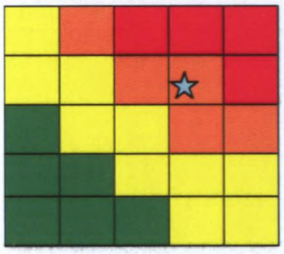
Risk 10: Partner Alignment



Risk Definition

There is a risk that objectives or activities of partners may not be aligned with DFAIT's policy and operational objectives.

This risk expresses the fact that differences in policy and operational objectives or in the approaches of various partners can lead partners to work at cross-purposes with DFAIT, thereby obstructing DFAIT from fulfilling its own strategic objectives.

This risk is not intended to express the possibility that partners may have differing policy and operational objectives, as total cohesion is neither desired nor possible. Some fundamental differences of mandate are to be expected between different Departments and Agencies (e.g. CIDA's mandate to support development in underdeveloped nations versus DFAIT's objective of promoting and advancing Canada's commercial interests abroad).

If it were to materialize, this risk has the potential to obstruct DFAIT's ability to achieve all of its strategic outcomes.

Sources of Risk

Multiple Partner Coordination

A driver of this risk is the complexity introduced through the large number of stakeholders that DFAIT must work with to direct international initiatives. As coordinator of various Canadian entities in international initiatives, DFAIT has a dependency on these partners. For example, in its relations with the US, Alberta is not dependent on DFAIT, but DFAIT depends on Alberta's cooperation to properly coordinate the complex Canada-US relationship. Further, as the number of offices located outside of Canadian embassies increases, complexity in coordination increases (e.g. Quebec and Alberta both have offices located outside of the Washington embassy). DFAIT's policy objectives must be aligned with other policy frameworks (e.g. tax and immigration policies).

Shifting Global Business Context

Another driver of this risk is the increasing blurring of the domestic-foreign agenda and, the resulting blurring of the roles