues.

Other initiatives related to this departmental priority include promoting reform of the inter-American system, notably the Organization of American States, and providing leadership in the Summit of the Americas process to ensure that Canadian interests are reflected in the hemispheric agenda. Canada will also participate in multilateral decision-making bodies such as the Peace Implementation Council, while working with like-minded European countries to promote shared priorities at the UN and other international organizations.

Several bureaux of the Bilateral Relations Branch are also active in advancing Canada's views on the *Responsibility to Protect* report of the International Commission on Intervention and State Sovereignty. In

so doing, they make use of a wide range of traditional and public diplomacy tools, including the department's Asia-Pacific Research and Conference Fund and advocacy strategies developed for major international meetings such as the annual APEC (Asia-Pacific Economic Cooperation forum) Leader's Summit.

Priority 4: To develop a New Partnership within North America:

The North America Branch will work with partner departments to develop and implement the goals of a New Partnership between Canada and the U.S. that pertains to security and prosperity. In collaboration with Canadian stakeholders and U.S. and Mexican partners, the branch will address North American issues and challenges, such as:

- sustaining and enlarging the community of interest in all three North American countries, which is supportive of an efficient and competitive North American market;
- maintaining the momentum achieved on the North American agenda; and
- ensuring that goods and people engaged in legitimate trade, tourism and travel continue to move efficiently across the borders.

The Enhanced Representation Initiative (ERI) will become fully operational in 2005. Under the initiative, launched in 2003 to fulfill the government's commitment to establishing stronger representation across the U.S., Canada is adding new missions, upgrading others, establishing a network of Honorary Consuls and providing additional program resources in that country. The ERI will also provide a coordinated, whole-of-government approach to advancing Canada's interests in the U.S. related to advocacy, trade, business development, science and technology and investment.

While the North America Branch is the main contributor to this priority, it should be emphasized that the Bilateral Relations Branch also contributes to the strengthening of Canada's relations with the U.S. and

Mexico by undertaking tactical and strategic actions to advance this country's bilateral and multilateral relations globally.

Priority 5: To strengthen the department's capacity to protect Canada's economic interests globally:

The geographic branches will promote Canadian economic and trade interests, in consultation with partner departments. For instance, the Latin America and Caribbean Bureau will pursue a strategy of developing a strong working relationship with Brazil, and contribute to the reduction/elimination of irritants in Canada's relationship with that country. The economic components of country-specific strategies will build on new tools, such as the Canada-Japan Economic Framework, developed to advance Canada's economic interests in that country.

Another significant contribution to this priority is development of the department's capacity to understand and interpret economic events. In collaboration with economic and financial counsellors at missions abroad, the department will develop high-quality economic reporting from around the world. The geographic branches will also work to strengthen the quality and utility of their economic reporting by developing related agreements with partner departments. For instance, the department is working with the Department of Foreign Affairs and International Trade (International Trade), the Department of Finance Canada, CIDA and others to help selected countries in Asia-Pacific improve their economic governance to ensure greater economic stability and long-term growth.

Finally, efforts will be made to ensure that government and business leaders more fully understand Canada's economic interests and strengths, and engage with the federal government on bilateral, regional or global economic initiatives.

Priority 6: To advance Canada's Global Issues Agenda by promoting sustainable development and the rule of law, advancing human rights and democratic development, and by contributing to modernization of the International Assistance Envelope:

In cooperation with CIDA and other partners, the geographic branches and missions abroad will coordinate Canadian contributions to regional reform, development initiatives and monitoring processes to support transparency and fairness.

Consistent with the October 2004 Speech from the Throne, the Bilateral Relations Branch will lead a whole-of-government approach to supporting a New Partnership for Africa's Development (NEPAD), leading up to the 2005 G8 Summit and beyond. This will include ongoing implementation of the G8 Africa Action Plan, covering a wide range of initiatives related to peace and security, good governance, health (combating HIV/AIDS, polio and malaria), agriculture, environment, water and economic growth. As announced in the February 2005 Budget, Canada will strengthen its long-established support for Africa in its struggle to overcome the challenges of poverty and disease. By 2008–2009, aid to Africa will double from its 2003–2004 level. The Budget also announced a number of initiatives designed to help Africa achieve greater health and prosperity.

The protection of human rights is a priority for the Canadian government. For instance, it speaks out against abuses in Colombia each year in various multilateral forums, including the UN General Assembly and meetings of the UN Commission on Human Rights and the International Labour Organization. Canada also makes direct representations to the Colombian authorities when opportunities arise. Canada fully supports the inter-American human rights institutions in promoting and protecting human rights in the Western Hemisphere.

Canada also pursues the strengthening of democratic development in many parts of the world, on a bilateral basis as well as through regional and global

multilateral organizations such as the UN and the Organization of American States.

Priority 7: To forge stronger partnerships with Canadians in developing and implementing foreign policy:

The geographic branches and missions abroad will work with the Strategic Policy and Public Diplomacy branch to undertake coordinated outreach activities and produce communications products targeted to key constituencies, including the provinces, territories and municipalities, youth as well as academic, business, ethnic and religious communities. Outreach programs will be developed and/or strengthened to aid in consultations in key partnerships, such as the China Clusters initiative.

Priority 9: To transform the department by building a 21st century foreign ministry:

The geographic branches and missions abroad will contribute to this priority by:

- ensuring that their resources are strategically allocated where they can be most effective in delivering results for Canadians;
- managing the effective delivery of common services to partners co-located at missions abroad, thereby enabling the international activities of the government as a whole;
- ensuring the application of common procedures and service standards throughout the geographic branches and missions abroad;
- ensuring a secure presence at missions abroad by identifying and addressing security risks;
- contributing to development and use of various public diplomacy products and initiatives for target groups and audiences pertinent to advancing departmental and government-wide priorities;

- renewing the skills sets of its officers at headquarters and missions abroad;
- ensuring greater consistency in accountability of Heads of Missions worldwide;
- decentralizing a greater degree of decision making related to management of missions abroad;
- generating more flexibility in the department's ability to handle regional crises and initiatives worldwide;
- ensuring successful completion of the geographic branch reorganization, including establishment of the new Strategy and Services Bureau; and

- articulating Canada's interests within each geographic region worldwide to advance those interests in a focused manner.

The February 2005 Budget included a commitment relevant to this departmental priority. It will boost the number of Canada's representatives abroad over the next three years, recognizing the essential value of Canada's global network of embassies and consulates to the country's security and prosperity as well as the need to employ the knowledge and skills of our diplomatic personnel on the international stage.

2.1.3.2 Performance Measurement Strategy and Performance Indicators

The Department of Foreign Affairs and International Trade (Foreign Affairs) has identified performance indicators for eight of the nine departmental priorities, as indicated in the table below.

Priority	Indicator
Priority 1: To conduct foreign policy and coordinate international relations by developing whole-of-government strategies for priority countries and regions that reflect and enhance domestic priorities	<ul style="list-style-type: none"> • Level of compliance of reporting and analysis by missions with standards linked to foreign and domestic priorities • Number of country-specific and regional strategies developed in key countries • Number of high-level visits that help advance Canadian interests
Priority 2: To protect Canadians from security threats emanating from terrorism, failed/failing states, weapons of mass destruction and health pandemics	<ul style="list-style-type: none"> • Level of satisfaction among Canadians and partners with initiatives undertaken in response to security threats • Implementation of a new reporting initiative to better focus security-related reporting by developing reporting contracts with missions • Number of projects related to counter-terrorism capacity building developed and implemented
Priority 3: To promote a more effective and flexible new multilateralism	<ul style="list-style-type: none"> • Number of country-specific strategies and action plans, incorporating elements related to the new multilateralism, that are produced and implemented • Number of countries concurring with Canada on key issues related to multilateral reform (by key issue) • Level of support for L20 from potential member countries • Level of improvement in support of Canadian positions within multilateral organizations
Priority 4: To develop a New Partnership within North America	<ul style="list-style-type: none"> • Number of advocacy strategies/tools developed and disseminated • Extent to which cooperation in continental and international security has been enhanced, as evidenced by information sharing, dialogues, cooperative arrangements, etc.

Continued on next page

Priority	Indicator
Priority 5: To strengthen the department's capacity to protect Canada's economic interests globally	<ul style="list-style-type: none"> Level of departmental resources dedicated to economic analysis
Priority 6: To advance Canada's Global Issues Agenda by promoting sustainable development and the rule of law, advancing human rights and democratic development, and by contributing to modernization of the International Assistance Envelope	<ul style="list-style-type: none"> Extent of international agreement with Canadian positions and adoption of Canadian-led initiatives
Priority 7: To forge stronger partnerships with Canadians in developing and implementing foreign policy	<ul style="list-style-type: none"> Number of round tables/other opportunities to share views with Canadians Frequency of consultations, initiatives and advocacy coordinating mechanisms involving Canadians
Priority 9: To transform the department by building a 21 st century foreign ministry through the following measures: <ul style="list-style-type: none"> ensuring a more effective and secure Canadian presence abroad demonstrating an enhanced commitment to public diplomacy and a broad range of diplomatic activities ensuring a dynamic, representative and well-trained Foreign Service, supported by sound management reconfiguring the department's platform to better serve the international activities of the Government of Canada achieving greater operational efficiency at the department's headquarters, including realignment of resources to the identified priorities of the International Policy Statement 	<ul style="list-style-type: none"> Number of advocacy/public diplomacy initiatives undertaken at headquarters and abroad Level of increase in the number of departmental employees with regional language skills



2.2 Strategic Outcome Two: *Serving Government Abroad*

Canada's missions abroad deliver cost-effective and efficient services and infrastructure to enable government to deliver programs in a secure environment.⁸

This strategic outcome consists of the following program activities:

- Common Services and Infrastructure (Support from Headquarters); and
- Common Services and Infrastructure (Missions Abroad).

2.2.1 Common Services and Infrastructure (Support from Headquarters)



Common Services and Infrastructure (Support from Headquarters): Managing and delivering headquarters-provided services to government programs and partner departments operating abroad.

Canada has diplomatic relations with nearly all of the 193 independent states in the world, with approximately 280 points of service (embassies/high commissions, consulates general, consulates, missions

to multilateral organizations, satellite offices and honorary consuls) in 150 countries worldwide. Providing such a whole-of-government network involves the employment of approximately 6,800 staff overseas. Of these, 25 percent are Canada-based staff (CBS) from a variety of departments and agencies, while the remaining 75 percent are locally engaged staff (LES). Approximately 60 percent of all staff abroad deliver Canadian programs and services, with the remaining 40 percent being responsible for the delivery of common services.

Canada also manages approximately 2,294 properties abroad with a market value in excess of \$2 billion. The electronic network in place provides classified and designated voice, data and information management services at headquarters and missions abroad. These networks also support the Government of Canada's extensive and widely acclaimed Internet presence.

The department is mandated to provide cost-effective and quality common services and infrastructure for federal government departments and agencies operating outside Canada, on a collaborative basis. In order to support a whole-of-government approach to Canada's representation abroad, this collaboration is essential, as it ensures that the proper mechanisms exist to enable the department and its partner departments to deliver their programs abroad.

Canada's representation abroad now consists of 16 federal government departments, 7 federal agencies and 3 provinces, all pursuing policies and delivering programs to further Canadian interests. Chief among them are Citizenship and Immigration Canada (CIC), Canadian International Development Agency (CIDA), the Department of National Defence (DND), and the Royal Canadian Mounted Police (RCMP). The primary non-federal government entities found at various

missions abroad (referred to as co-locators) include: the provincial governments of Alberta, Quebec and Ontario; Export Development Canada (EDC); and the Government of Australia.

Coordination of Common Services and Infrastructure from the department's headquarters is predominantly the responsibility of a division of the Corporate Services Branch. Through this division, the department is responsible for the following key functions:

- directing and overseeing the shared corporate functions of finance and corporate information systems, as well as the planning and coordination of common services abroad;
- providing functional direction, support and oversight to the financial operations of missions abroad; and
- providing strategic direction and planning for representation abroad, including policy coordination for the department's provision of services and infrastructure to partner departments and co-locators at missions abroad.

As outlined in the new Program Activity Architecture (PAA) for the department, under the *Common Services and Infrastructure (Support from Headquarters)* program activity, the department is also responsible for the following:

- *Human resources (Locally Engaged Staff (LES), Foreign Service Directives Management, Services Centre)*: managing and delivering select human resource services in support of government programs delivered abroad;
- *Financial operations*: managing and delivering financial services and operations, as well as international banking;
- *Information management and technology (MIT-NET, SIGNET)*: managing and delivering information technology and telecommunications;
- *Physical resources special operating agency*: working as a Special Operating Agency (SOA) to manage and

deliver real property services and assets abroad; and

- *Security (corporate, personnel, technical)*: managing and delivering security services.

The department offers similar services to Crown corporations and provincial and foreign governments at missions where excess capacity exists and where such co-location will not interfere with normal operations of the mission.

2.2.1.1 Expected Result

Headquarters-provided common services to government programs and partners operating abroad are managed and delivered satisfactorily.

The expected result of this program activity supports the following departmental priority:

Priority 9: Transformation and management:

Specifically, the department will undertake a number of initiatives to advance this priority, enhance ongoing responsibilities and achieve the expected result. For instance, the department will promote a well-articulated framework for common service delivery abroad, which includes:

- promotion of the Generic Memorandum of Understanding (MOU) on common services, which sets out the department's principles on how departments are to use the common service platform abroad, thereby addressing common service constraints and fostering a more open and transparent consultative process for representation abroad;
- assistance to partners to help them clarify their special needs through Annexes to the MOU;
- promotion of costing reform, which ensures transparency and fairness with partners;

- continued work toward enhanced and accurate reporting, which fits into a broader government agenda to promote accountability and modern management, but also encourages increased transparency, and provides a better basis for the government to make rational decisions on how to organize resources abroad; and
- striking of a new senior level task force, reporting to the Deputy Minister of Foreign Affairs, to examine the creation of an alternate service delivery method as a means of achieving greater efficiency in the delivery of common services to all government departments and agencies operating abroad. These include finance, personnel, staffing, property and materiel management, security, procurement, and technology.

As indicated above, the following are important ongoing responsibilities of the department with regard to common services and infrastructure:

1. *Information Management and Technology (IM/IT) Services:* maintaining existing IM/IT services at currently acceptable levels; ensuring secure connectivity between headquarters and missions; improving the department's capacity to manage service alignment and cost control in this regard; developing an "adaptive" IM/IT environment (one that is able to respond quickly and effectively to changing needs); and enabling partner departments to focus on delivering programs abroad.
2. *Safety and Protection of Canada-based Staff:* Due to the events of September 11, 2001, the war on Afghanistan, Canada's participation in the campaign on terrorism and recent direct threats, the department is challenged with keeping personnel safe (both abroad and at headquarters).
3. *Human Resources:* The department provides departmental HR policy and operational support to all government programs and partner departments for the management of staff (CBS and LES) at

headquarters and missions abroad. Integrating the values and changes prescribed by the Public Service Modernization Act into the LES human resource framework will be challenging from a design perspective, but the department will work toward delivering updated compensation packages and LES Handbooks to assist mission management with the human resource management of LES. More specifically, the department will work toward introducing a simplified workforce, composed of the right mix of rotational and non-rotational positions and LES. It will also recruit and assign/deploy the right people to the right job at the right time, including approximately 800 rotational assignments at headquarters and abroad.

With regard to *ensuring a dynamic, representative and well-trained foreign service supported by sound management practices*, in particular, the department uses the Canadian Foreign Service Institute (CFSI) to offer training in foreign and official languages, professional development and corporate services, as well as intercultural training, to this department and partner departments on a cost-recovery basis. On this front, the department will continue to offer more than 800 courses (40,000 student days) in both classroom and on-line formats in support of departmental objectives and priorities, and other partner departments.

Analysis of Program Activities by Strategic Outcome

2.2.1.2 Performance Measurement Strategy and Performance Indicators

The table below identifies the indicators to be used by the department in measuring its performance as it relates to the program activity being described in this subsection.

Priority	Indicator
Priority 9: Transformation and Management	
<i>Common Services and Infrastructure (Support from Headquarters):</i> Headquarters-provided common services to government programs and partners operating abroad are managed and delivered satisfactorily.	<ul style="list-style-type: none"> Number and type of complaints received from partner departments
<i>Common Services Policy and Coordination:</i> Interdepartmental services abroad agreements are successfully negotiated, coordinated and administered.	<ul style="list-style-type: none"> Number of agreements on interdepartmental services abroad successfully negotiated, coordinated and administered
<i>Human Resources (Locally Engaged Staff, Foreign Service Directives Management Services Centre):</i> Human Resource services in support of government programs delivered abroad are managed and delivered effectively.	<ul style="list-style-type: none"> Number and nature of published implementation strategies, and timelines for the Regulations Number and type of new policies communicated for implementation, along with implementation tools
<i>Financial Operations:</i> Financial services and operations, as well as international banking, are managed and delivered effectively.	<ul style="list-style-type: none"> Level of satisfaction with the management and delivery of financial services and operations
<i>Information Management and Technology (MITNET, SIGNET):</i> Information technology and telecommunications are managed and delivered effectively.	<ul style="list-style-type: none"> Level of satisfaction with the management and delivery of information technology and telecommunications (e.g. number of clients served, number of services provided, speed, reliability, etc.)
<i>Physical Resources Special Operating Agency:</i> Real property services and assets abroad are managed and delivered effectively through the Special Operating Agency.	<ul style="list-style-type: none"> Level of satisfaction with the management and delivery of real property services and assets abroad Percentage of projects completed within cost and schedule parameters
<i>Security (Corporate, Personnel and Technical):</i> Security services are managed and delivered effectively.	<ul style="list-style-type: none"> Level of satisfaction with the management and delivery of services (e.g. with advice provided to missions, number and types of security equipment provided to missions, security documents, and conferences)

2.2.2 Common Services and Infrastructure (Missions Abroad)



Common Services and Infrastructure (Missions Abroad): Managing and delivering mission-provided common services to government programs and partners operating abroad.

As mentioned above, the department mandate requires the provision of cost-effective and high-quality common services and infrastructure (management of the procurement of goods, services and real property) for, and in partnership with, federal departments and agencies operating abroad. Use of these common services is mandatory when departments are delivering Canada's diplomatic and consular programs abroad, and is optional when delivering other programs and services.

Missions are thus a vital platform through which Canada's foreign policies and programs are delivered abroad. The department is responsible for managing Canada's global network of departments and agencies outside of Canada to enable them to effectively deliver their programs abroad. This support ranges from the provision of office space and staff quarters to financial and personnel administration, materiel management, maintenance, telecommunications and miscellaneous support services. Similar services are offered to Crown corporations, provincial and foreign governments (known as co-located entities) at missions where excess capacity exists and where such co-location will not interfere with normal operations. Of the approximately 6,800 staff employed overseas, approximately 1,390 employees (excluding non-office staff) provide common services in support of governmental priorities.

Delivery of these common services is the responsibility of the mission management services section. In the

cases of micro-missions and some other small missions, another mission delivers common services. These are often referred to as "Hub and Spoke Missions," one or several smaller missions of varying sizes (spokes) drawing support and other services from a larger regional centre (a hub mission). Spoke missions are usually single-purpose offices, and are linked to a hub mission in order to reduce costs by avoiding or minimizing duplication of administrative or other services.

Given that the role of the mission is, first and foremost, to represent the Government of Canada and to advance Canadian interests in the host country, the missions play a strong integration and coordination role to ensure that the individual programs and policies being advanced complement and reinforce one another—or at least do not contradict one another. Providing these services to partner departments enables those who require services abroad to have one-stop access, not only to the many services the Government of Canada provides, but also to those of its mission partners. By providing accommodation and other such services to partner departments, the department facilitates the cost-effective provision of a broad range of services to Canadians by the whole Government of Canada.

2.2.2.1 Expected Result

Mission-provided common services to government programs and partners operating abroad are managed and delivered satisfactorily.

The expected result of this program activity supports the following departmental priority:

Priority 9: Transformation and management:

The department will advance this priority and achieve the expected result by:

- providing effective management of missions abroad with partner departments and agencies;

Analysis of Program Activities by Strategic Outcome

- aligning the department's representation abroad with Canadian government policies;
- delivering essential services and infrastructure to the Government of Canada in a valued and sustainable manner; and
- providing effective management and use of information technology.

One of the key principles in the delivery of common services and infrastructure abroad is that the department will deliver consistent and equitable common services to all departments at Canadian missions, recognizing the program-specific requirements of individual departments and mission-specific conditions. Though office-related common services are largely common to all missions, there are other associated services such as transportation, residential accommodation and others that are much more specific to the mission or region. For example, U.S. missions operate largely on the basis of private leases, in contrast to Crown-owned and leased accommodations elsewhere.

In order to ensure the above, Service Delivery Standards (SDS) have been created as an integral part of the Generic MOU and form the basis upon which the department and partner departments measure, assess and report on mission management activities related to common service delivery. These service standards identify the common services that the department provides, the respective roles and responsibilities of all parties concerned, and the related service delivery standards participating programs should expect. It is important to note that the service standards are not applied fully in micro- or satellite missions.

More specifically, the department will advance this priority and achieve the expected result through the following key ongoing and specific actions:

- administration of both Canada-based and locally engaged staff (LES) working at missions abroad (*ongoing action*);
- administration of physical security and personal safety services as per the department's security policy (*ongoing action*);
- management of the information and technology systems that form the backbone of Canada's global communications (i.e. SIGNET/MITNET) at missions abroad (*ongoing action*);
- arrangement for financial cost recovery for the provision of common services to departments by the department (*ongoing action*);
- promotion of a well-articulated framework for common service delivery abroad (*ongoing action*);
- promotion of the Generic MOU on common services and infrastructure abroad (*specific action*);
- assistance to partners in clarifying their special needs (*specific action*); and
- development of enhanced and accurate reporting; (*specific action*).

2.2.2.2 Performance Measurement Strategy and Performance Indicators

The table below identifies the indicators to be used by the department in measuring its performance as it relates to the program activity being described in this subsection.

Priority	Indicator
Priority 9: Transformation and Management	
To provide effective management of missions abroad with partner departments and agencies	<ul style="list-style-type: none"> • Level of overlap/consistency of management requirements
To align the department's representation abroad with Canadian government policies	<ul style="list-style-type: none"> • Assessment of departmental resources and personnel as benchmarked against known government priorities
To deliver essential services and infrastructure to the Government of Canada in a valued and sustainable manner	<ul style="list-style-type: none"> • Timeliness of information provided to missions • Percent, number and type of infrastructure requirements identified and met at missions
To provide effective management and use of information technology	<ul style="list-style-type: none"> • Percent, number and type of Information Management requirements identified and met at missions • Appropriateness of Information Management solutions provided



2.3 Strategic Outcome Three: *Serving Canadians Abroad*

Canadians travelling and living abroad are provided with effective assistance, guidance, advice and services for their travel documents and consular needs.⁹

This strategic outcome consists of the following program activities:

- Consular Affairs; and
- Passport Canada.

2.3.1 Consular Affairs



Consular Affairs: Managing and delivering consular services to Canadians.

This program activity represents the work of the Consular Affairs Bureau within the department. The Consular Program is delivered overseas through consular resources at missions abroad. The Bureau at headquarters provides functional direction to officers at these locations; however, the overall management of the missions is the responsibility of the geographic branches. The Bureau and the relevant geographic authority currently deal jointly with issues concerning regional consular priorities and the allocation of resources. As part of the recent restructuring of the

department, the Consular Affairs Bureau was transferred from the Corporate Services Branch to support the two geographic branches. This change is intended to ensure that the Consular Program in headquarters has greater visibility in the management of our overall bilateral relations and is more closely connected to the management of the bilateral posts that deliver the program.

In close consultation with the geographic branches, the department (through the Consular Affairs Bureau) is responsible for the following functions:

- preparing Canadians for international travel by providing them with credible information and timely advice;
- assisting Canadians 24 hours a day, seven days a week if they encounter trouble or need assistance abroad in individual cases or crisis situations (in cooperation with partners and missions abroad);
- providing technological and program services support to the delivery of the Consular Program at headquarters and abroad; and
- managing the department's 24 hour a day, seven day a week Operations Centre, monitoring world events, and functioning as the department's call centre during major international incidents/crises.

With millions of Canadians living and working overseas, and more than 40 million overseas visits being made by Canadian citizens every year, there continues to be an increase in the demand for a full range of consular services. These services may include emergency evacuation from areas affected by natural or human-caused disasters or political crises, assistance in the event of injury, bereavement, child abduction or custody dispute cases, and help for kidnapping victims or those arrested or detained in foreign prisons.

In 2004, services and information requested by Canadians abroad increased by approximately 10 percent over 2003, leading to the opening of 188,001 cases, including passport services (compared to 184,684 in 2003). This increased demand for services is not surprising given the growing number of Canadians who live abroad for work or retirement, as well as the increasing interest in international travel. The demand for services has also been affected by the diversity of Canadian society, specifically with regard to dual nationality issues.

With the low cost of air travel, easier air connections to exotic/high-risk locations, expanding Canadian business and trade interests in non-traditional markets, a strengthening Canadian dollar against U.S. currency, and easier communication, an increasing number of Canadians are opting to travel to more remote and dangerous destinations, and more business opportunities are being pursued in high-risk areas of the world.

The profile of Canadian travellers is also changing. Trends indicate that the number of travellers who are under the age of 18, mentally ill or elderly is increasing. In addition, more Canadians are travelling independently rather than on organized tours.

Not surprisingly, these changes to destinations and traveller profiles provide some unique challenges for the department regarding the safety and security of Canadians. This, coupled with the increased threat from global terrorist networks, presents a greater risk of Canadians being involved in attacks or being caught up in other forms of international crime, and calls for new measures (i.e. biometric data on passports) to help tackle terrorism and organized crime.

Along with this increased and changing demand for services, the Consular Program continues to experience pressure for cost-effective responses as a result of rising public expectations of the services that people are eligible to receive from the government, and corresponding pressure for higher levels of consular service, as well as intense media interest in the department's handling of some consular cases. Given the breadth of services and the current operating environment of the government, and the department

in particular, consular cases/crises are becoming more complex, generating significant media and public interest.

2.3.1.1 Expected Result

Consular services to Canadians are managed and delivered satisfactorily.

The expected result of this program activity will contribute to the following departmental policy and program priority.

Priority 8: Improve consular and passport services in response to the evolving needs of Canadians

Specifically, the department will advance the achievement of this priority and expected results by:

- providing the Canadian travelling public with consistent and credible information and help in finding ways to minimize or avoid risks, thereby enabling them to make responsible decisions about risks and threats overseas;
- providing a more consistent and professional response to any consular emergency abroad 24 hours a day, seven days a week, as well as the flexibility to respond quickly to changing demands and major crises; and
- using innovation and investment in new technology to deliver the Consular Program.

Together, these priorities will contribute to the improvement of consular services because Canadians will benefit from the availability of a wide range of fast, efficient and professional services that will better equip them to deal with any issues that may arise while travelling, living or working abroad.

A number of capacity initiatives will be undertaken in these efforts to improve consular services. For example, the department will:

- Plan and provide for the training needs of headquarters staff to ensure the existence of a highly professional and trained staff, a common sense of purpose and the right mix of skills. As well, in the event of crisis/extreme conditions in case management, it will allow for contracting out to highly specialized experts.
- Address the resource pressures on those missions where it has been fully demonstrated that the Consular Program is expanding by establishing a formal intradepartmental consultation process and budget item. This will enable the department to coordinate with geographic stakeholders, and will allow for the creation/reallocation of LES positions as appropriate in order to meet the changing demands.
- Improve the capacity of the department with regard to early resolution of deserving requests for emergency financial assistance. This will also help the Bureau to avoid the risks related to refusal of financial assistance, including in evacuation situations, and will allow for flexibility when individual “extreme condition” cases require the department to absorb the costs related to protection and assistance.
- Improve crisis management capacity by continuing to assist missions with their consular contingency planning, as well as participating in wardens’ conferences; multilateral meetings and colloquies; non-combatant evacuation operations (NEOs); and regional security conferences aimed at improving crisis management.
- Ensure that the department has the capacity to contribute to the funding of new offices on a cost-sharing basis with other stakeholders. This will involve continuing to work in cooperation with stakeholders to enhance the Honorary Consul Program as a cost-effective means of delivering Government of Canada services in locations where Canadian representation is limited.

Together with these capacity-building initiatives, the department will undertake the following specific activities:

- implementing the *Consular Awareness Campaign Action Plan*, as well as increasing and restructuring the resources of the Travel Information and Outreach Program; and
- proceeding with critical work and continuing investment in the *Consular Management and Operations System (COSMOS)*, a cluster of applications for managing consular work, as the key consular work tool. Specific deliverables include: completion of the crisis cluster for COSMOS backup in the event of a server crash during a major crisis; development of EmServ NG, an application used to log all inquiries, calls, etc. received in the Operations Centre; and better access controls to protect the large amount of personal information contained in COSMOS.

2.3.1.2 Performance Measurement Strategy and Performance Indicators

The table below identifies the indicators to be used by the department in measuring its performance as it relates to the program activity being described in this subsection.

Priority	Indicator
Priority 8: Improve consular and passport services in response to the evolving needs of Canadians.	
The Canadian travelling public is able to make responsible decisions about risks and threats overseas because they are provided with consistent and credible information and help in finding ways to minimize/avoid risks.	<ul style="list-style-type: none"> • Extent to which Canadians accessed information prior to travel and were better prepared • Volume and nature of user sessions on the Voyage Web site (http://www.voyage.gc.ca/) • Amount and nature of media coverage; number of publications distributed/requested; number of travel/trade shows and presentations in which we participated; amount and nature of correspondence (ministerial and e-mail); nature of partnerships with travel industry
A more consistent and professional response to any consular emergency abroad 24 hours a day, seven days a week, and flexibility to respond quickly to changing demands and major crises.	<ul style="list-style-type: none"> • Level of client satisfaction • Extent to which consular service standards are being met • Changes in mission-specific and regional workload trends • Degree to which crises are handled effectively
Delivery of consular program and performance measurement supported through innovation and investment in technology	<ul style="list-style-type: none"> • Level of client satisfaction • Degree to which COSMOS users are satisfied

2.3.2 Passport Canada



Passport Services (Revolving Fund) Special Operating Agency: Managing and delivering passport services to Canadians (through the use of the Passport Revolving Fund).

This program activity represents the work of Passport Canada. More specifically, the mission of Passport Canada is to issue internationally respected travel documents to Canadian citizens and eligible residents. In order to fulfill its mission, the Agency focuses its business activities on travel documents featuring the best in anti-fraud protection measures, while providing a high level of service to its clients.

Passport Canada offers domestic passport-related services to in-person clients through 34 regional offices, with similar services for applications submitted by mail also being provided. In addition to domestic services, Passport Canada works with the Consular Affairs Bureau for the delivery of passport services to Canadians overseas through Canadian embassies and consulates.

To better serve Canadians, Passport Canada has expanded its channels of service by using receiving agents, enabling Canadians to apply for a passport at 56 Canada Post outlets or three Human Resource and Skills Development Canada Service Centres. As a result of the government's desire to place key government services on-line, a new Passport on-Line (POL) interactive form has also been added to our means of serving Canadians, thereby providing another means of completing passport applications while limiting omissions and errors. This service also offers an improved method of accessing Passport Canada's services through the assistance of an on-line application. This new service is expected to reduce both wait and turn-around times for front-counter and mail-in operations.

Passport Canada operates in a world of technological and political change and must therefore be proactive and flexible in order to keep pace. A global security environment has developed rapidly due to increased risks of terrorism and identity theft. Canada is committed to implementing new-generation passport security measures, systems and controls. There are new international standards for chip-enabled passports, machine-readable travel documents and biometrics. It is essential for Passport Canada to adopt these standards so that Canadians can continue to travel safely.

There has been a significant shift in the policy framework in which Passport Canada operates. In the past, this framework has primarily emphasized the delivery of service, but it is now rooted in domestic and global security guided by the Canada National Security Policy.¹⁰

As noted in Section 2.3.1, more Canadians are travelling, working or living abroad. Consequently, more Canadians are applying for passports. This unprecedented demand is not expected to decrease in the foreseeable future. Notwithstanding this high demand, there is continued pressure to maintain existing service levels while ensuring that security requirements are met.

Moreover, the Agency¹¹ faces unique human resource pressures because of the rapid growth and changing nature of its business. In the past five years, the Agency has grown by almost 150 percent, driven primarily by the above-mentioned demand and enhanced security measures. Growth can be expected to continue, though not necessarily at the same rate, creating issues that must be managed. These issues include a greater need for employee orientation and training, as well as financial pressures for more office space and working tools.

2.3.2.1 Expected Result

Passport services to Canadians are managed and delivered satisfactorily.

The expected result of this program activity will contribute to the following departmental policy and program priority.

Priority 8: Improve consular and passport services in response to the evolving needs of Canadians

To support business planning over the 2005-2006 period, Passport Canada has developed a set of overarching, action-oriented strategic priorities: **strengthening compliance, broadening access and continuing improvement**. The first two strategic priorities are directly linked to the departmental priority and will help to advance the achievement of the expected results, with the third applying to the issue of human resource and modern management:

1. ***Strengthening compliance*** means ensuring that Canadian passports are designed, issued and managed in a context that recognizes international requirements, expectations and developments for travel documents. It leads Passport Canada to initiate activities to improve Canadian travel documents and the integrity of the entitlement process. Lastly, it also increases customer satisfaction by providing an improved product and better customer service.
2. ***Broadening access*** means ensuring that Canadians can obtain our services through multiple application channels. Broadening access drives Passport Canada to improve accessibility and service delivery. This means increasing flexibility, focusing on clients, and managing demand more effectively. By undertaking activities to support this strategic priority, we will enhance client services.
3. ***Continuing improvement*** means that people, processes and tools must be in place to support and reinforce Passport Canada's efforts to enhance passport security and service for all Canadians. However, it operates with a limited budget. More than ever, Passport Canada is required to examine every aspect of its work, so it must ensure maximum efficiency and cost-effectiveness. Consequently, the agency must endeavour to improve processes and procedures with a view to increasing productivity.

These priorities have been derived from the mission, achievements from the previous planning cycle and recognition of new challenges emerging in our operat-

ing environment. As such, a number of concrete actions will be undertaken in support of both the departmental priority and expected results. Each of these is described, in brief, below.

Strengthening Compliance

Under this priority, major activities have the following outcome-related goals:

- to improve fraud prevention and detection; and
- to increase cooperation and collaboration with other jurisdictions.

This will require the implementation and development of the following key corporate deliverables:

- ***E-passport:*** The introduction of a new generation passport with an embedded electronic chip will begin in late 2005-2006 with diplomatic passports. The e-passport is the new international standard for travel documents.
- ***Mission Printing Project:*** This project will eliminate the disparity between passports issued in Canada and those issued overseas by repatriating the responsibility of full-service passports production to domestic operations in Canada. This new approach will be introduced as a pilot project at the Canadian High Commission in London in Spring 2005.
- ***Facial Recognition (FR) Software:*** This new security software is expected to provide a highly effective tool for screening applicants. It would reduce the potential for multiple identities and other types of passport fraud. Implementation should take place in 2005-2006.
- ***National Routing System (NRS) Project:*** The NRS is conceived as a national network that will make it possible to validate vital event information needed to authenticate citizenship and identity. During the current planning period, Passport Canada will take part in a comprehensive pilot of the NRS with key

partners, and will work on implementing the system once tested.

Broadening Access

Under this strategic priority, major activities have the overarching outcome-related goals of:

- reducing wait and turnaround times;
- increasing points of access; and
- reducing unit costs.

This will require the implementation and development of the following key corporate deliverables:

- *Receiving Agents:* To improve access, Passport Canada has worked with key partners to develop a network of offices where Canadians can apply for a passport. At present, 56 Canada Post outlets and three Human Resources and Skills Development Canada Service Centres are in operation as receiving agents for Passport Canada. Over the planning period, Passport Canada will explore ways to expand the network of receiving agents. By the end of 2005-2006, we expect there will be 100 Canada Post Corporation receiving agent outlets.
- *Renewals Project:* During the current planning period, Passport Canada will offer qualified applicants the option of renewing their passport through a simplified mail-in service. A limited number of clients will be invited to renew their passports in this way. It will test all elements of a new passport process and infrastructure. Applicants are expected to benefit from a simpler application process and quicker turnaround time, thereby improving operating efficiencies.

Continuing Improvement

Under this strategic priority, major activities will have the following overarching outcome-related goals:

- cost containment and efficiency;
- improved business assurance; and
- improved human resources management practices.

This will require the implementation and development of the following key corporate deliverables:

- *Strategic Resourcing Guide:* An initiative to give the organization the planning tools it needs to address specific shortfall areas. During the planning period, Passport Canada will draft a strategic resourcing guide, extracting relevant demographic data in the process. This will help the organization to incorporate its HR plans into the business-planning process much more than it has done in the past. The Public Service Modernization Act requires incorporation of this planning element into the organizational business-planning process.
- *Enhanced Training for Employees in Consular Missions:* Employees in consular missions are responsible for issuing the passports overseas. This includes both Canada-based and locally engaged staff. Over the current planning period, Passport Canada will launch a joint initiative with the department to improve passport-related training. It will put special emphasis on security-related issues and enhancements.
- *Implementation and Revisions of Human Resources Action Plan:* Passport Canada will continue ongoing implementation of the Human Resources Strategic Action Plan. The Agency will review elements of this plan to incorporate potential impacts that stem from implementing the Public Service Modernization Act.

2.3.2.2 Performance Measurement Strategy and Performance Indicators

The table below identifies the indicators to be used by Passport Canada in measuring its performance as it relates to the program activity being described in this subsection.

Priority	Indicator
Priority 8: Improve consular and passport services in response to the evolving needs of Canadians.	
Strengthening compliance	<ul style="list-style-type: none"> • Percent of fraudulent applications
Broadening access	<ul style="list-style-type: none"> • Percent of volume by service channels • Percent of applications delivered on time (turn-around time) • Percent of wait time
Continuing improvement	<ul style="list-style-type: none"> • Percent of corporate projects completed on time and on budget • Return on value (is achieved)

2.4 Financial and Human Resources Requirements

The financial and human resource requirements for each of the program activities are noted below.

Financial Resources (\$ millions)

Program Activity	2005-2006	2006-2007	2007-2008
Advancing Canada's Interests Internationally			
Strategic Policy	38.6	35.0	35.0
Global and Security Policy	738.7	695.6	704.0
Bilateral Relations	127.3	125.6	121.0
Serving Government Abroad			
Common Services and Infrastructure (Support from Headquarters)	173.6	164.6	139.6
Common Services and Infrastructure (Missions Abroad)	657.3	638.8	629.0
Serving Canadians Abroad			
Consular Affairs	49.0	48.9	48.9
Passport Canada	0.0	0.0	0.0
Transfer Payments not Specifically Allocated	10.1	10.1	10.1
Total Planned Spending¹²	1,794.5	1,718.6	1,687.6

Human Resources (FTEs)

Program Activity	2005-2006	2006-2007	2007-2008
Advancing Canada's Interests Internationally			
Strategic Policy	110	110	110
Global and Security Policy	674	674	674
Bilateral Relations	1,506	1,506	1,506
Serving Government Abroad			
Common Services and Infrastructure (Support from Headquarters)	518	518	518
Common Services and Infrastructure (Missions Abroad)	4,947	4,947	4,947
Serving Canadians Abroad			
Consular Affairs	400	400	400
Passport Canada	1,730.9	1,920.5	1,920.5
Total	9,885.9	10,075.5	10,075.5

Supplementary Information



Section 3

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V. Peter Harder
Deputy Minister of Foreign Affairs

3.1 Management Representation Statement

I submit for tabling in Parliament, the 2005-2006 *Report on Plans and Priorities* (RPP) for the Department of Foreign Affairs and International Trade (Foreign Affairs).

This document has been prepared based on the reporting principles contained in the *Guide to the preparation of Part III of the Estimates: Reports on Plans and Priorities*.

- It adheres to the specific reporting requirements outlined in the TBS guidance;
- It is based on the department's approved accountability structure as reflected in its MRRS;
- It presents consistent, comprehensive, balanced and accurate information;

- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved planned spending numbers from the Treasury Board Secretariat in the RPP.

V. Peter Harder
Deputy Minister of Foreign Affairs



3.2 Organizational Information

In June 2004, the department established its Program Activity Architecture (PAA).¹³ In January 2005, the department began implementation of an extensive reorganization designed to modernize and streamline its operations. This process will require an updating of the PAA in the coming year.

After the government's International Policy Statement has been released and approved, priorities and activities of the department may need to be adjusted further, in accordance with its content.

Governance and Accountability

As Minister of Foreign Affairs, Pierre Pettigrew is accountable to Parliament for the management and oversight of the department. He is supported by Aileen Carroll, Minister of International Cooperation, who is responsible for the Canadian International Development Agency (CIDA), and Jacques Saada, the Minister responsible for La Francophonie.

Mr. Pettigrew's Parliamentary Secretary is Dan McTeague. In addition, the Minister of Foreign Affairs works closely with Marlene Jennings, the Parliamentary Secretary to the Prime Minister (Canada-U.S.).

The Minister of Foreign Affairs chairs the Cabinet Committee on Global Affairs, which ensures an integrated approach to foreign affairs, defence, development, trade and other related issues. He is one of the vice-chairs of the Cabinet Committee on Canada-U.S., which ensures an integrated, government-wide approach to Canada-U.S. relations. This committee is supported by the Canada-U.S. Secretariat at the Privy Council Office.

Mr. Pettigrew is also a member of:

- the Cabinet Committee on Security, Public Health and Emergencies, which manages national security and intelligence issues and activities, while ensuring coordination of the federal response to all emergencies, including natural disasters; and
- the Expenditure Review Sub-Committee of the Treasury Board, which reviews all programs and areas of cross-cutting interest and makes recommendations to Treasury Board on funding decisions and reallocations.

A New Departmental Organization Chart

As noted above, the department is being restructured (see new organization chart, page 86).¹⁴ One of the key changes is the reorganization of the geographic branches. Previously, there were four: Africa and the Middle East, the Americas, Asia-Pacific, and Europe. There are now two: the North America Branch, which will concentrate on the U.S. and Mexico; and the Bilateral Relations Branch, which will cover the rest of the world. The geographic branches manage and coordinate Canada's relations with their designated part of the world, providing resources and guidance to Canada's missions on all aspects of foreign policy and consular services. They provide policy advice to the Minister, and, at missions abroad, manage certain core programs and all business line activities of the department as well as the initiatives of other federal departments and agencies collocated there.

All of the department's branches contribute to achieving the strategic outcomes identified in the PAA. The geographic branches and four functional branches (Strategic Policy and Public Diplomacy, International

Security, Global Issues and the office of the Legal Adviser) support the strategic outcome *Advancing Canada's Interests Internationally*. The geographic branches, Corporate Services and Human Resources support the strategic outcome *Serving Government Abroad*, while the Consular Affairs Bureau, geographic branches and Passport Canada support the strategic outcome *Serving Canadians Abroad*.

The Department's Senior Management Team

Deputy Minister Peter Harder supports Minister Pettigrew in determining the overall direction of the department. Five bureaux (Communications, Executive Services, Office of the Inspector General, Protocol Office, and Passport Canada) report directly to the Deputy Minister. The Deputy Minister and the Associate Deputy Minister, Marie-Lucie Morin, are responsible for the department's three strategic outcomes and related programs.

Below the levels of Deputy Minister and Associate Deputy Minister, the department has a Legal Adviser and seven Assistant Deputy Ministers (ADMs). These ADMs develop policies and initiatives to achieve the worldwide objectives of the department's strategic outcomes. In so doing, they are accountable for the main programs of the department and the performance of their respective branches.

Accountability below the ADM level is governed by the department's Program Activity Architecture.

Foreign Service Officers

The department employs members of two streams of the Foreign Service: political/economic officers and management/consular officers. These employees are rotational, relocating regularly between headquarters and Canada's missions abroad.

Political/economic officers are key players in shaping Canada's policies on a wide range of issues, such as international human rights, the environment, disarmament, and the Middle East peace process. These

officers support the work of the strategic outcome *Serving Government Abroad*. In general, these officers spend a considerable amount of time working with their international counterparts.

Management/consular officers support the work of two strategic outcomes at missions abroad. First, by providing consular and passport services, they support the strategic outcome *Serving Canadians Abroad*. Consular officers provide help and advice to 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. Second, these officers contribute to *Serving Government Abroad* by coordinating the services provided to all Government of Canada departments and agencies operating outside Canada, including contracting, procurement and human resources management. At headquarters, management/consular officers exercise budgetary and human resources authority.

Formal Decision-Making Structures within the Department

A number of committees and groups guide corporate decision making within the department. The following are of particular importance with respect to overall governance of the department:

- The Governing Board, chaired by the Deputy Minister, is made up of the Associate Deputy Minister, the seven ADMs, the Legal Adviser, the Director General of Communications, the Director General of Executive Services, the Executive Assistant to the Deputy Minister and an equal number of Heads of Missions (HOMs) who are selected for a two-year term. This advisory group meets three or four times a year.
- Weekly meetings of Executive Committee, chaired by the Deputy Minister, provide a forum for decision making and priority setting in the department. Its membership is the same as that of the Governing Board, excluding the Heads of Missions. The group's mandate extends to all major policy, program and management issues facing the department.

- Management Committee, chaired by the Associate Deputy Minister, meets on a weekly basis. This committee serves as the senior forum for decision making on virtually all departmental financial and program management issues. Its decisions are referred to Executive Committee for final approval.
- The Forward Planning Meeting is a weekly forum for information sharing on emerging issues related to the department's mandate and operations. It is chaired by the Deputy Minister. Its membership is the same as that of Executive Committee, but also includes all of the department's Directors General.
- The Policy Committee is responsible for reviewing all medium- and longer-term policy initiatives before final consideration by Executive Committee. This committee, which is chaired by the ADM, Strategic Policy and Public Diplomacy, helps drive strategies on Canada's relations with specific countries, as well as its participation in multilateral organizations. The group also handles longer-term policy issues referred to it by Executive Committee.
- The Audit and Evaluation Committee, which meets every four months, reviews the annual audit and evaluation plan of the department's Inspector General. It also considers all audits and evaluations conducted by the Inspector General, while providing overall direction. The Associate Deputy Minister chairs this group.

Governance of Canada's Missions Abroad

The department manages the missions abroad, ensuring that their activities are aligned with government-wide priorities. The role of the missions is to represent the Government of Canada and advance Canadian interests in designated countries, areas and multilateral organizations. Missions play a central role in delivering on key government-wide international objectives, including foreign and trade policies, defence, immigration goals and development assistance. They also play a growing role in support of Canada's domestic programs and activities. In carrying out these functions, missions

ensure the integration and coordination of all federal programs and activities outside Canada.

The Head of Mission serves as this country's official representative to his/her host country, area or organization. The HOM acts on behalf of the entire Government of Canada, not just this department. In so doing, he/she ensures that all federal programs in his/her area of accreditation complement each other to the greatest extent possible.

Program managers at missions report to the HOM as well as to the relevant program authorities in their home departments or agencies. These managers receive guidance from the relevant functional and geographic branches at Foreign Affairs headquarters or their home departments.

Each mission has a Committee on Mission Management, usually chaired by the HOM. Its members are the mission's program managers. Meeting weekly, the committee coordinates the mission's policies and programs and oversees its management. While decisions are typically made by consensus, the HOM has the final authority.

All federal employees at missions abroad, regardless of their home departments or agencies, act as members of a cohesive Government of Canada team. They coordinate, consult and share information with each other. They also collaborate on day-to-day mission operations and special federal initiatives such as foreign visits by the Governor General and Prime Minister.

In 2004-2005, the department began to incorporate business plans prepared by missions into its planning cycle for the first time in eight years. Each mission is asked to prepare an annual plan, identifying its activities, expected results and corresponding resource implications, and explaining how they correspond to departmental priorities.

The department provides goods, services and real property to other federal departments and agencies collocated at missions abroad. The purpose is to:

- ensure a consistent federal approach to Canada's representation abroad;
- enable all federal partners with international operations to deliver their programs and services effectively outside the country; and
- maintain economies of scale.

Office of the Inspector General (OIG)

The Office of the Inspector General provides audit, evaluation, special investigations and mission inspection services to the department in order to provide objective information to assess management and control frameworks. The Audit Division helps managers develop Risk-based Audit Frameworks (RBAFs) for the department's grants and contribution programs. Audits of these programs as well as those in other headquarters units and missions abroad are also conducted using risk-based assessment methods.

The Evaluation Division provides performance assessments of departmental programs as to whether they are meeting stated objectives and producing expected results. It also helps managers produce Results-based Management and Accountability Frameworks (RMAFs) for a number of program areas which RMAFs are used to measure performance over the lifecycle of programs. Currently, the department has approximately 15 RMAFs and 15 RBAFs applied to grant and contribution and other programs.

Special Operating Agencies of the Department

There are two special operating agencies within the department: Passport Canada and the Physical Resources Bureau. Passport Canada operates much like a private-sector enterprise. It finances its operations entirely from the fees charged for passports and other travel documents. It also operates under 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 required to support the Foreign Service in delivering programs abroad.

Management of the Department's Portfolio

A number of organizations outside of the department's direct governance structure also report to the department. These organizations make up what is known as the department's portfolio. This reporting relationship enables the department to understand how the organizations in question contribute to government-wide priorities.

- The Canadian International Development Agency (CIDA) 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 of International Cooperation. The authority of CIDA is articulated in the Department of Foreign Affairs and International Trade Act, the Annual Appropriations Act and the International Development (Financial Institutions) Assistance Act. CIDA is currently listed under Schedule 1.1 of the Financial Administration Act.¹⁵
- The International Development Research Centre (IDRC), which reports to the Minister of Foreign Affairs, is a Crown corporation. It initiates, encourages, supports and conducts research into the problems of the developing world, and explores possible means of applying and adapting scientific, technical and other knowledge to address those problems.

Accountability Relationships with Organizations outside the Department's Portfolio

- Rights and Democracy (the International Centre for Human Rights and Democratic Development), is a non-partisan organization created by Parliament in 1988 to encourage and support the universal values of human rights and the promotion of democratic institutions and practices around the

world. This organization receives most of its funding from Canada's Overseas Development Assistance Budget through the department. Each year, Rights and Democracy submits a report on its activities to the Minister of Foreign Affairs, who tables it in Parliament.

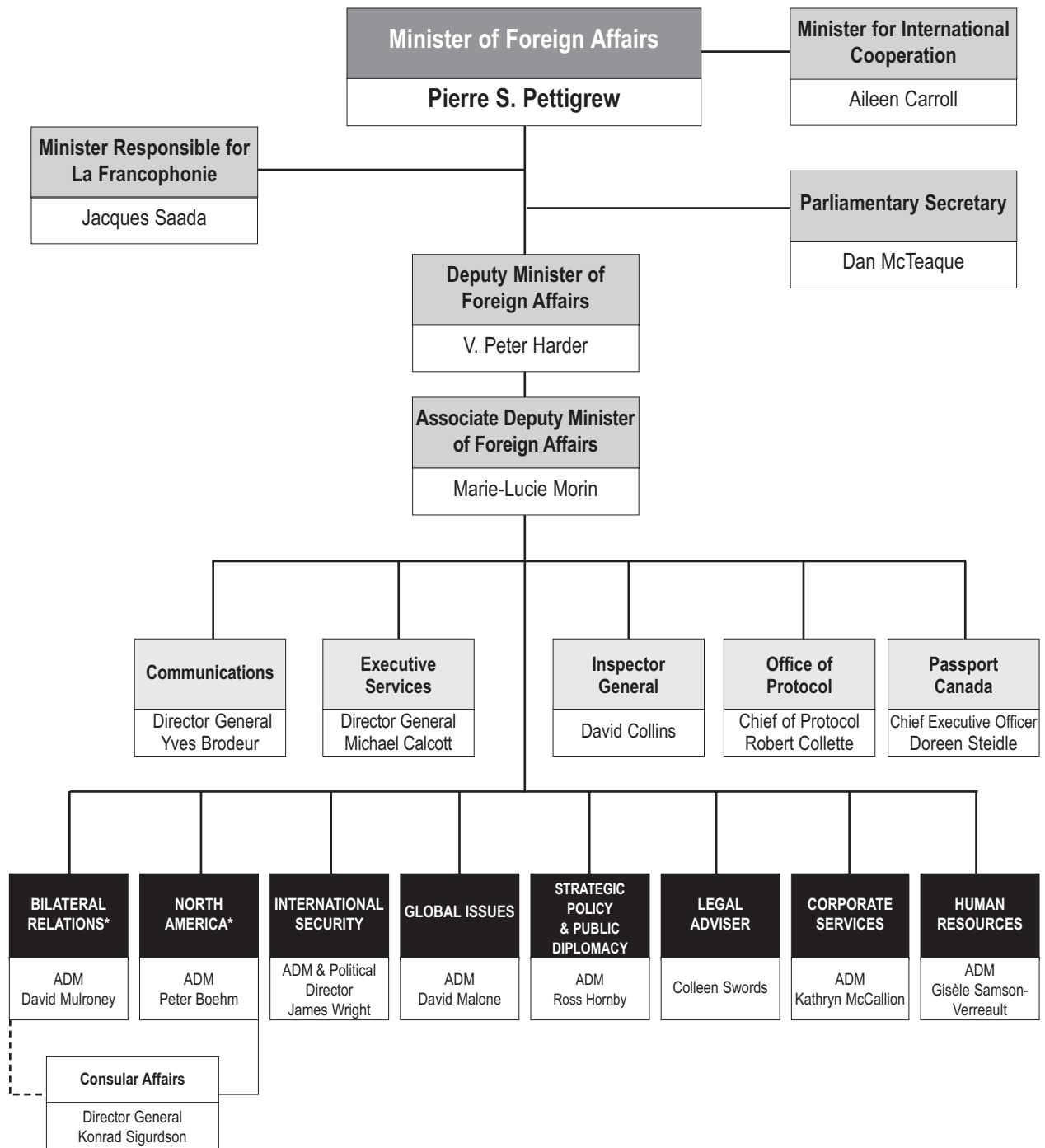
- The International Joint Commission is an independent binational (Canada and the U.S.) organization established by the Boundary Waters Treaty of 1909. Its purpose is to help prevent and resolve disputes over the use and quality of boundary waters and to advise on related issues. While the commission periodically communicates with this department, it does not formally report to it.
- The department reports to Parliament on the performance of foundations¹⁶ to which it provides funding (e.g. the Foreign Service Community Association), in accordance with the federal 2003 Budget plan, which introduced changes to improve their public accountability. This reporting is done

by including information on the plans and results of these foundations in the department's planning and performance reports.

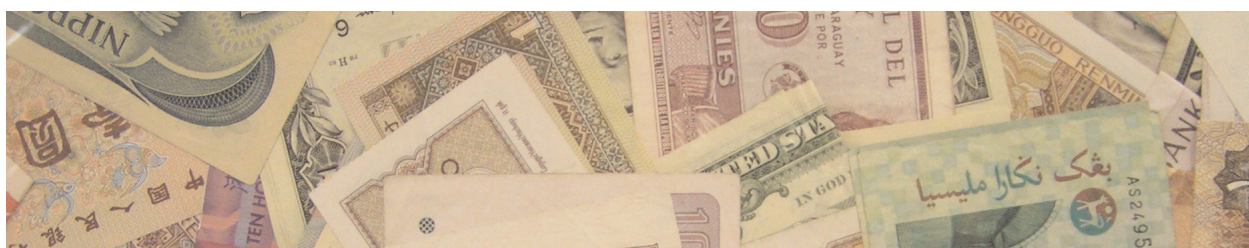
- The Roosevelt Campobello International Park Commission is responsible for administering, as a memorial to President Franklin D. Roosevelt, the Roosevelt Campobello International Park. The Commission was created by an international treaty signed by Prime Minister Lester B. Pearson and President Lyndon B. Johnson on January 22, 1964. On recommendation of the Minister of Foreign Affairs, Canada appoints three Canadian commission members. The U.S. commission members are appointed by the President of the United States. The treaty specifies that the two countries share equally in the costs of development, operation, and maintenance of the Park. Canadian budget approval lies with the department. The day-to-day management of the Park is the responsibility of a superintendent, appointed by the Park Commission.

Department of Foreign Affairs and International Trade (Foreign Affairs)

Organizational Chart



* These Branches coordinate the work of the missions abroad.



3.3 Financial Information

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

	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
Global and Security Policy	570.8	738.7	695.6	704.4
Bilateral Relations	139.8	127.3	125.6	121.0
Strategic Policy	57.2	41.2	37.7	37.7
Common Services and Infrastructure (Support from Headquarters)	201.3	193.4	188.9	173.4
Common Services and Infrastructure (Missions Abroad)	714.6	688.4	674.4	674.1
Consular Affairs	56.9	51.8	51.9	51.9
Passport Services	166.2	181.4	199.3	199.3
Transfer Payments not specifically allocated	8.9	10.1	10.1	10.1
Budgetary Main Estimates (Gross)	1,915.7	2,032.3	1,983.5	1,971.4
Non-Budgetary Main Estimates (Gross)	0.0	0.0	0.0	0.0
Less: Respendable Revenue	187.5	233.7	251.8	251.8
Total Main Estimates	1,728.2	1,798.5	1,731.6	1,719.6
<i>Adjustments</i>				
Supplemental Estimates				
Increased contributions for three new UN operations in Burundi, Sudan and Haiti and for the increased costs of existing operations in the Democratic Republic of the Congo, in Ethiopia, in Eritrea, in Liberia and in Côte d'Ivoire	91.6			
Operating budget carry forward	47.5			
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)	38.2			
Investment in real property at Canada's missions abroad	6.9			
Increased cost for operations abroad resulting from additional staff being posted at Canada's missions by Canadian Heritage and the Canadian International Development Agency	3.8			
Initiatives to support the implementation of a common electronic infrastructure and multi-channel service delivery strategy (Government On-Line)	3.9			
Activities in support of greenhouse gas reduction under the Climate Change Action Plan for Canada	1.5			
Funding in support Canada's submission under the United Nations Convention on the Laws of the Sea to extend Canada's continental shelf, specifically to map the Atlantic and Arctic seabed	0.7			
Activities to mitigate the impacts of foreign overfishing in the Atlantic Ocean	0.9			
Funding for a grant to the Forum of Federations to enhance learning and exchanges on the values and possibilities of federalism in Canada and abroad	20.0			

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

	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
<i>Adjustments continued</i>				
Increased contributions for the increased costs of UN peacekeeping operations in Côte d'Ivoire, Liberia and Sudan	4.0			
Additional funding related to tsunami disaster relief, rehabilitation and reconstruction initiatives	9.4			
Funding in support of activities associated with the Commission of Inquiry into the actions of Canadian officials in relation to Maher Arar	2.2			
Public Security Initiative	2.3			
Increase to grants in lieu of taxes on certain foreign diplomatic properties in Canada	1.0			
Funding for activities that will create employment opportunities for youth (Youth Employment Strategy)	0.7			
Support for activities of the Permanent Secretariat of the United Nations on Biological Diversity in Montreal	0.5			
Funding to support and engage Canadian volunteers and organizations to work on governance and programs abroad (Canada Corps Initiative)	0.4			
Funding to enhance the development of Official Language Minority Communities	0.3			
Funding related to government advertising programs	0.1			
Budget Announcement: Expenditure Review Committee	0.0	(4.0)	(13.0)	(32.0)
Expenditure Review Committee - Procurement Savings	0.0	(2.3)	(0.0)	(0.0)
2005 Federal Budget	50.0	113.0	124.0	130.0
Less: Funds available internally due to reduced contribution requirements	(32.5)			
Less: Spending authorities related to the government-wide reallocation initiative	(20.0)			
<i>Total Adjustments</i>	233.6	106.7	111.0	98.0
Total Planned Spending	1,961.8	1,905.2	1,842.6	1,817.6
Total Planned Spending	1,961.8	1,905.2	1,842.6	1,817.6
Less: Non-Responsible revenue	99.0	111.7	116.1	121.6
Plus: Cost of services received without charge	61.6	63.9	62.9	63.9
Net Cost of Department	1,924.4	1,857.4	1,789.4	1,759.9
Full Time Equivalents (FTEs)	9,738.0	9,885.9	10,075.5	10,075.5

Due to rounding figures may not add to total shown.

Table 2: Program by Activity (\$ millions)

2005-2006									
	Budgetary						Total Main Estimates	Adjustments (Planned Spending not in Main Estimates)	Total Planned Spending
	Operating	Capital	Grants and Contributions	Gross	Revenue	Net			
Global and Security Policy	127.3	4.2	610.8	742.3	3.6	738.7	738.7		738.7
Bilateral Relations	124.1	7.6	0.0	131.6	4.4	127.3	127.3		127.3
Strategic Policy	19.5	0.7	21.8	42.0	3.3	38.6	38.6		38.6
Common Services and Infrastructure (Support from Headquarters)	138.4	51.8	0.3	190.5	14.9	175.6	175.6	(2.0)	173.6
Common Services and Infrastructure (Missions Abroad)	642.7	38.0	0.0	680.7	21.5	659.2	659.2	(2.0)	657.2
Consular Affairs	50.7	2.7	0.1	53.5	4.6	49.0	49.0		49.0
Passport Services	181.4	0.0	0.0	181.4	181.4	0.0	0.0		0.0
Transfer Payments not specifically allocated	0.0	0.0	10.1	10.1	0.0	10.1	10.1		10.1
Total	1,284.1	105.0	643.1	2,032.2	233.7	1,798.5	1,798.5	(4.0)	1,794.5

Due to rounding figures may not add to total shown.

Table 3: Voted and Statutory Items Listed in Main Estimates (\$ millions)

2005-2006			
Vote (V) or Statutory (S) Item		Current Main Estimates (\$ millions)	Previous Main Estimates (\$ millions)
1	Operating expenditures	990.9	1,005.5
5	Capital expenditures	105.0	123.8
10	Grants and contributions	642.9	492.2
(S)	Minister of Foreign Affairs salary and motor car allowances	0.1	0.1
(S)	Payment under the <i>Diplomatic Service (Special) Superannuation Act</i>	0.3	0.3
(S)	Contributions to employee benefit plans	59.5	106.4
Total Department		1,798.5	1,728.2

Due to rounding figures may not add to total shown.

Table 4: Net Cost of Department for the Estimates Year (\$ millions)

2005-2006	
	Total
Net planned Spending	1,794.5
<i>Plus: Services received without charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	21.9
Contributions covering employer's share of employees' insurance premiums and costs paid by Treasury Board Secretariat (excluding revolving funds)	40.1
Workers' compensation coverage provided by Human Resources and Skills Development Canada	0.2
Salary and associated expenditures of legal services provided by Justice Canada	1.7
	63.9
<i>Less: Non-Respendable Revenue</i>	111.7
Net Cost of the Department	1,746.7

Due to rounding figures may not add to total shown.

Table 5: Summary of Capital Spending by Program Activity (\$ millions)

Program Activity	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
Global and Security Policy	7.9	4.2	3.9	3.9
Bilateral Relations	9.6	7.6	6.8	6.8
Strategic Policy	1.0	0.7	0.7	0.7
Common Services and Infrastructure (Support from Headquarters)	61.1	51.8	47.4	31.9
Common Services and Infrastructure (Missions Abroad)	48.2	38.0	34.3	34.2
Consular Affairs	4.2	2.7	2.7	2.7
Passport Services	1.9	0.0	0.0	0.0
Total	133.9	105.0	95.9	80.3

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

Responsible Revenue	Forecast Revenue 2004-2005	Planned Revenue 2005-2006	Planned Revenue 2006-2007	Planned Revenue 2007-2008
Strategic Policy				
International Youth Exchange	1.2	1.5	1.5	1.5
Canadian Education Centres	1.1	1.1	1.1	1.1
	2.3	2.6	2.6	2.6
Common Services and Infrastructure (Support from Headquarters)				
Real Property Services Abroad	9.3	9.3	9.3	9.3
Telecommunications Services	1.4	1.4	1.4	1.4
Training Services	1.0	1.0	1.0	1.0
Shared Services from the Department of Foreign Affairs and International Trade (International Trade)	0.0	6.1	6.1	6.1
	11.7	17.8	17.8	17.8
Common Services and Infrastructure (Missions Abroad)				
Training Services	4.0	4.0	4.0	4.0
Telecommunications Services	0.7	0.7	0.7	0.7
Shared Services from the Department of Foreign Affairs and International Trade (International Trade)	0.0	24.4	24.4	24.4
	4.7	29.1	29.1	29.1
Consular Affairs				
Specialized Consular Services	2.6	2.8	3.0	3.0
	2.6	2.8	3.0	3.0
Passport Canada				
Passport Fees	166.2	181.4	199.3	199.3
	166.2	181.4	199.3	199.3
Total Responsible Revenue	187.5	233.7	251.8	251.8
Non-Responsible Revenue	Forecast Revenue 2004-2005	Planned Revenue 2005-2006	Planned Revenue 2006-2007	Planned Revenue 2007-2008
Common Services and Infrastructure (Support from Headquarters)				
Adjustment to previous year's expenditures	0.6	0.6	0.6	0.6
Other	0.3	0.2	0.2	0.2
	0.9	0.8	0.8	0.8
Common Services and Infrastructure (Missions Abroad)				
Sales of properties and other assets	14.4	19.1	15.2	10.0
Employee rent shares	10.4	12.2	12.2	12.2
Services provided to the Passport Canada	4.4	4.4	4.4	4.4
Adjustment to previous year's expenditures	2.4	2.4	2.4	2.4
Other	1.3	0.8	0.8	0.8
	32.9	38.9	35.0	29.8
Consular Affairs				
Consular Fees	65.1	72.0	80.3	91.0
	65.1	72.0	80.3	91.0
Total Non-Responsible Revenue	99.0	111.7	116.1	121.6
Total Responsible and Non-Responsible Revenue	286.5	345.4	367.9	373.4

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

	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
Respendable Revenue	166.2	181.4	199.3	199.3
Total Respendable Revenue	166.2	181.4	199.3	199.3
Operating expenses:				
Salaries and employee benefits	86.7	94.8	105.2	105.2
Employee termination benefits	0.4	0.4	0.4	0.4
Passport material	12.9	13.8	15.2	15.2
Passport operations at missions abroad	4.4	4.4	4.4	4.4
Accommodation	9.8	9.4	9.6	9.6
Professional and special services	9.7	8.7	9.5	9.5
Amortization	11.5	18.5	21.0	21.0
Freight, express and cartage	15.8	16.0	17.6	17.6
Telecommunications	2.7	2.0	2.2	2.2
Printing, stationery and supplies	3.6	4.6	5.0	5.0
Other	8.7	8.8	9.2	9.2
Total Expenses	166.2	181.4	199.3	199.3
Surplus (Deficit)	0.0	0.0	0.0	0.0

Table 8: Passport Canada Revolving Fund - Statement of Cash Flows (\$ millions)

	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
Surplus (Deficit)	0.0	0.0	0.0	0.0
Add non-cash items				
Amortization	11.5	18.5	21.0	21.0
Passport material usage	12.9	13.8	15.2	15.2
Interest on Drawdown	0.0	0.0	0.0	0.0
Total non-cash items	24.4	32.3	36.2	36.2
Add cash inflows				
Treasury Board Loan and interest repayment	(4.5)	0.0	0.0	0.0
Treasury Board Funding for Passport Security Strategy	0.0	0.0	0.0	0.0
Total cash inflows	(4.5)	0.0	0.0	0.0
Change in working capital	(0.3)	(4.9)	(6.1)	(3.0)
Investing activities				
Acquisition of depreciable assets	(20.0)	(27.4)	(30.1)	(33.0)
Cash Surplus (Requirement)	0.0	0.0	0.0	0.0

Due to rounding figures may not add to total shown.

Table 9: Passport Canada Revolving Fund - Projected Use of Authority (\$millions)

	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
Authority	4.0	4.0	4.0	4.0
Unused Authority (Drawdown):				
Balance as of April 1	9.9	9.9	9.9	9.9
Projected surplus (Drawdown)	0.0	0.0	0.0	0.0
	9.9	9.9	9.9	9.9
Projected balance at March 31	13.9	13.9	13.9	13.9

The beginning Unused Authority (Drawdown) balance as of April 2001 is the net authority provided (net of Payables at Year-End charges and amounts credited after March 31).

Table 10: Resource Requirement by Branch (\$ millions)

	Global and Security policy	Bilateral Relations	Strategic Policy	Common Services and infrastructure (support from Headquarters)	Common Services and infrastructure (Missions Abroad)	Consular Affairs	Transfer payments not specifically allocated	Total Planned Spending
Minister and Deputy Minister's Office	0.4	0.5	0.1	0.5	2.4	0.2	0.0	4.1
Bureaux Reporting Directly to the Deputy Minister	20.5	1.6	0.3	1.6	7.7	0.7	0.0	32.2
Legal Affairs	9.1	0.1	0.0	0.1	0.4	0.0	0.0	9.6
Strategic Policy	22.1	0.0	35.8	0.0	0.0	0.0	0.0	57.9
Global and Security Policy	655.3	0.0	0.0	0.0	0.0	0.0	0.0	655.3
Corporate Services, Passport and Consular Affairs	9.3	11.1	1.9	157.9	54.8	12.0	10.1	257.2
Human Resources	3.3	4.0	0.7	13.6	19.6	1.7	0.0	42.9
Americas	17.7	30.7	0.0	0.0	165.5	10.1	0.0	224.0
Europe	1.0	36.3	0.0	0.0	156.6	10.0	0.0	203.9
Asia and Pacific	0.0	20.3	0.0	0.0	150.2	8.0	0.0	178.5
Africa and Middle East	0.0	22.7	0.0	0.0	100.1	6.3	0.0	129.1
Total	738.7	127.3	38.6	173.6	657.2	49.0	10.1	1,794.5

Due to rounding figures may not add to total shown.

Table 11: User Fees (\$ millions)**Name of User Fee**

Provision of space and common services at missions abroad to Crown corporations, provinces and other national governments

Fee Type

Other Products and Services

Fee Setting Authority

Department of Foreign Affairs and International Trade Act, Financial Administration Act, Treasury Board Cost Recovery and Charging Policy; 1997 Treasury Board decision on Net Voting; Memoranda of Understanding between the Department and co-locators

Reason for Fee Introduction or Amendment

The fee is modified each year to reflect the changing costs of providing common services to support co-locators' programs at missions abroad.

Effective date of planned change to take effect

Annually

Planned Consultation & Review process

The fees are negotiated as part of a specific Memoranda of understanding (MOU) with each client and in relation to each geographic location for a specified time period. At the expiry of the MOU, the fees are renegotiated. Services standards for mission services apply to co-locator clients.

Disputes that cannot be resolved locally are referred to headquarters units of both parties who reach a common interpretation of the MOU.

Table 12: Details on Project Spending

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

2005-2006

1. Ankara, Turkey Chancery Construction
2. Berlin, Germany Chancery Construction
3. Dhaka, Bangladesh Construction of Diplomatic Complex
4. Rome, Italy Chancery Purchase
5. Seoul, Korea Construction of Chancery and 7 Staff Quarters
6. InfoBank Information Management

2006-2007

1. Rome, Italy Chancery Purchase
2. Seoul, Korea Construction of Chancery and 7 Staff Quarters
3. InfoBank Information Management

2007-2008

1. Seoul, Korea Construction of Chancery and 7 Staff Quarters
2. InfoBank Information Management

For further information on the above-mentioned projects see <<http://www.tbs-sct.gc.ca/est-pre/estime.asp>>.

Table 13: Details on Transfer Payments Programs (TPPs)

Over the next three years, the Department of Foreign Affairs and International Trade (Foreign Affairs) will manage the following transfer payment programs in excess of \$5 million:

2005-2006**Global and Security Policy**

- | | |
|---|---|
| 1. World Trade Organization | 10. Organization for Security and Cooperation in Europe |
| 2. Organization for Economic Cooperation and Development | 11. World Health Organization |
| 3. Commonwealth Secretariat | 12. Agency for Intergovernmental Francophonie |
| 4. Food and Agriculture Organization | 13. United Nations Organization |
| 5. International Atomic Energy Agency | 14. United Nations Peacekeeping Operations |
| 6. International Labour Organization | 15. Youth International Internship Program |
| 7. North Atlantic Treaty Organization - Civil Administration | 16. Canadian Landmine Fund |
| 8. United Nations Educational, Scientific and Cultural Organization | 17. Initiatives related to the destruction, disposition and securing of weapons of mass destruction |
| 9. Organization of American States | |

Strategic Policy

1. Grants in Aid of Cultural Relations

Transfer Payments not Specifically Allocated

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

2006-2007**Global and Security Policy**

- | | |
|---|---|
| 1. World Trade Organization | 10. Organization for Security and Cooperation in Europe |
| 2. Organization for Economic Cooperation and Development | 11. World Health Organization |
| 3. Commonwealth Secretariat | 12. Agency for Intergovernmental Francophonie |
| 4. Food and Agriculture Organization | 13. United Nations Organization |
| 5. International Atomic Energy Agency | 14. United Nations Peacekeeping Operations |
| 6. International Labour Organization | 15. Youth International Internship Program |
| 7. North Atlantic Treaty Organization - Civil Administration | 16. Canadian Landmine Fund |
| 8. United Nations Educational, Scientific and Cultural Organization | 17. Initiatives related to the destruction, disposition and securing of weapons of mass destruction |
| 9. Organization of American States | |

Strategic Policy

1. Grants in Aid of Cultural Relations

Transfer Payments not Specifically Allocated

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

Table 13: Details on Transfer Payments Programs (TPPs) *continued***2007-2008****Global and Security Policy**

- | | |
|---|---|
| 1. World Trade Organization | 10. Organization for Security and Cooperation in Europe |
| 2. Organization for Economic Cooperation and Development | 11. World Health Organization |
| 3. Commonwealth Secretariat | 12. Agency for Intergovernmental Francophonie |
| 4. Food and Agriculture Organization | 13. United Nations Organization |
| 5. International Atomic Energy Agency | 14. United Nations Peacekeeping Operations |
| 6. International Labour Organization | 15. Youth International Internship Program |
| 7. North Atlantic Treaty Organization - Civil Administration | 16. Canadian Landmine Fund |
| 8. United Nations Educational, Scientific and Cultural Organization | 17. Initiatives related to the destruction, disposition and securing of weapons of mass destruction |
| 9. Organization of American States | |

Strategic Policy

1. Grants in Aid of Cultural Relations

Transfer Payments not Specifically Allocated

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

For further information on the above-mentioned transfer payment programs see <<http://www.tbs-sct.gc.ca/est-pre/estime.asp>>.

Table 14: Foundations (Conditional Grants)

Over the next three years, the Department of Foreign Affairs and International Trade (Foreign Affairs) will contribute to the following foundation using conditional grants:

2005-2006

Foreign Service Community Association (FSCA)

2006-2007

Foreign Service Community Association (FSCA)

2007-2008

Foreign Service Community Association (FSCA)

For further information on the above-mentioned foundation see: <http://www.tbs-sct.gc.ca/est-pre/estime.asp>.

Table 15: Horizontal Initiatives

Over the next three years, the Department of Foreign Affairs and International Trade (Foreign Affairs) will contribute to the following horizontal initiative as a partner:

2005-2006

U.S Enhanced Representation Initiative (ERI)

2006-2007

U.S Enhanced Representation Initiative (ERI)

2007-2008

U.S Enhanced Representation Initiative (ERI)

For further information on the above-mentioned horizontal initiative see: <http://www.tbs-sct.gc.ca/est-pre/estime.asp>.

Other Items of Interest



Section 4

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4.1 Contact Information

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

Information Services

The Enquiries Centre is a referral service and resource centre that responds to general questions about the department, questions concerning exporting procedures and foreign markets, and questions about Canada's foreign policy and involvement in international organizations. Where specialized knowledge is required, clients are referred to experts in the department.

The Centre also coordinates the storage and distribution of the department's hard copy publications.

Telephone: 1 800 267 8376 toll free in Canada or (613) 944 4000 in the National Capital Region and outside Canada

TTY: (613) 944-9136

Fax: (613) 996-9709

E-mail: enqserv@international.gc.ca

Mail: Enquiries Services (SXCI)
Department of Foreign Affairs and
International Trade
Foreign Affairs
125 Sussex Drive
Ottawa, ON K1A 0G2

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

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

Media Services

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

How to Contact Organizations Related to the Department

Canadian International Development Agency

Mail: 200 Promenade du Portage
Gatineau, QC K1A 0G4

Tel: (819) 997-5006

Toll Free: 1 800 230-6349

Fax: (819) 953-6088

Web: <http://www.acdi-cida.gc.ca>

Other Items of Interest

International Development Research Centre

Mail: 250 Albert Street, 18th Floor
P.O. Box 8500
Ottawa, ON K1G 3H9

Tel: (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

Tel: (613) 995-0088

Fax: (613) 993-5583

Web: <http://www.ijc.org>

Passport Canada

Mail: Department of Foreign Affairs and
International Trade
(Foreign Affairs)
Gatineau, QC K1A 0G3

Tel: (819) 994-3500

TTY: (819) 994-3560

Toll Free: 1 800 567-6868

TTY: 1 866 255-7655

Web: <http://www.ppt.gc.ca>

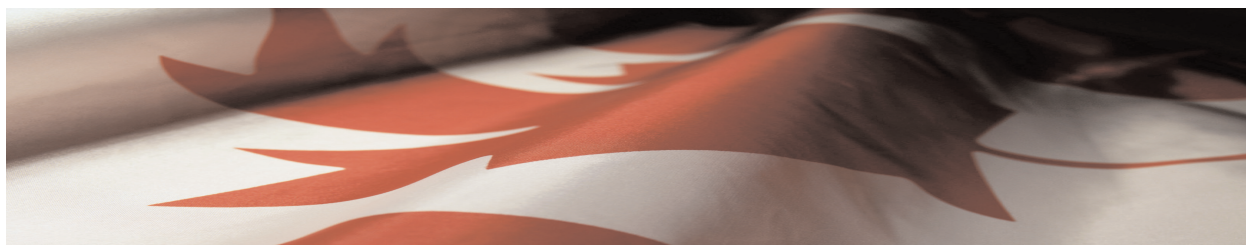
Rights & Democracy: International Centre for Human Rights and Democratic Development

Mail: 1001 de Maisonneuve Blvd. East
Suite 1100
Montreal, QC H2L 4P9

Tel: (514) 283-6073

Fax: (514) 283-3792

Web: <http://www.ichrdd.ca>



4.2 Acronyms and Abbreviations

ADM	Assistant Deputy Minister	ISO	International Organization for Standardization
APEC	Asia-Pacific Economic Cooperation forum	LES	Locally Engaged Staff
ARLU	Annual Reference Level Update	MDGs	Millennium Development Goals
CBS	Canada-Based Staff	MOU	Memorandum of Understanding
CCW	Convention on certain Conventional Weapons	MRRS	Management, Resources, Results Structure
CFSI	Canadian Foreign Service Institute	NATO	North Atlantic Treaty Organization
CIC	Citizenship and Immigration Canada	NEO	Non-Combatant Evacuations Operation
CIDA	Canadian International Development Agency	NRS	National Routing System
COSMOS	Consular Management and Operations System	OAS	Organization of American States
DND	Department of National Defence	OECD	Organization for Economic Cooperation and Development
EDC	Export Development Canada	OIG	Office of the Inspector General
EU	European Union	OSCE	Organization for Security and Cooperation in Europe
FR	Facial Recognition Software	PAA	Program Activity Architecture
FTE	Full Time Equivalent	PCO	Privy Council Office
G8	Group of seven leading industrialized nations (Canada, France, Germany, Italy, Japan, United Kingdom, United States) plus Russia	POL	Passport on-Line
GOL	Government On-Line	PRAS	Planning, Reporting and Accountability Structure
HR	Human Resources	PSEPC	Public Safety and Emergency Preparedness Canada
HRSDC	Human Resources and Skills Development Canada	RBAF	Risk-Based Audit Framework
HSP	Human Security Program	RCMP	Royal Canadian Mounted Police
ICC	International Criminal Court	RMAF	Results-based Management Accountability Framework
IAEA	International Atomic Energy Agency	SD	Sustainable development
ICAO	International Civil Aviation Organization	SFT	Speech from the Throne
IPR	International Policy Review	TBS	Treasury Board Secretariat
IPS	International Policy Statement	UN	United Nations
ISAF	International Security Assistance Force	UNESCO	United Nations Educational, Scientific and Cultural Organization
		WHO	World Health Organization
		WMD	Weapons of mass destruction

Endnotes and Index



Section 5

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5.1 Endnotes

Section 1.2.3:

- ¹ Excluding 2005 federal Budget numbers.
- ² The planned spending total for the department's strategic outcomes does not match the total planned spending for the department as a whole because the following amounts have not been specifically allocated to those outcomes: \$10 million related to transfer payments; \$2.3 million related to procurement savings associated with the work of the Expenditure Review Committee; and the 2005 federal Budget allocation of \$113 million.

Section 1.2.5:

- ³ The Total Estimated Planned Spending for the department's priorities does not include: a reduction of \$2.3 million related to procurement savings associated with the work of the Expenditure Review Committee in 2005-2006; and increases of \$113 million (2005-2006), \$124 million (2006-2007) and \$130 million (2007-2008) as a result of the 2005 federal Budget.

Section 2.1.1:

- ⁴ This Strategic Outcome in the department's PAA is worded as: *Canada's interests are analyzed, identified, understood and defended. Working in partnership with Canadians, these interests are advocated and advanced internationally, both with other states and with international organizations.* The current wording is a more accurate description of Strategic Outcome 1. The department will update its PAA when the opportunity arises and revise the wording to that above.
- ⁵ The department's PAA lists program activities 1, 2 and 3 as Global and Security Policy, Bilateral Relations, and Strategic Policy, respectively. For purposes of presentation and to better reflect the flow of how the department translates its policies into action, the department has chosen to reorder these activities as 1. Strategic Policy; 2. Global and Security Policy; and 3. Bilateral Relations.

Section 2.1.3:

- ⁶ In the existing PAA, this Program Activity is defined as *Conducting and promoting Canada's bilateral diplomatic relations in Canada and Abroad.* It is the department's intention to revise the wording to that above when provided the opportunity through the next ARLU process.
- ⁷ The number for the U.S. includes 20 Honorary Consuls that the department expects to have appointed in 2005-2006.

Section 2.2:

- ⁸ Note that in the existing Program Activity Architecture (PAA), this strategic outcome reads as *Canada's international network and its operations are satisfactorily enabled through the management and delivery of common services and infrastructure to government programs in Canadian Missions abroad.* It is our intention to revise the wording to that above when provided the opportunity through the next ARLU process.

Section 2.3:

- ⁹ Note that in the existing Program Activity Architecture (PAA), this strategic outcome reads as *Canadians travelling, working and living abroad are provided with effective assistance, guidance, advice and services related to their travel and consular needs*. It is our intention to revise the wording to that above when provided the opportunity through the next ARLU process.

Section 2.3.2:

- ¹⁰ Information on the Canada National Security Policy can be found at http://www.pco-bcp.gc.ca/default.asp?Language=E&Page=publications&Sub=natsecurnat&Doc=natsecurnat_e.htm
- ¹¹ Passport Canada is a Special Operating Agency and is therefore often referred to as an Agency.

Section 2.4:

- ¹² The total planned spending figure in this table excludes \$2.3 million related to the Expenditure Review Committee procurement savings in 2005-2006 and amounts related to the 2005 federal Budget: \$113 million (2005-2006), \$124 million (2006-2007), \$130 million (2007-2008). For more information, readers are encouraged to consult Tables 1 and 6.

Section 3.2:

- ¹³ The Program Activity Architecture is the authoritative list of program activities that reflects how a government organization manages and budgets its program resources to achieve its stated performance commitments. The PAA also demonstrates how program activities contribute to departmental strategic outcomes.
- ¹⁴ The department is awaiting Treasury Board approval of the new organization structure and chart.
- ¹⁵ The Financial Administration Act provides for the financial administration of the Government of Canada, the establishment and maintenance of the accounts of Canada and the control of Crown corporations. The Act lists various types of federal organizations in its accompanying schedules. Departments are found in Schedule 1, agencies in Schedule 1.1, departmental corporations in Schedule 2, and parent Crown corporations in Schedule 3.
- ¹⁶ Foundations use up-front endowment funding. They are managed by independent arm's-length boards of directors, made up of experienced and knowledgeable individuals, with the objective of meeting the needs of Canadians in particular areas of R&D and education.

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