

various support players were not adequately involved in the design of corporate programs and platforms (e.g. HR, Internal Audit considerations). Further, there are gaps in enabling policies (e.g. the Transfer Payment Policy).

Complex Business Conditions

This risk is closely related to Risk 4: Resource Alignment. Two items in particular were identified as risk drivers under the Resource Alignment risk also drive this risk:

- Inadequate mechanisms exist to scope out the impact to the Department in accepting accountability for new programs. This condition drives the Program Delivery / Transformation risk, as such mechanisms are required in order for DFAIT to be able to effectively prioritize programs and services and communicate its needs to the Centre and other stakeholders.
- DFAIT operates in a business environment characterized by change, whereby DFAIT must respond to unanticipated events and requirements. This condition impacts DFAIT's ability to devote resources towards building the competencies the Department requires.

The Program Delivery / Transformation risk is closely related to Risk 10: Partner Alignment. The Program Delivery / Transformation risk is also driven by Risk 13: Internal Cohesion.

Current Risk Mitigation

DFAIT presently has the following mitigating actions in place to address this risk:

- Executive Committee retreats are used as an opportunity for setting strategic policy direction
- Transition planning
- Communications strategies and planning
- Completion of Management Accountability Framework (MAF) assessments
- Reporting to parliament through the Report on Plans and Priorities (RPP) process
- Business planning (identified as weak)
- International Policy website & Communications Bureau