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This year, as is the trend, there is continuous public pressure on the government to increase efficiency, reduce costs, and provide a clear and straightforward reporting of how the money is spent. The pressure arises from the central agencies as well as from the public. The question is not so much how much money is being spent, but rather whether the funds are effectively managed and most beneficially applied.

In 1990, the Passport Office became a Special Operating Agency (SOA). These agencies, currently numbering over 15, were structured by the government to promote sound business practices and efficiency in the delivery of government programs. As an SOA of the Department of Foreign Affairs and

International Trade (DFAIT), the Passport Office operates under a revolving fund. This means that all expenses are met from fee revenue. There is no annual parliamentary appropriation, and the service is supported by the applicant rather than the taxpayer in general. The fees charged for travel documents have remained unchanged since 1992. The \$25 Consular Services Levy is collected by the Passport Office on behalf of DFAIT.

Goals> This year, we implemented numerous projects and organizational changes that resulted in both short- and long-term savings for our organization.