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2013-2014



# Canada's Network

Annual Report 2013-2014

High-Quality Services  
Through Innovation and Collaboration



Foreign Affairs, Trade and  
Development Canada

Affaires étrangères, Commerce  
et Développement Canada

Canada



The Embassy of Canada to the Czech Republic and Official Residence  
in Prague

#### **NOTES TO THE READER**

Aussi disponible en français sous le titre *Le réseau du Canada,  
Rapport annuel, édition 2013–2014*

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## A MESSAGE FROM THE DEPUTY MINISTERS

We are pleased to present the 2013-2014 edition of the Annual Report on Canada's Network. Canada's Network consists of a consolidation of infrastructure, resources, assets and services that enables the Government of Canada to effectively serve Canadians as well as advance the country's political, economic and developmental interests internationally. The Network also contributes to the ability of Foreign Affairs, Trade and Development Canada partners and co-locators to achieve their strategic objectives and to provide a high level of service to their clients.

In addition to providing important facts and statistics about the Network, the Report highlights the success of DFATD in keeping the Network's day-to-day operations running smoothly. As a whole-of-government asset, the Network underscores Canada's evolving presence in the world. As of March 2014, it had 174 missions in 107 countries, along with regional and satellite offices in Canadian cities. There was a total of 7,490 positions abroad, of which 2,122 were Canada-based staff positions and 5,368 locally engaged staff positions.

Supporting an international presence of this size is no small feat. On any given day, DFATD delivers vital security, financial, human resources, property and procurement services to our missions. And it supports the operations of 25 Canadian government departments and agencies and 10 co-locators, including the Bank of Canada and the governments of Australia, the United Kingdom and Israel, co-located at our missions. It relocates employees and their families, and evacuates them in times of crisis. It keeps international operations running smoothly by delivering more than 100,000 diplomatic bags and 175 containers annually. It also manages and maintains more than 2,000 buildings around the world.

During 2013-2014, the security of employees abroad continued to be at the forefront of DFATD's commitments and priorities. We managed and supported five emergency evacuations of Canada-based staff and dependants in Tel Aviv, Ramallah, Cairo, Juba and Kyiv. We also deployed Standing Rapid Deployment Team members to assist missions in Nairobi, Manila, Juba and Kyiv with responding to the crises in their regions and continuing the delivery of essential services. As part of this effort, DFATD provided security equipment and specialized personnel on an emergency basis to Canadian missions in Kenya, Tel Aviv, Ramallah, Juba and Kyiv.

Co-locations with trusted partners expand the Canadian Network's reach by providing safe workspace accommodation in a rapid and cost-effective manner. They also allow the co-locating party to avoid expensive investment in infrastructure and share operating expenses. This past year, the United Kingdom (U.K.) combined its operations with our Canadian mission in Port-au-Prince, and similarly, Canada co-located its operations with the U.K. mission in Baghdad and, on a temporary basis, in Yangon.

In response to budget constraints and an ever-changing global environment, DFATD constantly strives to make its services more efficient and innovative. This is what enables us to successfully support our partners and co-locators, and respond to their changing needs. This report highlights those successes and presents a Canadian Network that has a strong and positive presence on the world stage.

**Foreign Affairs, Trade and Dev  
Affaires étrangères, Commerce et Dév**

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# 1 CANADA'S NETWORK IN 2013-2014



**The 2013–2014 Annual Report on Canada's Network** provides details, statistics and important information about Canada's Network and the resources in place to carry out Foreign Affairs, Trade and Development Canada's (DFATD) mandate with regard to common service delivery abroad. It serves as a reference document and as a baseline, as at March 31, 2014, for analysis and reporting, for DFATD as well as for its partners and co-locators.

## OVERVIEW OF CANADA'S NETWORK

Canada's Network is an invaluable whole-of-government asset essential to Canada's engagement with the world. It consists of a consolidation of infrastructure, resources, assets and services and enables the Government of Canada to effectively serve Canadians as well as advance the country's political and economic interests, and those related to development, in a constantly changing world. The Network also contributes to the ability of DFATD's partners and co-locators to achieve their strategic objectives.

Common services at mission include human resources (HR), property, material, Foreign Service Directives (FSDs) and financial management, as well as information management and technology (IM/IT), contracting and procurement, and security services. It also includes general administrative services such as transportation, diplomatic mail, distribution, reception and protocol.

During 2013–2014, Canada had 174 missions located in 107<sup>1</sup> countries. Two new missions were opened, in Juba (South Sudan) and Baghdad (Iraq), while none were closed. Canada had a combined total of 7,490 Canada-based staff (CBS) and locally engaged staff (LES) positions abroad, with the most populous missions in New Delhi, Beijing, Washington, D.C., London and Mexico City.

In addition to 174 missions, Canada operated several points of service. These included 107 consulates (headed by honorary consuls) providing consular assistance to Canadians and six trade offices in China (operated by the Canadian Commercial Corporation). In 16 Asia-Pacific cities, consular assistance was provided on DFATD's behalf by 15 Australian high commissions or consulates and one Swedish embassy.

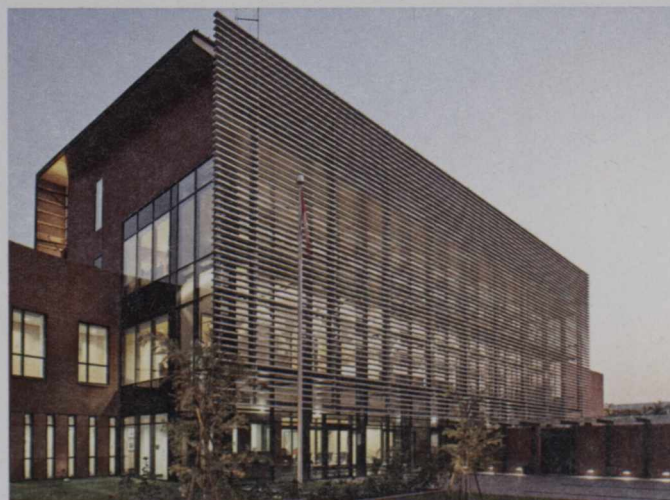
Two Regional Service Centres (RSCs) and 12 Common Service Delivery Points (CSDPs) supported the delivery of common services.

Canada's Network also included the Trade Commissioner Service (TCS), which operated out of regional and satellite offices in Canada.

## CANADA'S MISSIONS ABROAD

The location and number of missions, as well as the level and nature of resources dedicated to the Network abroad, may vary from one year to another, based on current international and domestic realities as well as on the Government of Canada's evolving priorities.

Figure 1 lists the cities and countries where missions abroad are located. They are listed by region.



*The High Commission of Canada to Bangladesh  
Courtesy of ARBC*

<sup>1</sup> The total number of countries does not include Taiwan nor the West Bank and Gaza, but includes the Holy See (Vatican) and Burma (interim operations).

**FIGURE 1**  
**Location of Canada's 174 Missions Abroad**

Africa and Middle East	Asia-Pacific	Europe	Latin America and Caribbean	North America
Abidjan (Côte d'Ivoire)	Ahmedabad (India)	Ankara (Turkey)	Belo Horizonte (Brazil)	Acapulco (Mexico)
Abu Dhabi (United Arab Emirates)	Auckland (New Zealand)	Astana (Kazakhstan)	Bogotá (Colombia)	Atlanta (United States)
Abuja (Nigeria)	Bandar Seri Begawan (Brunei)	Athens (Greece)	Brasilia (Brazil)	Boston (United States)
Accra (Ghana)	Bangalore (India)	Barcelona (Spain)	Bridgetown (Barbados)	Cancun (Mexico)
Addis Ababa (Ethiopia)	Bangkok (Thailand)	Belgrade (Serbia)	Buenos Aires (Argentina)	Chicago (United States)
Algiers (Algeria)	Beijing (China)	Berlin (Germany)	Caracas (Venezuela)	Dallas (United States)
Amman (Jordan)	Canberra (Australia)	Bern (Switzerland)	Georgetown (Guyana)	Denver (United States)
<b>Baghdad (Iraq)</b>	Chandigarh (India)	Bratislava (Slovakia)	Guatemala City (Guatemala)	Detroit (United States)
Bamako (Mali)	Chennai (India)	Brussels (Belgium)	Havana (Cuba)	Guadalajara (Mexico)
Beirut (Lebanon)	Chongqing (China)	<b>Brussels EU (European Union)</b>	Kingston (Jamaica)	Houston (United States)
Cairo (Egypt)	Colombo (Sri Lanka)	<b>Brussels NATO (North Atlantic Treaty Organization)</b>	La Paz (Bolivia)	Los Angeles (United States)
Dakar (Senegal)	Dhaka (Bangladesh)	Bucharest (Romania)	Lima (Peru)	Mazatlán (Mexico)
Damascus (Syria)	Guangzhou (China)	Budapest (Hungary)	Managua (Nicaragua)	Mexico City (Mexico)
Dar es Salaam (Tanzania)	Hanoi (Vietnam)	Copenhagen (Denmark)	Montevideo (Uruguay)	Miami (United States)
Doha (Qatar)	Ho Chi Minh City (Vietnam)	Dublin (Ireland)	Panama City (Panama)	Minneapolis (United States)
Dubai (United Arab Emirates)	Hong Kong (China)	Dusseldorf (Germany)	Port-au-Prince (Haiti)	Monterrey (Mexico)
Harare (Zimbabwe)	Hyderabad (India)	<b>Geneva UN &amp; CD (United Nations &amp; Conference on Disarmament)</b>	Port of Spain (Trinidad and Tobago)	New York (United States)
Johannesburg (South Africa)	Islamabad (Pakistan)	<b>Geneva WTO (World Trade Organization)</b>	Porto Alegre (Brazil)	<b>New York PERM (United Nations)</b>
<b>Juba (South Sudan)</b>	Jakarta (Indonesia)	Helsinki (Finland)	Punta Cana (Dominican Republic)	Oaxaca (Mexico)
Khartoum (Sudan)	Kabul (Afghanistan)	Istanbul (Turkey)	Quito (Ecuador)	Palo Alto (United States)
Kigali (Rwanda)	Karachi (Pakistan)	Kyiv (Ukraine)	Recife (Brazil)	Playa del Carmen (Mexico)
Kinshasa (Democratic Republic of Congo)	Kitakyushu (Japan)	Lisbon (Portugal)	Rio de Janeiro (Brazil)	Puerto Vallarta (Mexico)
Kuwait City (Kuwait)	Kolkata (India)	London (United Kingdom)	San José (Costa Rica)	San Diego (United States)
Lagos (Nigeria)	Kuala Lumpur (Malaysia)	Madrid (Spain)	San Salvador (El Salvador)	San Francisco (United States)
Lusaka (Zambia)	Manila (Philippines)	Moscow (Russia)	Santiago (Chile)	San José del Cabo (Mexico)
Maputo (Mozambique)	Mumbai (India)	Munich (Germany)	Santo Domingo (Dominican Republic)	Seattle (United States)
Nairobi (Kenya)	Nagoya (Japan)	Oslo (Norway)	São Paulo (Brazil)	Washington, D.C. (United States)



Africa and Middle East	Asia-Pacific	Europe	Latin America and Caribbean	North America
Ouagadougou (Burkina Faso)	New Delhi (India)	Paris (France)	Tegucigalpa (Honduras)	Washington, D.C. OAS (Organization of American States)
Pretoria (South Africa)	Sapporo (Japan)	<b>Paris OECD (Organisation for Economic Co-operation and Development)</b>		
Rabat (Morocco)	Seoul (South Korea)	<b>Paris UNESCO (United Nations Educational, Scientific and Cultural Organization)</b>		
Ramallah (the West Bank and Gaza)	Shanghai (China)	Prague (Czech Republic)		
Riyadh (Saudi Arabia)	Singapore (Singapore)	Reykjavik (Iceland)		
Tel Aviv (Israel)	Sydney (Australia)	Riga (Latvia)		
Tripoli (Libya)	Taipei (Taiwan)	Rome (Italy)		
Tunis (Tunisia)	Tokyo (Japan)	Stockholm (Sweden)		
Yaoundé (Cameroon)	Ulaanbaatar (Mongolia)	Tallinn (Estonia)		
	Wellington (New Zealand)	The Hague (Netherlands)		
	Yangon (Burma)	Vatican (Holy See)		
		Vienna (Austria)		
		<b>Vienna OSCE (Organization for Security and Co-operation in Europe)</b>		
		<b>Vienna PERM (International Organizations)</b>		
		Vilnius (Lithuania)		
		Warsaw (Poland)		
		Zagreb (Croatia)		

	Africa and Middle East	Asia-Pacific	Europe	Latin American and Caribbean	North America	
<b>Total Missions as of March 31, 2014</b>	<b>36</b>	<b>38</b>	<b>44</b>	<b>28</b>	<b>28</b>	<b>174</b>
<b>Total Countries as of March 31, 2014*</b>	<b>32</b>	<b>19</b>	<b>32</b>	<b>22</b>	<b>2</b>	<b>107</b>

Source: Client Relations Division.

Missions listed in **black bold** officially opened during 2013–2014. Permanent missions to multilateral organizations listed in **blue bold**.

\* The total number of countries does not include Taiwan, the West Bank and Gaza, but includes the Holy See (Vatican) and Burma (interim operation).

**FIGURE 2**  
Canada's Network of Missions Abroad and Regional Offices in Canada, March 31, 2014

CD	Conference on Disarmament
EU	European Union
NATO	North Atlantic Treaty Organization
OAS	Organization of American States
OECD	Organisation for Economic Co-operation and Development
OSCE	Organization for Security and Co-operation in Europe
PERM	Permanent Mission to International Organizations
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
WTO	World Trade Organization

Annual Report  
2013-2014  
Network Map  
as of March 31, 2014

6 CANADIAN REGIONAL OFFICES  
111 positions

\* BUSINESS OPERATIONS CEASED IN ST. JOHN'S, NEWFOUNDLAND AND LABRADOR, PRIOR TO MARCH 31, 2014; THE OFFICE WILL BE CLOSED BY THE END OF OCTOBER 2014.



174 OFFICES ABROAD  
2,122 Canada-based staff  
5,368 Locally engaged staff

- Embassies 78
- High Commissions 22
- ◆ Offices 21
- ◆ Representative Offices 2
- ▲ Multilateral Missions 10
- Consulates General 24
- Consulates 10
- ◆ Consular Agencies 7

## MISSION OPENINGS AND CLOSURES

During 2013-2014, two new missions were opened, in Juba (South Sudan) and Baghdad (Iraq), while no missions were closed. Figure 3 lists mission openings and closures since 2008.

**FIGURE 3**  
Mission Openings and Closures – 2008 to 2014

Africa and Middle East		Asia Pacific		Europe		Latin America and Caribbean		North America	
Openings		Openings		Openings		Openings		Openings	
Doha*	2012	Ulaanbaatar	2008	Istanbul	2010	Porto Alegre	2009	Playa del Carmen	2009
Juba	2013	Hyderabad	2008	Astana	2010	Punta Cana	2009	Puerto Vallarta	2010
Baghdad	2013	Kolkata	2008					Cancun	2010
		Kitakyushu	2009					San Jose del Cabo	2010
		Karachi	2009					Mazatlán	2010
		Ahmedabad	2009					Oaxaca	2010
		Yangon**	2012					Acapulco	2010
Closures		Closures		Closures		Closures		Closures	
Cape Town	2009	Phnom Penh	2009	Hamburg	2009			Tucson	2009
Lilongwe	2009	Hiroshima (moved to Kitakyushu)	2009	Sarajevo	2009			Buffalo	2010
Niamey	2012			Almaty (moved to Astana)	2010			Anchorage	2012
Tehran	2012							Philadelphia	2012
								Phoenix	2012
								Princeton	2012
								Raleigh-Durham	2012
<b>Openings</b>	<b>3</b>	<b>Openings</b>	<b>7</b>	<b>Openings</b>	<b>2</b>	<b>Openings</b>	<b>2</b>	<b>Openings</b>	<b>7</b>
<b>Closures</b>	<b>4</b>	<b>Closures</b>	<b>2</b>	<b>Closures</b>	<b>3</b>	<b>Closures</b>	<b>0</b>	<b>Closures</b>	<b>7</b>
<b>Total Openings</b>									<b>21</b>
<b>Total Closures</b>									<b>16</b>

Source: Client Relations Division.

\*Doha: interim operations started in 2009.

\*\*Yangon: interim operations.

## MISSION DESIGNATION, COMMON SERVICES CATEGORIZATION AND HARDSHIP LEVELS

Diplomatic missions are established in accordance with the provisions of the *Vienna Convention on Diplomatic Relations 1961* and the *Vienna Convention on Consular Relations*. Mission designations, common services categorization and hardship levels are terms used to characterize missions abroad.

### Mission Designations

**Embassies:** These offices, each led by a head of mission (HOM), are located in the capitals of foreign countries. The full range of services, including consular services, is generally offered. For example, Canada has embassies in Washington, D.C. and in Tokyo.

**High Commissions:** These offices fulfill the same functions as embassies but are located in the capital cities of Commonwealth countries. For example, Canada has high commissions in London and Canberra.

**Program Offices of the Embassy/High Commission:** These offices are located in capital cities. They are program specific (e.g. DFATD's Trade Program or Development Program) and report to an embassy or high commission located in another country. For example, there is a program office in La Paz, in Managua and in Bratislava.

**Offices of the Embassy/High Commission:** These offices are located in non-capital cities in a country where there is a Canadian embassy or high commission. They are established to support DFATD's Trade Program. For example, there is an Office of the Embassy in Porto Alegre, in Kolkata and in Johannesburg.

**Representative Offices:** These are non-diplomatic offices located in the main city of a non-recognized political entity. The Canadian Trade Office in Taipei offers a full range of services, including consular services. The Representative Office in Ramallah offers a limited range of consular services.

**Multilateral or Permanent Missions:** These are diplomatic offices located in the same city as the headquarters of major international organizations. They do not provide consular services to Canadians (except for the Permanent Mission of Canada in Geneva). For example, Canada has a Permanent Mission at the United Nations (UN) in New York and at the Organization of American States (OAS) in Washington, D.C.

**Consulates General:** These are offices located in major non-capital cities. The HOM is accredited with a limited territory within a state. They generally offer the full range of services, including consular services. For example, there are consulate generals in Los Angeles, São Paulo and Shanghai.

**Consulates:** These are offices similar to consulates general. Although they do not offer the full range of services, they do offer some consular services. For example, there are consulates in Dubai and Guadalajara.

**Consular Agencies:** These are dedicated consular offices located in non-capital cities in a country where there is a Canadian embassy/high commission. For example, there are consular agencies in Cancun, Playa Del Carmen and Puerto Vallarta (Mexico).

**Consulates headed by an Honorary Consul:** Canada has close to 100 points of service headed by persons who are appointed by the Government of Canada and are designated as an honorary consul in accordance with the Vienna Convention on Consular Relations. These offices are located in both capital and non-capital cities and provide primarily consular services. For example, there is a consulate headed by an honorary consul in Milan, Italy, Asunción (Paraguay) and Douala (Cameroon).

**FIGURE 4**  
**Number of Missions by Designation and Region**

Designation	Africa and Middle East	Asia-Pacific	Europe	Latin America and Caribbean	North America	Total
Embassies	23	10	28	15	2	78
High Commissions	8	9	1	4	0	22
Program Offices of the Embassy/ High Commission	2	0	3	3	0	8
Offices of the Embassy/ High Commission	1	7	1	3	1	13
Representative Offices	1	1	0	0	0	2
Multilateral or Permanent	0	0	8	0	2	10
Consulates General	0	8	1	2	13	24
Consulates	1	3	2	1	3	10
Consular Agencies	0	0	0	0	7	7
<b>Total</b>	<b>36</b>	<b>38</b>	<b>44</b>	<b>28</b>	<b>28</b>	<b>174</b>

Source: Client Relations Division.  
 Does not include Canadian regional offices.

### Common Services Categorization

Categorization is based largely on the significance of the mission to Canada's interests abroad, and has traditionally been used as a guideline to determine the resources required to support missions.

**Category 1** – Large missions that are the most significant in terms of Canada's bilateral and multilateral relations, which engage in the delivery of 12 or more federal government programs.<sup>2</sup>

**Category 2** – Medium-sized missions that are significant in terms of Canada's bilateral and multilateral relations, which engage in the delivery of eight to 11 federal government programs.

**Category 3** – Small missions with a resident HOM, which engage in the delivery of four to seven federal government programs.

**Category 4** – Micro-missions without a resident HOM, which engage in the delivery of one or more federal government programs.

**Category 5** – Missions headed by an honorary consul, which engage in the delivery of one or more federal government programs.

<sup>2</sup> For all Common Services Categorization, 'federal government programs' could also include co-locators.

**FIGURE 5**  
**Number of Missions by Categorization and Region**

Categorization	Africa and Middle East	Asia-Pacific	Europe	Latin America and Caribbean	North America	Total
Category 1	0	3	10	0	4	16
Category 2	21	15	21	15	12	84
Category 3	9	6	6	7	3	31
Category 4	6	13	7	6	9	41
Category 5	0	1	0	0	0	1
<b>Total</b>	<b>36</b>	<b>38</b>	<b>44</b>	<b>28</b>	<b>28</b>	<b>174</b>

Source: Client Relations Division.

## Hardship Level

Canadian missions abroad are classified according to hardship level. The Interdepartmental Hardship Post Committee assigns a hardship level of I to V (V being the highest level of hardship) to missions by comparing local living conditions with those in Ottawa-Gatineau. Level "A" missions are classified as non-hardship locations. Hardship levels take into account three factors:

1. **physical environment** (e.g., climate, pollution and noise);
2. **local conditions** (e.g., transportation, hygiene, food, health risks and medical facilities); and
3. **personal security**.

Although hardship levels are reviewed every three to four years at all missions, sudden changes in local conditions occasionally lead to more frequent adjustments.

When Canada-based staff arrives at an interim operation or new mission, a provisional hardship level is assigned based on those of neighbouring missions. A permanent hardship level is typically assigned within a year.

The duration of postings ranges from one to four years and is based on a number of factors, including hardship level.

During 2013-2014, 103 (59 percent) of Canada's 174 missions had hardship-level designations, compared with 101 (59 percent) of 172 missions during 2012-2013. In 2013-2014, 24 missions (14 percent of all missions) were classified level V and 56 (32 percent) were designated non-hardship (level A).

Changes to hardship levels during 2013-14 were as follows:

- Taipei went from level III to level II.
- Shanghai went from level IV to level III.
- Cairo went from level IV to level V.
- The new missions in Baghdad (Iraq) and Juba (South Sudan) were both classified as level V.

The majority of Canada-based positions (67 percent) are at missions with designated hardship levels. Of these, 85 percent are at missions with designated levels of III and higher.

**FIGURE 6**  
**Missions by Hardship Level**

Level I	Level II	Level III	Level IV	Level V	Level A (Non-Hardship)	No Level Assigned*
Athens	Abu Dhabi	Ankara	Accra	Abidjan	Auckland	Acapulco
Budapest	Bandar Seri Begawan	Bangkok	Amman	Abuja	Barcelona	Ahmedabad
Hong Kong	Brasilia	Belgrade	Astana	Addis Ababa	Berlin	Belo Horizonte
Prague	Bridgetown	Bucharest	Bangalore*	Algiers	Bern	Cancun
Riga	Buenos Aires	Doha	Beijing	Baghdad	Bratislava	Hyderabad
Seoul	Dubai	Havana	Beirut	Bamako	Brussels (3 missions)	Karachi
Singapore	Guadalajara	Istanbul	Bogotá	Cairo	Canberra	Kolkata
Vilnius	Panama City	Johannesburg	Caracas	Chandigarh	Copenhagen	Mazatlán
	San José	Kuala Lumpur	Chennai	Chongqing	Dublin	Oaxaca
	Santiago	Kuwait City	Colombo	Dhaka	Dusseldorf	Playa del Carmen
	Taipei	Kyiv	Dakar	Guatemala City	Geneva (2 missions)	Porto Alegre
	Warsaw	Lima	Damascus**	Islamabad	Helsinki	Puerto Vallarta
		Managua	Dar es Salaam	Jakarta	Kitakyushu*	Punta Cana
		Manila	Georgetown	Juba	Lisbon	San Jose del Cabo
		Mexico	Guangzhou	Kabul	London	Tallinn
		Montevideo	Hanoi	Khartoum	Madrid	
		Port of Spain	Harare	Kinshasa	Munich	
		Pretoria	Ho Chi Minh City	Lagos	Nagoya	
		Quito	Kigali	Ouagadougou	Oslo	
		Rabat	Kingston	Port-au-Prince	Paris (3 missions)	
		Recife*	La Paz	Ramallah	Reykjavik	
		Rio de Janeiro	Lusaka	Tripoli	Rome	
		São Paulo	Maputo	Yangon	Sapporo*	
		Shanghai	Monterrey	Yaoundé	Stockholm	
		Tel Aviv	Moscow		Sydney	
		Tunis	Mumbai		The Hague	
			Nairobi		Tokyo	
			New Delhi		United States of America (18 missions)	
			Riyadh		Vatican	
			San Salvador		Vienna (3 missions)	
			Santo Domingo		Wellington	
			Tegucigalpa		Zagreb	
			Ulaanbaatar			

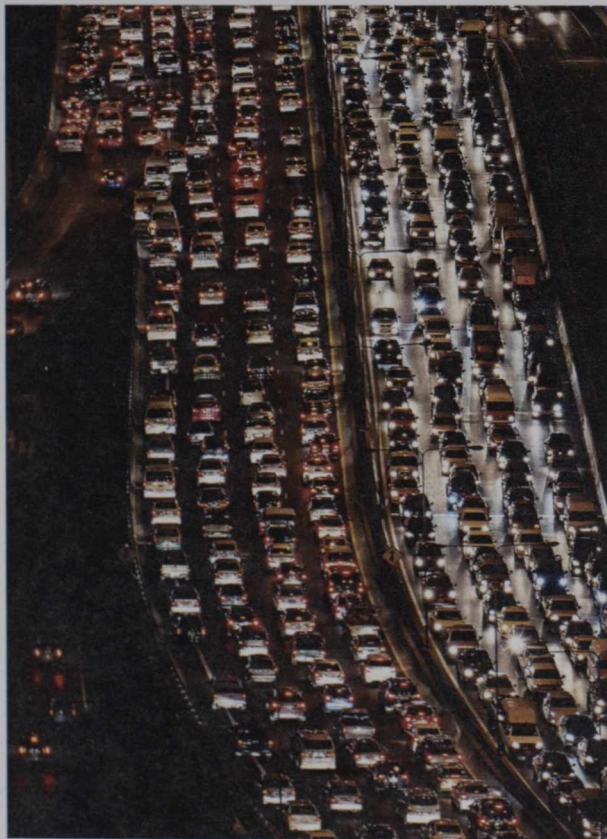
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	Level I	Level II	Level III	Level IV	Level V	Level A (Non-Hardship)	No Level Assigned*
Total per level	8	12	26	33	24	56	15
Percentage per level	5%	6%	15%	19%	14%	33%	9%
Total number of missions with hardship-level designations							103
Total number of missions designated non-hardship (Level A) locations and without a given hardship level							71
<b>Total</b>							<b>174</b>

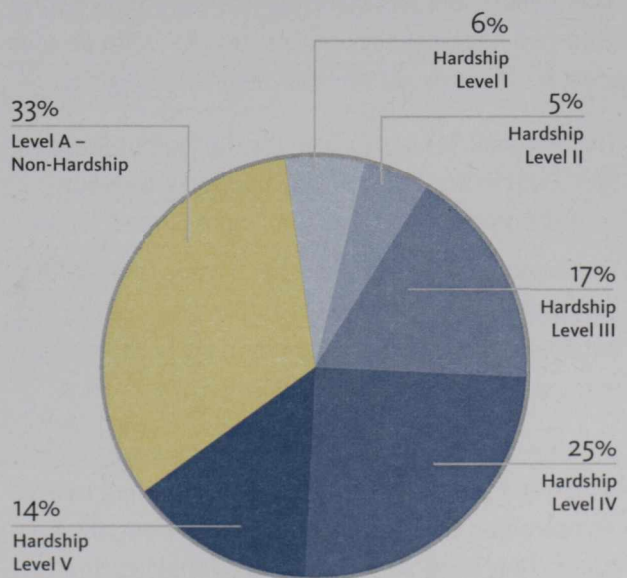
Source: Foreign Service Directives Policy and Monitoring Division.

\* Twenty missions have no Canada-based staff: missions in the "no level assigned" column, those marked with an asterisk, as well as Palo Alto in the United States.

\*\* Damascus was assigned a temporary level V designation.

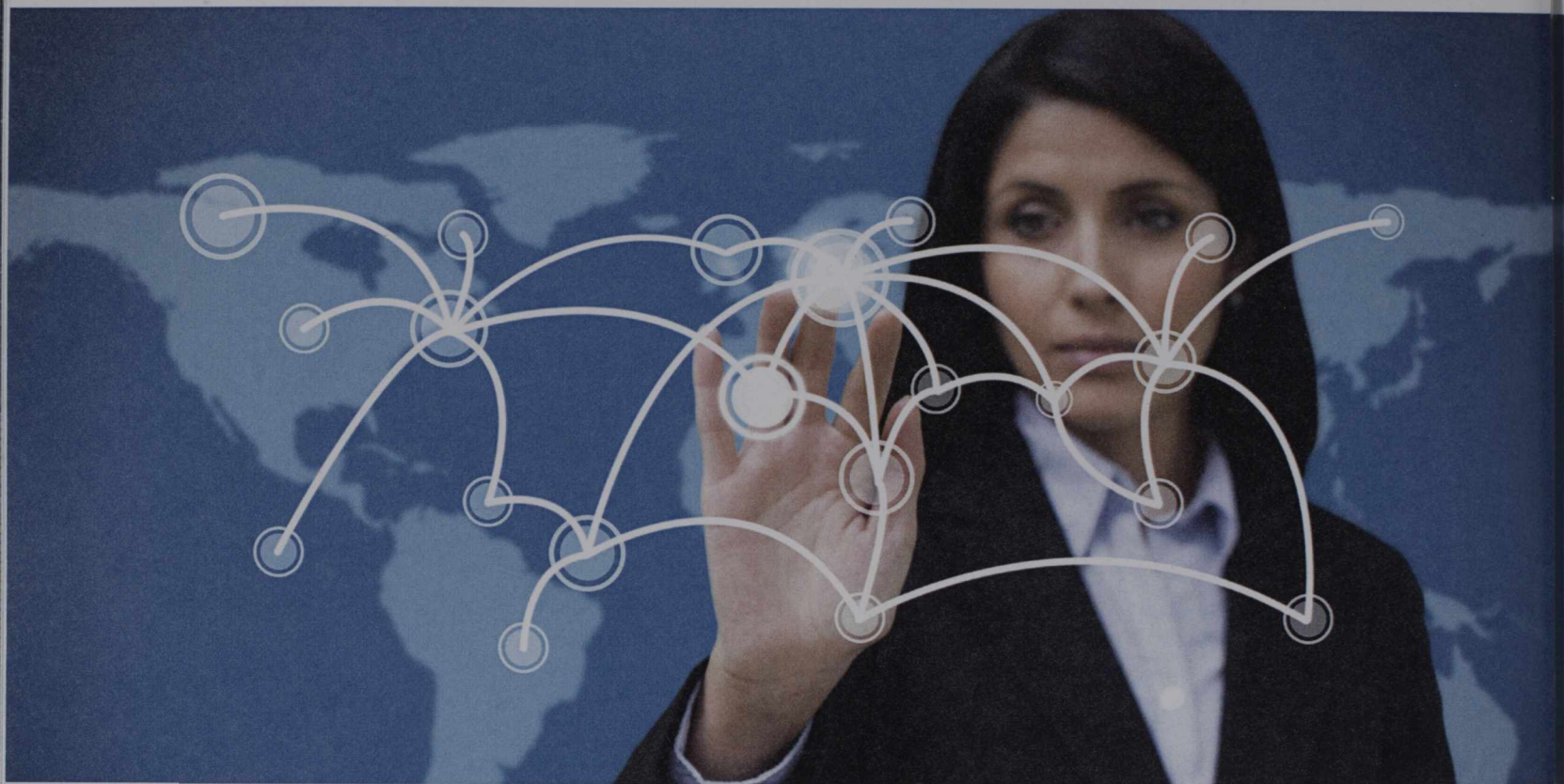


**FIGURE 7**  
Distribution of DFATD/Partner/Co-locator CBS Positions by Hardship Level



Source: Human Resources Management System (HRMS), as at March 31, 2014.





## REGIONALIZATION

In recent years, the International Platform Branch (IPB) created two Regional Service Centres (RSCs) to provide support to missions within their respective regions:

- The Regional Service Centre for the United States (RSCEUS) in Washington D.C. supports common services programs at missions in the United States.
- The Regional Service Centre for Europe, the Middle East and Africa (RSCEMA) in the Thames Valley, just outside London, supports common services programs at missions in Europe, the Middle East and Africa.

In addition, the RSCs provided overall advice and guidance and played an important coordinating role for the common services programs in their regional missions. They were also responsible for allocating budgets and making recommendations following monthly reviews of financial status reports.

RSCs continued to be instrumental in coordinating and implementing DFATD initiatives related to the 2012 Economic Action Plan, such as reducing resources by regionalizing common service delivery at missions, and rationalizing mission vehicle fleets. RSCEMA also managed the rent-ceiling initiative on behalf of all missions within the Network abroad.

RSCs also supported partner departments in the achievement of their respective efficiency initiatives by managing position deletions and redeployments. RSCs played a key role in managing HR staffing actions during this process. The RSCEUS developed an extranet, which provides employees involved in staffing actions with access to the latest information about policy changes and support functions.

To continue the modernization of common service delivery, the IPB, in cooperation with the Chief Financial Officer, pursued its consolidation of transactional financial functions into a select group of missions, referred to as Common Service Delivery Points. CSDPs provide services to other missions in specific regions, enabling the IPB to update processes, standardize service delivery, mitigate the risks associated with decentralized operations, and leverage economies of scale as well as new technologies, such as virtual services.

In the regions of Latin America and the Caribbean and Asia-Pacific, where RSCs do not exist, CSDPs delivered HR, contracting and procurement, and financial services. Management-level support continued to be delivered from Ottawa.

**FIGURE 8**  
**Regional Service Centres and Common Services Delivery Points**

RSCEMA					
CSDP Berlin	CSDP Brussels	CSDP London	CSDP Pretoria	CSDP Rome	Standalone
Belgrade	Abidjan	Abu Dhabi	Abuja	Ankara	<b>Moscow</b>
Berlin	Algiers	Amman	Accra	Athens	Astana
Bern	Bamako	Baghdad	Addis Ababa	Barcelona	Moscow
Bratislava	Beirut	Cairo	Dar es Salaam	Istanbul	<b>Paris</b>
Bucharest	Brussels	Doha	Harare	Lisbon	Paris
Budapest	Brussels NATO	Dubai	Johannesburg	Madrid	Paris OECD
Copenhagen	Brussels EU	Dublin	Khartoum	Rome	Paris UNESCO
Dusseldorf	Dakar	Kuwait City	Lagos	Vatican	<b>Nairobi</b>
Helsinki	Geneva UN & CD	London	Lusaka	Zagreb	Juba
Kyiv	Geneva WTO	Ramallah	Maputo		Kigali
Munich	Kinshasa	Riga	Pretoria		Nairobi
Oslo	Ouagadougou	Riyadh			
Prague	Rabat	RSCEMA			
Reykjavik	Tunis	Tallinn			
Stockholm	Yaoundé	Tel Aviv			
The Hague		Tripoli			
Vienna		Vilnius			
Vienna OSCE					
Vienna PERM					
Warsaw					

RSCEUS			
CSDP Los Angeles	CSDP Miami	CSDP New York	CSDP Washington, D.C.
Denver	Atlanta	Boston	Chicago
Los Angeles	Dallas	Minneapolis	Detroit
Palo Alto	Houston	New York	Washington, D.C.
San Diego	Miami	New York PERM	Washington, D.C. OAS
San Francisco			
Seattle			

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Asia Pacific			Latin American & Caribbean		
CSDP Beijing	CSDP Manila	CSDP New Delhi	CSDP Mexico	CSDP Port of Spain	CSDP São Paulo
Beijing	Auckland	Ahmedabad	Acapulco	Bridgetown	Belo Horizonte
Chongqing	Bandar Seri Begawan	Bangalore	Bogotá	Caracas	Brasilia
Guangzhou	Canberra	Bangkok	Cancun	Georgetown	Buenos Aires
Hanoi	Jakarta	Chandigarh	Guadalajara	Kingston	La Paz
Ho Chi Minh City	Kitakyushu	Chennai	Guatemala City	Port of Spain	Lima
Hong Kong	Manila	Colombo	Havana	Port-au-Prince	Montevideo
Shanghai	Nagoya	Dhaka	Managua	Punta Cana	Porto Alegre
Ulaanbaatar	Sapporo	Hyderabad	Mazatlán	Santo Domingo	Recife
	Seoul	Islamabad	Mexico City		Rio de Janeiro
	Singapore	Kabul	Monterrey		Santiago
	Sydney	Karachi	Oaxaca		São Paulo
	Taipei	Kolkata	Panama City		
	Tokyo	Kuala Lumpur	Playa del Carmen		
	Wellington	Mumbai	Puerto Vallarta		
		New Delhi	Quito		
		Yangon	San José		
			San José del Cabo		
			San Salvador		
			Tegucigalpa		

Source: Mission Business Process Innovation and Best Practices Division.

Note: Damascus is not included in the CSDP network as operations were suspended on March 5, 2012.

## THE TRADE COMMISSIONER SERVICE NETWORK IN CANADA

The domestic arm of the Trade Commissioner Service (TCS), known as the Regional Network, supports the TCS global network by sharing knowledge about Canadian interests and capacity for expansion in markets aligned with the Global Markets Action Plan (GMAP). The core business of the Regional Network is to:

- engage with targeted, high-potential clients (especially small and medium-sized enterprises) in proactive sectors and provide sustained and customized support to foster their international expansion; and

- support high-impact and aligned domestic outreach by the Office of the Minister of International Trade and by select HOMs and DFATD senior-level executives.

Trade commissioners are located in every province. They inform the TCS global network of client capacity and actively connect clients with trade commissioners in offices abroad.

**Regional Office Hubs:** There are now five regional offices serving as hubs in Vancouver, Calgary, Toronto, Montreal and Halifax, which provide the TCS global network with direct access and connection to high-potential clients in proactive sectors and support the delivery of initiatives aligned with the GMAP.

**Client Service Satellites (co-located):** Anchored by the regional offices, trade commissioners offer clients and the TCS network added knowledge gained by co-locating with partners and working with clients across their respective regions. Client service satellite positions report to a regional director and remain autonomous from the partner.

As part of common service delivery provided by the IPB, TCS position changes are managed through the

Committee on Representations Abroad process (details contained in Chapter 2). The IPB also administers the FSDs to Canada-based officers relocating to regional offices and client service satellites in Canada from abroad, and when they are posted from those locations in Canada to missions abroad.

Figure 10 illustrates the links and interdependence between the various committees that govern common service delivery abroad.

**FIGURE 9**  
**Trade Commissioner Service Regional Network in Canada**

Region	Regional Office	Regional Coverage	# Positions Across Region
Atlantic	Halifax	Newfoundland and Labrador	13
		New Brunswick	
	St. John's (closure)*	Nova Scotia	
		Prince Edward Island	
Quebec and Nunavut	Montréal	Québec	23
		Nunavut	
Ontario	Toronto	Ontario	27
Prairies and Northwest Territories	Calgary	Alberta	28
		Manitoba	
		Northwest Territories	
		Saskatchewan	
Pacific	Vancouver	British Columbia	20
		Yukon	
<b>Total positions as at March 31, 2014</b>			<b>111</b>

Source: HRMS, as at March 31, 2014, and the Regional Office Strategy and Operations Division.

\*St. John's Regional Office was closed as of March 31, 2014, but holds a valid lease until October 2014. Staff and equipment have been relocated.

## Common Services Governance Committees

### DFATD Executive Board

The DFATD Executive Board is mandated to provide strategic direction and oversight to support the achievements of DFATD's strategic outcomes. It is DFATD's highest governance body.

### Deputy Minister Sub-Committee on Representation Abroad

The Deputy Minister Sub-Committee was created on August 2, 2007, at the request of the Clerk of the Privy Council. It is composed of federal deputy ministers from DFATD's client departments. It provides orientation and ensures coordination to support the Government of Canada's international operations and overarching foreign policy. The Sub-Committee also promotes the coordination of policy, programs and the use of common services among federal departments abroad.

### Assistant Deputy Minister Council on Representation Abroad

Established in late 2003, the Assistant Deputy Minister (ADM) Council provides advice to the deputy ministers on program integration and planning coordination from a whole-of-government perspective. The ADM Council also promotes resource allocation alternatives for more cost-effective delivery of common services. Its membership is composed of assistant deputy ministers from all partners.

### Corporate Management Committee

The Corporate Management Committee replaced the Operations Committee in September 2013. The Committee is responsible for providing strategic direction and oversight of the management and sustainability of DFATD's network of missions, points of service and regional offices, and external and core services. It is composed of DFATD ADMs, HOMs and directors general.

### Missions Committee

The Missions Committee is made up of stakeholders in policy, program and common services from DFATD, Citizenship and Immigration Canada (CIC) and National Defence. The mandate of the Committee is to provide strategic direction and oversight for broad resources and policy issues concerning the mission network. It deals with policy questions at a strategic level, but does not address issues specific to particular missions. Final decisions may rest with this Committee, or with the Corporate Management Committee to which this Committee reports.

### Costing Policy and Procedures Committee

This Committee serves as a forum to discuss costing methodologies, policies and procedures and to review cost recovery initiatives of the department and ensure financial sustainability for services provided by DFATD to clients. The outcomes of the committee guide the department in making decisions related to the

application of the costing methodology. The Committee is composed of internal stakeholders and representatives of partner departments and co-locators.

### Locally Engaged Staff Governance Committee

The Locally Engaged Staff Governance Committee includes senior public servants from DFATD and other main partners. Its mandate is to provide strategic direction to and oversight of broad HR issues concerning locally engaged staff.

### Locally Engaged Staff Pension and Benefits Governance Committee

The Locally Engaged Staff Pension and Benefits Governance Committee provides advice and serves as a focal point for management policies and strategic advice related to the pension, insurance and social security program. Members include senior officials of both DFATD and partners.

### Information Management and Information Technology Strategy Committee

The IM/IT Strategy Committee (ISC) is the principal IM/IT governance body and is composed of directors general representing each branch within DFATD. The committee oversees strategic IM/IT investments through Canada's international network of offices at home and abroad. The ISC reviews, ranks, approves and oversees the delivery of IM/IT investment strategies, projects and plans. It also provides recommendations to DFATD's Resource Management Committee concerning investments in unfunded and partially funded initiatives. Regular updates concerning IM/IT investments and strategic direction are provided to the Corporate Management Committee.

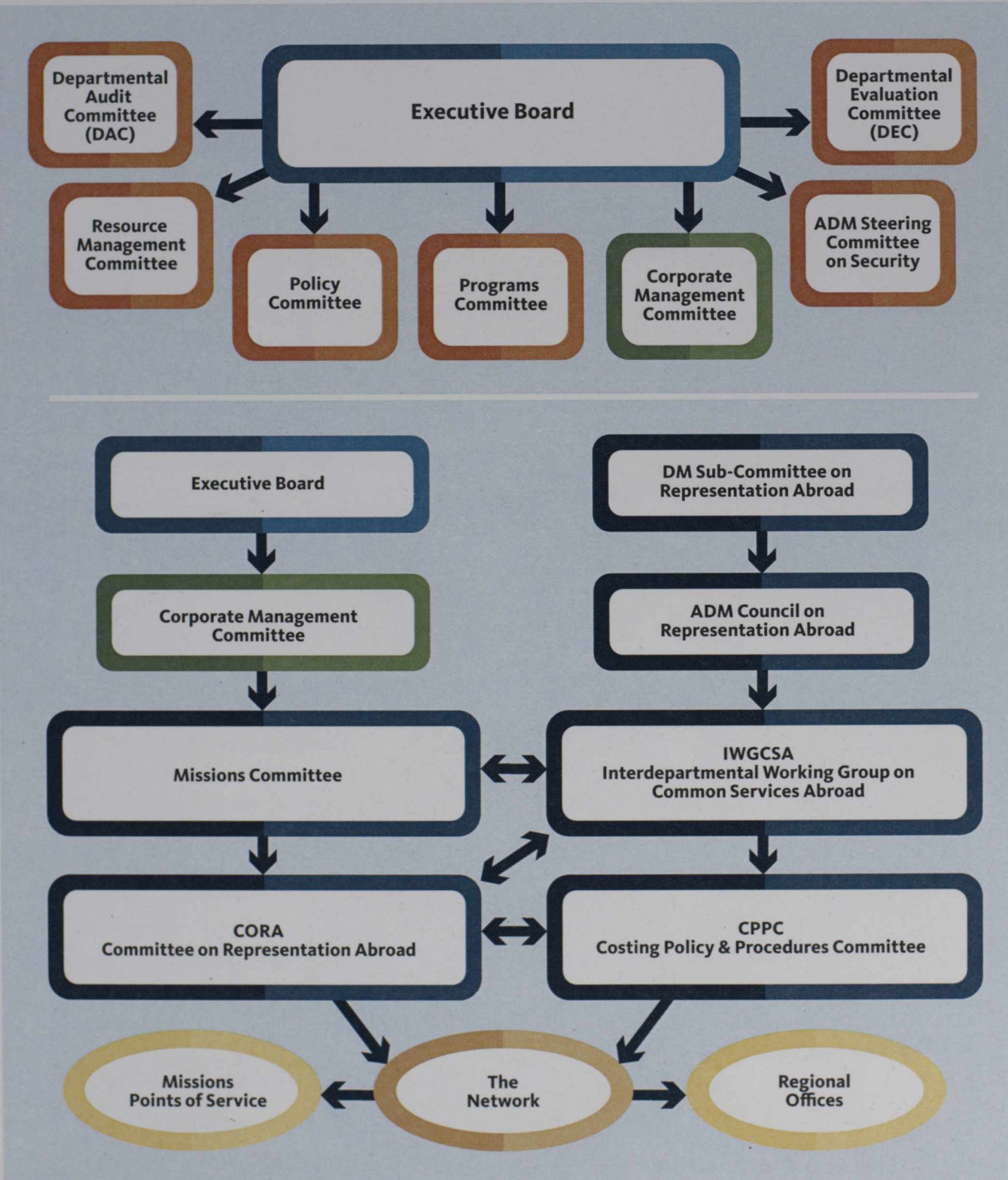
### Interdepartmental Working Group on Common Services Abroad

In place since May 2004, the Interdepartmental Working Group on Common Services Abroad (IWGCSA) is a forum composed of representatives of partners and co-locators to exchange information, consult, and provide guidance on common services policy and delivery.

### Committee on Representation Abroad

The role of the Committee on Representation Abroad (CORA) is to facilitate a structural and comprehensive assessment of all position-change requests presented by partners and co-locators, and to make recommendations. It is an operational committee whose membership includes DFATD common services stakeholders (property, IM/IT, HR, security, etc.) as well as representatives from DFATD programs, and partner departments and agencies. Refer to Chapter 2 for more details on CORA's activities and statistics on position changes.

**FIGURE 10**  
Common Services Governance



# 2 PARTNERS, CO-LOCATORS, PROGRAMS AND POSITIONS ABROAD



**This chapter provides official data and statistics about DFATD and its partners and co-locators and their positions abroad,**

including detailed information about CBS and LES positions, and the distribution of positions. It also explains the process used to effect changes to positions in Canada's Network.

## DFATD, PARTNERS AND CO-LOCATORS

DFATD provides common services to a variety of organizations abroad. Under the Treasury Board Secretariat (TBS) Common Service Policy and the *Department of Foreign Affairs, Trade and Development Act*, DFATD is mandated to manage the procurement of goods, services and real property in support of diplomatic and consular missions. To execute this mandate, DFATD prioritizes federal departments and agencies (partner departments), followed by Crown corporations, provincial governments and other national governments (designated as co-locators).

DFATD, partners and co-locators enjoy a mutually beneficial relationship. All contribute to strengthening Canada's presence abroad, responding to emerging situations, reaching new markets and generating new international perceptions about Canada. The IPB and the network abroad support partners and co-locators in the delivery of their programs and the implementation of new initiatives.

### Partners and Co-locators

Canada's Network abroad is composed of 25 partners and 10 co-locators.

Partners include federal departments and agencies that sponsor programs involving diplomatic activities abroad. These activities may include maintaining diplomatic and consular relations, managing activities related to international development, stimulating international trade or implementing immigration programs. DFATD, as a common service organization, is funded (mainly through appropriations) to provide mandatory services to federal departments.

As at March 31, 2014, the 25 partners were as follows:

- Agriculture and Agri-Food Canada
- Canada Border Services Agency
- Canada Revenue Agency
- Canadian Food Inspection Agency
- Canadian Heritage
- Canadian Nuclear Safety Commission
- Canadian Space Agency
- Citizenship and Immigration Canada
- Communications Security Establishment Canada
- Department of Finance Canada
- Department of Justice Canada
- Environment Canada
- Foreign Affairs, Trade and Development Canada
- Health Canada
- Industry Canada
- National Defence
- Natural Resources Canada
- Privy Council Office
- Public Health Agency of Canada
- Public Safety Canada
- Public Works and Government Services Canada
- Royal Canadian Mounted Police
- Transport Canada
- Treasury Board of Canada Secretariat
- Veterans Affairs Canada

In addition, the Network also included 10 co-locators, to which DFATD provides common services. These common services are funded on a cost-recovery basis. On March 31, 2014, the co-locators (listed with mission location) were as follows:

- Bank of Canada (New York)
- Canadian Commercial Corporation (Havana)
- Export Development Canada (Abu Dhabi, Beijing, Bogotá, Dusseldorf, Dubai, Istanbul, Lima, Mexico City, Monterrey, Moscow, Mumbai, New Delhi, Rio de Janeiro, Santiago, São Paulo, Shanghai and Singapore)





- Government of Alberta – International and Intergovernmental Relations (Beijing, Chicago, Guadalajara, London, Mexico City, Munich, New Delhi, Seoul, Shanghai, Singapore, Taipei and Washington, D.C.)
- Government of Australia (Bogotá)
- Government of Israel (Caracas, Havana)
- Government of Ontario (Beijing, London, Mexico City, Mumbai, Munich, New Delhi, New York, Paris, San Francisco, São Paulo, Shanghai, Tokyo, and Washington, D.C.)
- Government of Quebec – *Ministère de l'Immigration et des Communautés culturelles, Ministère des Relations internationales, de la Francophonie et du Commerce extérieur, and Investissement Québec* (Beijing, Hong Kong, Moscow, Mumbai, Paris UNESCO; Shanghai, Stockholm and Taipei)

- Government of British Columbia (Chandigarh and Mumbai)
- The United Kingdom (Port-au-Prince)

## DFATD, PARTNER AND CO-LOCATOR POSITIONS ABROAD

### Distribution of Positions among DFATD, Partners and Co-locators

DFATD has the largest number of positions abroad with 5,354 or 71 percent of the total. CIC has the second-most with 1,407 or 19 percent, with the remaining 10 percent affiliated with the other partners and co-locators.

**FIGURE 11**  
Partners (including DFATD) and Co-locators: Number of CBS and LES Positions

Partners and Co-locators	Canada-Based Staff	Locally Engaged Staff	Total
Foreign Affairs, Trade and Development Canada (DFATD)	1,361	3,993	5,354
Citizenship and Immigration Canada (CIC)	299	1,108	1,407
National Defence (DND)	175	48	223
Government of Québec*	34	50	84
Canada Border Services Agency (CBSA)	65	13	78

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Partners and Co-locators	Canada-Based Staff	Locally Engaged Staff	Total
Public Safety Canada (PS)	62	11	73
Royal Canadian Mounted Police (RCMP)	42	29	71
Export Development Canada (EDC)*	17	26	43
Agriculture and Agri-Food Canada (AAFC)	13	26	39
Government of Alberta*	11	24	35
Government of Ontario*	12	15	27
Canadian Food Inspection Agency (CFIA)	6	4	10
Public Works and Government Services Canada (PWGSC)	4	6	10
Department of Justice Canada (JUS)	4	1	5
Government of Australia*	2	3	5
Canadian Space Agency (CSA)	2	1	3
United Kingdom*	3	0	3
Veterans Affairs Canada (VAC)	1	2	3
Communications Security Establishment Canada (CSEC)	2	0	2
Department of Finance Canada (FIN)	1	1	2
Government of British Columbia*	0	2	2
Public Health Agency of Canada (PHAC)	2	0	2
Bank of Canada (BC)*	1	0	1
Canadian Commercial Corporation (CCC)*	1	0	1
Canadian Nuclear Safety Commission (CNSC)	1	0	1
Environment Canada (EC)	0	1	1
Government of Israel*	0	1	1
Health Canada (HC)	0	1	1
Industry Canada (IC)	0	1	1
Natural Resources Canada (NRCan)	0	1	1
Transport Canada (TC)	1	0	1
<b>Total</b>	<b>2,122</b>	<b>5,368</b>	<b>7,490</b>

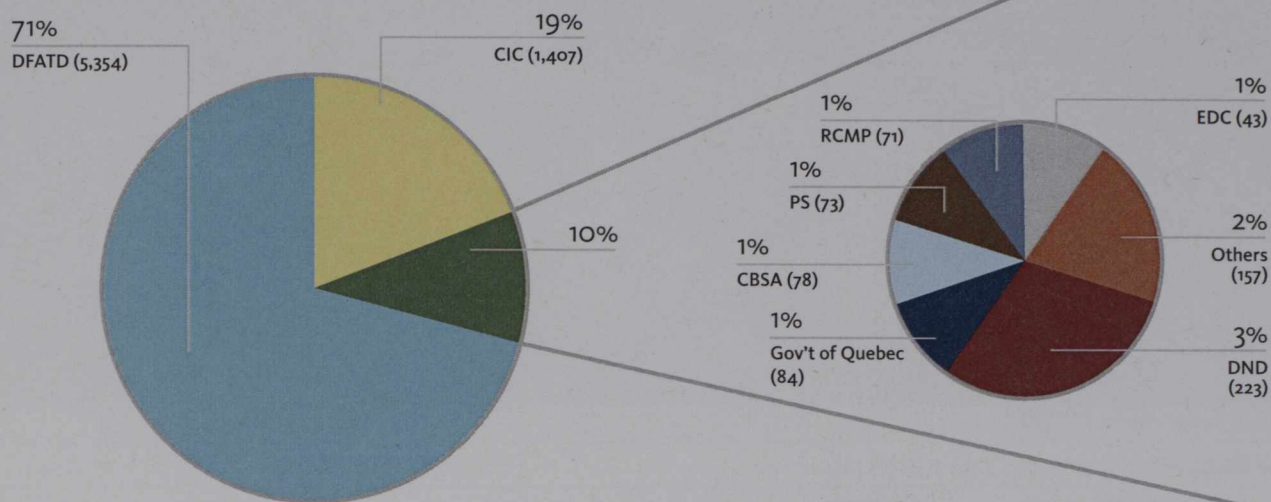
Source: HRMS, as at March 31, 2014.

\* Co-locators.

Notes:

- Four partners do not have any positions abroad: Canada Revenue Agency (CRA), Canadian Heritage (CH), Privy Council Office (PCO) and Treasury Board of Canada Secretariat (TBS)
- In some cases, the creation or deletion of positions may have been authorized before March 31, 2014, but the transactions may not have been completed in the database by that date. The difference would not exceed one percent of the total positions.
- This figure includes positions at the Regional Service Centre for the United States (RSCEUS) and the Regional Service Centre for Europe, Middle East and Africa (RSEMA). It does not include 111 positions in regional offices across Canada, or the 104 military police positions which support the work of missions around the world. This note applies to all Annual Report figures on positions which data were extracted from HRMS.

**FIGURE 12**  
DFATD and Partner/Co-locator Positions: Distribution of Positions



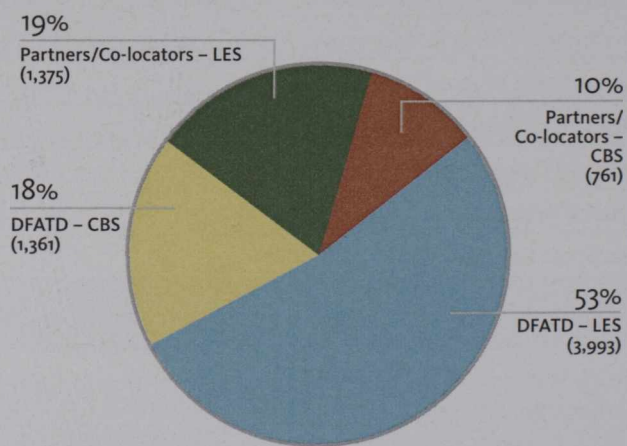
Source: HRMS, as at March 31, 2014.

## DISTRIBUTION OF CBS AND LES POSITIONS AMONG DFATD, PARTNERS AND CO-LOCATORS

Figure 13 shows the distribution of CBS and LES positions by DFATD and partner/co-locator. All of those occupying the 2,122 Canada-based staff positions at missions have diplomatic or consular status. The majority of CBS posted abroad are rotational employees working for DFATD and CIC. Locally engaged staff play a key role in representing Canada's interests abroad—their direct knowledge of local culture, languages and trade practices is vital.

Figure 14 lists all missions and the number of CBS and LES positions for each, by DFATD and partners/co-locators. The top 15 missions by total number of positions remain as they were in 2012-2013, with the first seven being in the same order as in 2012-2013.

**FIGURE 13**  
DFATD and Partners/Co-locators: Distribution of CBS and LES Positions



Source: HRMS, as at March 31, 2014.

**FIGURE 14**

**DFATD and Partners/Co-locators: Number and Percentages of CBS and LES Positions, by Mission – Top 15 Missions based on Number of Positions**

Mission	Total	DFATD				Other Partners and Co-locators			
		CBS	LES	Total	%	CBS	LES	Total	%
New Delhi	354	23	166	189	53%	40	125	165	47%
Beijing	313	42	120	162	52%	34	117	151	48%
Washington, D.C.*	286	60	113	173	60%	76	37	113	40%
London*	269	35	126	161	60%	38	70	108	40%
Mexico City	217	25	90	115	53%	32	70	102	47%
Paris	195	23	97	120	62%	22	53	75	38%
Hong Kong	178	11	54	65	37%	26	87	113	63%
Manila	172	14	63	77	45%	19	76	95	55%
Islamabad	163	19	93	112	69%	20	31	51	31%
Nairobi	157	33	61	94	60%	23	40	63	40%
Moscow	142	25	58	83	58%	20	39	59	42%
Tokyo	137	33	92	125	91%	7	5	12	9%
Bogotá	101	15	46	61	60%	17	23	40	40%
Kabul	98	34	56	90	92%	8	0	8	8%
New York	89	13	46	59	66%	8	22	30	34%

Source: HRMS, as at March 31, 2014.

\* The number of positions in Washington, D.C. includes those at the RSCEUS, and the number of positions in London includes those at the RSCEMA.

## REGIONAL DISTRIBUTION OF DFATD, PARTNER AND CO-LOCATOR POSITIONS

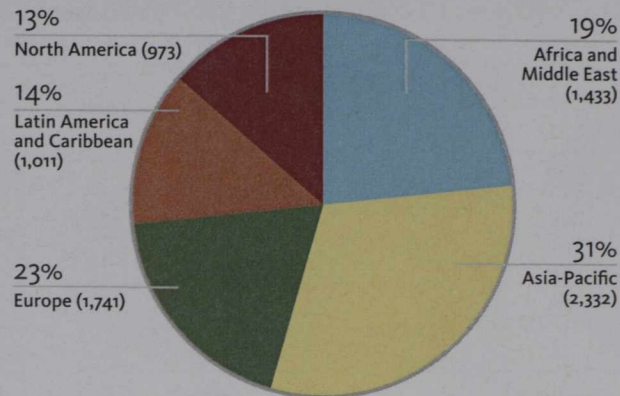
Figure 15 illustrates the distribution, by region, of the 7,490 CBS and LES positions as at March 31, 2014. Although the total number of positions is down from 7,571 in 2012-13, the ratio remains identical for Asia-Pacific, Europe, and Africa and the Middle East. North America is down to 13 percent (compared with 13.5 percent as at March 31, 2013) and Latin America and the Caribbean up to 14 percent (compared with 13.5 percent as at March 31, 2013).

Figures 16.1 and 16.2 illustrate the regional distribution of CBS and LES positions. Figure 16.1 illustrates the distribution for DFATD positions only, while Figure 16.2 illustrates the distribution for partners (excluding DFATD) and co-locators.

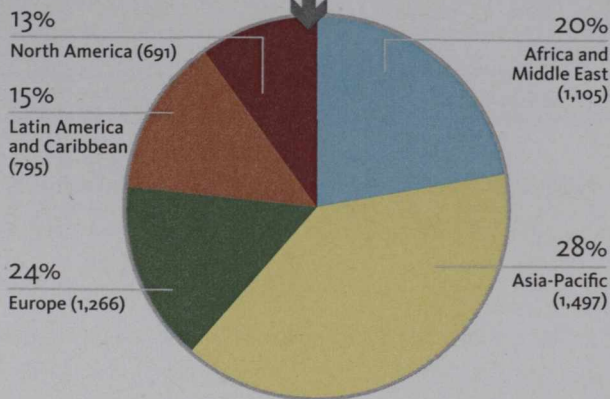


**FIGURES 15, 16.1 AND 16.2**  
**Regional Distribution of Positions Abroad**

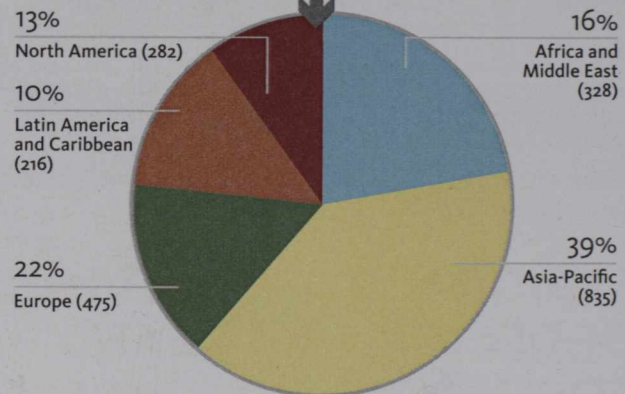
**FIGURE 15**  
**Regional Distribution of all Positions Abroad**



**FIGURE 16.1**  
**Regional Distribution of DFATD Positions**



**FIGURE 16.2**  
**Regional Distribution of Partner/ Co-locator Positions (excluding DFATD)**



Source: HRMS, as at March 31, 2014.

## COMMITTEE ON REPRESENTATION ABROAD – BUSINESS PROCESS

The Committee on Representation Abroad (CORA) was established in 2000 to act as the working-level committee to examine all requests for position changes under the *Framework for Planning and Managing Change to the Network*. CORA is an operational committee whose membership includes common services

stakeholders (property, IM/IT, HR, security, etc.), representatives from DFATD programs, federal departments and agencies and co-locators. CORA's purpose is to facilitate a structural and comprehensive assessment of all position-change requests (position creation, deletion, extension, regularization and reclassification) prior to making recommendations.

The CORA cycle begins with an annual consultation process. Each October, a call letter is sent to all programs requesting a submission of their position-change proposals for the upcoming fiscal year. This information is consolidated

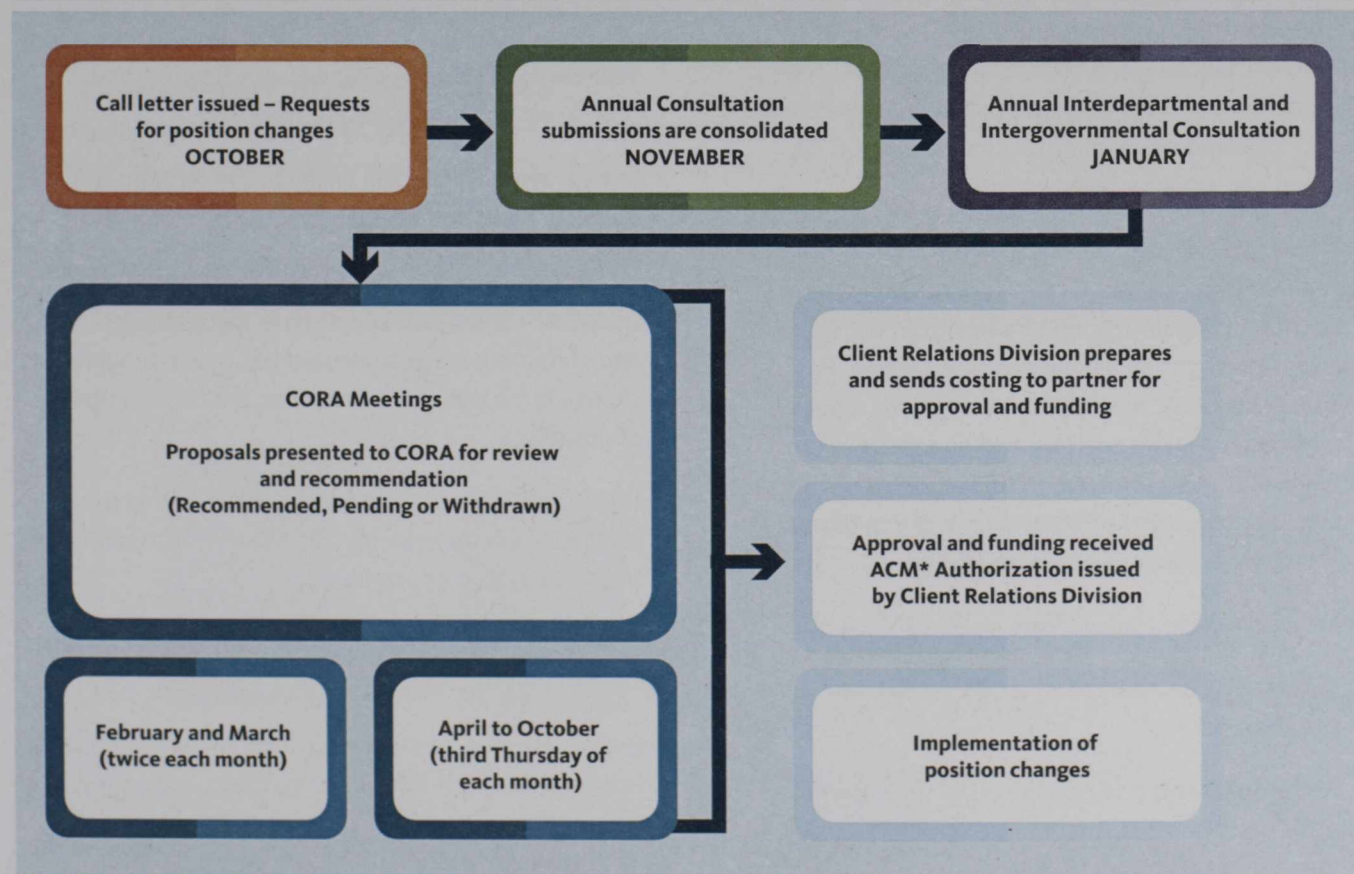
and shared with common service stakeholders and HOMS for analysis. An interdepartmental and intergovernmental consultation meeting is held each January, which provides an opportunity for partners<sup>3</sup> to discuss their proposed position changes and any associated policy, operational, resource and/or administrative issues. Requests are then moved forward to the CORA process, referred to the Client Relations Division for cost analysis or removed from the annual consultation list.

In consultation with the Director of Client Relations Division, the CORA Chair refers exceptional items to the Missions Committee. For example, this may include requests that could have an adverse financial impact, that contradict prior decisions by DFATD governance committees, or that are not in alignment with senior management direction. When a position change has

been CORA-recommended, the Client Relations Division prepares and sends a cost analysis of the position change (the costing) to the sponsoring partner for approval and confirmation of funding. When the costing is approved and funding received, the Client Relations Division issues an authorization message to the partner, internal stakeholders and missions to indicate that a position change has met all necessary criteria and the requested action can be implemented.

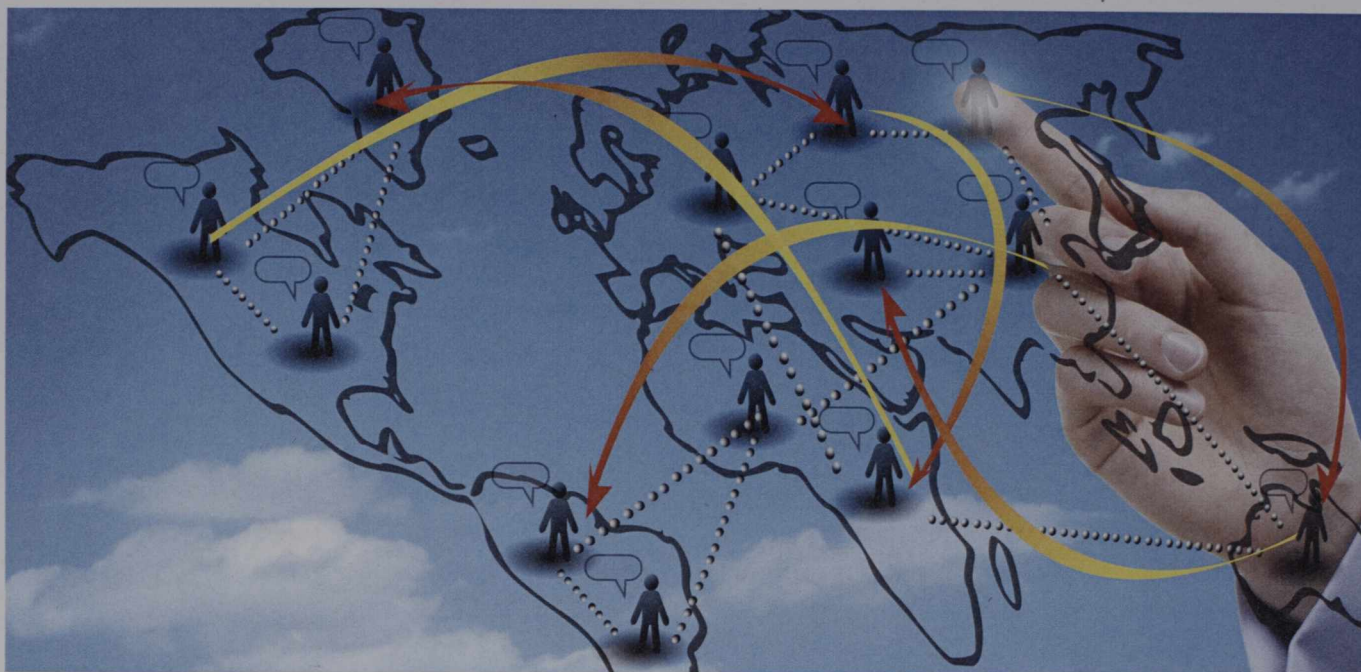
Note that prior to the annual consultation process, the Physical Resources Bureau requests occupancy data from missions in order to create a list of available workspace at missions. This information is then shared with partners and co-locators during the consultation process.

**FIGURE 17**  
**Business Process for Position Changes**



\*Assistant Deputy Minister's Office, International Platform Branch (ACM)

3 Partners include DFATD, OGD partners and co-locators.



## TYPES OF POSITION CHANGE TRANSACTIONS

During 2013-2014 1,041 proposals to change positions were submitted, 235 of which were subsequently withdrawn. Of the 806 proposals actioned, 278 involved CBS positions abroad, 501 involved LES positions abroad and 27 involved regional offices in Canada. CORA reviewed all position change requests.

Positions abroad may be changed through transactions resulting in the creation, deletion, reclassification, extension or regularization of a position, with each transaction counting as one position change. For example, some reclassifications entail two requests: one to reclassify the position and one to create the newly reclassified position. In this case, each change would count as a transaction, even if the net impact on the total number of positions was zero.

Types of **creation** transactions:

1. **Standard:** one new LES or a CBS position in the Network
2. **Redeployment:** position linked to the deletion of a position in another mission (no impact on the total number of positions)
3. **Reclassification:** significant change in job description creates a new position, to which a new position number is assigned (no impact on the total number of positions)

4. **Internal:** change in the type of position within the same mission, for example CBS to LES (no impact on the total number of positions)

Types of **deletion** transactions:

1. **Standard:** elimination of an LES or CBS position (one fewer position in the Network)
2. **Redeployment:** position linked to the creation of a position in another mission (no impact on the total number of positions)
3. **Reclassification:** deletion of an existing position and of its assigned position number, due to a significant change in job duties (no impact on the total number of positions)
4. **Internal:** change in the type of position within the same mission, for example CBS to LES (no impact on the total number of positions)

**Extension:** The term of a position is extended or a term position becomes indeterminate.

**Regularization:** A part-time position is changed to a full-time position, or a full-time position is changed to a part-time position.

**Reclassification:** Change resulting from the natural evolution of duties. A new position number is not required.

**FIGURE 18**  
**Top 15 Missions with the Most Position Changes during 2013-2014**

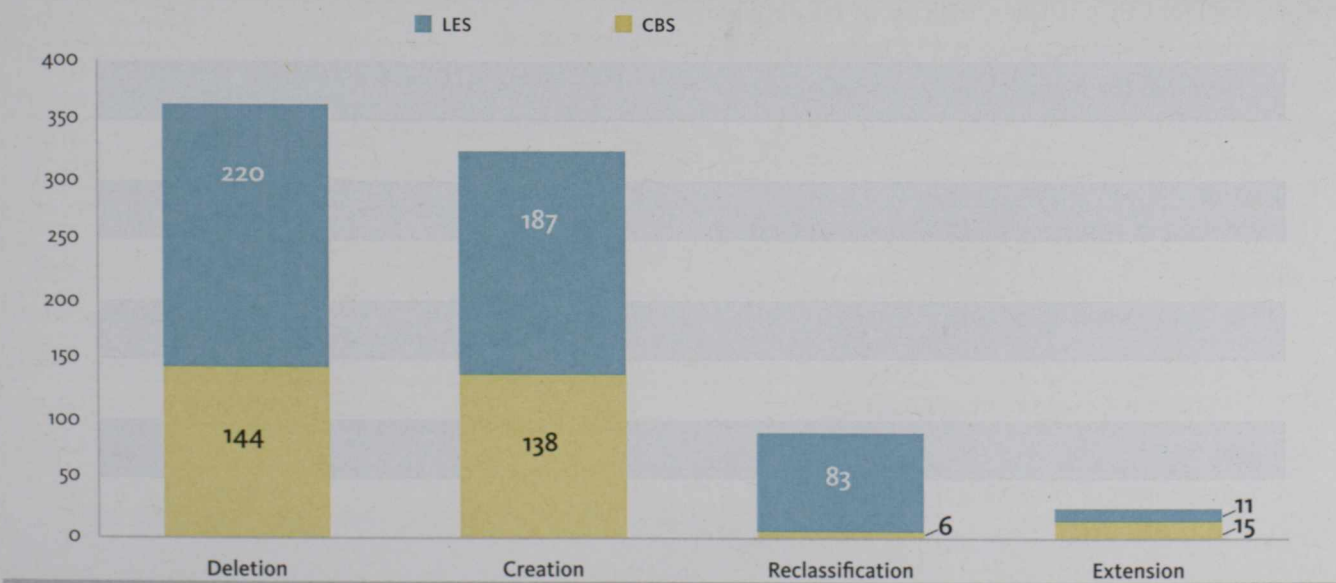
Mission	Creation	Deletion	Extension	Reclassification	Total
Washington, D.C. (United States)*	10	15	2	7	34
Beijing (China)	19	8	1	5	33
Mexico City (Mexico)	11	12	0	6	29
Seoul (South Korea)	4	25	0	0	29
Paris (France)	5	12	0	9	26
London (United Kingdom)*	14	7	1	2	24
Detroit (United States)	1	18	0	1	20
New Delhi (India)	7	7	0	5	19
Manila (Philippines)	10	3	1	5	19
São Paulo (Brazil)	12	5	0	0	17
Shanghai (China)	12	2	0	1	15
Kabul (Afghanistan)	5	5	4	1	15
Nairobi (Kenya)	5	7	2	1	15
Cairo (Egypt)	7	7	0	0	14
Seattle (United States)	0	13	0	0	13

Source: Case Management Tracking System (CMTS).

\* For London and Washington, D.C., the number of changes includes those made at the RSCEMA and RSCEUS.

TCS offices in Canada are included in these statistics. The Calgary Regional Office had the most position changes with a total of seven, however too few to be included in the Top 15 chart above.

**FIGURE 19**  
**Breakdown of CBS and LES Position Changes**



Source: CMTS, March 31, 2014.

Note: Two regularization transactions are not shown in this chart.





*The Embassy of Canada to Jordan  
Courtesy of ARBC*

## CREATION AND DELETION OF POSITIONS

During 2013–2014, 325 transactions were completed that resulted in the creation of positions. Of these, 160 were of the standard type (one new LES or CBS position). A costing business process was followed to ensure that the requestor (DFATD, partner or co-locator program) transferred the funds needed to complete the transaction. The process considers, among other costs, those related to the Foreign Service Directives—property charges, common services cost recovery charges, and, for CBS positions, the cost of relocating staff and their dependants abroad. The following missions recorded the highest number of position creation transactions:

- Beijing: 19  
(Government of Alberta, CIC, DFATD and others)
- London: 14  
(DFATD, Government of Alberta and CIC)
- São Paulo: 12  
(CIC, DFATD and Government of Ontario)
- Shanghai: 12  
(CIC, Government of Alberta and DFATD)
- Mexico City: 11  
(DFATD and others)

- Manila: 10  
(DFATD and CIC)
- Washington, D.C.: 10  
(DFATD and Government of Alberta)

During 2013–2014, 364 transactions to delete positions were processed. Of these, 198 transactions were of the standard type as defined under the heading *Types of Position Change Transactions*. The following missions had the highest number of position deletion transactions:

- Seoul: 25  
(CIC and DFATD)
- Detroit: 18  
(CIC and DFATD)
- Washington, D.C.: 15  
(CIC and DFATD)
- Seattle: 13  
(CIC and DFATD)
- Mexico City: 12  
(DFATD and others)
- Paris: 12  
(CIC, Justice Canada and others)
- Abidjan: 10  
(CIC)

Figure 20 lists all programs for which positions were created and/or deleted during 2013–2014. It reflects only the creation/deletion transactions that had an impact on the total number of positions in the Network.

**FIGURE 20**  
**Position Creations and Deletions by Program**

Program	Creation (*standard type)			Deletion (**standard type)			Net Total
	CBS	LES	Total	CBS	LES	Total	
Agriculture and Agri-Food Canada	0	2	2	0	0	0	2
Canada Border Services Agency	1	1	2	0	0	0	2
Citizenship and Immigration Canada	6	5	11	18	53	71	-60
Department of Justice Canada	0	0	0	1	1	2	-2
DFATD – Afghanistan Task Force	1	3	4	1	2	3	1
DFATD – Canada Bureau	3	0	3	0	0	0	3
DFATD – Common Services	1	36	37	3	34	37	0
DFATD – Consular	2	2	4	0	0	0	4
DFATD – Development	8	3	11	13	10	23	-12
DFATD – Foreign Policy and Diplomacy Service	2	5	7	3	2	5	2
DFATD – Global Commerce Strategy	0	4	4	0	0	0	4
DFATD – Global Partnership Program	0	0	0	0	2	2	-2
DFATD – Head of Mission	0	0	0	0	11	11	-11
DFATD – Human Resources	10	1	11	2	0	2	9
DFATD – Information Management/ Information Technology	0	0	0	1	5	6	-6
DFATD – International Experience Canada	0	0	0	0	2	2	-2
DFATD – Missions	0	1	1	0	2	2	-1
DFATD – Property	1	4	5	0	0	0	5
DFATD – Security	6	4	10	5	0	5	5
DFATD – Stabilization and Reconstruction Task Force	2	1	3	0	0	0	3
DFATD – Trade Commission Service	0	4	4	13	3	16	-12
Export Development Canada	3	1	4	3	2	5	-1
Government of Alberta	5	19	24	0	1	1	23
Government of Ontario	2	2	4	1	1	2	2
National Defence	2	3	5	0	1	1	4
Public Safety Canada	0	0	0	1	0	1	-1
Royal Canadian Mounted Police	1	0	1	0	0	0	1
United Kingdom	3	0	3	0	0	0	3
Veterans Affairs Canada	0	0	0	0	1	1	-1
<b>Total</b>	<b>59</b>	<b>101</b>	<b>160</b>	<b>65</b>	<b>133</b>	<b>198</b>	<b>-38</b>

Source: CMTS, as at March 31, 2014.

\* One new LES or CBS position in the Network.

\*\* Elimination of an LES or CBS position (one fewer position in the Network).

3

# COMMON SERVICE DELIVERY TO CANADA'S NETWORK



**DFATD provides a broad range of common services to Canada's Network abroad, including:**

- HR policy framework, compensation and benefits determination as well as services for LES
- administration of the FSDs
- diplomatic mail services and distribution of goods and equipment
- stewardship of financial resources required to deliver common services abroad and operate the mission network
- contracting, procurement and material management services
- information management and technology management services
- security and emergency management
- real-property service management and accommodation planning (chanceries, official residences and staff quarters)
- operational and physical security support

The key capacity of the IPB<sup>4</sup> is providing a single point of service to all partners and co-locators. The advantages of a consolidated structure allow for:

- decision-making processes that fully integrate partners' considerations regarding all services
- more efficient and equitable common service delivery to partners abroad
- efficient, sound and consistent management of facilities and resources at all locations

The operation of a network of infrastructure and services in and for missions abroad plays a crucial role in achieving the Government of Canada's international priorities.

## CLIENT RELATIONS AND MISSION OPERATIONS

The Client Relations and Mission Operations Bureau is composed of two divisions and two RSCs, which work closely together to meet the business needs of the IPB clients and operations at missions.

In addition to providing client service in the area of common services, the Bureau's mandate includes:

- developing and implementing the regionalization of common services abroad
- managing the cost-recovery framework
- designing and implementing cost-effective business models and service-delivery mechanisms to enhance client service, value and efficiency
- supporting the governance and management structures needed to deliver common services abroad and operate the mission network

### Key achievements during 2013-2014:

- In coordination with the Physical Resources Bureau, implemented Budget 2012 Economic Action Plan initiatives and supported the implementation of Budget 2012-related financial initiatives, such as rent ceilings, expansion of private-leasing of Western European missions and right-sizing of official residences.
- Served as the secretariat for the Memorandum of Understanding (MOU) with the United Kingdom of Great Britain and Northern Ireland for Enhancing Mutual Support at Missions Abroad, which was signed by the Minister in September 2012. Co-location of the U.K. in a Canadian mission officially took place in June 2013 in Port-au-Prince, and Canada established a co-location with the U.K. mission in Baghdad, and another on a temporary basis in Yangon.

<sup>4</sup> The IPB at headquarters (HQ) is responsible for common services delivered abroad, with the exception of IM/IT, audit, evaluation and inspections, and security and emergency management, which are managed by other sectors of DFATD HQ.

- With the participation of the IWGCSA, managed the renewal process for the Interdepartmental MOU on Operations and Support at Missions, endorsed by ADM Council on Representation Abroad on March 4, 2014.
- In the context of the Materiel Management Renewal Project (MMRP), Radio Frequency Identification (RFID) technology has been rolled out to all missions. The solution is integrated to DFATD's Finance and Administration System (FAS) and provides a uniform platform across the mission network that enables quicker inventory checks and better management of lifecycles, storage, repairs and replacement of staff quarters' materiel and furniture.
- The Costing Automation Tool was successfully launched. This web-based tool automates the position-change business process in the Network and assists DFATD programs, partners and co-locators with their submissions for position changes. DFATD programs and partner departments can readily generate detailed cost estimates using different scenarios, thereby contributing to transparency and providing real-time information in support of decision making.

## PROPERTY SERVICES

The support provided by the Physical Resources Bureau is key to DFATD's ability to achieve its strategic outcomes and an essential component of the IPB's common services delivery. The Bureau provides real-property services in the areas of portfolio management, physical security, health and safety, accommodation planning and project delivery for the compounds, chanceries, official residences and staff quarters located at missions. The Bureau's core mandate is to ensure that real property is managed in a sustainable and financially responsible manner throughout its lifecycle, and to support the cost-effective and efficient delivery of programs abroad. Clients are engaged in decision making through extensive intra- and inter-departmental governance consultations that also involve HOMS.

DFATD's portfolio abroad consists of 2,250 Crown-owned and leased properties with a total replacement value estimated at \$3.2 billion and comprising 900,000 square metres (gross). In 2013-2014, DFATD invested \$201.6 million

in major capital projects and \$10.9 million on approximately 460 maintenance projects abroad.

### Canada House

Canada House in London's Trafalgar Square is being transformed and connected to an adjacent building that was acquired in November 2012. The new Canada House will accommodate all Canadian High Commission activities in the U.K. in one central location in a 17,600 square meter showcase of the best of Canadian art, materials and design.

Consolidating Canada's High Commission has yielded hundreds of millions of dollars from the sale of the existing chancery building on Grosvenor Square. This project will save millions of dollars annually and will bring in rental revenue from a tenant.

This move will return Canada's primary presence in the U.K. to new prominence on Trafalgar Square in the heart of London. It illustrates and reinforces Canada's strong and lasting commitment to the relationship with Britain's people, economy and government. The project is expected to conclude in early 2015.

### Key achievements during 2013-2014:

- DFATD started implementing a robust plan to address an outdated, costly and large official residence platform to meet capital proceeds target of \$80 million and operating cost savings of \$3.6 million, as per the commitments of Budget 2012. To date, 20 official residences have been right-sized, resulting in an annual operating cost savings of \$670,000. Another 20 are in various stages of sale or preparation for sale.
- Completed multi-year chancery projects in Prague, Amman, and Kiev. At year end, projects were advancing in Abuja, Athens, Cairo, London, New York, Moscow, Bogotá, Brussels NATO, Yaoundé, Juba, Chandigarh, Abidjan, Beijing, Nairobi, Riyadh, Guatemala City, Guangzhou, Colombo, Quito, and others are near completion in Rabat, Yangon, Bangalore, Hong Kong, and Rio de Janeiro.
- DFATD has entered into an MOU with the Federal Heritage Building Review Office of Parks Canada.

- This MOU defines an assessment process for potential heritage value of crown-owned buildings abroad.
- DFATD surrendered surplus leased space in Panama City, Boston, Denver, Taipei and Kuala Lumpur. Downsizing projects were initiated in Lusaka and Kigali. Downsizing and co-location was investigated for Seattle, Detroit, Seoul, Tokyo, Dhaka, and Tunis.
  - The establishment of a U.K. official presence was provided for in the Canadian embassy in Port-au Prince; similarly, the U.K. provided space for Canadian representation in its compound in Baghdad. The U.K. also provided space for Canada in Yangon while the permanent Canadian chancery was being fit up before its opening in April 2014.

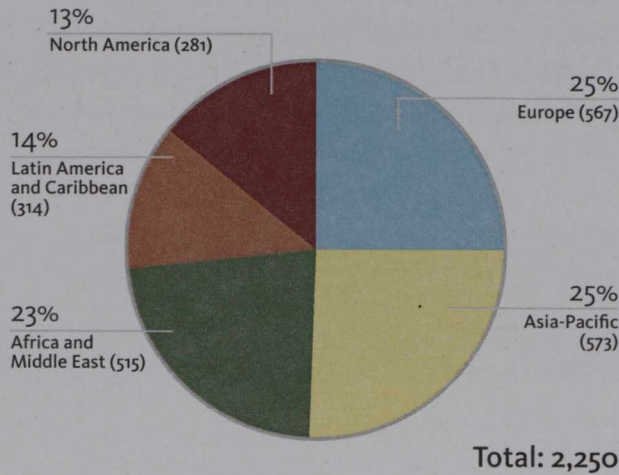
**FIGURE 21**  
**Changes in DFATD Properties by Region**

Regions	Facilities	March 31, 2012	March 31, 2013	March 31, 2014
Africa and Middle East	Chanceries	58	61	60
	Official residences	21	24	24
	Staff quarters	422	432	431
<b>Subtotal</b>		<b>501</b>	<b>517</b>	<b>515</b>
Asia – Pacific	Chanceries	54	53	51
	Official residences	20	20	21
	Staff quarters	484	491	501
<b>Subtotal</b>		<b>558</b>	<b>564</b>	<b>573</b>
Europe	Chanceries	51	52	52
	Official residences	32	32	32
	Staff quarters	504	492	483
<b>Subtotal</b>		<b>587</b>	<b>576</b>	<b>567</b>
Latin America and Caribbean	Chanceries	42	42	43
	Official residences	16	16	19
	Staff quarters	243	242	252
<b>Subtotal</b>		<b>301</b>	<b>300</b>	<b>314</b>
North America	Chanceries	38	38	35
	Official residences	18	19	17
	Staff quarters	266	242	229
<b>Subtotal</b>		<b>322</b>	<b>299</b>	<b>281</b>
<b>Total all regions</b>	<b>Chanceries</b>	<b>243</b>	<b>246</b>	<b>241</b>
	<b>Official residences</b>	<b>107</b>	<b>111</b>	<b>113</b>
	<b>Staff quarters</b>	<b>1,919</b>	<b>1,899</b>	<b>1,896</b>
<b>Total properties</b>		<b>2,269</b>	<b>2,256</b>	<b>2,250</b>

Source: Physical Resources Information Mission Environment (PRIME) database.

Note: Chanceries include annexes and satellite offices. Staff quarters include private leases.

**FIGURE 22**  
**Distribution of Properties by Region**



Co-location expands network reach by providing safe workspace in a rapid and cost-effective manner. It also allows the collocating party to avoid expensive investment in infrastructure and the sharing of operating expenses.

On March 31, 2014, the global distribution of properties was 23 percent in Africa and Middle East; 25 percent in Asia-Pacific; 25 percent in Europe; 14 percent in Latin America and the Caribbean; and 13 percent in North America. These statistics are almost identical to those of March 31, 2013.

Source: Physical Resources Information Mission Environment (PRIME) database.

**FIGURE 23**  
**Properties and Expenditures**

Regions	2012-2013	2013-2014
<b>Properties</b>	246 chancery complexes (169 leased, 77 Crown-owned)*	241 chancery complexes (162 leased, 79 Crown-owned)*
	111 official residences (34 leased, 77 Crown-owned)	112 official residences (34 leased, 78 Crown-owned)
	1,899 staff quarters (1,271 leased, 422 Crown-owned, 206 private leases)	1,897 staff quarters (1,220 leased, 422 Crown-owned, 255 private leases)
<b>Expenditures</b>	\$364 million on property expenses including rent and routine day-to-day maintenance.**	\$285 million on property expenses including rent and routine day-to-day maintenance.**
	\$201.6 million on major capital projects**	\$101.8 million on 115 major capital projects**
	\$10.9 million on approximately 460 major maintenance projects	\$9.6 million on approximately 370 major maintenance projects
	\$50.3 million on over 7,500 actions to purchase goods and services	\$22.0 million on over 4,900 actions to purchase goods and services

Source: Physical Resources Bureau.

\*Some missions have a chancery with an annex accounting for two chancery complexes.

\*\* Includes costs of the acquisition of a building in London, adjacent to Canada House on Trafalgar Square, and its renovation and integration with Canada House (as part of the overall London Chancery Consolidation project).

The Physical Resources Bureau is one of the few Government of Canada organizations certified

ISO 9001. The Bureau's quality management system was first certified in 2003.

## MISSION SECURITY

The Security and Emergency Management Bureau is a key partner in protecting missions and staff abroad.

Mandated to provide cost-effective security services, the Bureau maintains a strong functional relationship with the International Security and Intelligence Bureau, the Physical Resources Bureau and other internal and external key stakeholders.

The three bureaus collaborate on departmental policies and programs related to the security of staff, information and infrastructure at missions abroad. They ensure the integration of security requirements into project management. They also jointly manage the Critical Infrastructure Protection Program and the Strengthening Security at Missions Abroad funds. Security standards for chanceries, official residences and staff quarters continue to be developed.

### Key achievements during 2013-2014:

- Created a Watch Unit that provides early detection of developing international emergency and security events that could potentially impact the safety and security of Canadians, Canadian missions or Canadian interests abroad.
- Deployed additional Security Program Managers (SPMs) throughout Canada's Network abroad, bringing the total number of SPMs to 31 and established locally engaged security support officers in vulnerable locations. In addition, Standing Rapid Deployment Team (SRDT) members were deployed to respond to situations in Nairobi, Manila, Juba and Kyiv to assist the missions with responding to crises and allow the continued delivery of essential services.
- Provided security equipment and specialized personnel on an emergency basis to Canadian missions in Nairobi, Tel Aviv, Ramallah, Juba and Kyiv. Also, a full range of security equipment was acquired and deployed, including armoured vehicles, X-ray machines/metal detectors, radio networks, ballistic and blast-resistant materials and closed circuit televisions (CCTVs).
- Incorporated the design, acquisition and installation of the full range of physical security protection measures in property projects. New supply

arrangements were established to provide architectural and engineering professional services in support of critical infrastructure program delivery.

- Developed, through the Local Guard Improvement Project, a standard statement of work (SOW) to be used by missions when contracting private security companies. Another SOW was developed for a verification toolkit to be used by missions.

## LOCALLY ENGAGED STAFF SERVICES

The LES Services Bureau provides strategic direction and the overall HR regulatory and policy framework for the management of all LES (more than 5,300) on behalf of DFATD, other partners and co-locators in Canada's Network abroad. Strategic oversight is provided to the Bureau through two key governance bodies: the LES Governance Committee (LESGC) and the LES Pension and Benefits Governance Committee (LESPBGC). The Bureau's mandate is to provide a full range of HR services in partnership with RSCs, CSDPs and missions, including:

- development and maintenance of the LES HR regulatory and policy framework;
- advice, tools, training and guidance on HR planning, classification, staffing and staff relations;
- mission-specific compensation determination through international labour-market analysis;
- development of terms and conditions of employment including salaries and local benefits;
- development and administration of pension, insurance and social security requirements of LES globally;
- administration and calculation of end-of-service entitlements, including severance benefits;
- establishment of classification and competency standards for all LES positions; and
- direct intervention with missions in the event of geopolitical crises and natural disasters.

A key role of the Bureau is to develop capacity and improve knowledge broadly in LES HR management by creating and disseminating reference materials,



guidelines and practical tools for use abroad. Training, another key aspect of the role, is delivered at all management levels, either directly and/or in partnership with the Canadian Foreign Service Institute.

**LES Governance**

The Locally Engaged Staff Bureau provides program support, technical expertise and secretariat services to two committees, the LESGC and the LESPBGC.

The LESGC, which focuses on LES HR policies, is a key instrument in the management of the global LES community. It also provides a formal link with missions' LES management consultation boards through their HOMs. This has proven to be an effective mechanism to share information and foster communication with LES on corporate and mission-specific issues.

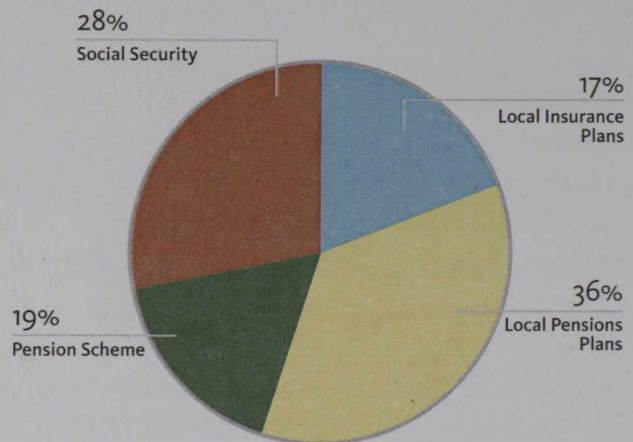
The LESPBGC's mandate is to provide advice on matters affecting the LES Pension, Insurance and Social Security Program as a whole; to leverage expertise; and to provide a focal point for the development of management policies and strategic advice relevant to the program.

**Key achievements during 2013-2014:**

- Implemented the Total Compensation Review for LES in 42 missions and the annual salary adjustments for all other missions. Also implemented and obtained endorsement of the LESGC for an exceptions-based compensation framework related to payments in alternate currencies and the regularization of non-national employees with different salary scales.
- Supported the governance of the LES Pension, Insurance and Social Security Program through the LESPBGC and the U.S. Pension Investment Committee. This included a review of the investment strategy and management of \$190 million in pension funds and successfully managing \$65 million of program expenditures to less than 0.02 percent variance. Nine country-specific local social security affiliations were reviewed and benefits were updated for 19 local insurance plans as well as one mandatory pension program.
- Led the inclusion of LES in two key Government of Canada wide initiatives: the new Directive on Performance Management Program and the 2014 Public Service Employee Survey, the latter being a departmental first for LES.

- Developed HR capacity through new training initiatives and advised mission management on 175 new and existing labour relations and performance management cases, including the analysis and coordination of 14 grievance files for review and final decision. Also provided key support in relation to Budget 2012, including the elimination of 51 LES positions and the payment of related severance and pension benefits.
- Successful progression of the modernization of LES HR management framework through work accomplished to update the LES legislative framework, the global LES pay system and specific elements of the classification and monitoring regimes, including the addition of generic job descriptions and competency profiles.

**FIGURE 24**  
**LES Pension, Insurance and Social Security – Distribution of Vote 15 Expenditures**



Source: Locally Engaged Staff Bureau. For dollar amounts, refer to Chapter 4, Figure 28.

**INFORMATION MANAGEMENT AND INFORMATION TECHNOLOGY SERVICES**

The IM/IT Bureau plays a fundamental role in enabling the department to achieve its business objectives. To provide the IM/IT services needed by the Government of Canada abroad, the IM/IT Bureau and Shared Services Canada deploy and support a robust global

**FIGURE 25**  
**Information Management/Information Technology Services**

Services	2011-2012	2012-2013	2013-2014
SIGNET users supported in Canada and abroad	12,500	13,668	13,010
Classified network users supported in Canada and abroad	5,606	5,808	5,347
E-mails sent and received	101.8 million	108.6 million	161.7 million
E-mails blocked as spam	70.7 million	90 million	90.4 million
IT call centre service requests completed	129,902	136,898	167,546
Number of mobile devices in use (Blackberrys, Playbooks, iPads and tablets)	5,828	6,033	6,147
Number of VCNet installations at missions	130	159	227
Number of search requests made to the library's reference desk	3,700	4,000	4,200
IM service requests completed (in Ottawa and abroad)	5,204	6,130	6,799

Source: IM/IT Planning and Reporting Division.

IM/IT infrastructure—available 24/7/365—capable of serving DFATD employees, partners and co-locators in Canada's Network.

Under the Chief Information Officer (CIO), the focus for 2013-2014 was to ensure that IM/IT priorities were aligned to the business needs. This was achieved through enhanced collaboration and consultation with clients, a more targeted governance structure and the application of more effective and optimized business practices.

The IM/IT Strategy Committee of the newly amalgamated department continued to mature in 2013-2014, reviewing and ranking 42 investment proposals. Nine of these proposals received funding from the departmental reserve (total of \$4,786,711) while program base budgets financed the other proposals.

Very early in 2013-14, the IM/IT Bureau shifted its priority and plans to focus on amalgamation, with the objective to deliver a common IM/IT platform on a single network infrastructure over the next several years. This infrastructure will feature a common suite of business and productivity applications.

During 2013-2014, the IM/IT Bureau has continued its effort to provide improved IT tools to clients. DFATD's

Unified Communications (UC), for instance, aims to provide an integrated set of communications tools encompassing voice, video and data. In 2013-2014, UC was deployed to approximately 600 pilot users, including 110 at three missions in Brazil. Desktop video and collaboration as well as softphone and iPad testing was performed at both HQ and Brazil.

The Department is committed to ensuring that the organization remains technologically innovative and keeps pace with the rapidly changing mobile computing landscape. The SIGNET iPad was successfully piloted, security certified and accredited for corporate use at DFATD, and offers access to Outlook email and Calendar; H: and I: drives; InfoBank; DFATD intranet and Government of Canada sites; and MyInternational.

With continuous improvement as its goal, DFATD announced the addition of improved functionality to TRIO 2 (its global client-relations management system) including the long-awaited enhancement that offers the ability to associate multiple organizations to a single contact.

In November 2013, DFATD launched Strategia, an integrated, online strategic planning tool for missions and regional offices.

### Key achievements during 2013–2014:

- Supported the newly amalgamated department by:
  - upgrading the existing connectivity between the two former departments to accommodate the new, much larger capacity requirement;
  - completing the upgrade of the Secure Integrated Network (aka SIGNET Evolution);
  - completing the desktop upgrade to Windows 7 (a TBS requirement);
  - providing search capability on an “integrated DFATD business directory”;
  - providing all DFATD staff access to collaboration tools such as Wiki and Agora;
  - enabling and supporting harmonization to provide key DFATD business applications such as My International, Access to Information and Privacy (ATIP), training tools;
  - making IMS (Integrated Management System) and SAP (System Applications Products) available to all of DFATD, offering access to two distinct financial systems - one dedicated to managing grants and contributions (G&Cs) and the other to managing operations and maintenance (O&M) finances, including salaries and capital; and
  - completing the HR Actions module of the Human Resource Management System (an amalgamated leave self-service and HR system) providing all DFATD managers with a tool to submit their staffing or classification requests online.
- As a major partner, DFATD has implemented the Biometrics Project for Temporary Residents (BPTR) with CIC in 52 missions in order to increase the security, reduce identity frauds within immigration as well as facilitate legitimate travels.

## DISTRIBUTION AND DIPLOMATIC MAIL SERVICES

Diplomatic mail services enable the exchange of official correspondence between a government and its representative missions abroad, as defined in the *Vienna Convention on Diplomatic Relations* (ratified by Canada in 1966).

As prescribed by the Policy on Government Security, DFATD is the main carrier of diplomatic mail for all federal departments and ensures the secure transportation of information and material between Canada and missions abroad.

The Distribution and Diplomatic Mail Services Division provides various mail, transportation and distribution services to headquarters, regional and satellite offices in Canada and missions around the world. Goods and equipment that support mission operations are shipped by air, sea or land.

The Division continues to actively seek ways to be more cost effective and efficient. Over the last year, together with the international procurement team, efforts to promote just-in-time delivery (receiving goods only as they are needed in the delivery process) resulted in the consolidation of warehouse space and assisted in maintaining transportation and shipping costs as they continue to rise exponentially in this industry.

There are two categories of diplomatic mail services: classified and unclassified. Figure 26 provides details on diplomatic mail and sea shipments for the two last fiscal years.

### Key achievements during 2013–2014:

- Integrated the former DFAIT Distribution Services unit with the former CIDA Mailroom to streamline mail distribution at the amalgamated DFATD.
- Introduced a new tracking module as part of Phase II of the Mail Automated Processing System, which provides missions with access and the ability to track their shipment.
- Provided logistics support to 21 foreign visits by the Prime Minister and DFATD ministers as well as Canadian delegations to major summits—G-8, G-20 and Asia-Pacific Economic Cooperation (APEC).
- Pursuant to a 2012–2013 review, realigned the diplomatic courier runs based on volumes and frequencies. The restructured diplomatic courier service aligns with departmental priorities, improves cost efficiencies and ensures future service sustainability.
- Coordinated the warehousing, delivery and distribution of more than 750 multifunction devices in collaboration with the IT Services Unit. This initiative was part of

**FIGURE 26**  
**Diplomatic Mail Distribution and Sea Shipments**

Year	2012-2013		2013-2014	
	Units	Weight (kg)	Units	Weight (kg)
Classified diplomatic mail	18,548	98,166	16,782	75,470
Unclassified diplomatic mail	61,336	248,550	67,948	272,801
Sea shipments	350	693,185	396	757,883
<b>Total</b>	<b>80,234</b>	<b>1,039,901</b>	<b>85,126</b>	<b>1,106,154</b>

Source: Distribution and Mail Services Division.

- DFATD's Printer Rationalization Project under Canada's Federal Sustainability Development Strategy.
- As a party to the Logistics Services (Schedule 4) of the MOU between DFATD and the U.K. Foreign and Commonwealth Office, DFATD initiated discussions on the possibility of establishing a joint transportation and diplomatic mail logistics hub, which would benefit both organizations.

## CONTRACTING AND MATERIEL MANAGEMENT SERVICES

The Contracting and Materiel Management Services Division provides guidance and support services to the IPB and missions for all stages of the lifecycle management—planning, acquisition, use and disposal—of the Department's assets and materiel in use abroad. It is responsible for:

- the procurement of all IM/IT goods, software and services for DFATD and, where requested, partners in missions. It also manages the Department's IM/IT assets and associated policies, and maintains the IM/IT procurement tools on Shop@DFATD;
- providing materiel services to all missions, including advice and guidance on procurement, contracting regulations, policies, procedures, and environmental considerations. It also provides goods procurement (furniture, furnishings, large and small appliances, office supplies and promotional items) and shipping options when available and practical; and
- providing contract advisory services on real-property contract matters for missions abroad. This includes providing guidance on contracting policies, developing processes, tools and templates to address the complexities of construction and real property contracting in an international environment, and acting as Secretariat to the Real Property Contract Review Board (RPCRB).

### Key achievements during 2013-2014:

- Created an international working group to address procurement modernization:
  - developed draft terms of reference for the Contract Review Board. The terms of reference require that each mission be represented by the Board and also outline the process to be used by missions to submit to the Board all procurement requests up to the North American Free Trade Agreement (NAFTA) threshold; and
  - developed a new procurement model, which eliminates non-value-added activities and thereby improves service delivery time to clients. Two pilot projects were conducted to test this new model.
- Created a three-desk approach (Asia; Europe, Africa and the Middle East; and the United States) at headquarters to better align with client-missions' procurement needs.
- Created some LES positions to provide contracting services and support missions with the integration of contracting data into the material management module of IMS.

## FOREIGN SERVICE DIRECTIVES

The Foreign Service Directives Bureau administers the FSDs, a system of allowances, benefits and conditions of employment for Government of Canada employees (and their eligible dependants) who accept assignments abroad. The 41 directives relate to matters such as relocation, education, health care and travel. The Bureau administers the directives for all DFATD employees, as well as for the majority of partners abroad.

The National Joint Council (NJC) is a forum where participating public-service employers and bargaining agents come together and take joint ownership of broad labour-relations issues. The NJC FSD Committee undertakes a cyclical review of the FSDs every three years, on average. The Committee also hears employee grievances related to the FSDs. Members of the NJC FSD Committee include representatives from TBS, DFATD and other departments, as well as bargaining agents.

### Key achievements during 2013–2014:

- Supported 1,767 Canada-based staff accompanied by 2,991 dependants.
- Received an overall client service satisfaction rating of 82 percent in the 2013 client questionnaire.
- The FSD Portal, launched in February 2012, continued to meet its key objectives in the administration of FSD 50 (Vacation Travel Assistance) requests and certifications. The subsequent release of the FSD Portal was launched in November 2013, integrating monthly allowances and shelter deductions. A total of 11 FSDs are now administered through the Portal, significantly improving client service.
- Modernized and strengthened financial management controls for FSDs, both at headquarters and at missions. The Bureau implemented a regular monitoring plan of FSD-coded expenses and provided clear guidelines to missions and FSD administrators on admissible FSD expenses.
- In close collaboration with the Security and Emergency Management and respective Geographic Bureaus, managed five emergency evacuations of CBS and dependants: in Tel Aviv, Ramallah, Cairo, Juba

and Kyiv. Support was provided by the FSD Bureau to the mission with respect to the FSD provisions that apply to CBS and their dependants during the evacuation period.

## AUDIT, EVALUATION AND INSPECTION

### Internal Audit

Internal Audit supported IPB and DFATD as a whole by reviewing the department's implementation of the Budget 2012 Economic Action Plan. Auditors recommended improvements to governance, control and status reports to ensure the achievement and sustainability of commitments made.

During 2013–2014, the Internal Audit Division completed two projects directly related to IPB operations.

- **Diplomatic Mail Service:** Two key areas for improvement were identified in the audit—physical safeguards and management monitoring.
- **Comprehensive Review of IM/IT Contracting:** This work identified specific areas for improvement in the processing of departmental contracts related to information management and technology.

In addition to the audits completed within 2013–2014, the implementation of management action plans was tracked by the Office of the Chief Audit Executive through a formal follow-up process and reported on regularly to the Departmental Audit Committee. In 2013–2014 the Office of the Chief Audit Executive worked with the IPB and the Chief Information Officer (CIO) in tracking and reporting on the implementation of management action plans related to the audits completed in previous years with actions still outstanding. These included:

- **Information Technology Security:** The completion of the management action plan was delayed by the assignment of audit recommendations to DFATD and Shared Services Canada. Status continues to be tracked and reported to the Departmental Audit Committee.

- **Records Management:** Foundational initiatives, including defining a policy and strategy, establishing the functional authority of the CIO and developing key performance indicators to measure progress were completed. As well, a knowledge-management approach to protect against the loss of corporate memory has been defined and implemented. The remaining actions related to information management practices continue to be tracked and reported to the Departmental Audit Committee.
- **Audit of Real Property:** Outstanding management actions continue to be tracked and reported to the Departmental Audit Committee.
- **Office of the Comptroller General Audit of IT Asset Management:** Outstanding management actions related to IT inventory continue to be tracked and reported to the Departmental Audit Committee.

All reports issued by the Office of the Chief Audit Executive are published on the Internet. Note that the Audit of IT Security is not published because it contains classified information.

## Evaluation

During 2013–2014, the Evaluation Division of the Office of the Inspector General completed the Evaluation of the Regional Service Centres Initiative. The purpose of this evaluation was to assess the relevance and performance of RSCEMA and RSCEUS, as well as their efficiency and economy. This evaluation found that progress has been made on the regionalization of common service delivery but there is a need to reassess and reconfigure the regional model to improve progress toward expected outcomes, with a comprehensive implementation plan to move the initiative forward. Full details for this evaluation will be available on the website of the Office of the Inspector General in due course.

## Mission Inspections

During 2013–2014, the Office of the Inspector General visited 12 missions compared with 15 in the previous year. In addition, remote inspections of two missions were also conducted. These inspections aim to provide DFATD senior management with an independent and objective review of performance at the activity and program levels. Inspectors examine leadership, management practices, and compliance with policies and regulations.

Recommendations in the inspection reports contribute to the effective management of missions and ensure appropriate support from headquarters. More in-depth information on mission inspections is posted to the website of the Office of the Inspector General.

**FIGURE 27**  
Inspections in 2013–2014

Mission	2013–2014
Riyadh	April 2013
Abu Dhabi	April 2013
Kuwait	April 2013
New York	June 2013
New York (Permanent Mission to the UN)	June 2013
Taipei	September–October 2013
Seoul	October 2013
Singapore	October 2013
Denver (remote inspection)	November 2013
Boston (remote inspection)	December 2013
Brussels (Mission to EU)	February 2014
Brussels	March 2014
Brussels (Mission to NATO)	March 2014
Copenhagen	March 2014

Source: Mission Inspections Division.

# 4 FINANCIAL REPORT



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**This section of the annual report** is one of the tools the IPB uses to report on the management of funds entrusted to the department by partners, including DFATD, and co-locators. It begins with an overall picture of spending managed by the IPB to the benefit of Canada's Network. It continues with more specific information about changes in Network spending.

## OVERVIEW

Figure 28 presents an overall and comparative picture of the expenditures managed by the IPB in relation

to the Network. This includes IPB spending both at headquarters and missions abroad for the delivery of common services to Government of Canada representatives abroad. CBS salaries and benefits reflect only those paid directly by DFATD. Salaries and benefits paid by partners and co-locators are excluded from this figure.

Also note that, while overall operating expenditures have decreased in recent years, expenses for protection services have increased by \$9.78M or 48.9% since 2011-2012.

**FIGURE 28**  
Spending Managed by the International Platform Branch, 2013-2014, 2012-2013, 2011-2012

Items	2013-2014		2012-2013		2011-2012	
	Actual (\$)	%	Actual (\$)	%	Actual (\$)	%
CBS salary and benefits	\$ 56,366,546	7.0%	\$ 77,857,343	8.2%	\$ 79,921,869	9.1%
LES salary and benefits	122,984,466	15.2%	122,936,324	12.9%	130,976,584	14.9%
<b>Subtotal – Salary and Benefits</b>	<b>\$ 179,351,012</b>	<b>22.1%</b>	<b>\$ 200,793,667</b>	<b>21.0%</b>	<b>\$ 210,898,453</b>	<b>23.9%</b>
LES pension	33,723,557	4.2%	38,621,637	4.0%	27,880,712	3.2%
LES insurance plans	18,640,347	2.3%	11,816,510	1.2%	11,971,465	1.4%
LES social security	13,000,097	1.6%	19,647,616	2.1%	19,989,128	2.3%
<b>Subtotal – LES Pensions, Insurance and Social Security</b>	<b>\$ 65,364,001</b>	<b>8.1%</b>	<b>\$ 70,085,763</b>	<b>7.3%</b>	<b>\$ 59,841,305</b>	<b>6.8%</b>
Foreign service allowances	92,808,848	11.5%	88,586,837	9.3%	88,997,165	10.1%
Relocation*	35,589,025	4.4%	38,133,996	4.0%	40,714,205	4.6%
<b>Subtotal – Foreign Service Directives**</b>	<b>\$ 128,397,874</b>	<b>15.9%</b>	<b>\$ 126,720,833</b>	<b>13.3%</b>	<b>\$ 129,711,370</b>	<b>14.7%</b>
Property – land and buildings rental	147,120,790	18.2%	147,937,357	15.5%	144,429,734	16.4%
Property – land and buildings acquisition***	65,074,604	8.0%	174,609,941	18.3%	52,103,693	5.9%
Property – buildings, machinery and equipment repair	28,853,463	3.6%	25,579,440	2.7%	34,914,617	4.0%
Property – machinery and equipment acquisition	35,845,171	4.4%	39,370,688	4.1%	60,602,125	6.9%
Property – utilities	25,857,138	3.2%	23,751,758	2.5%	24,143,778	2.7%
Property – machinery and equipment rental	450,362	0.1%	1,602,093	0.2%	1,078,601	0.1%
<b>Subtotal – Property****</b>	<b>\$ 303,201,527</b>	<b>37.4%</b>	<b>\$ 412,851,277</b>	<b>43.3%</b>	<b>\$ 317,272,548</b>	<b>36.0%</b>

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Items	2013-2014		2012-2013		2011-2012	
	Actual (\$)	%	Actual (\$)	%	Actual (\$)	%
Professional services – protection, informatics, training, legal and other	87,381,298	10.8%	96,411,962	10.1%	91,741,487	10.4%
Transportation – travel, relocation and freight	16,135,481	2.0%	16,880,641	1.8%	21,623,104	2.5%
Telecommunications services *****	583,766	0.1%	223,607	0.0%	18,979,955	2.2%
Other Services – non-professional contracted and other business services	13,396,522	1.7%	14,450,248	1.5%	12,812,473	1.5%
Materials and supplies – metal, fuel, wood, paper and miscellaneous	13,865,945	1.7%	12,859,655	1.3%	15,940,846	1.8%
Other – deficits, write-offs, advances and miscellaneous	1,322,816	0.2%	2,055,550	0.2%	849,716	0.1%
Information services – advertising, printing and communications	716,411	0.1%	1,098,871	0.1%	1,410,939	0.2%
<b>Subtotal – Goods and Services</b>	<b>\$133,402,239</b>	<b>16.5%</b>	<b>\$143,980,534</b>	<b>15.1%</b>	<b>\$163,358,520</b>	<b>18.5%</b>
<b>Total</b>	<b>\$809,716,653</b>	<b>100%</b>	<b>\$954,432,074</b>	<b>100%</b>	<b>\$881,082,196</b>	<b>100%</b>

Source: Financial Management Support Division.

\* In 2013-2014, 1,767 employees and 2,991 dependants received relocation services. In 2012-2013, the numbers were 959 employees and 1,252 dependants; and in 2011-2012, 1,109 employees and 1,354 dependants.

\*\* FSDs administered on behalf of Shared Services Canada (SSC) are now recorded in SSC's financial statements. Consequently, amounts in 2011-2012 have been restated to exclude SSC.

\*\*\* Includes costs related to the acquisition of a building in London, adjacent to Canada House on Trafalgar Square, and to its renovation and integration with Canada House (as part of the overall London Chancery Consolidation project).

\*\*\*\* Includes operating and capital expenses.

\*\*\*\*\* The amount reported in 2012-2013 and 2013-2014 is significantly smaller than in 2011-2012 as SSC is now responsible for most of DFATD's telecommunications services.

Notes:

1. The IM/IT Bureau is not included in 2013-2014 because it is no longer part of the IPB.
2. Costs associated with the security of mission are included in Property—buildings, machinery and equipment repair; Property—machinery and equipment acquisition; and Professional Services—protection, informatics, training, legal and other.

## CHANGES IN PARTNER AND CO-LOCATOR FUNDING

Figure 29 completes the financial overview by outlining the financial and position details resulting from changes to the network authorized in fiscal years 2012-2013 and 2013-2014. It illustrates the link between the funding transferred from partners and co-locators and the net incremental changes for CBS and LES.

Co-locators are outside the appropriation process, so position funding cannot be transferred on a permanent basis. Therefore, they are invoiced every year for all positions abroad. That is why funding information provided in Figure 29 represents the full cost of all co-locators abroad.

**FIGURE 29**  
**Changes to Funding Invested in the Network, 2013-2014 and 2012-2013**

Items	2013-2014		2012-2013	
	No. of Positions (net)	Net Incremental Funding (\$)	No. of Positions (net)	Net Incremental Funding (\$)
<b>Partner-Funded Activities (excluding DFATD)</b>				
CBS position changes	2	\$ 4,019,580	-	\$ 525,120
LES position changes*	-61	-6,134,050	-154	-6,214,495
Other**	-	914,065	-	7,842,048
<b>Subtotal, Partner-Funded Activities</b>	<b>-59</b>	<b>-\$ 1,200,405</b>	<b>-154</b>	<b>\$ 2,152,673</b>
<b>DFATD-Funded Activities</b>				
CBS position changes	10	6,873,160	8	5,233,080
LES position changes	32	2,267,392	4	582,854
Other**	-	3,342,965	-	5,395,340
<b>Subtotal, DFATD-Funded Activities</b>	<b>42</b>	<b>\$ 12,483,517</b>	<b>12</b>	<b>\$ 11,211,274</b>
<b>Co-locator-Funded Activities</b>				
CBS abroad	52	8,045,873	47	7,028,767
LES abroad	137	3,061,614	133	17,048,562
<b>Subtotal, Co-locator-Funded Activities***</b>	<b>190</b>	<b>\$ 31,107,488</b>	<b>180</b>	<b>\$ 24,077,329</b>
<b>Total New Funding Invested in the Network</b>	<b>173</b>	<b>\$42,390,600</b>	<b>38</b>	<b>\$ 37,441,277</b>

Source: Financial Management Support Division.

Notes:

1. Negative amounts indicate a reimbursement due to position changes, e.g., position deletions or project cancellations.
2. The variation between the number of positions indicated in this table and the tables in Chapter 2 can be explained by the time lag between the moment a transaction is approved and the moment it is processed, and by the fact that some position-related changes made in the system have no financial impact.

\*The decrease in locally engaged partner personnel in both years can be attributed to the Deficit Reduction Action Plan.

\*\*Additional funding received for other requirements such as C5 and cyclical replacement of computers.

\*\*\*Co-locators are invoiced every year for all existing and new positions.

Figure 30 provides details of the \$42,390,600 in new funding invested in the Network in 2013-2014, as reported in Figure 29 above. It illustrates changes to funding through new investments and withdrawals.

These changes reflect decisions made by partners, DFATD and co-locators to address changes in objectives and priorities.

**FIGURE 30**  
**Changes in Network Investments, 2013-2014**

DFATD	CBS (\$)	LES (\$)	Other* (\$)	Total
<b>Partners (excluding DFATD)</b>				
Agriculture and Agri-Food Canada	\$ -	\$ 205,040	-\$ 101,635	\$ 103,405
Canada Border Services Agency	361,380	163,700	-281,600	243,480
Canadian Food Inspection Agency	-	-	160,400	160,400
Citizenship and Immigration Canada	1,748,600	-6,840,480	-407,580	-5,499,460
Canadian International Development Agency**	1,006,060	-203,700	263,780	1,066,140
Canadian Nuclear Safety Commission	250,740	-	-	250,740
National Defence	438,500	673,180	-	1,111,680
Environment Canada	-	-151,650	-	-151,650
Industry Canada	-239,100	-80,520	-	-319,620
Natural Resources Canada	-	133,500	-	133,500
Public Safety Canada	317,100	-	1,577,500	1,894,600
Royal Canadian Mounted Police	136,300	-	-296,800	-160,500
Veterans Affairs Canada	-	-33,120	-	-33,120
<b>Subtotal, Partners</b>	<b>\$ 4,019,580</b>	<b>-\$ 6,134,050</b>	<b>\$ 914,065</b>	<b>-\$ 1,200,405</b>
<b>DFATD</b>				
Africa and Maghreb (GFD)	\$ 1,765,400	\$ 552,500	-\$ 14,974	\$ 2,302,926
Client Relations and Missions Operations Bureau (AFD)	-312,960	95,600	-	-217,360
Common Services Program, Enhanced***	-	-	2,842,000	2,842,000
Common Services Program, Missions (AFD)***	58,180	1,024,312	877,512	1,960,004
Consular Operations (CND)	383,560	15,720	-	399,280
Europe and Eurasia Bureau (GUD)	13,200	183,940	-86,650	110,490
Human Resources Corporate and Operations (HSD)	1,413,600	94,260	-	1,507,860
Information Management and Technology Bureau (AID)	36,320	-822,960	17,000	-769,640
International Education and Youth Division (GLE)	-	-101,900	-	-101,900
International Security Bureau (IDD)	-56,460	-	-	-56,460
Latin America and Caribbean (GCD)	-181,860	-50,580	-68,382	-300,822
Middle East (GMD)	-108,240	307,960	149,328	349,048

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DFATD	CBS (\$)	LES (\$)	Other* (\$)	Total
North American Programs and Operations Bureau (GND)	444,700	11,620	-	456,320
North Asia (GPD)	-490,700	99,920	-256,493	-647,273
Physical Resource Bureau (ARD)	239,200	441,520	-	680,720
Security and Emergency Management (CED)	1,619,600	366,580	-16,360	1,969,820
South, Southeast Asia & Oceania (GPD)	-	48,900	-194,096	-145,196
Stabilization and Reconstruction Task Force (IRD)	2,049,620	-	-	2,049,620
Trade Policy & Negotiations (TMG)	-	-	94,080	94,080
<b>Subtotal, DFATD</b>	<b>\$ 6,873,160</b>	<b>\$ 2,267,392</b>	<b>\$ 3,342,965</b>	<b>\$ 12,483,517</b>
<b>Co-locators</b>				
Alberta, Government of	1,190,158	2,572,365	-	3,762,523
Australia, Government of	49,668	74,502	-	124,170
British Columbia, Government of	-	206,600	-	206,600
Bank of Canada	150,280	77,590	-	227,870
Canadian Commercial Corporation	165,050	-	-	165,050
Export Development Canada	2,467,904	4,065,401	-	6,533,305
Israel, Government of	-	202,210	-	202,210
Ontario, Government of	1,889,988	1,889,380	-	3,779,368
Quebec, Government of	2,055,847	13,890,501	-	15,946,348
United Kingdom, Government of	76,978	83,066	-	160,044
<b>Subtotal, Co-locators</b>	<b>\$ 8,045,873</b>	<b>\$23,061,614</b>	<b>-</b>	<b>\$ 31,107,488</b>
<b>Total, Partners, DFATD and Co-locators</b>	<b>\$ 18,938,613</b>	<b>\$19,194,956</b>	<b>\$ 4,257,030</b>	<b>\$42,390,600</b>

Source: Financial Management Support Division.

Notes:

1. Negative amounts indicate a reimbursement due to position changes, e.g., position deletions or project cancellations.
2. Includes only partners and co-locators that had changes which impacted network investments in 2013-2014.

\*Additional funding received for other requirements such as C5 and cyclical replacement of computers.

\*\*Since the amalgamation of the Canadian International Development Agency and the Department of Foreign Affairs, Trade and Commerce occurred during FY 2013-2014, all transfers between the two entities were treated as being transfers between two government departments. The amalgamation of the two entities will be reflected in the financial tables of the next edition of the Annual Report on Canada's Network (2014-2015).

\*\*\*For additional details on the Common Services Programs, refer to Figure 34: Distribution of Common Services Abroad Charge.

## REAL PROPERTY FINANCIAL INFORMATION

On June 6, 2005, the Property Business Plan was approved with conditions by Treasury Board (TB 832041). Included in the approval was the authority to institute a Property Growth Charge for network growth occurring after March 31, 2004. This was applied starting April 1, 2005.

### The Recapitalization Charge

The recapitalization charge is one element of the property growth charge. As a condition of TB's approval,

DFATD must report on the collection and use of proceeds from the recapitalization charge. Proceeds from the recapitalization charge fund maintain the value and integrity of incremental office space obtained over time for growing programs. This enables DFATD to carry out major life-cycle maintenance and upgrades on a planned cyclical basis in accordance with good facilities-management practice, thereby preventing future "rust-out" as well as expensive and premature chancery replacements.

**FIGURE 31**  
**Recapitalization Charge Collected for Position Changes, 2013-2014**

Sponsor	2013-2014 In-Year Funding*	Permanent Funding*
<b>Collected from Partners (excluding DFATD)</b>		
Agriculture and Agri-Food Canada	\$ 17,900	\$ 12,600
Canada Border Services Agency	10,600	18,000
Canadian International Development Agency**	-29,600	-54,600
Canadian Nuclear Safety Commission	7,000	7,000
Citizenship and Immigration Canada	-280,800	-298,100
Health Canada	-16,500	-
National Defence	86,200	88,000
Natural Resources Canada	12,600	-
Public Safety Canada	8,200	10,800
Royal Canadian Mounted Police	6,300	12,600
<b>Subtotal, Partners</b>	<b>-\$ 178,100</b>	<b>-\$ 203,700</b>
<b>Collected from DFATD</b>		
Africa and Maghreb (GFD)	49,400	66,600
Consular Operations (CND)	900	18,000
Europe and Eurasia Bureau (GUD)	2,100	-
Human Resources Corporate and Operations (HSD)	4,500	5,400
International Education and Youth Division (GLE)	-26,800	-37,800
Middle East (GMD)	3,600	5,400
North American Programs and Operations Bureau (GND)	11,100	-
North Asia (GPD)	6,400	10,800
Stabilization and Reconstruction Task Force (IRD)	21,500	-

*continued on next page*

Sponsor	2013-2014 In-Year Funding*	Permanent Funding*
Subtotal, DFATD	\$ 72,700	\$ 68,400
Total Recapitalization Collected	-\$ 105,400	-\$ 135,300

Source: Financial Management Support Division.

Notes:

1. Negative amounts indicate a reimbursement due to position changes, e.g., position deletions or project cancellations.
2. Includes only partners with position changes in 2013-2014.

\*In-year funding refers to amounts transferred in one given year (for 12 months or less) and only for that year. Permanent funding refers to funding transferred to DFATD on an on-going basis (recorded in DFATD's reference levels).

\*\*Since the amalgamation of the Canadian International Development Agency and the Department of Foreign Affairs, Trade and Commerce occurred during FY 2013-2014, all transfers between the two entities were treated as being transfers between two government departments. The amalgamation of the two entities will be reflected in the financial tables of the next edition of the Annual Report on Canada's Network (2014-2015).

**FIGURE 32**  
**Examples of Recapitalization Expenditures in 2013-2014**

Chanceries	Items	Total (\$)
Bamako	Recapitalization of generators	\$ 43,100
Berlin	Upgrade of fire detection signage and emergency lighting	100,200
Cairo	Recapitalize voltage stabilizing equipment	11,800
Dar es Salaam	Construction of underground water tank for fire safety	63,600
Kabul	Recapitalize roofing	144,800
Kabul	Upgrade of water treatment plants	111,500
Kingston	Replacement and upgrade of generators	44,900
Nairobi	Recapitalization of chiller and HVAC systems	111,200
Paris	Replacement and upgrade of emergency lighting	95,500
Paris	Replacement and upgrade of air-conditioning system	93,500
Port-au-Prince	Replacement and upgrade of ventilation system	292,400
Port-au-Prince	Replacement and upgrade of diesel storage system	87,400
Port-au-Prince	Replacement and upgrade of generators	81,800
Rome	Replacement and upgrade of piping of existing sewer system	29,100
Sydney	Security upgrade of air lock	54,500
Tel Aviv	Replacement and upgrade of light fixtures	52,100
Tokyo	Replacement and upgrade of lighting, heat pumps, and faucets	75,300

Source: Physical Resources Bureau.

## CHARGES FOR COMMON SERVICES SUPPORT

The Common Services Abroad Charge (CSAC) was established on April 1, 2002 to fund the common services support capacity at missions. CSAC is applied equally to all partner departments (including DFATD) that have diplomatic and consular positions abroad for which DFATD provides common services support. In

March 2009, DFATD presented to Treasury Board a refinement to the existing CSAC policy. The purpose was to fully recover all direct and indirect costs incurred for location-independent common services provided due to incremental growth in program personnel. It resulted in the Enhanced Common Services Abroad Charge, which was presented to partners and approved by the ADM Council on Representation Abroad in July 2009; it came into force retroactively on April 1, 2009.

**FIGURE 33**  
**Common Services Abroad Charge – DFATD and Partners 2013–2014**

	2013–2014 In-Year Funding
Opening Balance	\$ 3,047,352
<b>DFATD Inflows*</b>	
Africa and Maghreb (GFD)	210,000
Consular Operations (CND)	49,200
Europe and Eurasia (GUD)	8,800
Human Resources Corporate and Operations (HSD)	122,800
Middle East (GMD)	183,840
North America Programs and Operations (GND)	37,500
South, Southeast Asia and Oceania (GSD)	35,000
Stabilization and Reconstruction Task Force (IRD)	261,200
The International Education and Youth Division (GLE)	-75,100
<b>Subtotal, DFATD Inflows</b>	<b>\$ 833,240</b>
<b>OGD Inflows*</b>	
Agriculture and Agri-Food Canada	42,500
Canada Border Services Agency	35,000
Canadian International Development Agency**	-70,700
Canadian Nuclear Safety Commission	53,000
Citizenship and Immigration Canada	-455,900
Department of National Defence	274,200
Health Canada	-30,000
Justice Canada	-78,400
Natural Resources Canada	30,000
Public Safety	45,000

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	2013-2014 In-Year Funding
Royal Canadian Mounted Police	26,500
<b>Subtotal, OGD Inflows</b>	<b>-\$ 128,800</b>
<b>Total of all Mission Inflows</b>	<b>\$3,751,792</b>

Source: Financial Management Support Division.

\*The term "inflow" is used to describe the funds collected into or refunded from the CSAC program by DFATD and partners.

\*\*Since the amalgamation of the Canadian International Development Agency and the Department of Foreign Affairs, Trade and Commerce occurred during FY 2013-2014, all transfers between the two entities were treated as being transfers between two government departments. The amalgamation of the two entities will be reflected in the financial tables of the next edition of the Annual Report on Canada's Network (2014-2015).

Note: Includes only DFATD bureaus and partners with inflows in 2013-2014.

For co-locators, an equivalent to the CSAC charge is referred to as mission administrative support; and an equivalent to the enhanced CSAC is referred to as the headquarters administrative support charge. Related amounts are not included in Figure 34 below.

Figure 34 describes the flow of funding relating to the CSAC. When incremental positions are created abroad

by DFATD programs and partners, there is an inflow of funds to the CSAC program (CSAC Collected). When existing positions are deleted, a pro-rated portion of the funding is returned to the DFATD or partner program (shown as a negative amount). The CSAC Invested column displays the funding used for the creation or deletion of common service positions or funding used for common service activities.

**FIGURE 34**  
**Distribution of Common Services Abroad Charge 2013-2014**

	2013-2014		
	CSAC Collected	CSAC Invested	Net Surplus (Deficit)
<b>Mission Client Services</b>			
Opening Balance	\$ 3,047,352	\$ -	\$ 3,047,352
Africa and Maghreb Region	185,600	-128,772	56,828
Europe and Eurasia Region	122,500	83,612	206,112
Latin America & Caribbean Region	-162,000	-220,420	-382,420
Middle East Region	248,540	-574,172	-325,632
North American Region	204,700	85,720	290,420
North Asia Region	65,600	104,840	170,440
South, Southeast Asia & Oceania Region*	39,500	-810,812	-771,312
Funding of Temporary Deployments	-	-500,000	-500,000
<b>Subtotal, Mission Client Services</b>	<b>\$ 3,751,792</b>	<b>-\$1,960,004</b>	<b>\$ 1,791,788</b>

continued on next page




	2013-2014		
	CSAC Collected	CSAC Invested	Net Surplus (Deficit)
<b>Enhanced CSAC</b>			
Opening Balance	2,599,280	-	2,599,280
Funding of Common Services at HQ	455,200	2,842,000	2,386,800
<b>Subtotal, Enhanced CSAC</b>	<b>\$3,054,480</b>	<b>-\$2,842,000</b>	<b>\$ 212,480</b>
<b>Information Management and Technology</b>	<b>80,330</b>	<b>-80,330</b>	<b>-</b>
<b>TOTAL CSAC SURPLUS (DEFICIT)</b>	<b>\$6,886,602</b>	<b>-\$ 4,882,334</b>	<b>\$2,004,268</b>

Source: Financial Management Support Division.

\* Includes Afghanistan

# CONCLUSION: INNOVATION AND EFFICIENCIES IN THE NETWORK



As we move forward, we can anticipate that there will continue to be significant movements—increased or decreased program footprints, and redeployment of resources to meet shifting priorities and to address regional issues and business flows. Consequently, creating an environment that fosters innovation and modernization of business processes will become increasingly valued.

To create efficiencies, DFATD is partnering with like-minded countries as an alternative means to establish and operate missions abroad in challenging environments, allowing the department to move quickly and with lower up-front investments in infrastructure and operational support. The department will also continue to utilize its network of highly-trained professionals at missions to improve the way it does business, for example the integration of missions into regionalized network.

The International Platform Branch (IPB) will continue to leverage new technologies and tools to develop modern and creative business processes. Currently,

the automation of the costing tool for position changes, an electronic identification system for mission inventories and the expansion of the mission online service request system are being implemented. These tools will improve our service offerings, our reporting capacity, and our ability to measure performance.

The IPB is also rolling out Workplace 2.0 at our missions abroad, promoting innovative design, better use of natural light, increased common spaces (e.g. quiet rooms, meeting rooms, collaborative spaces, kitchens), and more flexibility to adapt space to changing program needs. Workspace 2.0 was fully implemented at the mission in the Hong Kong in June 2014.

More details on these and other improvements will be featured in the 2014–2015 edition of the Report.

For more information, please contact us at [aad@international.gc.ca](mailto:aad@international.gc.ca)

## LIST OF ABBREVIATIONS, ACRONYMS AND SYMBOLS

AAFC	Agriculture and Agri-Food Canada	CPPC	Costing Policy and Procedures Committee	GBD	Hemispheric Relations Bureau
ADM	Assistant Deputy Minister	CRA	Canada Revenue Agency	GCD	Latin America and Caribbean Bureau
APEC	Asia-Pacific Economic Cooperation	CSA	Canadian Space Agency	GCS	Global Commerce Strategy
ARD	Physical Resources Bureau	CSAC	Common Services Abroad Charge	GFD	Africa and Maghreb Bureau
ATIP	Access to Information and Privacy	CSD	Security and Intelligence Bureau	GLE	Information Education and Youth Division
BC	Bank of Canada	CSDP	Common Service Delivery Points	GMAP	Global Markets Action Plan
BPTR	Biometrics Project for Temporary Residents	CSEC	Communications Security Establishment Canada	GMD	Middle East Bureau
CBS	Canada-based staff	DAC	Departmental Audit Committee	GND	North American Programs and Operations Bureau
CBSA	Canada Border Services Agency	DEV	Departmental Evaluation Committee	GoC	Government of Canada
CCC	Canadian Commercial Corporation	DFAIT	Department of Foreign Affairs and International Trade	GPD	North Asia Bureau
CCTV	Closed Circuit Television	DFATD	Department of Foreign Affairs, Trade and Development	GSD	South, Southeast Asia and Oceania Bureau
CD	Conference on Disarmament	DFD	Afghanistan Task Force	GSRP	Global Security Reporting Program
CED	Security and Emergency Management Bureau	DND	Department of National Defence	GUD	Europe and Eurasia Bureau
CFIA	Canadian Food Inspection Agency	EC	Environment Canada	G&Cs	Grants and contributions
CH	Canadian Heritage	EDC	Export Development Canada	HC	Health Canada
CIC	Citizenship and Immigration Canada	ERI	Enhanced Representation Initiative	HOM	Head of mission
CIDA	Canadian International Development Agency	EU	European Union	HR	Human resources
CIO	Chief Information Officer	FAS	Finance and Administration System	HRMS	Human Resources Management System
CMTS	Case Management Tracking System	FIN	Department of Finance Canada	HSD	Corporate and Operational Human Resources Bureau
CND	Consular Operations Bureau	FPDS	Foreign Policy and Diplomacy Service	IAM	International Security and Global Issues
CNSC	Canadian Nuclear Safety Commission	FSD	Foreign Service Directive	IC	Industry Canada
CORA	Committee on Representation Abroad			IDD	International Security Bureau

IGD	Non-Proliferation and Security Threat Reduction Bureau	NATO	North Atlantic Treaty Organization	SIGNET	Secure Integrated Global NETWORK
IM/IT	Information management and information technology	NJC	National Joint Council	SIRT	Security Incident Reporting Tool
IMS	Integrated Management System	NRCan	Natural Resources Canada	SOW	Statement of Work
IPB	International Platform Branch	OAS	Organization of American States	SPM	Security Program Manager
IRD	Stabilization and Reconstruction Task Force	OECD	Organisation for Economic Co-operation and Development	SRTD	Standing Rapid Deployment Team
ISC	IM/IT Strategy Committee	OR	Official Residence	SSC	Shared Services Canada
ISD	International Security and Intelligence Bureau	OSCE	Organization for Security and Co-operation in Europe	TBS	Treasury Board of Canada Secretariat
IWGCSA	Interdepartmental Working Group on Common Services Abroad	O&M	Operations and maintenance	TC	Transport Canada
JUS	Department of Justice Canada	PCO	Privy Council Office	TCS	Trade Commissioner Service
LES	Locally engaged staff	PHAC	Public Health Agency of Canada	TMG	Trade Policy and Negotiations BMO
LESGC	Locally Engaged Staff Governance Committee	PRIME	Physical Resources Information Mission Environment	UC	Unified Communications
LESPBGC	Locally Engaged Staff Pension and Benefits Governance Committee	PS	Public Safety Canada	UN	United Nations
MAO	Mission Administrative Officer	PWGSC	Public Works and Government Services Canada	UNESCO	United Nations Educational, Scientific and Cultural Organization
MCO	Management Consular Officer	RCMP	Royal Canadian Mounted Police	VAC	Veterans Affairs Canada
MED	Economic Policy Bureau	RFID	Radio Frequency Identification	VCNET	Videoconferencing network
MID	International Organizations, Human Rights and Democracy Bureau	RPCR	Real Property Contract Review Board	WTO	World Trade Organization
MMR	Material Master Records	RSC	Regional Service Centre		
MMRP	Material Management Renewal Project	RSCEMA	Regional Service Centre for Europe, the Middle East and Africa		
		RSCEUS	Regional Service Centre for the United States		
		SAP	System Applications Products		

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