

Secretariat of the National Security and Intelligence Committee of Parliamentarians

2018–19

Departmental Results Report

Pablo Rodriguez
Leader of the Government in the House of Commons

© Her Majesty the Queen in Right of Canada, as represented by the Leader of the Government in
the House of Commons, December 2019
Departmental Results Report, 2018-19
ISSN 2561-9837
Catalogue CP100-2E-PDF

Table of contents

Executive Director’s message.....	1
Results at a glance	3
Results: what we achieved	5
Core Responsibility	5
Assist the National Security and Intelligence Committee of Parliamentarians in fulfilling its mandate	5
Internal Services	8
Analysis of trends in spending and human resources.....	11
Actual expenditures	11
Budgetary performance summary for Core Responsibilities and Internal Services (dollars).....	11
2018–19 Budgetary actual gross spending summary (dollars)	12
Actual human resources	13
Expenditures by vote	13
Government of Canada spending and activities.....	13
Financial statements and financial statements highlights	13
Financial statements	13
Financial statements highlights.....	14
Supplementary information	15
Corporate information	15
Organizational profile	15
Raison d’être, mandate and role: who we are and what we do	15
Operating context and key risks	15
Reporting Framework	17
Supporting information on the Program Inventory	17
Supplementary information tables	17
Federal tax expenditures	18
Organizational contact information.....	18
Appendix: definitions	19
Endnotes.....	23

Executive Director's message

It is my pleasure to submit the 2018-19 Departmental Results Report for the Secretariat of the National Security and Intelligence Committee of Parliamentarians. This document provides a summary of the Secretariat's notable activities from its first full year of operation.

Following my appointment in December 2017, the Committee undertook an ambitious agenda to build its knowledge of Canada's security and intelligence community and complete substantive and informative reviews. This ambitious pace was maintained in 2018-19, as the Secretariat supported the Committee in finalizing its first Annual Report, which included a review of the Government of Canada's intelligence priority setting process and a review of the defence intelligence activities of the Department of National Defence and the Canadian Armed Forces. The Secretariat also supported the completion of a Special Report on the Prime Minister's trip to India in February 2018. Declassified versions of these reports were tabled in Parliament during this reporting period.

Later in the fiscal year, the Secretariat supported the initiation of the Committee's 2019 review agenda, which included reviews of diversity and inclusion in Canada's security and intelligence community, the government's response to foreign interference, and the national security and intelligence activities of the Canada Border Services Agency. It also supported a Special Report on the collection, use, retention and dissemination of information on Canadian citizens by the Department of National Defence and the Canadian Armed Forces. These reports will be tabled during the next reporting period.

Over the course of the year, the Secretariat finalized its recruitment of an expert staff, which includes a diverse group of employees with the appropriate mix of experience, research and analytical skills to fulfill the organization's mandate.

The Secretariat looks forward to assisting the next iteration of the Committee upon its re-establishment following the 43rd general election.

Rennie Marcoux
Executive Director



Results at a glance

The National Security and Intelligence Committee of Parliamentarians and its Secretariat were established in June 2017 by the *National Security and Intelligence Committee of Parliamentarians Act*. The Prime Minister appointed the Committee’s eleven members, from both Houses of Parliament, on November 6, 2017 and the Secretariat’s Executive Director in December of the same year.

The 2018-19 fiscal year marks the first full year of operation for the Committee and its Secretariat. The Committee pursued an ambitious agenda in its first year as it engaged the security and intelligence community and initiated its review mandate. Concurrent to supporting the Committee’s review activities, the Secretariat also continued to build the tangible structures of a new federal organization. Highlights from this year include:

- Completed the Committee’s 2018 Annual Report, which included reviews of the Government of Canada’s intelligence priority setting process and the defence intelligence activities of the Department of National Defence and the Canadian Armed Forces;
- Completed a Special Report on the Prime Minister’s trip to India in February 2018;
- Finalized the recruitment of an expert staff;
- Supported the launch of the review agenda for the Committee’s 2019 Annual Report;
- Engaged domestic non-governmental organizations to understand the views of different stakeholders on the issues of rights and security; and
- Consulted with international Parliamentary review bodies to understand their operations and share best practices.

For more information on the Secretariat of the National Security and Intelligence Committee of Parliamentarians’ plans, priorities and results achieved, see the “Results: what we achieved” section of this report.

Results: what we achieved

Core Responsibility

Assist the National Security and Intelligence Committee of Parliamentarians in fulfilling its mandate

Description

The Secretariat's core responsibility consists of a range of activities to ensure the National Security and Intelligence Committee of Parliamentarians receives timely access to relevant information, strategic and expert advice in the conduct of reviews and development of reports, and support to ensure compliance with security requirements.

Results

In the early months of the 2018-19 fiscal year, the Committee completed its introductory briefings and site visits with the core members of Canada's security and intelligence community. The Secretariat also provided introductory briefings for Committee members and prepared a series of review proposals for the Committee's consideration.

On April 5, 2018, the Committee decided to conduct a special review of certain allegations surrounding the visit by the Prime Minister to India in February 2018. Similarly, in early April, the Committee approved two substantive reviews for inclusion in its 2018 Annual Report, on the Government of Canada's intelligence priority setting process and the defence intelligence activities of the Department of National Defence and the Canadian Armed Forces.

The Secretariat supported the Committee's reviews by requesting and analyzing thousands of pages of documents from various departments and agencies, preparing interim reports, organizing hearings with senior government officials, and drafting final reports at the Committee's direction. These activities culminated in the delivery of the Special Report to the Prime Minister on October 12, 2018 and subsequent tabling of a declassified version in Parliament on December 3, 2018; and, delivery of the Committee's 2018 Annual Report to the Prime Minister on December 21, 2018 with subsequent tabling of the declassified version in Parliament on April 9, 2019.

Over the 2018 summer months, the Secretariat finalized its recruitment of an expert staff (a full staff complement consisting of ten employees), continued to build and finalize other components of the organization, including the creation and launch of the Committee's website (www.nsicop-cpsnr.ca), and the development of internal corporate and financial procedures. The Committee also formalized its information sharing protocols with the Security Intelligence Review Committee (SIRC).

In October, the organization moved to its permanent facility. During this same week, the Committee, with the assistance of the Secretariat, hosted the United Kingdom’s Intelligence and Security Committee for meetings in Ottawa, building on previous exchanges between the two committees’ secretariats.

Concurrent to the 2018 review schedule, the Secretariat supported the Committee’s efforts to initiate its 2019 review agenda by developing a series of review proposals in the fall. In October and November, the Committee selected three review topics for its 2019 Annual Report. The reviews include:

- Diversity and inclusion in the security and intelligence community. This review examines the degree of representation of designated groups (women, Aboriginal people, persons with disabilities, and members of visible minority groups) within organizations in the security and intelligence community. It also considers the goals, initiatives, programs and measures that departments and agencies have taken to address diversity and inclusion.
- The Government’s response to foreign interference activities. This review analyzes the threat that foreign interference poses to the rights and freedoms of Canadians and Canadian society and institutions. It also assesses the Government’s response to the threat, including at the federal level, with other domestic organizations and with international partners.
- The Canada Border Services Agency’s (CBSA) national security and intelligence activities. This review marks the first independent, external review of the national security and intelligence activities of the CBSA. This review establishes a baseline of knowledge on the agency’s role in the security and intelligence community, its authorities to conduct national security and intelligence activities, and the existing governance and oversight structures surrounding these activities.

The Committee also decided to prepare a special report on the collection, use, retention and dissemination of information on Canadian citizens by the Department of National Defence and Canadian Armed Forces (DND/CAF) in the conduct of defence intelligence activities. This review seeks to clarify the legal and policy constraints on DND/CAF’s collection of information on Canadian citizens when it conducts defence intelligence activities.

While the Committee and Secretariat will complete these reviews in 2019-20, a significant portion of work occurred within the current reporting period. For example, Secretariat analysts completed preliminary and secondary document requests, analyzed thousands of pages of material, and produced interim reports for Committee consideration prior to the end of March 2019. During this same period, the Secretariat also collaborated with academics and non-governmental experts to collect information in support of the reviews, and in specific instances, facilitated expert briefings to the Committee.

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2018–19 Total authorities available for use	2018–19 Actual spending (authorities used)	2018–19 Difference (Actual spending minus Planned spending)
2,149,549	2,149,549	5,364,292	3,369,320	1,219,771

Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2018–19 Actual full-time equivalents	2018–19 Difference (Actual full-time equivalents minus Planned full-time equivalents)
9.0	8.2	0.8

With respect to organizational expenditures, the Secretariat is a relatively new entity, having conducted its first full year of operations in 2018-19. As a result, the Secretariat did not have a baseline for budget planning purposes or expenditure trends to inform all of its financial planning for its first full year of operation, and therefore attributed the bulk of expenditures under its core responsibility. The Secretariat's expenditures in 2018-19 are attributable to two main areas: personnel and the construction of the organization's permanent facility.

The variance between total authorities available for use and actual spending in 2018-19 is attributable to the construction of the Secretariat's permanent facility. The project was delayed in 2017-18 and the majority of work pushed into 2018-19. As a result, the Secretariat moved funding from the 2017-18 fiscal year into 2018-19 to ensure sufficient financial flexibility to address construction-related expenditures. The majority of these costs were paid in 2018-19.

With regards to planned human resources for its core responsibility, the above-noted tables demonstrate 8.2 full-time equivalents in 2018-19. The discrepancy in planned FTEs and the actual total can be attributed to the timing of the Secretariat's recruitment activities and the hiring of its full complement of employees over the course of its first full year of activity.

Financial, human resources and performance information for the Secretariat of the National Security and Intelligence Committee of Parliamentarians' Program Inventory is available in the [GC InfoBase](#).ⁱ

Internal Services

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are:

- ▶ Acquisition Management Services
- ▶ Communications Services
- ▶ Financial Management Services
- ▶ Human Resources Management Services
- ▶ Information Management Services
- ▶ Information Technology Services
- ▶ Legal Services
- ▶ Materiel Management Services
- ▶ Management and Oversight Services
- ▶ Real Property Management Services

Results

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2018–19 Total authorities available for use	2018–19 Actual spending (authorities used)	2018–19 Difference (Actual spending minus Planned spending)
1,344,279	1,344,279	1,353,816	262,952	(1,081,327)

Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2018–19 Actual full-time equivalents	2018–19 Difference (Actual full-time equivalents minus Planned full-time equivalents)
1.0	0.0	-1.0

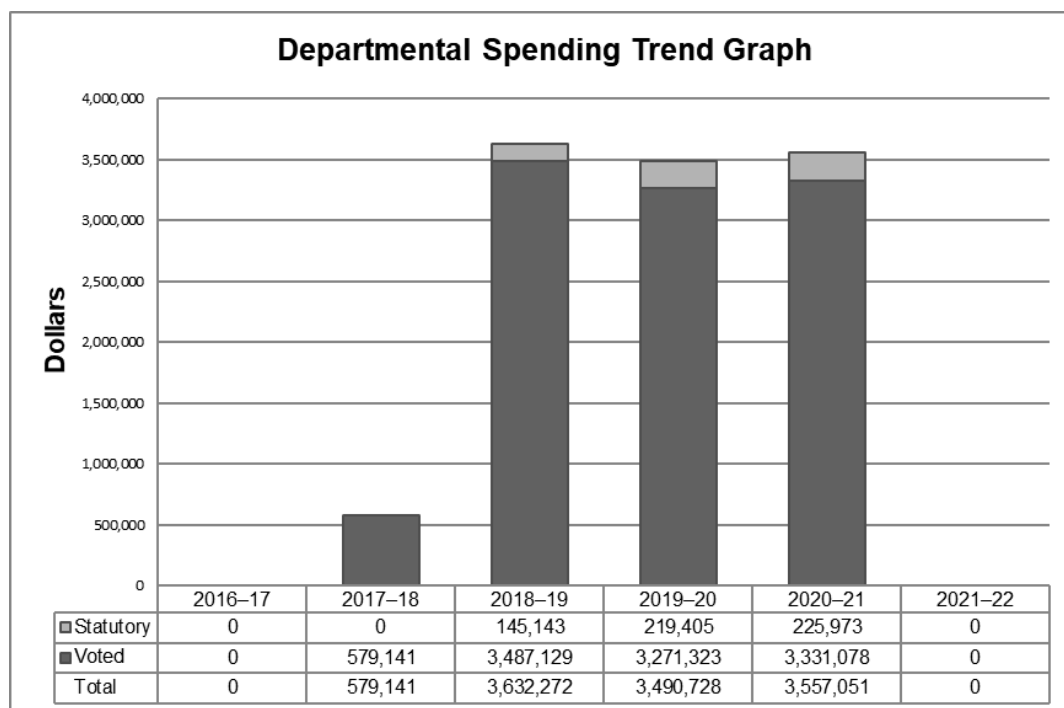
The majority of the expenditures incurred under Internal Services relate to the memorandum of understanding with the Privy Council Office for corporate and administrative support.

The organization shows a difference for its human resources under Internal Services. In fact, the Secretariat seconded legal counsel part way through the fiscal year. Their responsibilities included supporting a specific review and providing more general legal advice. Expenditures associated with the individual are captured under the core responsibility.

As noted above, with the absence of baseline expenditure data, the Secretariat forecast the bulk of its expenditures for the 2018-19 fiscal year under its core responsibility. In the future, the Secretariat will further refine its financial planning methods and will more narrowly define expenditures associated with its functions and activities. Notably, the Secretariat will attribute the following to internal services: the memoranda of understanding with the Privy Council Office for corporate, administrative and security support; facility rental costs; and legal counsel.

Analysis of trends in spending and human resources

Actual expenditures



Budgetary performance summary for Core Responsibilities and Internal Services (dollars)

Core Responsibilities and Internal Services	2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending	2018–19 Total authorities available for use	2018–19 Actual spending (authorities used)	2017–18 Actual spending (authorities used)	2016–17 Actual spending (authorities used)
Assist the National Security and Intelligence Committee of Parliamentarians in fulfilling its mandate	2,149,549	2,149,549	2,147,642	2,188,447	5,364,292	3,369,320	579,141	0
Subtotal	2,149,549	2,149,549	2,147,642	2,188,447	5,364,292	3,369,320	579,141	0
Internal Services	1,344,279	1,344,279	1,343,086	1,368,604	1,353,816	262,952	0	0
Total	3,493,828	3,493,828	3,490,728	3,557,051	6,718,108	3,632,272	579,141	0

As previously noted, the variance between planned spending, total authorities available for use and actual spending in 2018-19 is attributable to the timing and final costs associated with the construction of the organization’s permanent facility. Given that the Secretariat was established late in 2017, it moved funding from the 2017-18 fiscal year into the 2018-19 fiscal year to address expenditures for the construction of its secure facility. The majority of these costs were paid in 2018-19.

2018–19 Budgetary actual gross spending summary (dollars)

Core Responsibilities and Internal Services	2018–19 Actual gross spending	2018–19 Actual gross spending for specified purpose accounts	2018–19 Actual revenues netted against expenditures	2018–19 Actual net spending (authorities used)
Assist the National Security and Intelligence Committee of Parliamentarians in fulfilling its mandate	3,369,320	0	0	3,369,320
Subtotal	3,369,320	0	0	3,369,320
Internal Services	262,952	0	0	262,952
Total	3,632,272	0	0	3,632,272

Actual human resources

Human resources summary for Core Responsibilities and Internal Services
(full-time equivalents)

Core Responsibilities and Internal Services	2016–17 Actual full-time equivalents	2017–18 Actual full-time equivalents	2018–19 Planned full-time equivalents	2018–19 Actual full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
Assist the National Security and Intelligence Committee of Parliamentarians in fulfilling its mandate	0.0	4.1	9.0	8.2	9.0	9.0
Subtotal	0.0	4.1	9.0	8.2	9.0	9.0
Internal Services	0.0	0.0	1.0	0.0	1.0	1.0
Total	0.0	4.1	10.0	8.2	10.0	10.0

Expenditures by vote

For information on the Secretariat of the National Security and Intelligence Committee of Parliamentarians organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2018–2019](#).ⁱⁱ

Government of Canada spending and activities

Information on the alignment of the Secretariat of the National Security and Intelligence Committee of Parliamentarians spending with the Government of Canada's spending and activities is available in the [GC InfoBase](#).ⁱⁱⁱ

Financial statements and financial statements highlights

Financial statements

The Secretariat of the National Security and Intelligence Committee of Parliamentarians' financial statements (unaudited) for the year ended March 31, 2019, are available on the [departmental website](#).

Financial statements highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2019
(dollars)

Financial information	2018–19 Planned results	2018–19 Actual results	2017–18 Actual results	Difference (2018–19 Actual results minus 2018–19 Planned results)	Difference (2018–19 Actual results minus 2017–18 Actual results)
Total expenses	3,299,790	3,751,739	598,561	451,949	3,153,178
Total revenues	-	(23)	-	(23)	(23)
Net cost of operations before government funding and transfers	3,299,790	3,751,716	598,561	451,926	3,153,155

Condensed Statement of Financial Position (unaudited) as of March 31, 2019
(dollars)

Financial Information	2018–19	2017–18	Difference (2018–19 minus 2017–18)
Total net liabilities	398,582	503,011	(104,429)
Total net financial assets	262,246	503,011	(240,765)
Departmental net debt	136,336	0	136,336
Total non-financial assets	27,758	-	27,758
Departmental net financial position	(108,578)	0	(108,578)

Supplementary information

Corporate information

Organizational profile

Appropriate minister: The Honourable Bardish Chagger, Leader of the Government in the House of Commons

Institutional head: Rennie Marcoux

Ministerial portfolio: Privy Council Office

Enabling instrument: [National Security and Intelligence Committee of Parliamentarians Act](#)

Year of incorporation / commencement: 2017

Raison d'être, mandate and role: who we are and what we do

“Raison d'être, mandate and role: who we are and what we do” is available on the [Secretariat of the National Security and Intelligence Committee of Parliamentarians’ website](#).

Operating context and key risks

Information on operating context and key risks is available on the [Secretariat of the National Security and Intelligence Committee of Parliamentarians’ website](#).

Reporting Framework

The Secretariat of the National Security and Intelligence Committee of Parliamentarians’ Departmental Results Framework and Program Inventory of record for 2018–19 are shown below. The Secretariat will develop its Departmental Results Framework in the later months of the 2019-20 fiscal year.

Departmental Results Framework	Core Responsibility: Assist the National Security and Intelligence Committee of Parliamentarians in fulfilling its mandate	Internal Services
	The Secretariat’s core responsibility consists of a range of activities to ensure the National Security and Intelligence Committee of Parliamentarians receives timely access to relevant information, strategic and expert advice in the conduct of reviews and development of reports and support to ensure compliance with security requirements. Results and indicators are under development.	
Program Inventory	Programs: Reviews	

Supporting information on the Program Inventory

Supporting information on planned expenditures, human resources, and results related to the Secretariat of the National Security and Intelligence Committee of Parliamentarians’ Program Inventory is available in the [GC InfoBase^{iv}](#).

Supplementary information tables

The following supplementary information tables are available on the [Secretariat of the National Security and Intelligence Committee of Parliamentarians’ website](#):

- ▶ Departmental Sustainable Development Strategy
- ▶ Gender-based analysis plus

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).^v This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational contact information

Secretariat of the National Security and Intelligence Committee of Parliamentarians
P.O. Box 8015, Station “T”
Ottawa, Ontario
K1G 5A6

Contact the Secretariat online: <https://www.canada.ca/en/secretariat-national-security-intelligence-committee-parliamentarians/corporate/contact-us.html>

Appendix: definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Core Responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A report on the plans and expected performance of an appropriated department over a three-year period. Departmental Plans are tabled in Parliament each spring.

Departmental Result (résultat ministériel)

A Departmental Result represents the change or changes that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

Departmental Result Indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a Departmental Result.

Departmental Results Framework (cadre ministériel des résultats)

Consists of the department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on an appropriated department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

experimentation (expérimentation)

Activities that seek to explore, test and compare the effects and impacts of policies, interventions and approaches, to inform evidence-based decision-making, by learning what works and what does not.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

gender-based analysis plus (GBA+) (analyse comparative entre les sexes plus [ACS+])

An analytical process used to help identify the potential impacts of policies, Programs and services on diverse groups of women, men and gender differences. We all have multiple identity factors that intersect to make us who we are; GBA+ considers many other identity factors, such as race, ethnicity, religion, age, and mental or physical disability.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2018–19 Departmental Results Report, those high-level themes outlining the government’s agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada’s Strength; and Security and Opportunity.

horizontal initiative (initiative horizontale)

An initiative where two or more departments are given funding to pursue a shared outcome, often linked to a government priority.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator (indicateur de rendement)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (production de rapports sur le rendement)

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

plan (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

priority (priorité)

A plan or project that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s) or Departmental Results.

program (programme)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

result (résultat)

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome (résultat stratégique)

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

target (cible)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

- i. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ii. Public Accounts of Canada 2017–2018, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- iii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iv. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- v. Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>