

- 5) we had to reduce costs in Ottawa first before seeking savings in operations abroad;
- 6) we had to ensure that other government departments and agencies represented abroad contribute to savings in our foreign operations; and
- 7) we were to take advantage of new technologies and administrative improvements to make our operations abroad more cost-effective.

Our colleagues in CIDA have gone through the same process. Given the close affinities between our Department and CIDA, we have consulted closely, every step of the way, in identifying potential savings, as well as areas where operations could be rationalized.

We will come out of this process leaner, but with the tools we need to continue providing Canadians the high-quality services and products they have come to expect from us. To be more specific:

- We are not vacating any field or activity, but will be smaller in terms of both personnel and budget;
- We will be cutting some positions, but not on the same scale as a number of other departments;
- No missions in capitals will be closed, but our representation abroad will be realigned to reflect geographic priorities such as Latin America and Asia-Pacific, as outlined in the February 7 Foreign Policy Statement;
- Again as outlined in the Foreign Policy Statement, we are proceeding with the reorganization of existing resources to create a Global Issues and Culture Branch to manage more effectively our efforts in non-traditional security areas as well as in the fields of culture and higher education;
- Our principal services to the public (e.g. consular assistance to travelling Canadians) remain intact, but fees will be increased;
- Our principal services to the business community will also remain intact, but will be delivered more than ever on a cost-recovery basis and will be geared to the needs of small and medium-sized businesses;