

# TRANSFORMING FOREIGN AFFAIRS

As such, the Government will continue its leadership in exercising its constitutional responsibility to manage Canada's foreign policy and relations. In this effort, the Government will continue to build on decades of strong intergovernmental cooperation in international relations. As the number of international agreements and negotiations touching areas of sole or shared jurisdiction with provinces grows, Canada has developed treaty consultation procedures and negotiating processes to ensure it effectively represents Canadian interests from all regions and sectors. Where international practice permits, provincial and territorial representatives are frequently invited to participate on Canadian delegations to meetings of international organizations when the discussion concerns a shared or provincial subject matter.

On occasion, provincial and territorial representatives are invited by the head of the Canadian delegation to present aspects of the Canadian position to international conferences. Whether on fisheries, cultural diversity, human rights or other issues, Canada's position has been strengthened by the collaborative participation and expertise of provincial and territorial officials on Canadian delegations. Another illustration of Canada's flexible, evolving federalism is the number of intergovernmental arrangements concluded between the two orders of government, in areas such as education, la Francophonie and immigration. These accommodate the different needs and interests of the regions of Canada, while respecting the requirement for one coherent voice abroad.

Canada's effectiveness abroad depends on continuing this coordinated partnership between the two orders of government, and on unity in purpose and action. In cooperation with other departments, Foreign Affairs is committed to working more closely with provinces and territories to strengthen—where possible and relevant—current notification, information sharing, consultative and participatory intergovernmental mechanisms. Nowhere will this commitment be more strongly expressed than through stronger collaboration with provincial and territorial governments in advocating Canadian interests in the United States, especially using the new Secretariat in our Washington Embassy.

Given the number of government departments and agencies represented at missions abroad, and the growing range of other Canadian interests and actors active internationally, we will place more emphasis on empowering our ambassadors and other heads of mission to coordinate Canada's actions and be the authoritative voice of Canada in-country and in multilateral forums. They will be responsible as well for the implementation of the new whole-of-government country and regional strategies, and will be given an enhanced role in delivering Canada's messages internationally and domestically, supported through a strengthened public diplomacy program.

To ensure that Foreign Affairs has the right skills at the right time, appointment to senior positions will be opened to competition from other departments as well as to qualified Canadians from outside the public service.

## A STRENGTHENED GLOBAL PRESENCE

Foreign Affairs will ensure that its presence in the world is realigned to support the priorities in the IPS. This will involve:

- reconfiguring our network of missions, to ensure a stronger presence in regions where our interests are growing (such as Asia and the Middle East), in partnership with other departments operating abroad;
- taking steps to reverse the imbalance between officers based in Ottawa and in missions abroad. Budget 2005 has allocated \$42 million to Foreign Affairs over the next five years for this purpose, to ensure that the Government has sufficient overseas presence to advocate Canadian interests and to properly inform decision making at home;
- placing a new emphasis on difficult third-language training, so that our officers are better equipped in the new international environment; and
- ensuring that our people, and our embassies and missions, are secure in the post-9/11 environment. Budget 2005 has allocated \$59 million in support of this objective.