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ANNUAL REPORT

Canada's Network Abroad

2009-2010



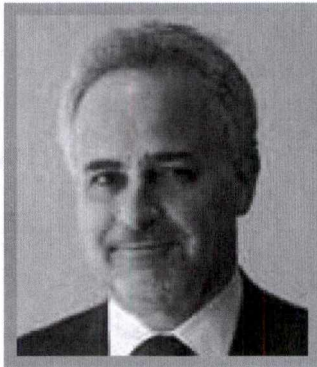
Haut-commissariat de Dhaka, mai 2009

A message from the Deputy Minister of Foreign Affairs, the Deputy Minister of International Trade, the Associate Deputy Minister of Foreign Affairs and the Assistant Deputy Minister of the International Platform Branch. 1

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**A message from the Deputy Minister of Foreign Affairs,
the Deputy Minister of International Trade, the Associate
Deputy Minister of Foreign Affairs and the Assistant Deputy
Minister of the International Platform Branch**



Morris Rosenberg
Deputy Minister of
Foreign Affairs

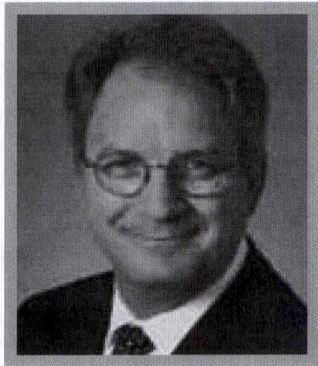
June 1, 2009, marked the 100th anniversary of Foreign Affairs and International Trade Canada, a very important event that was highlighted by several activities, including a number of special ceremonies bringing together employees in Ottawa and a number of missions, including Kandahar.

Throughout its history, the Department has often had to reinvent itself to preserve its relevance and remain a major Department in the service of Canadians. This is demonstrated by the implementation of the Department's Transformation Agenda that began at the end of 2007. Our efforts to transform continued throughout 2009-2010 with the reform of the operational model, which included an in-depth examination of work methods to identify new and more efficient ways of working, focus the Departmental efforts on its principal functions and optimize the modernization of operations in Canada and abroad.

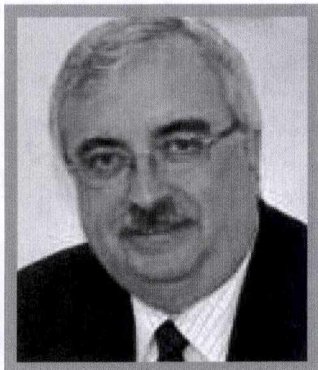


Louis Lévesque
Deputy Minister of
International Trade

Managing a network of 173 missions abroad is complex. To assist in this regard, the International Platform Branch delivers efficient services in support of Departmental initiatives to move forward Canada's international agenda. In 2009-2010, 1,035 employees and their dependents were provided relocation services between Canada and missions world wide. The network of missions abroad is made up of 7,730 positions held by Canada-based and locally engaged staff working for Canadians in 105 countries. It also has 32 partners and co-locators.



Gérald Cossette
Associate Deputy Minister,
Foreign Affairs



Denis Kingsley
Assistant Deputy Minister,
International Platform
Branch

Thanks to Canada's International Platform, we are well positioned to meet the Department's major priorities for the fiscal year 2010-2011. The strengthening of the International Platform for Canada's missions abroad will continue to play an essential role in the transformation program.

The Department has high quality staff made up of Canadians abroad and locally engaged staff. Our team allowed us once again to meet several major challenges throughout the world. We are proud of our Department's achievements which, over time, continue to evolve and adapt to the ever-changing realities of Canada and the international context.

Canada's
Network Abroad

1



Overview

As of March 31, 2010, the openings and closures in Canada's network abroad remained at 173 missions in 105 countries, including 9 with multilateral organizations. In these missions, there are 7,730 Canada-based staff (CBS) and locally engaged staff (LES).

In 2009-2010, the Government of Canada opened six new missions in the cities of Cancun (Mexico), Playa Del Carmen (Mexico), Porto Alegre (Brazil), Punta Cana (Dominican Republic), Puerto Vallarta (Mexico) and San José Del Cabo (Mexico). It should be noted that the Ahmedabad (India) mission, which was on the list of new missions in the 2008-2009 Annual Report, was officially opened in July 2009. An interim operation precedes the creation of a new mission. Such operations were initiated in the cities of Acapulco (Mexico), Astana (Kazakhstan), Doha (Qatar), Istanbul (Turkey), Mazatlan (Mexico) and Oaxaca (Mexico).

The six following missions were closed during 2009-2010: Cape Town (South Africa), Hamburg (Germany), Lilongwe (Malawi), Phnom Penh (Cambodia), Sarajevo (Bosnia-Herzegovina) and Tucson (United States).

In addition to these, there are service points, including 118 consulates, which are the responsibility of honorary consuls, 6 offices of the Canadian Commercial Corporation and 16 locations in various countries where Canadians can obtain consular assistance through other countries' diplomatic officers.

There are also 131 positions in 18 offices located in Canada's largest cities. These include 12 regional offices: Vancouver, Calgary, Edmonton, Saskatoon, Regina, Winnipeg, Toronto, Montreal, Halifax, Moncton, Charlottetown and St. John's; and 6 satellite offices: Kelowna, which was added to the list in 2009-2010, Victoria, Waterloo, Windsor, Ottawa and Quebec City.

Partners and Co-locators

The network is made up of over 32 partners and co-locators. Three new clients were added to the partnership represented abroad in 2009 and 2010: Environment Canada, Industry Canada and the Privy Council Office.

The partners comprise federal departments, agencies and sub-agencies that sponsor programs involving diplomatic activities abroad.



As of March 31, 2010, they totalled 24:

- Agriculture and Agri-Food Canada
- Canada Border Services Agency
- Canada Revenue Agency
- Canadian Food Inspection Agency
- Canadian Heritage
- Canadian International Development Agency
- Canadian Space Agency
- Citizenship and Immigration Canada
- Department of Finance Canada
- Department of Foreign Affairs and International Trade Canada
- Department of Justice Canada
- Department of National Defence
- Environment Canada

- Health Canada
- Industry Canada
- Natural Resources Canada
- Privy Council Office
- Public Health Agency of Canada
- Public Safety Canada
- Public Works and Government Services Canada
- Royal Canadian Mounted Police
- Treasury Board of Canada Secretariat
- Transport Canada
- Veterans Affairs Canada

FIGURE I
Profile of the Main Partners and Co-locators, According to the Number of Employee Positions Abroad, 2009-2010**

NUMBER OF POSITIONS	CANADA-BASED STAFF	LOCALLY ENGAGED STAFF	TOTAL
Department of Foreign Affairs and International Trade Canada (DFAIT)	1,268*	3,854	5,122*
Citizenship and Immigration Canada (CIC)	253	1,319	1,572
Canadian International Development Agency (CIDA)	167	200	367
Department of National Defence (DND)	168	39	207
Public Safety Canada (PSC)	66	11	77
Canada Border Services Agency (CBSA)	68	4	72
Government of Quebec	54	15	69
Royal Canadian Mounted Police (RCMP)	39	28	67
Agriculture and Agri-Food Canada (AAFC)	11	24	35
Export Development Canada (EDC)	15	21	36
Government of Alberta	8	18	26
Government of Ontario	10	12	22
Canadian Heritage (DCH)	0	6	6
Public Works and Government Services Canada (PWGSC)	4	6	10
Canadian Food Inspection Agency (CFIA)	4	2	6
Government of Australia	2	3	5
Department of Justice Canada (DJC)	3	2	5
Veterans Affairs Canada (VAC)	1	3	4
Canadian Space Agency (CSA)	2	1	3
Department of Finance Canada (DFC)	1	1	2
Health Canada (HC)	1	1	2

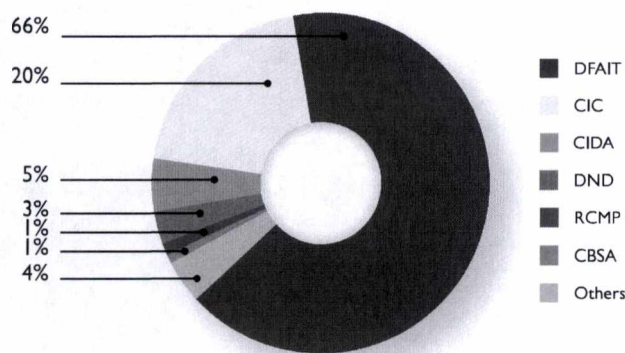
FIGURE I (continued)

NUMBER OF POSITIONS	CANADA-BASED STAFF	LOCALLY ENGAGED STAFF	TOTAL
Bank of Canada	1	0	1
Canada Revenue Agency (CRA)	1	0	1
Natural Resources Canada (NRCan)	0	1	1
Public Health Agency of Canada (PHAC)	2	1	3
Transport Canada (TC)	1	0	1
Treasury Board of Canada Secretariat (TBS)	2	0	2
Privy Council Office (PCO)	1	0	1
Industry Canada (IC)	0	2	2
Environment Canada (EC)	0	0	0
Canadian Commercial Corporation (CCC)	1	0	1
Government of Israel	0	2	2
Total (32)	2,154	5,576	7,730*

* * This total includes 31 positions in Kandahar, which is linked to the Kabul mission, and at the Thames Valley Regional Services Centre, which is linked to the London mission.

N.B.: As the raw data were extracted on different dates, it is possible that the data in certain tables do not match up perfectly; however, the difference does not exceed 1% of the total positions.

FIGURE 2
Percentage of Partners and Co-locators Positions in Missions Abroad, 2009-2010



In addition to the 24 partners at missions, the network also includes co-locators, which comprise Crown corporations, provincial governments and foreign government programs for which DFAIT provides common services on a cost-recovery basis.

On March 31, 2010, there were eight co-locators at missions:

- Bank of Canada
 - New York
- Export Development Canada
 - Abu Dhabi, Beijing, Lima, Mexico City, Monterrey, Moscow, Mumbai, New Delhi, Rio de Janeiro, Santiago, Sao Paulo, Shanghai, Singapore and Warsaw
- Government of Alberta (Economic Development and International and Intergovernmental Relations)
 - Beijing, London, Mexico City, Munich, Seoul, Taipei, Washington, D.C.
- Government of Australia
 - Bogota
- Government of Israel
 - Caracas, Havana
- Government of Ontario
 - Beijing, London, Los Angeles, Mexico City, Mumbai, Munich, New Delhi, New York, Paris, Shanghai, Tokyo
- Government of Quebec (Ministère de l'Immigration et des Communautés culturelles, Ministère des Relations internationales, Ministère du Développement économique, de l'Innovation et de l'Exportation, and Investissement Québec)
 - Beijing, Damascus, Hong Kong, Mumbai, Paris (United Nations Educational, Scientific and Cultural Organization), Shanghai, Taipei, Vienna.
- Canadian Commercial Cooperation
 - Quito

Our Missions Abroad in Tables

FIGURE 3
Canadian Representation by Category and Region, 2009-2010

MISSIONS	AFRICA AND MIDDLE EAST	ASIA-PACIFIC	EUROPE	LATIN AMERICA AND CARIBBEAN	NORTH AMERICA	TOTAL
Embassy	21	9	27	15	2	74
High Commission	9	9	1	4	0	23
Embassy/High Commission (Program Office)	2	0	3	3	0	8
Embassy or High Commission Office	1	7	2	3	2	15
Representative Office	1	1	0	0	0	2
Multilateral or Permanent Mission	0	0	7	0	2	9
Consulate General	0	7	0	2	14	23
Consulate	1	4	2	1	7	15
Consular Agency	0	0	0	0	4	4
Grand Total	35	37	42	28	31	173

Embassies: These offices each, led by a head of mission (HOM), are located in the capitals of foreign countries. The full range of services is generally offered, including consular services.

High Commissions: These offices fulfil the same functions as embassies, but are located in the capital cities of Commonwealth countries.

Embassies / High Commissions (Program Offices): These offices are located in capital cities. They are program specific (for example: DFAIT's Commercial Program, CIDA's Development Aid) with a reporting requirement to a hub mission. The hub mission, which must be located in another country, would be an Embassy or a High Commission as well.

Offices of the Embassy / High Commission: These are diplomatic entities located in a number of non-capital cities in a country where there is a Canadian Embassy or High Commission. Canada has offices that are designated as "Office of the Canadian Embassy" or "Office of the High Commission," depending on the nature of the supervising mission. Generally, these are established for specific work, for example in support of Canada's foreign aid program. They usually include a Canada-based officer and may provide limited consular services.

Representative Offices: These are non-diplomatic offices located in the main city of a non-recognized political entity and provide a limited range of consular services.

Multilateral or Permanent Missions:

These are diplomatic offices located at the headquarters city of major international organizations. They do not provide consular services to Canadians except for the Permanent Mission of Canada in Geneva.

Consulates General: These are offices located in major but not capital cities. The HOM is accredited with a limited territory within a state. Consulates General outside the USA (except Hong Kong) report to the HOM at the Embassy or High Commission, and the US Consulates General report directly to Ottawa. They generally offer the full range of services, including consular services.

Consulates: These are offices similar to Consulates General. The Senior Program Officer is accredited with a limited territory within a state and reports to the HOM at the Consulate General or the Embassy or High Commission, the US Consulates report to their Consulate General. They, in some instances, do not offer the full range of services. However, they do offer consular services.

Consular Agencies: These are dedicated consular offices located in non-capital cities in a country where there is a Canadian Embassy / High Commission. The Consul General at the Embassy / High Commission is the head of these posts. The senior program officer / consular agent is a locally engaged staff and must have Canadian citizenship (not dual), and be granted status in the host country.

FIGURE 4
The 173 Embassies, High Commissions, Offices, Multilateral or Permanent Missions and Consulates of Canada Abroad, as of March 31, 2010

AFRICA AND MIDDLE EAST	ASIA-PACIFIC	EUROPE	LATIN AMERICA AND CARIBBEAN	NORTH AMERICA
Abidjan (Ivory Coast)	Ahmedabad (India)*	Almaty (Kazakhstan)	Belo Horizonte (Brazil)	Acapulco (Mexico)
Abu Dhabi (United Arab Emirates)	Auckland (New Zealand)	Ankara (Turkey)	Bogota (Colombia)	Anchorage (United States)
Abuja (Nigeria)	Bandar Seri Begawan (Brunei)	Astana (Kazakhstan)	Brasilia (Brésil)	Atlanta (États-Unis)
Accra (Ghana)	Bangalore (India)	Athens (Greece)	Bridgetown (Barbados)	Boston (United States)
Addis Ababa (Ethiopia)	Bangkok (Thailand)	Barcelona (Spain)	Buenos Aires (Argentina)	Buffalo (United States)
Algiers (Algeria)	Beijing (China)	Belgrade (Serbia)	Caracas (Venezuela)	Cancun (Mexico)
Amman (Jordan)	Canberra (Australia)	Berlin (Germany)	Georgetown (Guyana)	Chicago (United States)
Bamako (Mali)	Chandigarh (India)	Bern (Switzerland)	Guatemala (Guatemala)	Dallas (United States)
Beirut (Lebanon)	Chennai (India)	Bratislava (Slovakia)	Kingston (Jamaica)	Denver (United States)
Cairo (Egypt)	Chongqing (China)	Brussels (Belgium)	Havana (Cuba)	Detroit (United States)
Dakar (Senegal)	Colombo (Sri Lanka)	Brussels (European Union)	La Paz (Bolivia)	Guadalajara (Mexico)
Damascus (Syria)	Dhaka (Bangladesh)	Brussels (North Atlantic Treaty Organization)	Lima (Peru)	Houston (United States)
Dar es Salaam (Tanzania)	Guangzhou (China)	Bucharest (Romania)	Managua (Nicaragua)	Los Angeles (United States)
Doha (Qatar)	Hanoi (Vietnam)	Budapest (Hungary)	Montevideo (Uruguay)	Mazatlan (Mexico)
Dubai (United Arab Emirates)	Ho Chi Minh City (Vietnam)	Copenhagen (Denmark)	Panama City (Panama)	Mexico City (Mexico)
Harare (Zimbabwe)	Hong Kong (China)	Dublin (Ireland)	Port of Spain (Trinidad and Tobago)	Miami (United States)
Johannesburg (South Africa)	Hyderabad (India)	Düsseldorf (Germany)	Port-au-Prince (Haiti)	Minneapolis (United States)
Khartoum (Sudan)	Islamabad (Pakistan)	Geneva (Office of the United Nations and the Conference on Disarmament)	Porto Alegre (Brazil)	Monterrey (Mexico)
Kigali (Rwanda)	Jakarta (Indonesia)	Hamburg (Germany)	Punta Cana (Dominican Republic)	New York (United States)
Kinshasa (Democratic Rep. of Congo)	Kabul (Afghanistan)	Helsinki (Finland)	Quito (Ecuador)	New York (United Nations)

FIGURE 4 (continued)

AFRICA AND MIDDLE EAST	ASIA-PACIFIC	EUROPE	LATIN AMERICA AND CARIBBEAN	NORTH AMERICA
Kuwait (Kuwait)	Karachi (Pakistan)	Hague, The (Netherlands)	Recife (Brazil)	Oaxaca (Mexico)
Lagos (Nigeria)	Kitakyushu (Japan)	Istanbul (Turkey)	Rio de Janeiro (Brazil)	Palo Alto (United States)
Cape Town (South Africa)	Kolkata (India)	Kyiv (Ukraine)	San José (Costa Rica)	Philadelphia (United States)
Lilongwe (Malawi)	Kuala Lumpur (Malaysia)	Lisbon (Portugal)	San Salvador (El Salvador)	Phoenix (United States)
Lusaka (Zambia)	Manila (Philippines)	London (United Kingdom of Great Britain)	Santiago (Chile)	Playa Del Carmen (Mexico)
Maputo (Mozambique)	Mumbai (India)	Madrid (Spain)	Santo Domingo (Dominican Republic)	Princeton (United States)
Nairobi (Kenya)	Nagoya (Japan)	Moscow (Russian Federation)	Sao Paulo (Brazil)	Puerto Vallarta (Mexico)
Niamey (Niger)	New Delhi (India)	Munich (Germany)	Tegucigalpa (Honduras)	Raleigh-Durham (United States)
Ouagadougou (Burkina Faso)	Phnom Penh (Cambodia)	Oslo (Norway)		San Diego (United States)
Pretoria (South Africa)	Sapporo (Japan)	Paris (France)		San Francisco (United States)
Rabat (Morocco)	Seoul (South Korea)	Paris (Organization for Economic Cooperation and Development)		San José del Cabo (Mexico)
Ramallah (Gaza Strip and West Bank)	Shanghai (China)	Paris (Unesco)		Seattle (United States)
Riyadh (Saudi Arabia)	Singapore	Prague (Czech Republic)		Tucson (United States)
Tehran (Iran)	Sydney (Australia)	Reykjavik (Iceland)		Washington, D.C.
Tel Aviv (Israel)	Taipei (Taiwan)	Riga (Latvia)		Washington, D.C. (Organization of American States)
Tripoli (Libya)	Tokyo (Japan)	Rome (Italy)		
Tunis (Tunisia)	Ulaanbaatar (Mongolia)	Sarajevo (Bosnia-Herzegovina)		
Yaoundé (Cameroon)	Wellington (New Zealand)	Stockholm (Sweden)		
		Tallinn (Estonia)		
		Vatican		

FIGURE 4 (continued)

	AFRICA AND MIDDLE EAST	ASIA-PACIFIC	EUROPE	LATIN AMERICA AND CARIBBEAN	NORTH AMERICA	
			Vienna (Organization for Security and Cooperation in Europe)			
			Vienna (International Organization)			
			Vilnius (Lithuania)			
			Warsaw (Poland)			
			Zagreb (Croatia)			
Total Missions March 31, 2010	35	37	42	28	31	173
Total Missions Including Interim Operations	36	37	44	28	34	179
Total Countries March 31, 2010**	31	18	32	22	2	105
Total Missions March 31, 2009	37	38	44	26	28	173

Black bold: mission opened in 2009-2010.

Red bold: mission closed in summer 2009.

Black bold underlined: interim operation in 2009-2010.

*This mission was on the list of new missions in the 2008-2009 Annual Report, but its official opening took place in July 2009.

** The total number of countries does not include Taiwan, and the Gaza Strip and the West Bank.

FIGURE 5
Canada's Network of Missions Abroad and Regional Offices, 2009-2010



Staffing Profile of the Missions

Canada-based Staff at Missions

- Only one mission, Washington, D.C., has more than 100 Canada-based staff (CBS) positions.
- Five missions (excluding Washington), representing 3% of the mission network (173 missions plus 6 interim operations = 179), have more than 50 CBS positions.
- 59 missions, representing 33% of the network, have between 11 and 49 CBS positions.
- 77 missions, representing 43% of the network, have between 2 and 10 CBS positions.
- 16 missions, representing 9% of the network, have only one CBS position.

- 17 missions have no CBS positions: Tallinn, Estonia; Porto Alegre, Recife and Belo Horizonte, Brazil; Kitakyushu and Sapporo, Japan; Ahmedabad, Kolkata, Bangalore and Hyderabad, India; Playa del Carmen, San José del Cabo, Cancun and Puerto Vallarta, Mexico; Palo Alto, United States; Karachi, Pakistan and Punta Cana, Dominican Republic. To this should be added four interim operations with no CBS positions: Mazatlan, Oaxaca and Acapulco, Mexico; and Astana, Kazakhstan (Doha and Istanbul have a few CBS positions). In total, these 21 missions represent 11% of the total network.

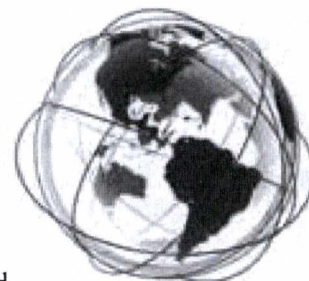


FIGURE 6
Top 15 Missions by Total Number of Positions, 2009-2010

MISSION	CANADA-BASED STAFF	LOCALLY ENGAGED STAFF	TOTAL	RANK
New Delhi	56	289	345	1
Washington, D.C.	136	154	290	2
Beijing	66	223	289	3
London	76	177	253	4
Paris	54	157	211	5
Islamabad	44	133	177	6
Hong Kong	55	120	175	7
Manila	31	131	162	8
Tokyo	47	106	153	9
Moscow	48	104	152	10
Mexico	43	93	136	11
Nairobi	37	82	119	12
Berlin	29	75	104	13
Damascus	38	64	102	14
Kabul	42	53	95	15

FIGURE 7
Missions by Number of Canada-based Staff Positions, 2009-2010*

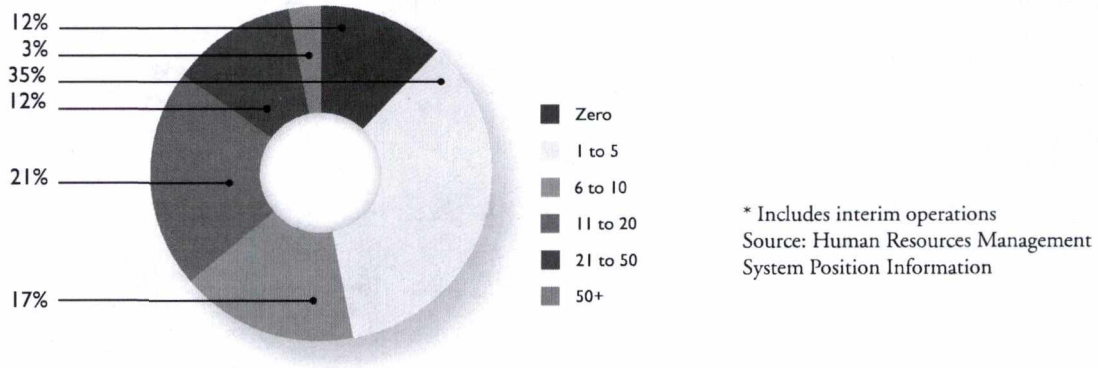


FIGURE 8
Top 12 Missions by Canada-based Staff Positions 2009-2010

MISSION	CANADA-BASED STAFF	RANK
Washington, D.C.	136	1
London*	87	2
Beijing	66	3
New Delhi	56	4
Hong Kong	55	5
Paris	54	6
Kabul**	54	7
Moscow	48	8
Tokyo	47	9
Islamabad	44	10
Mexico	43	11
Damascus	38	12

*Includes the Thames Valley Regional Services Centre.

**Includes Kandahar.

Programs and Positions Abroad

As of March 31, 2010, Canada's whole-of-government network abroad is made up of 7,730 Canada-based and locally engaged staff employed in 173 diplomatic and consular missions, and in representative offices around the world. All Canada-based employees holding these positions are diplomats or have consular titles, and perform either an officer or support role at missions.

Principal DFAIT programs abroad are the Head of Mission (HOM) program, the Political, Economic Reporting and Public Affairs (PERPA) program, the Trade and Investment program, the Consular Emergency Management program, and the Common Services program. Principal partner programs include immigration, development assistance, provincial programs, defence and security.

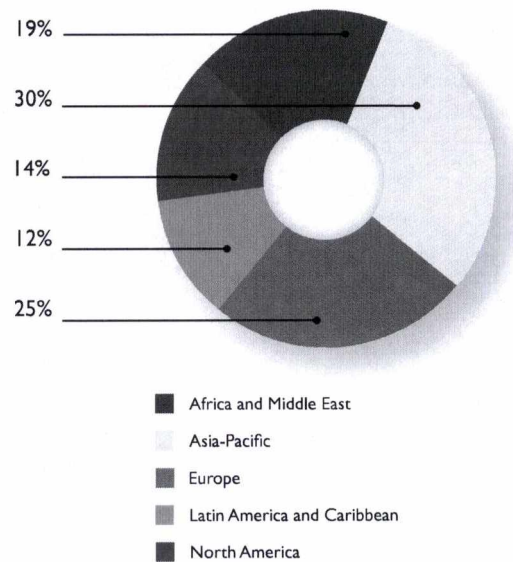
FIGURE 9
Common Services and Program Positions, 2009-2010

	POSITIONS	PERCENTAGE (%)
Common Services	2,402	30.8
DFAIT and Partner Programs	5,328	69.2
Total	7,730*	100

* This total includes 31 positions in Kandahar, which is linked to the Kabul mission, and in the Thames Valley Regional Services Centre, which is linked to the London mission.

Canada's worldwide diplomatic and consular services are staffed by 7,730 Canada-based and locally engaged staff. They are distributed around the world as follows:

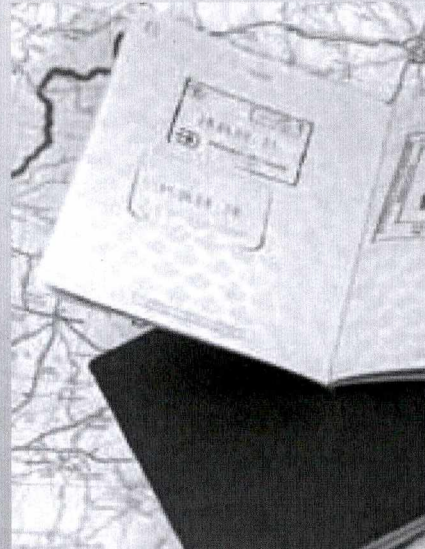
FIGURE 10
Regional Distribution of Positions around the World, 2009-2010



In 2008-2009, the staff distribution was similar in Europe, North America and Africa/Middle East. It increased by 1% in Asia-Pacific and fell by 1% in Latin American and the Caribbean.

The International Platform Branch

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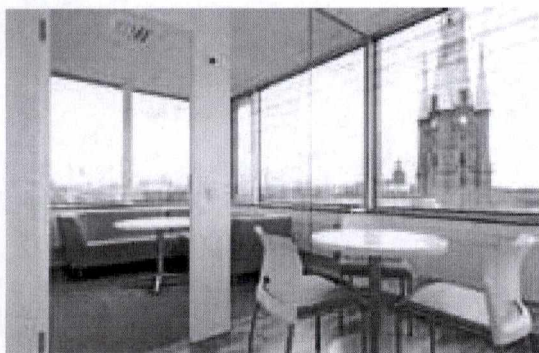
Responsibilities and Governance

The International Platform Branch was created on April 1, 2008 to consolidate common service delivery functions formerly distributed throughout the Department. Its responsibilities include the management of mission property, information technology infrastructure, finance, procurement and logistics, locally engaged staff, the administration of Foreign Service Directives and mission security. The International Platform Branch provides a single point of service for all partners and co-locators of the network. The advantages of a consolidated structure include the following:

- Integrated structures of governance, planning, service standards and performance measurement.
- Decision-making processes allowing the full integration of partners' considerations regarding all services.

- More efficient and equitable service delivery for partners abroad.

By maintaining a mission network of infrastructure and services, the International Platform Branch plays a crucial role in achieving the Government of Canada's international priorities.



Embassy in Stockholm, Sweden



Embassy in The Hague, Netherlands

COMMON SERVICES GOVERNANCE

Committees and Workgroups

Deputy Minister Sub-Committee on Representation Abroad

The Deputy Minister Sub-Committee was created on August 2, 2007, after receiving official approval from the Clerk of the Privy Council. It is made up of selected federal deputy ministers. It provides orientation and ensures coordination to achieve Canada's foreign policy priorities. 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 Interdepartmental committee advises Assistant Deputy Ministers on program integration and planning coordination from a whole-of-government perspective. Its membership is comprised of Assistant Deputy Ministers from all partners.

Interdepartmental Working Group on Common Services Abroad

In place since May 2004, this working group is a continuation of the director-level Partner Working Group established to negotiate the Interdepartmental Memorandum of Understanding. Its membership is made up of program representatives from partner departments and co-locators, as well as stakeholders in common service and geographic planning offices.

DFAIT Executive Council

The DFAIT Executive Council is mandated to provide strategic direction and oversight to support the achievement of DFAIT's strategic outcomes. It is the highest governance body of DFAIT.

Missions Board

Established to align DFAIT's overseas resources to Canada's foreign policy priorities, the Missions Board is mandated to provide strategic direction for the management of the mission network.

Mission Operations Committee

Made up of stakeholders in policy, program and common services from DFAIT, the Department of Citizenship and Immigration and the Canadian International Development Agency, the Missions Operations Committee makes decisions affecting operational issues and the configuration of missions.

Committee on Representation Abroad

The Committee on Representation Abroad is mandated to review proposals to modify positions presented by departments and co-locator programs and to make recommendations on the proposed change to the Mission Operations Committee, as required.

Locally Engaged Staff Governance Committee

The Locally Engaged Staff Governance Committee includes senior public servants from DFAIT and its main partners. It is mandated to provide strategic direction and oversight for broad human resource issues concerning locally engaged staff. The Committee equally ensures that management of locally engaged staff is in line with DFAIT's Transformation Agenda.

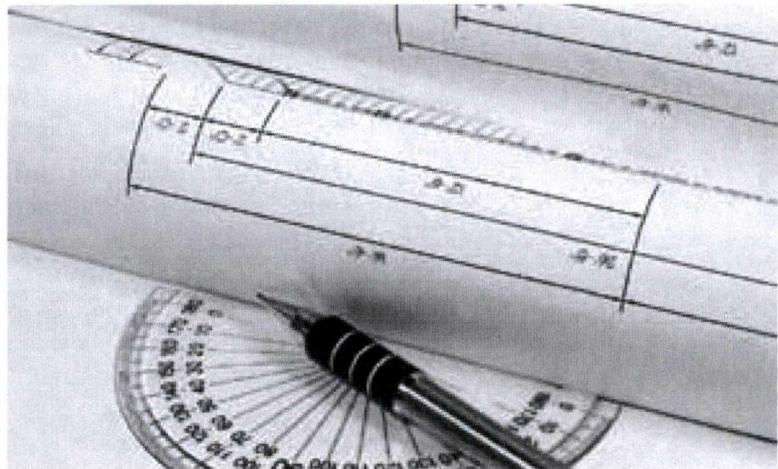
Property Services

The DFAIT property program manages the Government of Canada's diplomatic and consular property inventory abroad. Owned properties have a book value of about \$2 billion and a market value that is considerably higher. Leased properties have an annual rental cost of over \$100 million per year.

The DFAIT property program also supports cost effective and timely implementation of accommodation projects. The property program ensures that it and its component projects are results-based and in alignment with government priorities and guidelines.

The chief drivers for property projects are health, safety, security, government priorities, program growth or reduction and other program requirements.

The Government of Canada continues to make substantial investment to improve the seismic integrity of facilities abroad and address other security-related risks. It also pursues efforts to adjust the inventory of the real property program in response to government priorities and program realignment.



Key Achievements in 2009-2010:

- Completion of over 500 construction, expansion, refurbishment and maintenance projects;
- The acquisition of new sites in Kabul, Afghanistan, and in Islamabad, Pakistan.
- A quick and effective intervention to meet property needs resulting from the earthquake in Port-au-Prince, Haiti.

It should be noted the entire Physical Resources Bureau received the International Organization for Standardization (ISO) 9001-2008 certification.



Haiti: employee residence, damaged by the earthquake

FIGURE 11

DFAIT PROPERTIES AND COST		
Properties	In 2009-2010	In 2008-2009
	<ul style="list-style-type: none"> • 232 chancery complexes (163 leased, 69 State-owned) • 107 official residences (30 leased, 77 State-owned) • 1,863 staff quarters (1,446 leased, 417 State-owned) 	<ul style="list-style-type: none"> • 230 chancery complexes (160 leased, 70 State-owned) • 107 official residences (32 leased, 75 State-owned) • 1,795 staff quarters (1,393 leased, 402 State-owned)
Costs	In 2009-2010	In 2008-2009
	<ul style="list-style-type: none"> • \$375 million on overseas property projects, rent and maintenance including: <ul style="list-style-type: none"> – \$126 million on major projects – \$14.5 million on approximately 500 maintenance projects • \$10.7 million on over 3,500 purchase orders 	<ul style="list-style-type: none"> • \$346 million on overseas property projects, rent and maintenance including: <ul style="list-style-type: none"> – \$107 million on major projects – \$19.7 million on approximately 500 maintenance projects • \$11.1 million on over 3,500 purchase orders

Locally Engaged Staff

The Locally Engaged Staff and HQ Workforce Programs Bureau is responsible for the human resources policy framework and for related services offered to locally engaged staff at missions abroad. It also offers human resources advice and services to executives in the International Platform Branch.

Its responsibilities consist of reviewing and issuing policies, guidelines and tools for the

management of locally engaged staff, providing services and advice to support the missions in their management activities regarding locally engaged staff (human resources planning, classification, staffing, labour relations, compensation), and overseeing the efficient application of these programs. In collaboration with the Treasury Board Secretariat, the Bureau also administers the pensions, insurance and social security portfolio for locally engaged staff, with contributions

valued at \$50 million, and invested assets of \$250 million in 2009-2010.

Key Achievements in 2009-2010

Human Resources Operations

- Establishment of the Total Compensation Review strategy, which includes a review of the compensation package of locally engaged staff every four years in each mission, as well as a salary adjustment formula during the interim period;
- Launch of the Total Compensation Review in 64 countries in Europe, Latin America and the Caribbean, as well as in Africa and the Middle East;
- Review, analysis and cost management of the annual salary adjustments for Fiscal Year 2010-2011 for all missions;
- Support and advice to managers in the missions on over 200 cases of labour relations and performance management;
- Development of a human resources strategy for locally engaged staff in Port-au-Prince, Haiti, affected by the earthquake;
- Support for the Locally Employed Staff Governance Committee (e.g. secretariat) and assistance for the creation in each mission of a Locally Employed Staff Management Consultation Board (e.g. terms of reference and year-end reports).

Departmental Policies

- Coordination of human resources planning for locally engaged staff (94% completed in 2009-2010);
- Continuation of the review of the locally engaged staff classification program and preparation of the necessary tools for DFAIT and other partners;
- Collaboration with the Public Service Commission in reviewing the *Locally Engaged Staff Employment Regulations* to harmonize them with the *Public Service Employment Act* (2005).



Pensions and Insurance

- Processing of 521 terminations of employment and 32 retirements;
- Authorization of 161 payments of severance pay and 84 payments of pension benefits;
- Indexation of pension benefits for 21 countries;
- Processing of 26 workers' compensation claims.

FIGURE 12

INFORMATION MANAGEMENT AND TECHNOLOGY (IM/IT) SERVICES IN 2009-2010	
Network users supported in Canada and abroad	12,479
Classified network users supported in Canada and abroad	4,557
Telecommunications reliability	99.95%
Legitimate e-mails sent and received by Internet	37 million
Emails and intrusions blocked	198 million
Support service requests completed worldwide	184,672

Information Management and Technology (IM/IT) Services

The information management and technology (IM/IT) services at DFAIT manage, deliver and support a highly reliable and flexible telecommunications and information platform. Electronic access to DFAIT services is guaranteed 24 hours a day, 7 days a week, wherever necessary, around the world. IM/IT investment decisions are aligned with whole-of-government business needs and contribute to programs and services that fulfil Canada's international priorities while safeguarding the security, integrity and availability of information and technology at all times. DFAIT's eCollaboration and videoconference initiatives help achieve departmental and governmental priorities by enabling information exchanges and establishing efficient collaboration relationships at a reasonable cost.

Key Achievements in 2009-2010

- The number of articles on the wiki site (*WiKi @ International*) to which DFAIT and the missions are able to access have increased to 15,000.
- Connections is a professional networking system that now includes over 690 employee profiles. It also brings together over 290 active communities and about 4,300 businesses.
- Videoconferencing is increasingly used. During a conference on leadership, 300 senior executives were able to use this technology to collaborate on many subjects at a lower cost, without having to worry about time or distance.
- A secondary data-treatment centre was opened in Gatineau with the mandate of guaranteeing the availability and security of all IM/IT services for all DFAIT offices.

- The SIGNET Web capacity has tripled, substantially increasing the network's availability in emergency situations and providing more opportunities for using the network remotely. Everything continues to be done to maintain and improve SIGNET. Principles were adopted to enable its transformation into a next generation networking environment.
- The Information Management Improvement Program (IMIP) provided support to over 100 work groups, giving them assistance and training. Moreover, all mission Web sites have migrated into "Interwoven," the Government of Canada's standardized content management system. This has improved the reliability and fluidity of activities related to the updating of the Web sites and reduced maintenance costs.

Foreign Service Directives Administration

The Foreign Service Directives (FSDs) consist of a suite of policies which describe the benefits, allowances and conditions of employment for staff serving abroad. They apply to career Foreign Service officers and employees who accept a single assignment abroad in the 173 missions around the world, and to their eligible dependents. Forty-one FSDs include provisions related to such things as relocation, education, health, travel and other expenses. The Foreign Service Directives Services and Policy Bureau administers the FSDs for all DFAIT employees, as well as several departmental partners, including Citizenship and Immigration Canada (CIC) and, in part, the Canadian International Development Agency (CIDA).

Under the aegis of the National Joint Council (NJC) — a forum where bargaining agents and participating public service employers come together to exchange information, hold consultations on workplace policy and jointly develop



directives — the FSD Committee reviews and recommends changes to the FSDs during a cyclical review process that usually occurs every few years. This Committee also recommends changes to the different rates and FSD allowances in addition to hearing grievances. The members of the NJC FSD Committee include representatives of the Treasury Board Secretariat and public servants from departments and organizations, as well as union representatives.

Key Achievements in 2009-2010

- The most recent cyclical review was completed at the end of 2008 and the new directives from the NJC came into effect on April 1, 2009.
- Relocation services between Canada and the missions were provided to 1,035 employees and their families, which represents a substantial increase of almost one quarter in the space of two years.

Diplomatic Mail and Logistics

Diplomatic mail services is a means to exchange official correspondence between a government and its representative missions abroad, as defined in the Vienna Convention on Diplomatic Relations. In Canada, the responsibility of diplomatic mail services is delegated to DFAIT through the Government Security Policy (GSP).

DFAIT has delegated this responsibility to the Distribution and Diplomatic Mail Services Bureau, the mandate of which is to offer various mail, distribution and reproduction services to DFAIT, both at Headquarters and in missions around the world. This service is also the main carrier for all federal departments, ensuring the secure handling of material to and from missions abroad.



FIGURE 13
Diplomatic Mail Distribution
in 2009-2010

	UNITS	WEIGHT (KG)
Classified diplomatic mail	34,661	103,000
Unclassified diplomatic mail	79,101	325,000
Total	113,762	428,000

Key Achievements in 2009-2010

The Distribution and Diplomatic Mail Services Bureau was involved in the logistics related to several major projects and highly visible events such as the following:

- On the occasion of DFAIT's centenary on June 1, 2009, a commemorative stamp was issued by Canada Post to celebrate the 100th anniversary of Canadian diplomacy. This domestic-rate stamp featuring a Canadian flag and an image of the Globe, which intersect midway, was distributed to all mission and Headquarters staff.

- Vaccines against the H1N1 flu virus and doses of Tamiflu were delivered to all missions.
- Fifteen emergency deliveries were made to Haiti following problems caused by the earthquake: desktop or laptop computers, telephones, very small aperture terminals (VSATs), passport forms, immigration forms and stamps, and material required by the Royal Canadian Mounted Police and the Canada Border Services Agency to do their work. Later, tents and other equipment were delivered to contribute to reconstruction efforts.

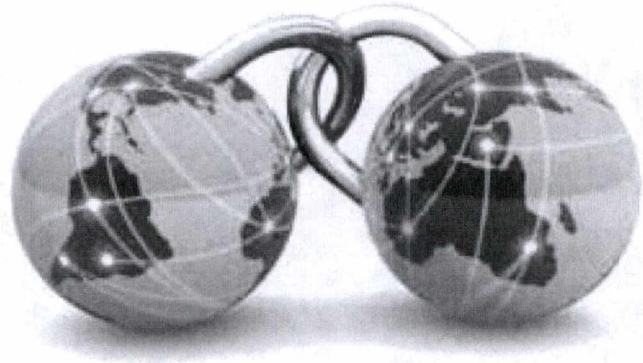
Mission Security Services and Security Report

The Security and Intelligence Bureau, which is responsible for security in the missions, reports to the Assistant Deputy Minister of the Emergency Management and Consular Branch. The Bureau maintains a strong working and functional relationship with the Property Bureau, which is part of the International Platform Branch and has the mandate to provide secure premises in a cost-effective way. Over the last year, the two bureaus have worked together to review the departmental policies and programs supporting the security of staff, information and infrastructure at missions abroad.

The Bureau has an important role in the analysis of threats and risks, in security awareness, in related planning and coordination activities and in policy development, with the aim of implementing practices to ensure the protection and security of staff, information and property. Activities are conducted in the context of employees being posted in missions situated in areas where risks vary broadly from place to place.

The Infrastructure Protection Program is critical for the security of the missions. This nine-year program is in its fourth year. The detailed evaluation of Canada's highest risk missions is under way, based on the physical security risk matrix and several physical security projects are being implemented. Furthermore, the Bureau has put in place a new automated security clearance process, accessible on-line through the Human Resources Management System. This innovation, which is available to Canada-based staff and locally engaged staff, simplifies and facilitates input of employee information needed to apply for a security clearance.

The Security and Intelligence Bureau continues to provide support to missions in managing security incidents. For example, security specialists from the Bureau were deployed in missions where local security conditions had changed to better support staff in applying emergency measures plans and operational continuity plans. For example, in response to the earthquake in Haiti, the Bureau deployed regional security heads and members of the military police. They evaluated needs and took immediate measures to ensure the security of staff and infrastructure, therefore supporting the delivery of critical service, including consular support and the evacuation of Canadian citizens.



Examples of ongoing initiatives:

- The creation of a new group of full-time mission security officers: these employees strengthen the security teams at missions most under threat.
- The development of a two-day seminar on personal security to meet the needs of employees assigned to missions in dangerous areas.
- The launch of the Security Incident Report and Follow-up (SIRF) in four missions abroad, a security system application designed to follow up on security incidents at missions.
- The launch of an online training course on security that has so far been taken by 12,000 SIGNET users — Canada-based and locally engaged staff — at Headquarters and missions.

3

Figures and Trends for 2009-2010



This section presents figures on various trends relating to the positions of Canada-based and locally engaged staff at missions abroad. Explanations and data on the classification of missions by hardship level and a breakdown

of positions abroad by hardship level are also presented. This section also includes information on mission openings and closures, as well as inspections.

Positions Abroad

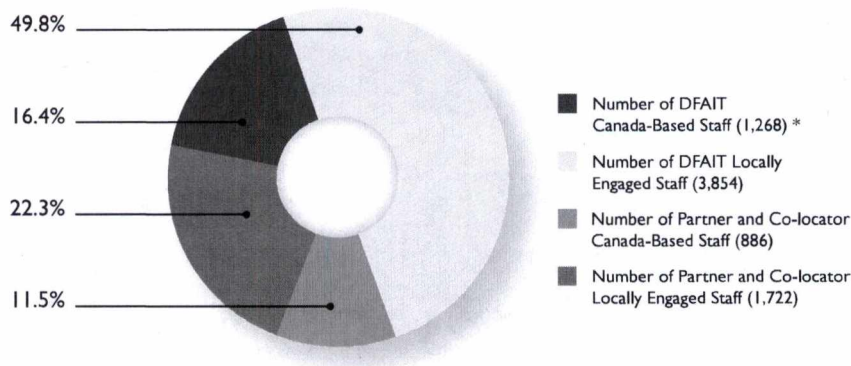
FIGURE 14
Positions in Missions abroad by Program, 2009-2010*

PROGRAMS BY DFAIT AND ITS PARTNERS	CANADA-BASED STAFF	LOCALLY ENGAGED STAFF	TOTAL	PERCENTAGE (%)
Consular Services	21	330	351	6.5%
HOM	228	508	736	13.7%
PERPA	363	387	750	13.8%
Commercial Program	282	652	934	17.4%
Partners and co-locators	886	1,722	2,608	48.5%
Total	1,780	3,599	5,379	100%

* The common services program is not included (see Figure 16)

N.B.: As the raw data were extracted on different dates, the data in certain tables may not match up exactly; however, the difference does not exceed 1% of the total number of positions.

FIGURE 15
Positions—Breakdown of DFAIT, Co-locators and Partner Programs, 2009-2010



* The number of DFAIT employees includes 23 Canada-based employees in Kandahar and at the Thames Valley Regional Services Centre. There are also 8 DFAIT locally engaged staff at the Thames Valley Regional Services Centre.

FIGURE 16
Common Services—Breakdown of DFAIT Officers and Support Positions, 2009-2010

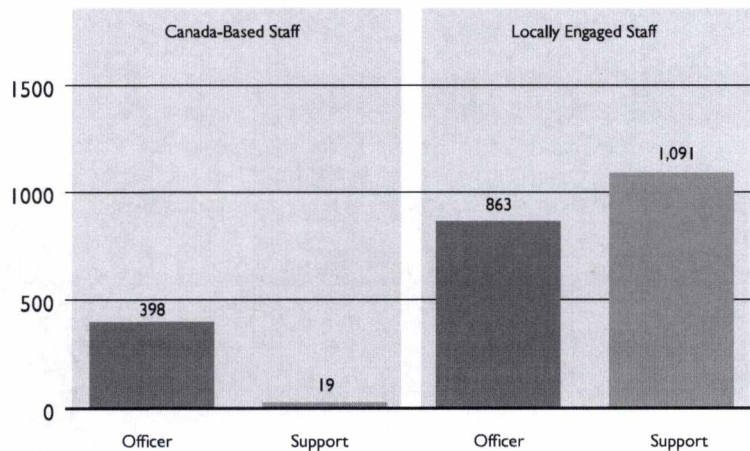


FIGURE 17
DFAIT Canada-Based Staff by Category, 2009-2010

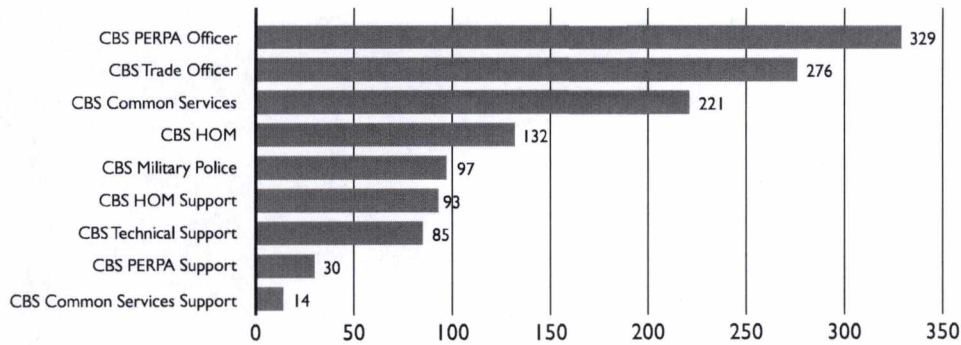


FIGURE 18
DFAIT Locally Engaged Staff by Category, 2009-2010

LES OFFICERS		LES SUPPORT	
Head of Mission	5	Head of Mission	504
Political/Economic	226	Political/Economic	161
Trade	383	Trade	271
Consular Services	149	Consular Services	180
Common Services	396	Common Services (LE-00 to LE-04)	1,094
		Common Services (LE-05 to LE-06)	485
Total	1,159	Total	2,695

FIGURE 19
Officer and Support Positions for
Co-locators and Partners, 2009-2010

	OFFICERS	SUPPORT	TOTAL
Canada-based Staff	886	0	886
Locally Engaged Staff	381	1,341	1,722
Total	1,267	1,341	2,608

Position Changes

In total, 620 change proposals were handled in 2009-2010, 237 of which were related to Canada-based staff and 383 to locally engaged staff. While over 1,241 change proposals were submitted via the Annual Interdepartmental Consultation process, many were withdrawn prior to finalization.

The positions abroad may be changed through various transactions, including position creation, deletion, reclassification, extension or conversion.

- Creation involves establishing a new position for Canada-based or locally engaged staff at a mission abroad.
- A deletion involves the removal of a Canada-based or locally engaged staff at a mission.
- A reclassification consists of an increase or a decrease, by one or more steps, in the pay level received by the full-time equivalent (FTE) occupying the position. A declassification is usually motivated by the expansion or the reduction of the range of defined functions in the corresponding job description.
- An extension occurs when a program sponsor agrees to continue funding a term position for Canada-based or locally engaged staff that would otherwise have expired at a given date.
- A conversion consists of the transformation of a term position into a permanent or indeterminate position.

It is through these transactions that the foreign network of staff abroad is modified. In summary, the mission network included 7,598 positions in 2008-2009. The number of positions at missions increased to 7,730 in 2009-2010, a net increase of 132 positions. This includes the addition of 28 positions for Canada-based staff and 104 positions for locally engaged staff around the world.

FIGURE 20
Employee Position Changes
at Missions, 2009-2010

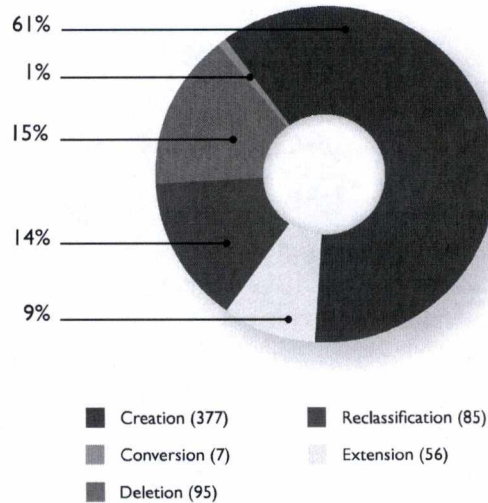


FIGURE 21
Breakdown of Position Changes at Missions, 2009-2010

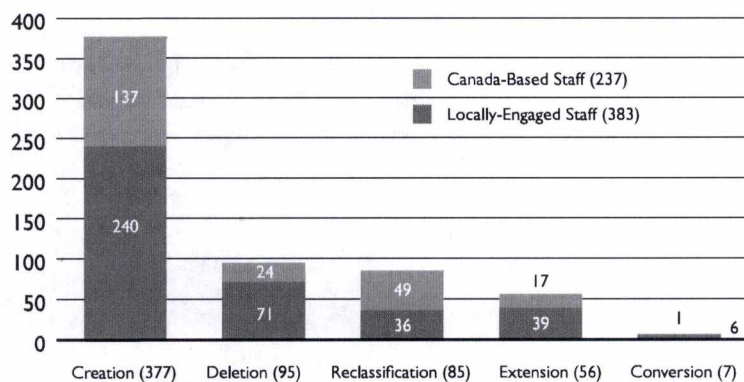


FIGURE 22
The 15 Missions/Centres with the Most Position Changes, 2009-2010

	CREATION	DELETION	RECLASSIFICATION	EXTENSION	CONVERSION	TOTAL	RANK
Mexico (Mexico)	79	1	0	20	1	101	1
Islamabad (Pakistan)	5	23	1	0	0	29	2
London (United Kingdom)	14	2	2	1	0	19	3
Regional Services Centre (Europe, Middle East & Africa)*	11	0	0	0	8	19	4
Kabul (Afghanistan)	11	1	2	1	0	15	5
Washington (United States)	10	0	3	2	0	15	6
Nairobi (Kenya)	10	0	3	1	0	14	7
Santo Domingo (Dominican Republic)	6	8	0	0	0	14	8
New Delhi (India)	7	1	3	0	0	11	9
Khartoum (Sudan)	3	0	2	5	0	10	10
Tokyo (Japan)	1	3	4	2	0	10	11
Warsaw (Poland)	3	4	0	3	0	10	12
Port-au-Prince (Haiti)	5	0	4	0	0	9	13
Seoul (South Korea)	5	3	1	0	0	9	14
Panama City (Panama)	5	1	0	2	1	9	15

* The Thames Valley Regional Services Centre is attached to the London mission.

Position Creations

In 2009-2010, 377 employee position creation transactions were completed by the International Platform. The position creation transactions require the application of a process for establishing costs to ensure the transfer of sufficient funds by DFAIT, its partner or co-locator making the request. Costing takes into account, amongst

other components, the evaluation of Foreign Service Directives amounts, the determination of property charges and common services cost recovery charges as applicable, and, for Canada-based staff positions, the relocation of staff members and their dependants to DFAIT-managed staff quarters around the world.

FIGURE 23
Top 10 Programs where Partners Created Positions, 2009-2010

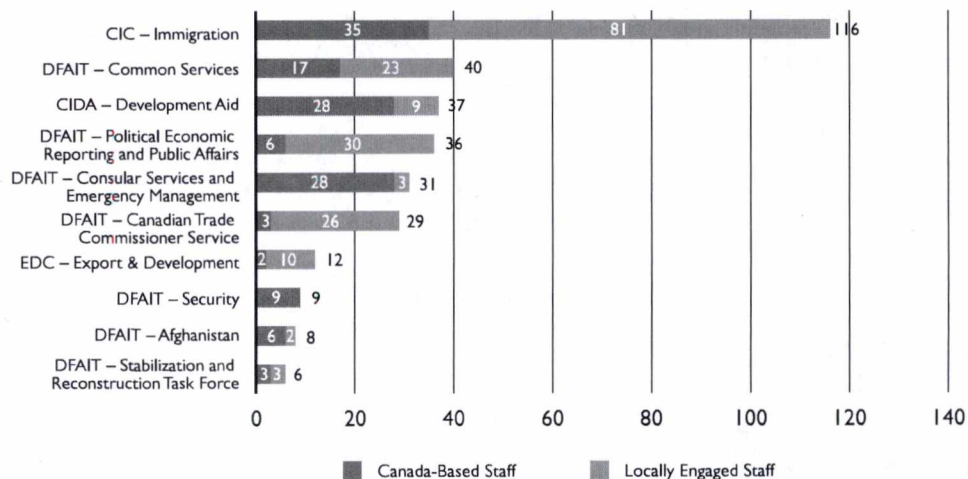
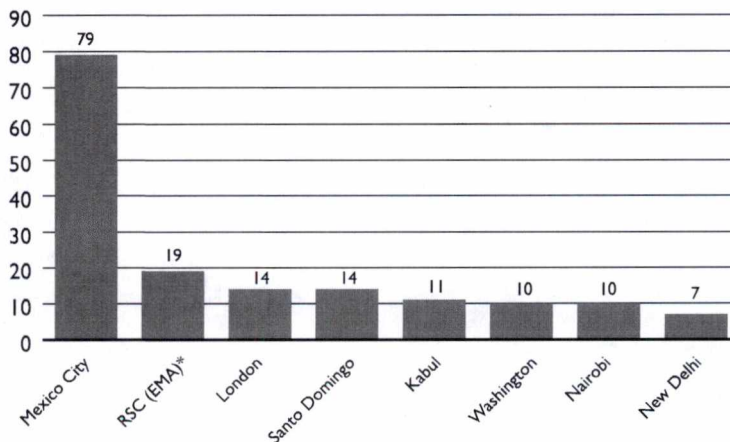


FIGURE 24
Top 8 Missions by Positions Created, 2009-2010



* Regional Service Centre (Europe, Middle East & Africa)

Missions with the highest number of positions created:

- Mexico: CIC, 69 positions; DFAIT (multiple programs), 8 positions; EDC, 1 position; and CBSA, 1 position.
- Thames Valley Regional Services Centre (Europe, Middle East and Africa): DFAIT common services, 19 positions.
- London: CIC, 10 positions; DFAIT (Consular), 2 positions; Alberta, 2 positions.
- Santo Domingo: CIC, 9 positions; CIDA, 3 positions; CBSA, 2 positions.
- Kabul: DFAIT (Afghanistan), 9 positions; DFAIT (START*), 1 position; CIDA, 1 position.
- Washington: DFAIT (multiple programs), 3 positions; Industry Canada, 2 positions; Environment Canada, 2 positions; Ontario, 2 positions; and 1 other position.

* Stabilization and Reconstruction Task Force.

Position Deletions

In 2009-2010, the International Platform completed 95 position deletion transactions in various missions around the world.

FIGURE 25
Top 6 Programs by Position Deletions by Partners, 2009-2010

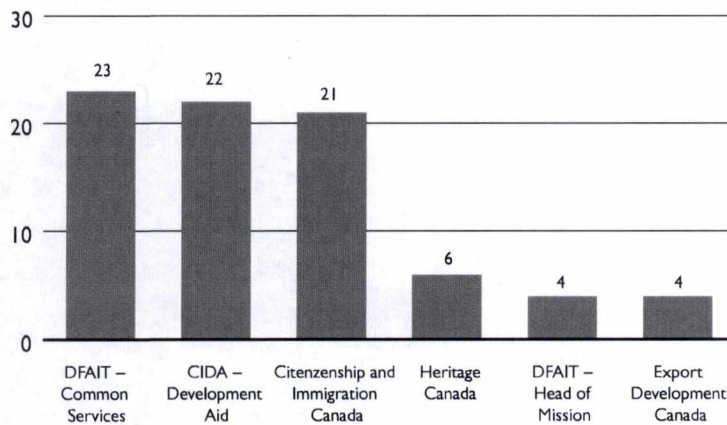
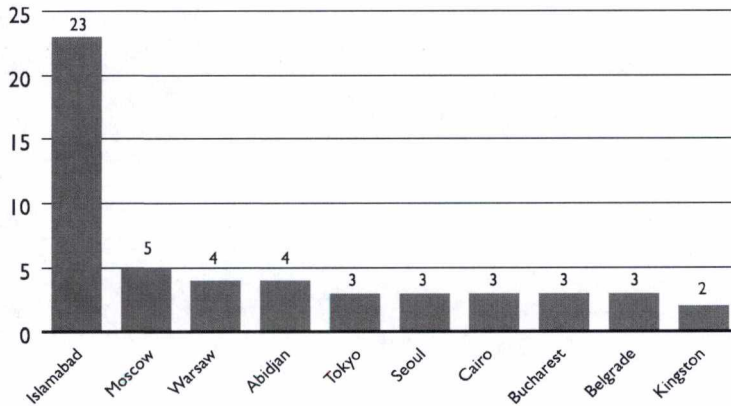


FIGURE 26
Top 10 Missions by Deleted Positions, 2009-2010



Missions in which the number of positions deleted was highest:

Islamabad: DFAIT – Common Services, 11 positions; CIC, 11 positions; DFAIT – Trade Commissioner Service, 1 position.

Moscow: CIDA, 5 positions.

Warsaw: EDC, 3 positions; CIC, 1 position.

Abidjan: CIDA, 2 positions; DFAIT – Common Services, 2 positions.

Classification of Missions According to Hardship Level

In 2009-2010, 101 of Canada's 173 missions were attributed a hardship designation. Of those, 18 missions were classified at the highest level (level V). In 2008-2009, 105 of Canada's 173 missions were attributed a hardship designation, and of this number, 22 were classified with the highest level of hardship (level V).

FIGURE 27
Missions and Attached Locations by Hardship Level, 2009-2010

LEVEL A (NON-HARDSHIP)	LEVEL I	LEVEL II	LEVEL III	LEVEL IV	LEVEL V	NO LEVEL ASSIGNED**
4 YEARS	3 YEARS	3 YEARS	2 YEARS	2 YEARS	2 YEARS	
Athens	Abu Dhabi	Bandar Seri Begawan	Ankara	Accra	Abidjan	<u>Acapulco</u>
Auckland	Brasilia	Belgrade	Bangkok	Addis Ababa	Abuja	Ahmedabad
Barcelona	Bratislava	Bridgetown	Bucharest	Almaty	Algiers	<u>Astana</u>
Berlin	<u>Doha</u>	Budapest	Johannesburg	Amman	Bamako	Bangalore
Berne	Hong Kong	Buenos Aires	Kiev	Beijing	Chongqing	Belo Horizonte
Brussels	Prague	Dubai	Kingston	Beirut	Dhaka	<u>Cancun</u>
Brussels EU	Riga	Guadalajara	Kuala Lumpur	Bogota	Islamabad	Hyderabad
Brussels NATO	Singapore	Kuwait	Managua	Cairo	Kabul	Karachi
Canberra	Vilnius	Cape Town	Manila	Caracas	Khartoum	Kolkata
Copenhagen		Monterrey	Mexico City	Chandigarh	Kinshasa	<u>Mazatlan</u>
Dublin		Montevideo	Pretoria	Chennai	Lagos	<u>Oaxaca</u>
Düsseldorf		Panama City	Quito	Colombo	Mumbai	<u>Playa del Carmen</u>
Geneva PERM		Port of Spain	Rabat	Dakar	Niamey	<u>Porto Alegre</u>
Hague, The		Reykjavik	Recife**	Damascus	Ouagadougou	<u>Puerto Vallarta</u>
Hamburg		Santiago	Rio de Janeiro	Dar-es-Salaam	Port-au-Prince	<u>Punta Cana</u>
Helsinki		Tunis	San Jose	Georgetown	Riyadh	<u>San José Del Cabo</u>
Kitakyushu**		Warsaw	Santo Domingo	Guangzhou	Ulaanbaatar	Tallinn
Lisbon		Zagreb	Sao Paulo	Guatemala City		
London			Sarajevo	Hanoi		
Madrid			Seoul	Harare		
Munich			Taipei	Ho Chi Minh City		
New York UN			Tel Aviv	<u>Istanbul</u>		
Nagoya			Tripoli	Jakarta		
Oslo				Kigali		
Paris				Havana		
Paris OECD				La Paz		
Paris UNESCO				Lima		
Rome				Lilongwe		
Sapporo**				Lusaka		
Stockholm				Maputo		
Sydney				Moscow		
Tokyo				Nairobi		
United States (24 missions)				New Delhi		
Vatican City				Phnom Penh		

FIGURE 27 (continued)

	LEVEL A (NON-HARDSHIP)	LEVEL I	LEVEL II	LEVEL III	LEVEL IV	LEVEL V	NO LEVEL ASSIGNED**
	4 YEARS	3 YEARS	3 YEARS	2 YEARS	2 YEARS	2 YEARS	
	Vienna				Ramallah		
	Vienna OECD				San Salvador		
	Vienna PERM				Shanghai		
	Wellington				Tegucigalpa		
					Tehran		
					Yaoundé		
Total per Level	59	8	17	22	37	17	13*
Total missions in hardship locations:							100
Total missions in non-hardship locations:							60
Total missions in non-hardship locations and without a given hardship level:							73
Total Missions at March 31, 2009:							173

Black bold: mission opened in 2009-2010.

Red bold: mission closed summer 2009.

Black bold underlined: interim operation in 2009-2010.

*This total does not include the four interim operations listed.

** 21 missions have no Canada-based employees, including the missions indicated and Palo Alto in the United States.

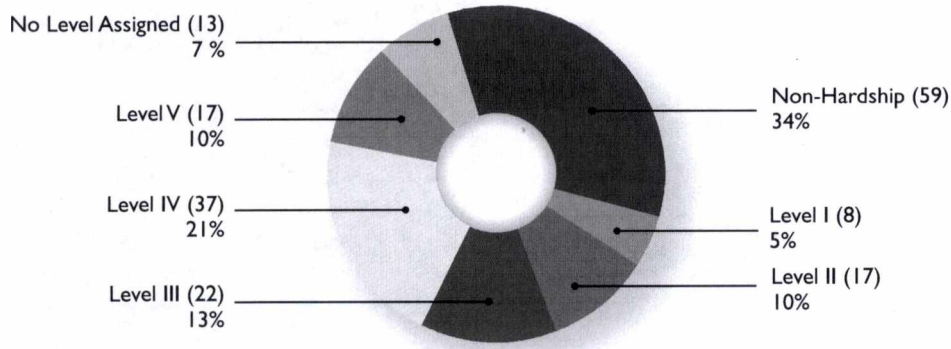
According to the Department's *Foreign Service Guide*, the level A missions are classified as non hardship locations. A hardship level is attributed to the other missions using an increasing scale to establish a comparison with the conditions of life in Ottawa-Gatineau and those of each country considered difficult to varying degrees. The three areas analyzed are as follows: 1) the physical environment (for example, climate, air pollution and noise), 2) the local conditions (for example, transport, health safety, food, disease-related risks and medical facilities), and 3) personal security. Mission hardship levels are reviewed every three or four years to reflect changes in local conditions.

Here are some examples of missions whose hardship levels have changed in 2009-2010:

- Kyiv went from level IV to level III
- Belgrade went from level III to level II
- Johannesburg went from level II to level III
- Pretoria went from level II to level III

Assignment of a hardship level is linked to the arrival of Canada-based staff. While waiting for a detailed evaluation of local conditions, a provisional hardship level similar to that of neighbouring missions may be attributed to a interim operation or new mission in which there are Canada-based staff. One example is Doha. A permanent hardship level is normally attributed within a year.

FIGURE 28
Distribution of Missions by Hardship Level as of March 31, 2010



As may be noted, in 2009-2010, the employees worked in a high number of hardship missions. The number of hardship missions was 78 in 1991.

As of March 31, 2009, there were 105 hardship missions and as of March 31, 2010, the number dropped slightly to 101 hardship missions.

FIGURE 29
Mission Hardship over the Years, 1991-2010

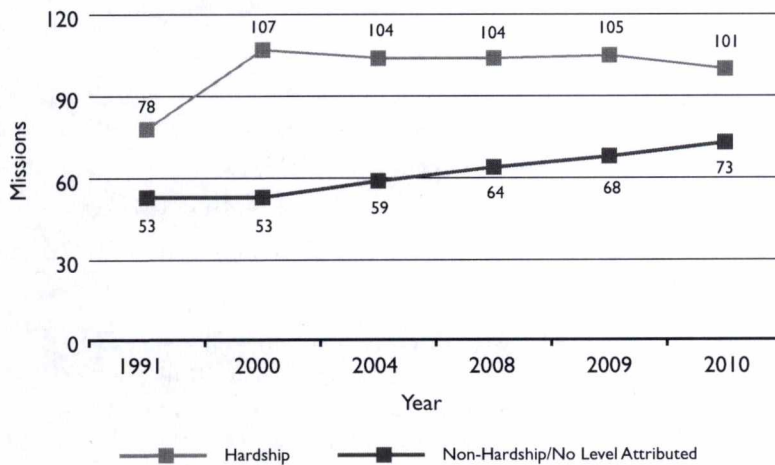


FIGURE 30
Percentage of Canada-Based Positions in Non-Hardship and in Hardship Missions, 2009-2010

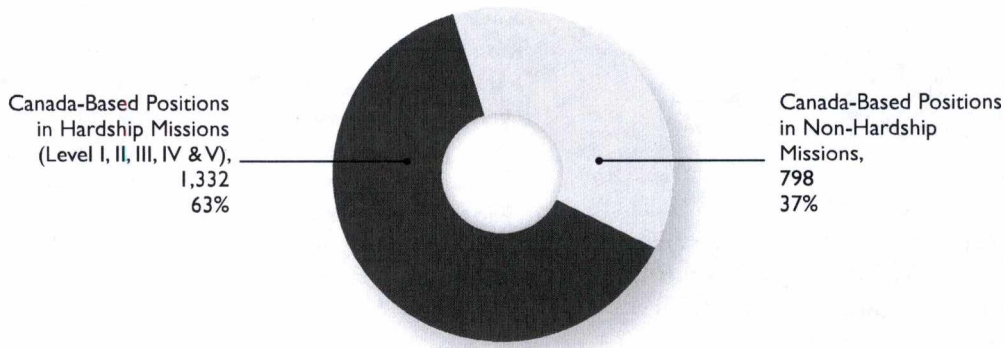
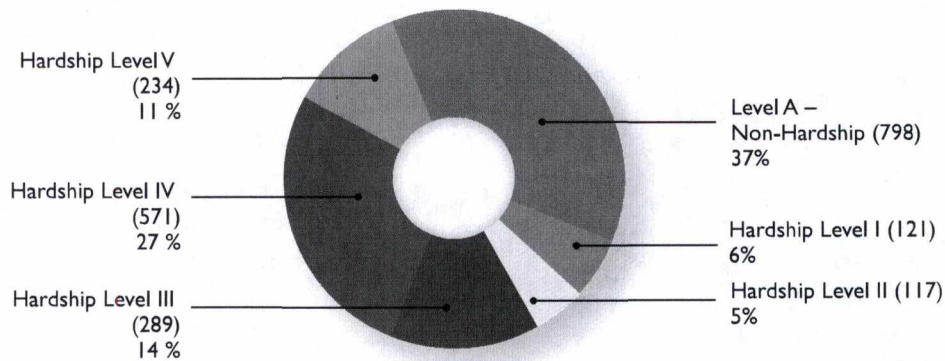


FIGURE 31
Distribution of Canada-Based Positions in Non-Hardship Missions and Hardship Missions, 2009-2010



Most Canada-based staff positions are located at hardship missions that is, 63% as opposed to 37% at non-hardship missions. Of all the Canada-based employee positions that are located at hardship missions (levels I

to V—1,322 positions), 83% (1,094) are located in hardship level III, IV and V missions. A total of 805 positions (38%) of Canada-based employees are located in hardship level IV and V missions.

Openings and Closures

Over time, adjustments have been required in order to react to changing priorities and the evolution of situations with the view of carrying out government programs abroad. From 1993 to March 31, 2010, Canada's network of missions abroad had 76 mission openings and 42 mission closures.

The following six missions opened in 2009-2010: Cancun (Mexico), Playa Del Carmen (Mexico), Porto Alegre (Brazil), Punta Cana (Dominican Republic), Puerto Vallarta (Mexico), San José Del Cabo (Mexico). Ahmedabad (India), which was on

the list of new missions in the Annual Report 2008-2009, was also officially opened in July 2009.

The following interim operations are also indicated: Acapulco (Mexico), Astana (Kazakhstan), Doha (Qatar), Istanbul (Turkey), Mazatlan (Mexico) and Oaxaca (Mexico). Lastly, the list includes the six missions that closed during 2009-2010: Cape Town (South Africa), Hamburg (Germany), Lilongwe (Malawi), Phnom Penh (Cambodia), Sarajevo (Bosnia-Herzegovina) and Tucson (United States). Hiroshima is on the list of closures, although the mission was relocated to Kitakyushu.

FIGURE 32
Mission Openings and Closures, 1993 to March 31, 2010

AFRICA AND MIDDLE EAST		ASIA-PACIFIC		EUROPE		LATIN AMERICA AND CARIBBEAN		NORTH AMERICA	
OPENINGS		OPENINGS		OPENINGS		OPENINGS		OPENINGS	
Abuja	1993	Phnom Penh	1993	Riga	1993	Santo Domingo	1993	Miami	1993
Jeddah	1993	Taipei	1994	Zagreb	1993	La Paz	1994	Monterrey	1997
Johannesburg	1994	Ho Chi Minh City	1994	Almaty	1994	San Salvador	1995	Guadalajara	1998
Abu Dhabi	1994	Bandar Seri Begawan	1995	Tallinn	1994	Rio de Janeiro	1995	Houston	2004
Beirut	1995	Bangalore	1995	Vilnius	1994	Panama City	1995	Raleigh	2004
Kinshasa	1997	Chandigarh	1996	Saint Petersburg	1994	Managua	1996	Denver	2004
Ramallah	1998	Karachi	1998	Hamburg	1995	Montevideo	1995	San Diego	2004
Tripoli	1998	Chongqing	1997	Sarajevo	1996	Belo Horizonte	1998	Phoenix	2004
Lagos	1999	Guangzhou	1998	Bratislava	1997	Recife	2005	Anchorage	2004
Abuja	1999	Hiroshima	2000	Berlin	1999	Porto Alegre	2009	Philadelphia	2004
Khartoum	2003	Busan	2003	Tirana	1999	Punta Cana	2009	Tucson	2004
Kabul	2003	Ulaanbaator	2008	Pristina	2000			Cancun	2009
Doha	2009	Hyderabad	2008	Skopje	2000			Puerto Vallarta	2009
		Kolkata	2008	Reykjavik	2000			Playa del Carmen	2009
		Kitakyushu	2009	Barcelona	2001			San José del Cabo	2010
		Karachi	2009	Astana	2009			Mazatlan	2010
		Ahmedabad*	2009					Oaxaca	2010
		Istanbul	2009					Acapulco	2010

FIGURE 32 (continued)

AFRICA AND MIDDLE EAST		ASIA-PACIFIC		EUROPE		LATIN AMERICA AND CARIBBEAN		NORTH AMERICA	
CLOSURES		CLOSURES		CLOSURES		CLOSURES		CLOSURES	
<i>Kinshasa</i>	1993	Melbourne	1993	Lyon	1995			Orlando	1993
Gaborone	1993	Yokohama	1995	<i>Barcelona</i>	1996			Santa Clara	1993
Windhoek	1993	<i>Busan</i>	N/A	Bonn	1999			El Segundo	1994
Douala	1993	<i>Karachi</i>	N/A	<i>Tirana</i>	2003			San Juan	1994
Lesotho	1993	Fukuoka	2007	<i>Pristina</i>	2004			<i>Denver</i>	1995
<i>Abuja</i>	1995	Osaka	2007	<i>Skopje</i>	2004			Cleveland	1996
<i>Lagos</i>	1995	<i>Phnom Penh</i>	2009	Milan	2007			Dayton	1996
<i>Jeddah</i>	1998	Hiroshima	2009	<i>Saint Petersburg</i>	2007			Cincinnati	1996
Conakry	2005			<i>Hamburg</i>	2009			<i>Philadelphia</i>	1996
Libreville	2006			<i>Sarajevo</i>	2009			<i>Houston</i>	1996
Cape Town	2009							<i>San Diego</i>	1997
Lilongwe	2009							<i>Tucson</i>	2009
Openings	13	Openings	18	Openings	16	Openings	11	Openings	18
Closures	12	Closures	8	Closures	10	Closures	0	Closures	12

Black bold italic: mission opened/closed or opened/closed again.

Black bold underlined: interim operation and date of their creation.

Red bold: moved.

*This mission was on the list of new missions in the Annual Report 2009-2009 but its official opening took place in July 2009.

Office of the Inspector General: Mission Inspections

In 2009-2010, the Office of the Inspector General visited 23 Canadian missions around the world (see Figure 33). The previous year (2008-2009), it had conducted 19 Canadian mission inspections around the world. The aim of these inspections is to provide DFAIT senior management with a systematic, independent and objective review of performance with regard to activities and

programs implemented at the missions. DFAIT inspectors examine leadership, management practices, and mission compliance with policies and regulations.

Recommendations contained in the inspection reports contribute to the improvement of effective management of our missions and ensure appropriate support from Headquarters. More in-depth information on mission inspections may be consulted on-line on the website of the Office of the Inspector General of the Department of Foreign Affairs and International Trade.

FIGURE 33
Inspections in 2009-2010

MISSION	DATE	
Rabat	2009	April
Belgrade	2008	April
Vatican City	2009	May
Stockholm	2009	May
Khartoum	2009	May
Kinshasa	2009	June
Bucharest	2009	September
Helsinki	2009	September
Dublin	2009	September
Pretoria/Johannesburg	2009	October
Harare	2009	October
Maputo	2009	October
Addis Ababa	2009	October
Bamako	2009	November
Los Angeles/San Diego/Phoenix	2009	November
San Francisco/Palo Alto	2009	December
Guatemala	2010	January
San Salvador	2010	January
San José/Managua/Tegucigalpa	2010	February
Beijing/Chongqing	2010	March
Shanghai	2010	March
Guangzhou	2010	March
Seattle/Anchorage	2010	March

Office of the Chief Audit Executive: Internal Audits

In 2009-2010, the Office of the Chief Audit Executive only carried out one audit within the International Platform Branch. This horizontal audit, done in cooperation with the Office of the Comptroller General, informed our department of the efficiency of information management programs and procedures. The auditors pointed out not only the importance of giving careful attention to asset inventories, but also identified sound risk planning and effective implementation of the Department's Information Technology Strategic Plan. The details of this inspection were posted on the website of the Office of the Comptroller General.

Financial Report

4



This section of the Annual Report summarizes cost recovery and common service transfers. This report fulfills DFAIT's obligation to report to partner departments on cost-recovered funding.

Funding Statement

FIGURE 34
Funding Statement, 2008-2009 and 2009-2010*

	2009-2010	2008-2009
Incremental money transferred from partners (includes only new funding, Supplementary Estimates A and B)	\$33,266,100	\$36,718,140
Net DFAIT allocations for incremental DFAIT positions abroad (includes Common Services)*	22,334,200	19,818,220
Net DFAIT allocations linked to the increase in positions abroad – the funding comes from a submission to the Treasury Board (SR-400)	25,164,240	0
Co-location cost recovery	15,564,855	9,065,048
Total funds received	\$96,329,395	\$65,601,408
Total refund to partners for position deletions	-\$16,073,000	-\$10,637,300
Net changes in sources of funding	\$80,256,395	\$54,964,108

* As of 2008-2009, the calculation method was changed.

FIGURE 35

POSITION CHANGES ABROAD, 2008-2009 AND 2009-2010				
Upon the creation of the International Platform Branch on April 1, 2008, DFAIT began to track and record all changes to positions abroad, in the same manner as partner programs. As a result, DFAIT can now report on actuals, rather than calculated averages.				
Actual DFAIT position changes*	2009-2010		2008-2009	
Position Creations	No. of positions	Costs	No. of positions	Costs
DFAIT position creations—Canada-based staff	73	\$24,587,000	37	\$8,600,500
DFAIT position creations—locally engaged staff	68	6,106,000	165	12,444,400
Total DFAIT position creations		\$30,693,000		\$21,044,900
Position Deletions	No. of positions	Costs	No. of positions	Costs
DFAIT position deletions—Canada-based staff	5	\$1,263,400	20	\$3,831,000
DFAIT position deletions—locally engaged staff	7	\$632,800	15	\$837,500
Total DFAIT position deletions		\$1,896,200		\$4,668,500
Other DFAIT actions**		\$18,701,640		\$3,441,820
Net Cost of DFAIT changes		\$47,498,440		\$19,818,220

* Due to the volume of overall transactions processed and delays that may occur at various steps in the process, funds transferred for actual DFAIT position changes may not reflect the same as the DFAIT position count reported elsewhere in the Annual Report at the time of publication.

** Other measures taken did not change the number of positions abroad.

FIGURE 36
Inflows and Outflows from DFAIT, Partners and Co-locators, 2009-2010

BUDGET		BUDGET	
FOREIGN AFFAIRS AND INTERNATIONAL TRADE CANADA	TOTAL	PARTNERS/CO-LOCATORS	TOTAL
Afghanistan Task Force (FTAG)	\$4,492,600	Agriculture and Agri-Food Canada	\$ -43,900
Common Services (CSAC)	12,144,900	Canada Border Services Agency	1,206,700
Consular Services and Emergency Management Branch (CFM)	5,419,800	Canada Revenue Agency	203,500
Economic Policy Bureau (MED)	315,400	Canadian Heritage	-934,200
Global Commerce Strategy (SCM)	2,715,200	Canadian International Development Agency	3,407,000
Global Security Program (GSRP)	2,388,700	Citizenship and Immigration Canada	8,986,300
Head of Mission Program (HOM)	1,654,600	Department of National Defence	355,100
Human Resources (HCM)	1,278,340	Environment Canada	357,000
Foreign Service Directives Services and Policy Bureau (AED)	479,900	Department of Finance Canada	-257,100
International Education and Youth (PRE)	411,300	Department of Justice	333,700
International Organizations (MID)	928,200	Privy Council Office	214,500
International Security and Policy (IFM)	1,289,900	Public Health Agency of Canada	140,900
Physical Resources Bureau (ARD)	664,800	Public Safety Canada	2,077,100
Political Economic Relations and Public Affairs Program (PERPA)	7,553,400	Royal Canadian Mounted Police	984,000
Security and Intelligence (ISD)	1,097,600	Treasury Board of Canada Secretariat	162,500
Stabilization and Reconstruction Task Force (START)	1,123,000	Subtotal, Partners	\$17,193,100
Trade Commissioner Service (GDC)	3,540,800	Australia, Government of	\$96,270
Subtotal, DFAIT	\$47,498,440	Bank of Canada	217,255
		Canadian Commercial Corporation	225,000
		Export Development Canada	4,928,291
		Israel, Government of	99,145
		Ontario, Government of	3,103,500
		Alberta, Government of	3,209,299
		Quebec, Government of	3,686,095
		Subtotal, Co-locators	\$15,564,855
		Total, Partners and Co-locators	\$80,256,395

Recapitalization Charge

On June 6, 2005, the Treasury Board authorized DFAIT to introduce Property Growth Charges (PGC) to all programs that experienced growth after March 31, 2004. Administration of these charges was assigned to the Material Resources Bureau and the Representation Abroad Secretariat.

FIGURE 37
Recapitalization Charge Collected for Position Changes Initiated
in 2009-2010

SPONSOR	ONE-TIME (CURRENT YEAR)	PERMANENT (FUTURE YEARS)*
Collected from Partners		
Agriculture and Agri-Food Canada	\$-	\$-
Canada Border Services Agency	91,700	28,500
Canada Revenue Agency	-	-
Canadian Heritage	11,700	-
Canadian International Development Agency	36,500	76,400
Citizenship and Immigration Canada	458,800	416,100
Department of National Defence	-37,800	-38,000
Environment Canada	14,400	-
Department of Finance Canada	-36,100	-36,100
Department of Justice Canada	2,600	3,900
Privy Council Office	-	-
Public Health Agency of Canada	-	-
Public Safety Canada and Pandemic Planning	11,500	15,400
Royal Canadian Mounted Police	11,600	16,400
Treasury Board of Canada Secretariat	-	-
Subtotal, Partners	\$564,900	\$482,600
Collected from DFAIT		
Afghanistan Task Force (FTAG)	\$6,300	\$8,900
Common Services (CSAC)	-	-
Consular Services and Emergency Management (CFM)	98,400	111,100
Economic Policy Bureau (MED)	-	-
Global Commerce Strategy (SCM)	95,200	111,800
Global Security Program (GSRP)	19,900	29,800
Heads of Mission Program (HOM)	19,500	35,600
Human Resources (HCM)	-	-
Information Management and Technology (SXD)	-	-
International Education and Youth (PRE)	25,800	46,800
International Organizations Bureau (MID)	12,300	25,900
International Security Policy (IFM)	12,300	15,400
Physical Resources Bureau (ARD)	-	-
Political Economic Relations and Public Affairs Program (PERPA)	84,700	167,800
Security and Intelligence (ISD)	-	-
Stabilization and Reconstruction Task Force (START)	13,800	-
Trade Commissioner Service (TCS)	67,000	136,300
Subtotal, DFAIT	\$455,200	\$689,400
Total Recapitalization Collected	\$1,020,100	\$1,172,000

* Permanent - ongoing funding transferred on a permanent basis and recorded in DFAIT's reference levels.

FIGURE 38
Examples of Recapitalization of Expenses in 2009-2010

MISSION	EXPENDITURE ITEM	AMOUNT (\$000)
Abidjan	Chancery - roof repairs	\$26.3
Abu Dhabi	Chancery - exterior repairs	16.7
Abuja	Chancery - exterior and interior building repairs	1,053.8
Accra	Chancery - interior improvements	19.4
Addis Ababa	Chancery - interior works	14.6
Algiers	Chancery - repairs to building control system, improvements to storage room	1,14.6
Amman	Chancery - electrical generator replacement, air-conditioning unit replacement	39.9
Ankara	Chancery - interior repairs	5
Bangkok	Chancery - cooling system repairs	28
Barcelona	Chancery - alarm system replacement	4.2
Beijing	Chancery - floor replacement	10.7
Belgrade	Chancery - security upgrades	9.5
Bern	Chancery - flooring repairs	11.5
BNATO	Chancery - hallway renovation	23.5
Boston	Chancery - reception area, HVAC	12.7
Brussels	Chancery - 5 th floor reconfiguration	5.3
Buenos Aires	Chancery - IT office renovations	7.7
Chicago	Chancery - replace air conditioning unit	7.9
Dar es Salaam	Chancery - security upgrades	2.7
Geneva	Chancery - exterior/interior repairs	61.8
Georgetown	Chancery - replace guard hut	12.9
Hague, The	Chancery - annex repairs	12.9
Khartoum	Chancery - electrical repairs	18.7
Kinshasa	Chancery - installation of surge protection	14.8
Lagos	Chancery - replace generator	32
London	Chancery - interior repairs	37
Lusaka	Chancery - entrance upgrades, fire escapes	204.5
Madrid	Chancery - interior repairs	4.7
Manila	Chancery - electrical improvements	16.8
Mexico	Chancery - construct service room	9.5
Montevideo	Chancery - electrical upgrades	24.1
Munich	Chancery - security doors	8.1
Nairobi	Chancery - replace fuel storage tank, testing	82.1
New Delhi	Chancery - water treatment system	151.3
Paris	Chancery - exterior façade and interior repairs	307
Port-au-Spain	Chancery - interior construction	22.1
Rome	Chancery - upgrade building management system and repairs to fire escape	18.6
Santiago	Chancery - install airlock and uninterrupted power service	129.2

FIGURE 38 (continued)

MISSION	EXPENDITURE ITEM	AMOUNT (\$000)
Sydney	Chancery - wall repairs	6.6
Tehran	Chancery - building repairs	2.4
Tokyo	Chancery - fence repair work, building exterior work, electrical upgrades	669.9
Washington	Chancery - replace planters, install new fan coil units	766.5
Total Recapitalization Expenditures 2009-2010		4,259.8

Charge Inflows and Utilization

The charges for the common services abroad are received for each position added. These charges fund the positions assigned to the delivery of common services in the missions, for example, in the fields of finance, property management, security, human resources and informatics.

**FIGURE 39
Common Services Charges Abroad in 2009-2010**

	INCOMING (\$)	OUTGOING (\$)	BALANCE (\$)
Mission Client Services and Innovations			
Solde d'ouverture			\$7,070,940
North America General Relations	\$1,634,100	\$201,200	1,432,900
Latin America and Caribbean	447,100	271,100	176,000
Europe	412,800	240,900	171,900
European Union	533,900	2,428,700	-1,894,800
Africa	311,800	1,011,800	-700,000
Middle East and Maghreb	257,300	844,100	-586,800
North Asia	103,300	95,700	7,600
South, Southeast Asia and Oceania*	616,300	1,065,700	-449,400
Temporary Assignments	289,900	291,980	-2,080
Subtotal, Mission Client Services	\$4,606,500	\$451,180	5,226,260
Other Costs:			
Information Management and Technology	\$938,900	\$938,900	0
Expenses Accrued for Common Services Abroad	920,800	3,084,900	-2,164,100
Sub-total of Other Costs	\$1,859,700	\$4,023,800	-2,164,100
Total, Common Services Expenses	\$6,466,200	\$10,474,980	\$3,062,160

* Includes Afghanistan.

FIGURE 40
Common Services Expenses* in the Missions, 2008-2009 and 2009-2010

ITEM	2009-2010	2008-2009
Salaries and Wages - Canada-Based Staff	\$23,594,782	\$22,803,832
Salaries and Wages - Locally Engaged Staff	127,762,086	125,411,985
Hospitality Costs	157,380	237,587
Informatics Services	839,187	898,655
Machinery, Equipment and Tools	15,648,146	20,453,145
Furniture and Materials	11,444,626	13,230,593
Postage, Freight, Express and Cartage	5,953,954	6,322,584
Professional Services	44,553,394	44,820,088
Rental of Equipment, Machinery and Other Items	1,360,150	1,674,991
Rental of Land and Construction	130,426,333	121,391,329
Public Services	24,937,685	24,371,220
Repairs and Maintenance	19,296,353	19,545,205
Telecommunication Services	5,955,386	6,297,161
Travel	1,389,233	2,078,050
Other expenses	1,404,767	1,267,817
Total:	\$414,723,462	\$410,804,243

* This includes DFAIT, other partners and co-locators' expenses.

FIGURE 41
Division of Common Service Expenses at Headquarters, 2008-2009 and 2009-2010

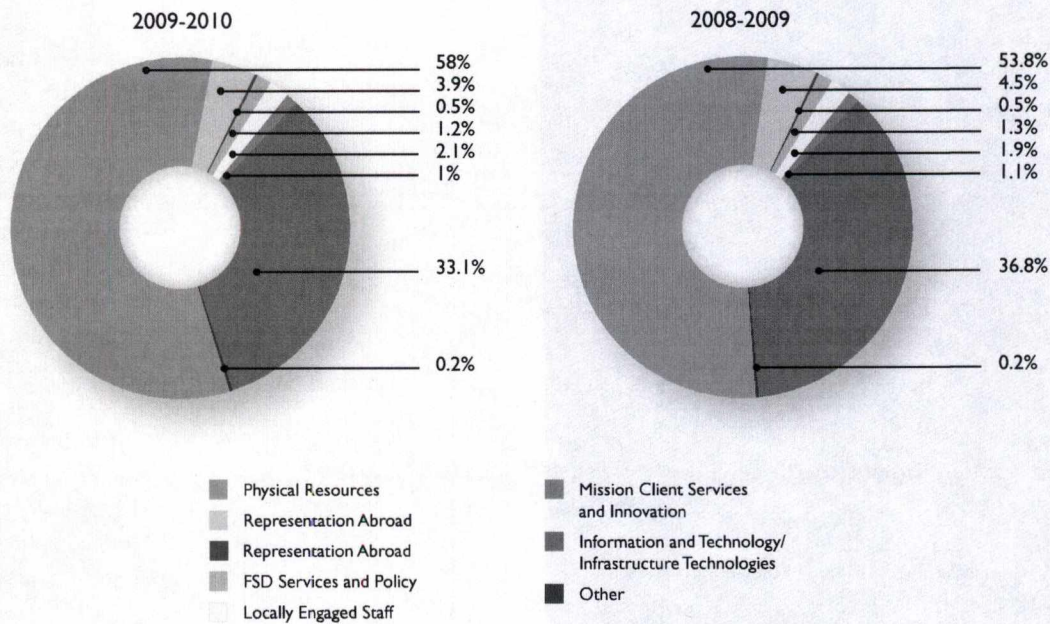


FIGURE 42
Foreign Service and Relocation Allowances, 2008-2009 and 2009-2010

ITEM	2009-2010	2008-2009
Foreign Service Allowances	\$94,159,421	\$84,910,506
Relocation	37,573,051	36,931,248
Total Program:	\$131,732,472	\$121,841,754

Common services spending in missions went from \$410,804,243 in 2008-2009 to \$414,723,462 in 2009-2010, an increase of 1%.

Moreover, common services spending at Headquarters was \$270,081,055 in 2008-2009. In 2009-2010, it increased to \$287,090,475, an increase of 6%. The Physical Resources Bureau manages the greater portion of this budget. It was \$145,270,341 in 2008-2009, and increased to \$166,553,334 in 2009-2010. This represents an increase of 15%.

Between 2008-2009 and 2009-2010, spending on Foreign Service Directives grew by 8%. This growth is due primarily to the increase in expenditures related to allowances.

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