Foreign Affairs, Trade and Development Canada

Affaires étrangères, Commerce et Développement Canada

Canada

Embassy of Canada Ambassade du Canada
Embajada de Canadá

Canada's Network
Annual Report
2012–2013

High-Quality Services Through Innovation and Collaboration

International Platform Branch

NOTES TO THE READER
Note (1) – On June 26th, 2013, the Department of Foreign Affairs and International Trade (DFAIT) and the Canadian International Development Agency (CIDA) were amalgamated into the Department of Foreign Affairs, Trade and Development (DFATD).

Note (2) – As this publication reports on the 2012–2013 fiscal year, all references to DFATD relate to DFAIT unless otherwise stipulated.

Note (3) – Since CIDA operated as a DFAIT partner in Canada's Network during the 2012–2013 fiscal year, this report lists information about CIDA separately.

Canadian Interim Chancery in Kyiv.

A MESSAGE FROM THE DEPUTY MINISTERS

We are pleased to present the Annual Report on Canada's Network for 2012–2013. This document provides information important to the department's many partners and co-locators, as well as to senior managers. It also describes some of the numerous achievements of Foreign Affairs, Trade and Development Canada (DFATD)[1] and its international platform in maintaining the network of missions and delivering the high-quality services that enable the Government of Canada and co-locators to achieve their international priorities and meet their objectives.

As a whole-of-government asset, the Network underpins Canada's evolving presence in the world. Resources dedicated to it are allocated based on current domestic and international realities. On March 31, 2013, Canada's Network included 172 missions in 105 countries, along with 16 regional and satellite offices in Canadian cities. Services were delivered to 26 partners and 10 co-locators, and relocation support provided to 959 employees and 1,252 dependents moving to and from missions abroad. A total of 7,571 positions were based in foreign missions, of which 2,165 were held by Canada-based staff and 5,406 by locally engaged staff. Another 120 positions were based in regional and satellite offices across Canada.

To enable the Government of Canada to achieve its 2012–2013 foreign policy and international trade objectives, as well as partners' and co-locators' own priorities, DFATD focused on three strategic considerations—Innovative Operations, Client Relations and Governance, and Business Planning and Forecasting—and supported the implementation of decisions based on Canada's Budget 2012 Economic Action Plan.

A few achievements to highlight:

- Canada's partnership with the United Kingdom (U.K.) was strengthened. An agreement was concluded to share space in Yangon, Burma until the Canadian mission is ready to open. Canada supported the provision of space and common services to the U.K. in Port-au-Prince, Haiti, and progress was made in negotiations for co-location in Budapest, Hungary.

- Initiatives to reduce expenditures were successful. Eight missions were closed. Additional reductions were achieved in real-property holdings and management costs, mission vehicle fleets, Canada-based staff and locally engaged staff.

- New Memorandums of Understanding were signed with a partner—the Canadian Nuclear Safety Commission—and with a co-locator—the province of British Columbia. Extensive consultations with partner departments helped strengthen governance of common services.

This report describes a Network that is strong, innovative, responsive to clients' needs and closely aligned with Canada's priorities.

Morris Rosenberg
Deputy Minister of Foreign Affairs

Simon Kennedy
Deputy Minister of
International Trade

Paul Rochon
Deputy Minister of
International Development

Greta Bossenmaier
Senior Associate Deputy Minister of
International Development

Peter M. Boehm
Associate Deputy Minister of
Foreign Affairs

Stefanie Beck
Acting Assistant Deputy Minister of
the International Platform Branch

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1   On June 26, 2013, the Department of Foreign Affairs and International Trade (DFAIT) and the Canadian International Development Agency (CIDA) were amalgamated to form Foreign Affairs, Trade and Development Canada (DFATD). The Deputy Minister of International Development and the Senior Associate Deputy Minister of International Development are pleased to associate themselves with the achievements of Canada's Network in 2012–2013.

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1 CANADA'S NETWORK IN 2012–2013

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OVERVIEW

Canada's Network is an invaluable whole-of-government asset essential to Canada's engagement with the world.

A combination of infrastructure, resources and services, overseas and in Canada, the Network enables the Government of Canada to effectively serve Canadians and advance the country's political and economic interests in a constantly changing world. The Network also contributes to the ability of DFATD's partners and co-locators to achieve their strategic objectives.

The location and number of missions, as well as the amount and nature of resources dedicated to the Network, 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[2].

During 2010–2011, Canada had 178 missions in 106 countries, with official openings in Istanbul (Turkey), Astana (Kazakhstan) and Mazatlán (Mexico). In 2011–2012, 179 missions operated in 106 countries with one opening in Doha (Qatar).

As of March 31, 2013, Canada had 172 missions located in 105 countries[3]. Eight missions closed during 2012–2013, and operations remained suspended in Damascus (Syria).

Missions abroad had a combined total of 7,571 Canada-based staff (CBS) and locally engaged staff (LES) positions. This represents a decrease of 397 positions from March 31, 2012: 17 fewer CBS and 380 fewer LES positions. The five largest missions in the Network by number of positions were New Delhi, Beijing, Washington, D.C., London and Mexico City.

In addition to 172 missions, Canada operated several service points. These included 110 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 also provided on DFATD's behalf by 15 Australian high commissions or consulates and one Swedish embassy.

Two regional service centres—in Washington, D.C. and in Thames Valley outside London, U.K.—and 12 Common Service Delivery Points (CSDPs) support the delivery of common services.

On March 31st, 2013, DFATD operated 16 regional and satellite trade offices in Canada, with a total of 120 positions. The total number of offices decreased from 18 a year earlier as the result of a restructuring and refocusing initiative.

In total, there were 7,691 positions in the Network and 320 service locations around the world.

NETWORK OPENINGS AND CLOSURES

During 2012–2013, the Network experienced the following changes:

- an interim operation started in Yangon, Burma[4];
- the Embassy in Tehran, Iran and the Office of the Embassy in Niamey, Niger were closed;
- six missions were closed in the United States: the Buffalo Consulate General; consulates in Anchorage, Philadelphia, Phoenix, and Raleigh-Durham; and the trade office in Princeton;
- the Saskatoon regional office and Kelowna satellite office were closed, while the Windsor satellite office was relocated to London;

Note: operations remained suspended in Damascus, Syria[5].

Chapter 3 Figure 33, titled *"Mission Openings and Closures, 1993 to 2013 (March 31)"*, details all the adjustments made to the mission network in the last 20 years.

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2   Comprehensive information as to openings and closures since 1993 is provided in Figure 33 of Chapter 3.

3   This total includes offices in the Holy See (Vatican) and Burma (interim operation) but excludes those in Taiwan, the West Bank and Gaza Strip.

4   In 2012–2013, Canada's mission was temporarily located at the Embassy of the United Kingdom, which will continue until the Canadian mission is ready. Note: the Ambassador was accredited by Burma in August 2013.

5   Operations in Damascus were suspended in March 2012.

CIDA's employees meet at the Canadian Embassy in Port-au-Prince, Haiti.
© MAECD-DFATD/Ricardo Arduengo

PARTNERS AND CO-LOCATORS

The Department of Foreign Affairs, Trade and Development (DFATD) provides common services to a variety of organizations. Under the Treasury Board 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, other national governments (designated as co-locators).

Partners, co-locators and DFATD enjoy a mutually beneficial relationship. All contribute to strengthen Canada's presence abroad, respond to emerging situations, reach new markets and generate new international perceptions about Canada. The International Platform Branch (IPB) and the Network abroad support partners and co-locators in the delivery of their programs and the implementation of new initiatives. Examples of this support are described in the sidebars on pages 4, 5 and 6.

" The Canadian Nuclear Safety Commission (CNSC) would like to thank DFATD and in particular AFR (Client Relations Division) for its support in establishing the new CNSC embedded-staff position at the permanent mission in Vienna. In the aftermath of the nuclear disaster at Fukushima Daiichi Nuclear Power Plant in Japan, it was clear that the CNSC needed enhanced international nuclear safety presence with the UN's nuclear watchdog, the IAEA (International Atomic Energy Agency) located in Vienna. Together, we established this position on relatively short notice and ensured the necessary common services were available to our staff. The CNSC also actively participates in the Interdepartmental Working Group on Common Services and will be engaged in the upcoming negotiations to renew the MOU on common services."

—**Jason K Cameron**,
Vice-President, Regulatory Affairs Branch and
Chief Communications Officer, Canadian Nuclear
Safety Commission

"The Government of Alberta has operated co-located offices within Canadian missions abroad for many years, and has found the co-located model to be very effective in allowing us to pursue opportunities in international markets. As outlined in the Government of Alberta's new International Strategy, we will be expanding our international office network into new markets as part of our market access mandate to increase trade, raise the province's profile internationally and to position Alberta as a location for foreign direct investment. Our close and collaborative working relationship with DFATD has been essential to our planning and delivery of Alberta's expanded international presence."

—**Susan Henderson**, Senior Director, Marketing & International Offices Operations, Alberta International & Intergovernmental Relations

Canadian members of the United Nations Police (UNPOL) prepare to inspect a ship off Cap Haïtien.
© MAECD-DFATD/Jean François Leblanc

The Network is comprised of 26 partners and 10 co-locators.

Partners include federal departments and agencies that sponsor programs involving diplomatic activities abroad. These activities include diplomatic and consular relations, expansion of international trade, immigration and, up until the June 25th, 2013 CIDA-DFAIT amalgamation (see note 3 on the inside page of the front cover), managing international development. DFATD, as a common service organization, is funded (mainly through appropriations) to provide mandatory services to federal departments.

As of March 31, 2013, the 26 partners were:

- Agriculture and Agri-Food Canada;
- Canada Border Services Agency ;
- Canada Revenue Agency;
- Canadian Food Inspection Agency;
- Canadian Heritage;
- Canadian International Development Agency;
- 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;
- Treasury Board of Canada Secretariat;
- Transport Canada; and
- Veterans Affairs Canada

In addition, the Network also included 10 co-locators, to whom DFATD provides common services, funded on a cost-recovery basis.

On March 31, 2013, the co-locators were (mission location):

- Bank of Canada (New York);

- Canadian Commercial Corporation (Havana);

- Export Development Canada (Abu Dhabi, Beijing, Bogota, Dusseldorf, Istanbul, Lima, Mexico City, Monterrey, Moscow, Mumbai, New Delhi, Panama City, Rio de Janeiro, Santiago, Sao Paulo, Shanghai and Singapore);

- Government of Alberta (International and Intergovernmental Relations) – (Beijing, London, Mexico City, Munich, Seoul, Taipei and Washington, D.C.);

- Government of Australia (Bogota);

- Government of Israel (Caracas);

- Government of Ontario (Beijing, London, Los Angeles, Mexico City, Mumbai, Munich, New Delhi, New York, Paris, Shanghai, Tokyo and Washington, D.C.);

- Government of Québec ("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 (Mumbai); and

- The United Kingdom[6].

"The U.K. and Canada signed a Memorandum of Understanding on 24 September 2012 on Enhancing Support at Missions Abroad. We agreed to collaborate on areas including Estates, Consular support, IT, Security and diplomatic bag services, and have pursued initiatives in all these areas, to mutual benefit. Our collaboration now ranges from a co-location arrangement in the British Embassy in Rangoon[7] in June 2012 to the sharing of a VHF antenna in Georgetown and the courtesy use of each other's office space for visitors in Sarajevo and Dallas. We have also put in place arrangements for a co-location agreement at the Canadian Embassy in Port-au-Prince which we plan to sign in April 2013, and there are plans for further co-locations and creative ways we can assist each other in our diplomacy. This is a model of the way close friends should be helping each other across the world, and we are delighted with the collaboration we've been offered by DFATD."

—**Overseas Network**, Operations Unit, Foreign and Commonwealth Office, Government of the U.K.

Note: the Canadian Olympic Committee was a short term co-locator in London for the 2012 Olympics.

FIGURE 1
Partner (incl. DFATD) and Co-locator Profile: Number of Employee Positions Abroad, March 31, 2013

Partners and Co-locators	Canada-Based Staff	Locally Engaged Staff	Total
Total	**2,165**	**5,406**	**7,571**
Foreign Affairs, Trade and Development Canada (DFATD)*	1,224	3,805	5,029
Citizenship and Immigration Canada (CIC)	301	1,164	1,465
Canadian International Development Agency (CIDA)*	185	184	369

6   The IPB supported the provision of space and common services to the United Kingdom in Port-au-Prince, Haiti. Progress has been made in negotiations for Budapest, Hungary.

7   DFATD refers to the capital city of Burma as Yangon.

Partners and Co-locators	Canada-Based Staff	Locally Engaged Staff	Total
National Defence (DND)	177	45	222
Government of Québec**	38	49	87
Canada Border Services Agency (CBSA)	64	11	75
Public Safety Canada (PS)	63	11	74
Royal Canadian Mounted Police (RCMP)	41	29	70
Export Development Canada (EDC)**	14	29	43
Agriculture and Agri-Food Canada (AAFC)	14	25	39
Government of Ontario**	11	13	24
Government of Alberta**	6	17	23
Canadian Food Inspection Agency (CFIA)	6	4	10
Public Works and Government Services Canada (PWGSC)	4	6	10
Department of Justice Canada (JUS)	3	2	5
Government of Australia**	2	3	5
Canadian Space Agency (CSA)	2	1	3
Veterans Affairs Canada (VAC)	1	2	3
Communications Security Establishment Canada (CSEC)	2	0	2
Department of Finance Canada (FIN)	1	1	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 British Columbia**	0	1	1
Government of Israel**	0	1	1
Health Canada (HC)	0	1	1
Natural Resources Canada (NRCan)	0	1	1
Transport Canada (TC)	1	0	1
Canada Revenue Agency (CRA)	0	0	0
Canadian Heritage (CH)	0	0	0
Industry Canada (IC)	0	0	0
Privy Council Office (PCO)	0	0	0
Treasury Board of Canada Secretariat (TBS)	0	0	0
United Kingdom**	0	0	0

Source: Data obtained from the Human Resources Management System (HRMS) on March 31, 2013.

Note: In some cases, the creation or deletion of positions may have been authorized before March 31, 2013, but the transactions may not have been completed in the databases by that date. The difference would not exceed one percent of the total positions.

* Please refer to *Notes to the reader* on the inside front cover page.

** Co-locators.

DFATD has the largest number of positions abroad: 5,029 or 67 percent of the total; CIC has second-most, with 1,465 or 19 percent, and CIDA ranks third with 369 positions or 5 percent. All employees occupying the 2,165 Canada-based staff positions at missions have diplomatic or consular status.

The majority of Canada-based staff 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 2
Partner (incl. DFATD) and Co-locator Positions at Missions Abroad: Percentages March 31, 2013

1%
CBSA (75)
1%
Govt of Québec (87)
3%
DND (222)
5%
CIDA (369)
19%
CIC (1,465)
1%
PS (74)
1%
RCMP (70)
2%
Others (180)
67%
DFATD (5,029)
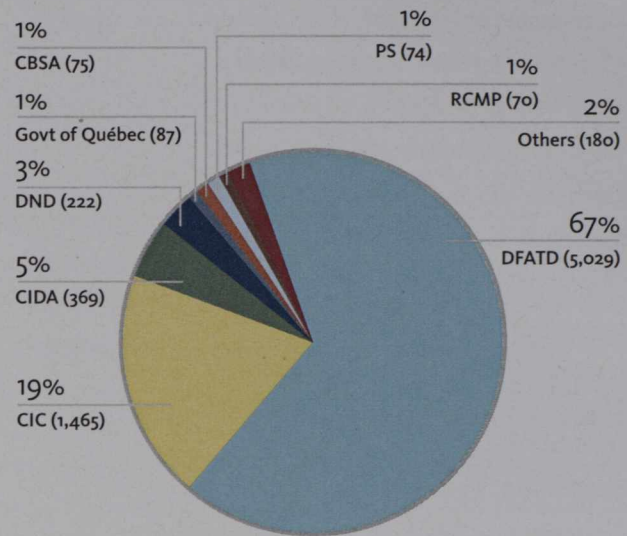
Source: data obtained from HRMS on March 31, 2013

CANADA'S MISSIONS

FIGURE 3
Missions by Designation and Region as of March 31, 2013

Designation	Africa and Middle East	Asia-Pacific	Europe	Latin America and Caribbean	North America	Total
Embassies	21	10	28	15	2	76
High Commissions	8	9	1	4	0	22
Embassy/High Commission of Canada (Program) Office	2	0	3	3	0	8
Embassies or High Commission Offices	1	7	1	3	1	13
Representative Offices	1	1	0	0	0	2
Multilateral or Permanent Missions	0	0	8	0	2	10
Consulates General	0	8	0	2	13	23
Consulates	1	3	3	1	3	11
Consular Agencies	0	0	0	0	7	7
Total	**34**	**38**	**44**	**28**	**28**	**172**

Source: data obtained from Client Relations Division. (Canadian regional offices are excluded.)

Embassies: Led by heads of missions (HOMs), these are located in capital cities and typically provide the full range of services, including consular services.

High Commissions: Located in the capital cities of Commonwealth countries, these fulfill the same function as embassies.

Embassy/High Commission of Canada (Program) Offices: Program-specific offices (e.g. DFATD's Trade Program, CIDA's Development Aid[8]) located in capital cities, and reporting to missions located in other countries.

Offices of the Embassy or High Commission: Diplomatic entities located in non-capital cities in countries with either a Canadian Embassy or High Commission, they are typically established for specific work (e.g. to support DFATD's Trade Program), usually include Canada-based staff and may provide limited consular services.

Representative Offices: Non-diplomatic offices located in the main cities of non-recognized political entities and providing a limited range of consular services.

Multilateral or Permanent Missions: Diplomatic offices located in the same city as the headquarters of a major international organization; they do not provide consular services to Canadians (except for the Permanent Mission of Canada in Geneva).

Consulates General: Located in major non-capital cities and led by an HOM accredited for a limited territory within a state. They generally provide the full range of services, including consular services.

Consulates: Similar to Consulates General; led by a Senior Program Officer accredited for a limited territory within a state. They do not provide the full range of services, although they do provide consular services.

Consular Agencies: Located in non-capital cities in a country with a Canadian Embassy or High Commission and led by a Consul General at the Embassy or High Commission. The senior program officer or consular agent is locally engaged and must have Canadian (not dual) citizenship and be granted status by the host country.

Canadian Embassy in Mexico City.
Courtesy of ARBC

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8   With the June 26th, 2013 amalgamation of the Canadian International Development Agency (CIDA) and of the Department of Foreign Affairs, International Trade (DFAIT) into the Department of Foreign Affairs, Trade and Development (DFATD), the international aid and development program is now part of DFATD.

FIGURE 4
Location of Canada's 172 Missions Abroad as of March 31, 2013 (All Designations)

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)	Bogota (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)
Bamako (Mali)	Chandigarh (India)	Bratislava (Slovakia)	Guatemala City (Guatemala)	Detroit (United States)
Beirut (Lebanon)	Chennai (India)	Brussels (Belgium)	Havana (Cuba)	Guadalajara (Mexico)
Cairo (Egypt)	Chongqing (China)	**Brussels EU (European Union)**	Kingston (Jamaica)	Houston (United States)
Dakar (Senegal)	Colombo (Sri Lanka)	**Brussels NATO (North Atlantic Treaty Organization)**	La Paz (Bolivia)	Los Angeles (United States)
Damascus (Syria)	Dhaka (Bangladesh)	Bucharest (Romania)	Lima (Peru)	Mazatlán (Mexico)
Dar es Salaam (Tanzania)	Guangzhou (China)	Budapest (Hungary)	Managua (Nicaragua)	Mexico City (Mexico)
Doha (Qatar)	Hanoi (Vietnam)	Copenhagen (Denmark)	Montevideo (Uruguay)	Miami (United States)
Dubai (United Arab Emirates)	Ho Chi Minh City (Vietnam)	Dublin (Ireland)	Panama City (Panama)	Minneapolis (United States)
Harare (Zimbabwe)	Hong Kong (China)	Dusseldorf (Germany)	Port-au-Prince (Haiti)	Monterrey (Mexico)
Johannesburg (South Africa)	Hyderabad (India)	**Geneva UN & CD (United Nations & Conference on Disarmament)**	Port of Spain (Trinidad and Tobago)	New York (United States)
Khartoum (Sudan)	Islamabad (Pakistan)	**Geneva WTO (World Trade Organization)**	Porto Alegre (Brazil)	**New York PERM (United Nations)**
Kigali (Rwanda)	Jakarta (Indonesia)	Helsinki (Finland)	Punta Cana (Dominican Republic)	Oaxaca (Mexico)
Kinshasa (Democratic Republic of Congo)	Kabul (Afghanistan)	Holy See – Vatican	Quito (Ecuador)	Palo Alto (United States)
Kuwait City (Kuwait)	Karachi (Pakistan)	Istanbul (Turkey)	Recife (Brazil)	Playa del Carmen (Mexico)
Lagos (Nigeria)	Kitakyushu (Japan)	Kyiv (Ukraine)	Rio de Janeiro (Brazil)	Puerto Vallarta (Mexico)
Lusaka (Zambia)	Kolkata (India)	Lisbon (Portugal)	San José (Costa Rica)	San Diego (United States)
Maputo (Mozambique)	Kuala Lumpur (Malaysia)	London (United Kingdom)	San Salvador (El Salvador)	San Francisco (United States)
Nairobi (Kenya)	Manila (Philippines)	Madrid (Spain)	Santiago (Chile)	San José del Cabo (Mexico)
Ouagadougou (Burkina Faso)	Mumbai (India)	Moscow (Russia)	Santo Domingo (Dominican Republic)	Seattle (United States)
Pretoria (South Africa)	Nagoya (Japan)	Munich (Germany)	Sao Paulo (Brazil)	Washington, D.C. (United States)

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

	Africa and Middle East	Asia-Pacific	Europe	Latin American and Caribbean	North America	
Total Missions as of March 31, 2013	34	38	44	28	28	172
Total Countries as of March 31, 2013*	30	19	32	22	2	105
Total Missions as of March 31, 2012	36	37	44	28	34	179

Source: Client Relations Division. Mission listed in **black bold** officially opened during 2012–2013. Permanent mission to multilateral organizations listed in **blue bold**.

* The total number of countries excludes Taiwan, the West Bank and Gaza Strip, and includes the Holy See (Vatican) and Burma (interim operation).

FIGURE 5
Canada's Network of Missions Abroad and Regional Offices, March 31, 2013

Time zones: -4 -3 -2 -1 0 +1 +2 +3 +4 +5 +6 +7 +8 +10 +11 +12 +13 +14 +15 +16 +17

Legend:
- 76 EMBASSIES ●
- 22 HIGH COMMISSIONS ○
- 21 OFFICES ◆
- 2 REPRESENTATIVE OFFICES ◆
- 10 MULTILATERAL MISSIONS ▲
- 23 CONSULATES GENERAL ■
- 11 CONSULATES □
- 7 CONSULAR AGENCIES ◇

172 TOTAL NUMBER OF OFFICES ABROAD
2,165 Canada-based staff
5,406 Locally engaged staff

16 CANADIAN REGIONAL OFFICES ●
120 Total number of positions

Europe (insert)

March 31, 2013

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REGIONALIZATION AND REGIONAL SERVICE CENTRES

The International Platform Branch is responsible for providing common services in missions. Common services include property, material, human resources, and financial management, as well as IM/IT and contracting and procurement. Also included are general administrative services: transportation, diplomatic mail, reception and cleaning services.

In recent years, the IPB has created two Regional Services Centres (RSCs) to provide management-level support to missions within their respective regions. The Centre in Washington D.C. (RSCEUS), supports common-services programs at missions in the United States; the United Kingdom's Thames Valley Centre (RSCEMA), just outside of London, fulfills the same role for missions in Europe, the Middle East and Africa.

In addition to the above-mentioned services, the RSCs provide overall advice and guidance; they play an important coordinating role for the Common-services programs in their regional missions. RSCs were instrumental in coordinating and implementing many DFATD initiatives related to the 2012 Economic

Action Plan, such as updating processes, closing missions, and reducing resources and mission-vehicle fleets. RSCEMA also manages the rent-ceiling initiative on behalf of all missions within the Network.

More recently, to modernize service delivery, the IPB has consolidated transactional financial functions into a select group of missions, referred to as Common Service Delivery Points (CSDPs). CSDPs provide services to other missions in particular regions, enabling the IPB to standardize service delivery, mitigate the risks associated with decentralized operations and leverage new technologies, such as virtual services.

In the regions of Latin America and the Caribbean, and Asia-Pacific, where RSCs do not exist, CSDPs will deliver human resources, contracting and procurement services. The management level support continues to be delivered from Ottawa.

RSCs and CSDPs enable the IPB to reduce the overall cost of services. The economies of scale generated by centralized service delivery, together with the efficiencies gained by leveraging new technologies, also increase the Network's capacity.

MISSIONS WITH THE LARGEST NUMBER OF POSITIONS

Figure 6 below lists the missions with the largest numbers of positions. New Delhi is the largest mission, followed by Beijing and Washington, D.C.

FIGURE 6
Partners (incl. DFATD) and Co-locators – Top 15 Missions by Total Number of Positions

Rank	Missions	Total	DFATD Canada-Based Staff	Other Partners and Co-locators Canada-Based Staff	Locally Engaged Staff
1	New Delhi	350	23	39	288
2	Beijing	301	38	36	227
3	Washington, D.C.*	285	61	75	149
4	London*	263	35	37	191
5	Mexico City	218	24	33	161
6	Paris	197	24	21	152
7	Hong Kong**	185	13	31	141
8	Islamabad	167	17	26	124
9	Manila	165	11	21	133
10	Nairobi	162	21	35	106
11	Moscow	142	25	19	98
12	Tokyo	137	32	7	98
13	Kabul*	100	27	17	56
14	Bogota	96	13	19	64
15	New York	92	14	10	68

Source: data obtained from HRMS on March 31, 2013.

* The number of positions in Washington, D.C. includes those at the Regional Service Centre for the United States (RSCEUS); the number of positions in London, U.K. includes those at the Regional Service Centre for Europe, Africa and the Middle-East (RSCEMA); and the number of positions for Kabul includes those in Kandahar.

** Total number of positions in Hong Kong includes Investissement Québec's LES positions.

Figures 7.1 to 7.5 illustrate the top 15 missions by position population for DFATD, CIC, CIDA, other partners and co-locators.

In figure 7.1, Washington, D.C. has the most DFATD Canada-based staff positions with 61; however, New Delhi has the largest total number of positions with 186. Currently, Beijing has the second-largest CBS contingent (38) followed by London (35). New Delhi (163) has the largest number of DFATD LES positions, while London and Washington, D.C. follow closely with 119 and 112, respectively.

FIGURE 7.1
DFATD – Top 15 Missions by Total Number of Positions, March 31, 2013

Rank	Missions	Total	Canada-Based Staff	Locally Engaged Staff
1	New Delhi	186	23	163
2	Washington, D.C.*	173	61	112
3	London*	154	35	119
4	Beijing	148	38	110
5	Tokyo	125	32	93
6	Paris	124	24	100
7	Mexico City	116	24	92
8	Islamabad	103	17	86
9	Moscow	84	25	59
10	Nairobi	80	21	59
11	Kabul*	78	27	51
12	Berlin	75	18	57
13	Hong Kong	67	13	54
14	Rome	66	16	50
15	Manila	65	11	54

Source: data obtained from HRMS on March 31, 2013.

* For Washington, D.C., London and Kabul, please refer to the note* under Figure 6.

As shown in figure 7.2, New Delhi has the most CIC positions with 143, which includes 26 CBS and 117 LES positions. Beijing (107), Manila (92) and Mexico City (75) rank second, third and fourth, respectively. CBS positions account for 18 percent of all positions in New Delhi, 17 percent in Beijing and 20 percent in Manila.

FIGURE 7.2
CIC – Top 15 Missions by Total Number of Positions, March 31, 2013

Rank	Missions	Total	Canada-Based Staff	Locally Engaged Staff
1	New Delhi	143	26	117
2	Beijing	107	18	89
3	Manila	92	18	74
4	Mexico City	75	19	56
5	London*	73	12	61
6	Hong Kong	68	9	59
7	Paris	55	8	47
8	Nairobi	52	13	39

Rank	Missions	Total	Canada-Based Staff	Locally Engaged Staff
9	Islamabad	42	11	31
10	Moscow	35	5	30
11	Ankara	34	9	25
12	Singapore	32	7	25
13	New York	28	5	23
14	Chandigarh	24	6	18
14	Seoul	24	3	21

Source: HRMS, March 31, 2013.

* For London, please refer to the note* under figure 6.

Figure 7.3 shows a balanced distribution of CIDA positions in key locations. Nairobi (19), Maputo (16), Port-au-Prince (16), and Ramallah (16) have the most positions. There are CIDA positions at 53 missions.

FIGURE 7.3
CIDA – Top 15 Missions by Total Number of Positions, March 31, 2013

Rank	Missions	Total	Canada-Based Staff	Locally Engaged Staff
1	Nairobi	19	12	7
2	Maputo	16	10	6
2	Port-au-Prince	16	8	8
2	Ramallah	16	6	10
5	Accra	15	8	7
5	Addis Ababa	15	11	4
5	Bridgetown	15	8	7
8	Bamako	14	9	5
8	Lima	14	5	9
10	Dar es Salaam	13	8	5
10	Dhaka	13	8	5
10	Jakarta	13	5	8
10	Kabul*	13	8	5
14	Dakar	12	7	5
15	Islamabad	11	5	6
15	Kyiv	11	4	7

Source: HRMS on March 31, 2013.

* For Kabul, please refer to the note* under Figure 6.

Figure 7.4 (other partners) shows that Washington, D.C. (97) has, by a large margin, the most positions followed by London (31), Brussels NATO (24), Beijing (19) and Mexico City (18). Other partners (i.e. not including DFATD, CIC and CIDA) are represented at 42 percent of missions.

FIGURE 7.4
Other Partners – Top 15 Missions by Total Number of Positions, March 31, 2013

Rank	Missions	Total	Canada-Based Staff	Locally Engaged Staff
1	Washington, D.C.*	97	69	28
2	London*	31	23	8
3	Brussels NATO	24	21	3
4	Beijing	19	12	7
5	Mexico City	18	11	7
6	Paris	16	12	4
7	Moscow	14	10	4
8	New Delhi	13	10	3
9	Brussels	12	11	1
10	Bogota	11	7	4
10	Islamabad	11	10	1
10	Nairobi	11	10	1
13	Brussels EU	10	5	5
13	Canberra	10	8	2
13	Tel Aviv	10	3	7

Source: HRMS on March 31, 2013.
For Washington, D.C. and London, please refer to the note* under Figure 6.

Figure 7.5 shows that Hong Kong (44), Beijing (21), Mumbai (13) and Shanghai (13) have the highest numbers of co-locator positions. Co-locators can be found at 33 missions. As a reminder, Figure 1 (p. 6) indicates that the Government of Québec and Export Development Canada are the two co-locators with the largest numbers of employees abroad (87 and 43, respectively).

FIGURE 7.5
Co-locators – Top 15 Missions by Total Number of Positions, March 31, 2013

Rank	Missions	Total	Canada-Based Staff	Locally Engaged Staff
1	Hong Kong	44	19	25*
2	Beijing	21	4	17
3	Mumbai	13	3	10
4	Shanghai	13	4	9
5	Mexico City	9	3	6

Rank	Missions	Total	Canada-Based Staff	Locally Engaged Staff
6	Damascus**	8	8	0
6	Moscow	8	3	5
8	Bogota	6	3	3
9	London***	5	2	3
9	New Delhi	5	2	3
9	Washington, D.C.***	5	3	2
12	Munich	4	2	2
12	Singapore	4	2	2
12	Taipei	4	0	4
15	New York	3	2	1
15	Santiago	3	0	3
15	Sao Paulo	3	1	2

Source: HRMS, March 31, 2013.

* Total includes Investissement Québec's LES positions.

** The Annual Report reports on all positions in missions abroad as of March 31, 2013. However, please note that positions in Damascus are not currently filled because operations were suspended as of March 5, 2012.

*** For Washington, D.C. and London, please refer to the note* under for Figure 6.

REGIONAL DISTRIBUTION OF POSITIONS

Figure 8 describes the distribution, by region, of the 7,571 CBS and LES positions as of March 31, 2013 (397 fewer than one year earlier). Similar to last year, most positions were in Asia-Pacific (2,329 or 31 percent of the total), followed by Europe with 23 percent, Africa and the Middle East with 19 percent, North America with 13.5 percent, and Latin America and the Caribbean with 13.5 percent.

FIGURE 8
Regional Distribution, March 31, 2013

13.5%
North America (1,024)

13.5%
Latin America and Caribbean (1,024)

19%
Africa and Middle East (1,453)

23%
Europe (1,741)

31%
Asia-Pacific (2,329)
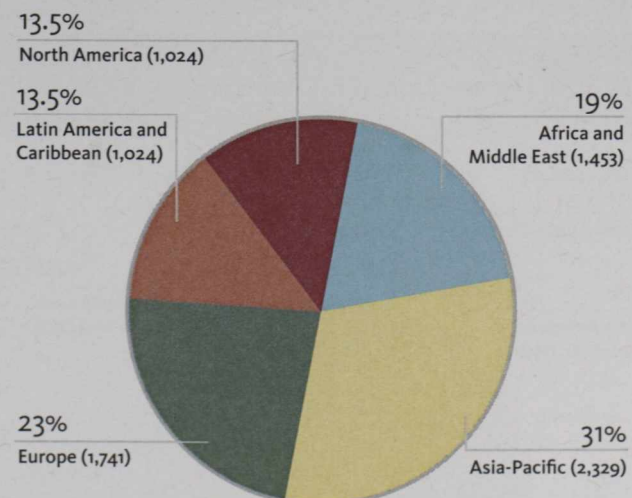
Source: HRMS, March 31, 2013.

Figures 9.1, 9.2, 9.3, 9.4 and 9.5 illustrate the regional distribution of CBS and LES positions for DFATD, CIC, CIDA, other partners, and co-locators.

FIGURE 9.1
Regional Distribution of DFATD Positions (5,029), March 31, 2013

14%
North America (707)

14%
Latin America and Caribbean (719)

19%
Africa and Middle East (945)

25%
Europe (1,253)

28%
Asia-Pacific (1,405)
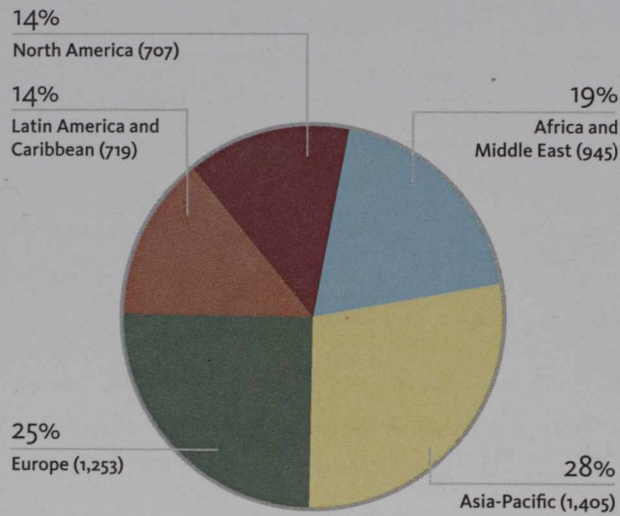
Source: HRMS, March 31, 2013.

FIGURE 9.3
Regional Distribution of CIDA Positions (369), March 31, 2013

1%
North America (4)

25%
Latin America and Caribbean (90)

46%
Africa and Middle East (171)

5%
Europe (18)

23%
Asia-Pacific (86)
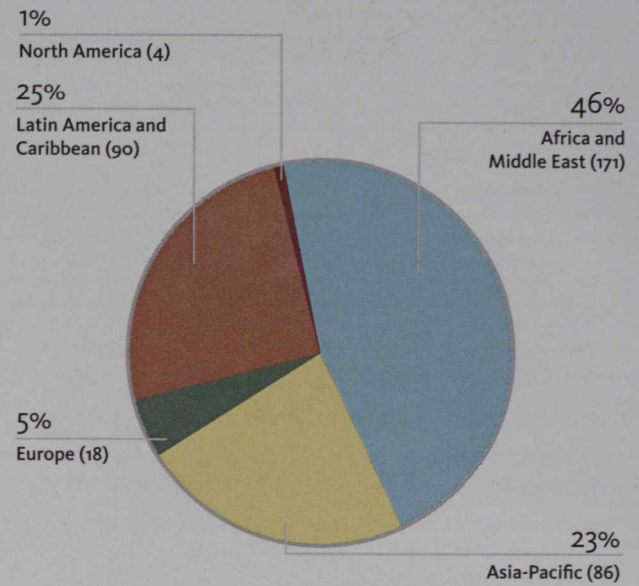
Source: HRMS, March 31, 2013.

FIGURE 9.2
Regional Distribution of CIC Positions (1,465), March 31, 2013

11%
North America (160)

11%
Latin America and Caribbean (155)

17%
Africa and Middle East (252)

19%
Europe (284)

42%
Asia-Pacific (614)
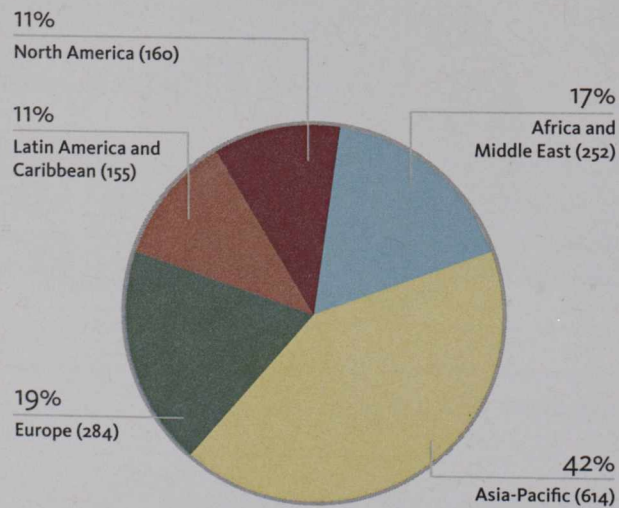
Source: HRMS, March 31, 2013.

FIGURE 9.4
Regional Distribution of Other Partners' Positions (522), March 31, 2013

26%
North America (133)

8%
Latin America and Caribbean (40)

14%
Africa and Middle East (75)

30%
Europe (158)

22%
Asia-Pacific (116)
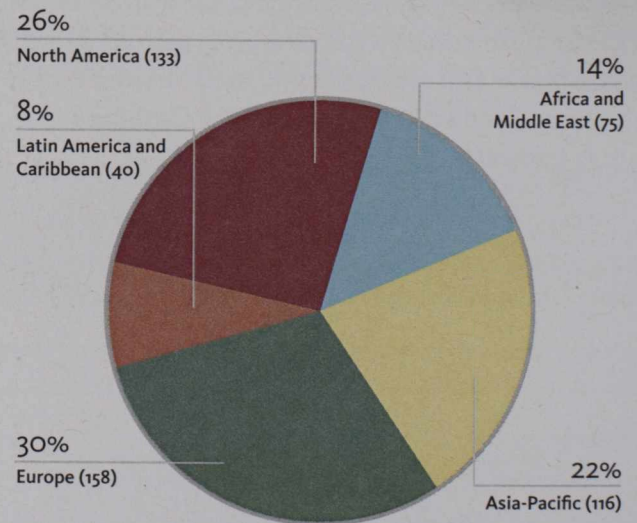
Source: HRMS, March 31, 2013.

FIGURE 9.5
Regional Distribution of Co-locators' Positions (186), March 31, 2013

11%
North America (20)

11%
Latin America and
Caribbean (20)

5%
Africa and
Middle East (10)

15%
Europe (28)

58%
Asia-Pacific (108)
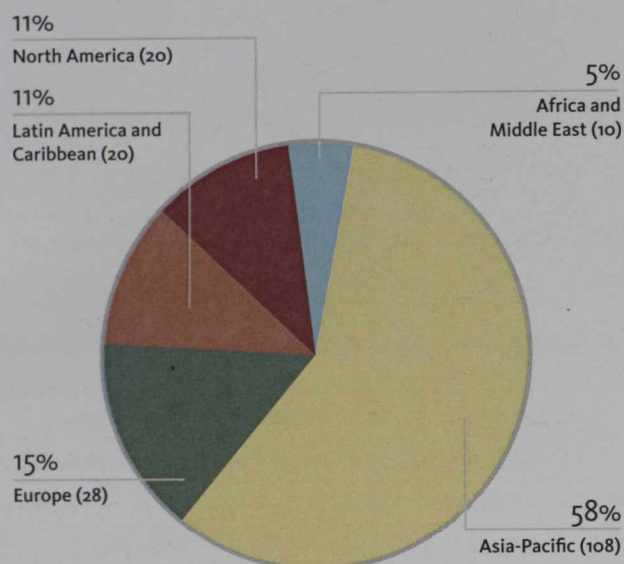
Source: HRMS, March 31, 2013.

CANADA-BASED AND LOCALLY ENGAGED STAFF AT MISSIONS
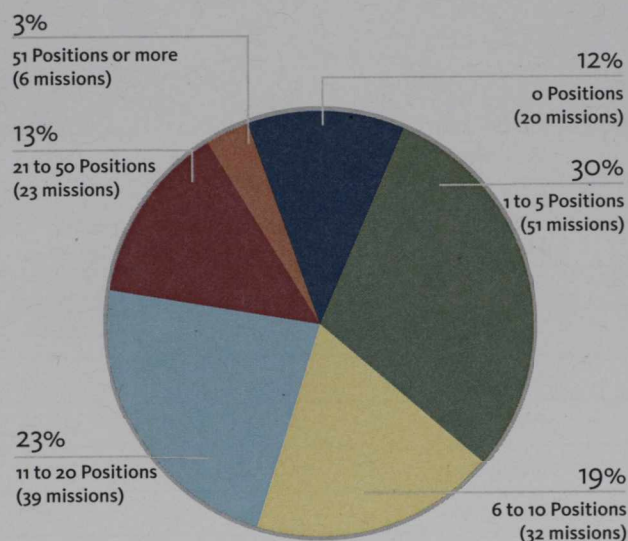
Washington, D.C. is the only mission with more than 100 CBS positions (136, including RSCEUS staff); New Delhi and Beijing are the only two missions with more than 200 LES positions (288 and 227, respectively).

Among other observations, figures 10.1 and 10.2 (which also provide percentages) show that:

- Six missions have 51 or more CBS positions: Beijing, London, New Delhi, Mexico City, Nairobi and Washington, D.C.

- 20 missions have no CBS positions. These missions are: Acapulco, Oaxaca, Cancun, Mazatlán, Playa del Carmen, Puerto Vallarta and San José del Cabo (Mexico); Ahmedabad, Bangalore, Hyderabad and Kolkata (India); Belo Horizonte, Porto Alegre and Recife (Brazil); Kitakyushu and Sapporo (Japan); Karachi (Pakistan); Punta Cana (Dominican Republic); Tallinn (Estonia); and Palo Alto (United States).

- Only two missions do not have LES positions: Vienna PERM and Yangon (Burma).

FIGURE 10.1
Distribution of Canada-Based Staff Positions

3%
51 Positions or more
(6 missions)

13%
21 to 50 Positions
(23 missions)

12%
0 Positions
(20 missions)

30%
1 to 5 Positions
(51 missions)

23%
11 to 20 Positions
(39 missions)

19%
6 to 10 Positions
(32 missions)

Source: HRMS, March 31, 2013.
Note: For Geneva UN & CD and Geneva WTO, data is compiled as if it was one mission.

FIGURE 10.2
Distribution of Locally Engaged Staff Positions
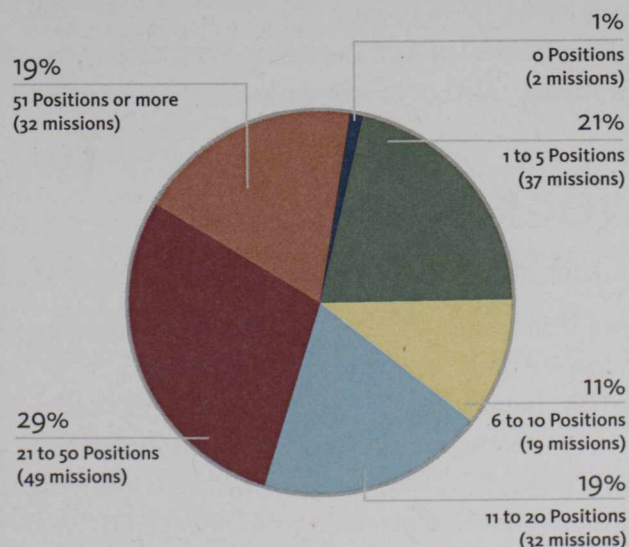
19%
51 Positions or more
(32 missions)

1%
0 Positions
(2 missions)

21%
1 to 5 Positions
(37 missions)

29%
21 to 50 Positions
(49 missions)

11%
6 to 10 Positions
(19 missions)

19%
11 to 20 Positions
(32 missions)

Source: HRMS, March 31, 2013.
Note: For Geneva UN & CD and Geneva WTO, data is compiled as if it was one mission.

FIGURE 11
Top 15 Missions by Number of Canada-Based Staff Positions of Partners (incl. DFATD) and Co-locators

Rank	Missions	Total	DFATD Canada-Based Staff	Percentage	Other Partners and Co-locators Canada-Based Staff	Percentage
1	Washington, D.C.*	136	61	45%	75	55%
2	Beijing	74	38	51%	36	49%
3	London*	72	35	49%	37	51%
4	New Delhi	62	23	37%	39	63%
5	Mexico City	57	24	42%	33	58%
6	Nairobi	56	21	38%	35	63%
7	Paris	45	24	53%	21	47%
8	Hong Kong	44	13	30%	31	70%
8	Moscow	44	25	57%	19	43%
8	Kabul*	44	27	61%	17	39%
11	Islamabad	43	17	40%	26	60%
12	Tokyo	39	32	82%	7	18%
13	Geneva	35	29	83%	6	17%
14	Brussels NATO	33	12	36%	21	64%
15	Bogota	32	13	41%	19	59%
15	Manila	32	11	34%	21	66%

Source: HRMS, March 31, 2013.

Note: For Geneva UN & CD and Geneva WTO, data is compiled as if it was one mission.

* For Washington, D.C., London and Kabul, please refer to the note* under Figure 6.

PROGRAMS AND POSITIONS ABROAD

Figure 12 shows the allocation of positions to Common Services and other programs as of March 31st, 2013. DFATD's Common Services program delivers services in IM/IT, contracting and procurement, finance, human resources, property and material management as well transportation and diplomatic mail. Other DFATD programs include International Trade, the Heads of Mission (HOM), the Foreign Policy and Diplomacy Service (FPDS), and Consular Emergency Management. During 2012–2013, key partner programs included immigration, international aid and development[9],

FIGURE 12
Allocation of Positions

	LES and CBS Positions	Percentage
Common Services	2,335	30.8%
Partner Programs (incl. DFATD and Co-locators)	5,236	69.2%
Total	**7,571**	**100.0%**

Source: HRMS, March 31, 2013.

9   With the June 26th, 2013 amalgamation of the Canadian International Development Agency (CIDA) and of the Department of Foreign Affairs, International Trade (DFAIT) into the Department of Foreign Affairs, Trade and Development (DFATD), the international aid and development program is now part of DFATD.

national defence and public safety. The co-locators with the largest representation abroad are the Government of Québec and Export Development Canada.

DFATD POSITIONS AT REGIONAL AND SATELLITE OFFICES IN CANADA

The regional network in Canada serves as a catalyst for the advancement of DFATD's Global Commerce Strategy.

On March 31st, 2013, following a restructuring and refocusing initiative, Canada's Network included 11 regional offices (RO) and five satellite offices (SO), with at least one in every province. Regional offices proactively encourage and facilitate Canadian businesses to enter new markets abroad. Their chief mandate is to acquire and develop clients, and connect them to global opportunities through DFATD's international network. The offices are convenient points of entry to the Trade Commissioner Service and to the services available through the network of more than 150 trade offices around the world.

The services delivered by regional offices also complement those delivered by DFATD's international trade offices, resulting in, among other targets, the attraction of foreign-direct investment in Canada, as illustrated by the example below.

FIGURE 13
Regional and Satellite Offices Across Canada: Numbers of Positions

Regional and Satellite Offices	Positions
St. John's	4
Halifax	7
Charlottetown	3
Moncton	3
Montréal (RO) and City of Québec (SO)	28
Toronto (RO); Ottawa, Waterloo and London*(SO)	32
Winnipeg	4
Regina	2
Saskatoon**	1
Edmonton	10
Calgary	6
Vancouver (RO) and Victoria (SO)	20
Grand Total	**120**

Source: HRMS, March 31, 2013 and the Regional Office Strategy and Operations Division.

* The Windsor satellite office was moved to London in 2012–2013.

** The Saskatoon RO was closed in 2012–2013 but one employee was still in place as of March 31, 2013.

Almirall Sant Feliu R&D centre in the outskirts of Barcelona (Spain)

"*Almirall, an international pharmaceutical company based in Spain, expanded its global presence in 2012 by establishing a new affiliate in Mississauga, Ontario after having considered other locations. Almirall plans to create over 45 new jobs in Canada. The decision to base its Canadian headquarters was made with the support of the Trade Commissioner Service of Foreign Affairs and International Trade Canada, in Spain and in Canada.*"

—**Ed Dybka**, General Manager, Almirall Canada

2 THE INTERNATIONAL PLATFORM AND RELATED SERVICES

How do we match ever-shrinking resources to ever-changing needs? Thoughtful, sustained innovation.

—**Stefanie Beck**, Acting Assistant Deputy Minister of the International Platform Branch

RESPONSIBILITIES OF THE IPB AND COMMON SERVICES GOVERNANCE

Five successful years have passed since the consolidation of common-service delivery functions under the International Platform Branch.

A broad range of services is provided to Canada's Network abroad. These include:

- Real-property service management and accommodation planning (chanceries, official residences and staff quarters);

- Human-resources policy framework, compensation and benefits determination as well as services for locally engaged staff (LES);

- Information management and information technology;

- Administration of the Foreign Service Directives (FSD);

- Diplomatic mail services and distribution of goods and equipment;

- Stewardship of financial resources required to deliver common services abroad and operate the mission network.

The key capacity of the International Platform Branch 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 service delivery to partners abroad;

- Efficiencies and sound, 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.

The Canadian Cultural Centre in Paris.
Courtesy of ARBC

Common Services Governance – Committees and Workgroups*

DFATD Executive Council

The DFATD Executive Council is mandated to provide strategic direction and oversight to support the achievement 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 made up of federal deputy ministers from client departments of the International Platform. 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 comprised of assistant deputy ministers from all partners.

Operations Committee

The Operations Committee replaced the Missions Board in February 2011. The Committee is responsible for providing strategic direction to, and oversight of, the management of the mission network, and external and core services. It is comprised of assistant deputy ministers, heads of missions and directors general from DFATD and Passport Canada.

Missions Committee

The Missions Committee replaced the Mission Operations Committee in February 2011. This Committee is made up of stakeholders in policy, program and common services from DFATD, CIC, CIDA and Passport Canada. Its mandate includes making decisions related to operations and the configuration of missions. It provides strategic direction and oversight for broad resources and policy issues concerning the mission network.

Locally Engaged Staff Governance Committee

The Locally Engaged Staff Governance Committee includes senior public servants from DFATD and other main partners. It is mandated to provide strategic direction and oversight regarding broad human resource 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 (IM/IT) Strategy Committee

Formerly known as the IM/IT Investment Committee, the IM/IT Strategy Committee (ISC) is the principal IM/IT governance body and is comprised of senior managers from across DFATD. The committee oversees strategic IM/IT investment 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. The ISC reports to the Operations Committee on DFATD IM/IT investments and projects, and provides recommendations to DFATD's Resource Management Committee concerning investments in unfunded and partially-funded initiatives.

International IM/IT Guidance Board

The International IM/IT Guidance Board (IIGB), previously known as the Technical Advisory Committee , includes members from DFATD's partners in the International Platform. The IIGB provides leadership and business perspective related to infrastructure, policies and services to the working relationship between the International Platform Branch (IPB) and Shared Services Canada (SSC). Committee members provide direction on future IM/IT investments in infrastructure and services, ensuring that IPB stakeholders receive the best possible value.

Interdepartmental Working Group on Common Services Abroad

In place since May 2004, the Interdepartmental Working Group on Common Services Abroad (IWGCSA) is a forum comprised 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 (see Section 3 for more details on CORA's activities and statistics on position changes).

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* The governance structure was modified in 2011–2012. In 2012–2013, several committees had their names and mandates modified to better meet operational requirements. This table does not reflect changes which occurred after March 31st, 2013.

CLIENT RELATIONS AND MISSION OPERATIONS

The Client Relations and Mission Operations Bureau (AFD) is comprised of two divisions and two Regional Service Centres (Thames Valley, London, U.K.; Washington, D.C., United States) which work together closely to meet the business needs of International Platform 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 2012–2013:

- The Bureau successfully implemented initiatives related to the Budget 2012 Economic Action Plan, including vehicle-fleet reductions and converting Management Consular Officers (MCO) to Mission Administrative Officers (MAO) positions. It also supported the implementation of other Budget 2012-related financial initiatives, such as rent ceilings, expansion of private-leasing of Western European missions during summer 2012, and right-sizing of Official Residences.

- AFD helped DFATD programs, partner departments and co-locators achieve their efficiency initiatives by managing position deletions and redeployments. Regional Service Centres played a key role in managing HR-staffing actions during this process; in the United States, an extranet was developed, enabling affected employees to access the latest information about policy changes and support functions.

- Regional Service Centres (RSC), in collaboration with the Locally Engaged Staff Bureau, also provided support to employees and managers during the closure of six offices in the United States and of missions in Niamey and Tehran, as well as during the suspension of operations in Damascus.

- The Client Relations Division (AFR) assumed the secretariat role for the Memorandum of Understanding with the United Kingdom (U.K.) on Enhancing Common Service Delivery at Missions Abroad, which was signed by the Minister in September 2012. The first formal co-location of the U.K. in a Canadian mission took place in June 2013 in Port-au-Prince, Haiti. Other new client organizations included the Canadian Nuclear Safety Commission and the province of British Columbia.

- In collaboration with the Corporate Finance and Operations Branch, the Regional Service Centres' model was used to map and consolidate the financial services function for Europe, Middle East and Africa. The Regional Financial Model was fully implemented across Canada's Network in the U.S.; four common service delivery points now process financial transactions for all U.S. missions. The Mission Clients Services Division (AFO) has begun the regionalization process for Latin America and the Caribbean, and for Asia-Pacific.

- The Treasury Board submission on cost recovery was completed and subsequently approved in April 2013.

- The Regional Service Centre for the U.S. (RSCEUS) implemented InfoBank for the Los Angeles, San Francisco, Seattle and Denver missions (West Quadrant) to facilitate the continued regionalization of financial processing.

PROPERTY SERVICES

The Physical Resources Bureau's support is key to DFATD's ability to achieve its strategic outcomes and an essential component of International Platform Branch's common services. The Bureau provides real property services in the areas of portfolio management, 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 life cycle, and to support the cost-effective and efficient delivery of programs abroad. Clients are engaged in decision-making through an extensive intra- and inter-departmental governance structure.

While the Bureau provides oversight and policy guidance, and remains accountable for real property management and major project delivery, operational planning and facilities management have been devolved to Regional Service Centres and missions.

DFATD's portfolio abroad consists of 2,256 crown-owned and leased properties with a total replacement value estimated at $3.2 billion and comprising 900,000 square metres (gross). This year, DFATD has invested $201.6M in major capital projects and $10.9M on approximately 460 maintenance projects abroad.

Key achievements during 2012–2013:

- In response to Budget 2012 cost reduction commitments, DFATD closed several missions: Anchorage, Buffalo, Philadelphia, Phoenix, Raleigh-Durham and Princeton. Tehran and Niamey were also closed. Operations were suspended in Damascus.

- DFATD implemented rent ceilings for leased accommodations in response to Budget 2012 commitments. During the 2012–2013 posting cycle, this revised policy enabled the department to renew and/or replace 288 more cost-effective staff-quarter leases.

- The Critical Infrastructure Protection Program (CIPP), a program to enhance the physical security of chanceries and residences abroad, continued, managing 31 active projects and completing five.

Mock-up of the future Canadian chancery in Amman (Jordan), including design of the glass wall by Canadian artist Marianne Nicolson.

Courtesy of ARBC

Canadian Embassy in Beijing.

Courtesy of ARBC

Eight projects were in final-design stage and ready for construction. Eighteen new locations were identified for security upgrades. Physical-security upgrades were implemented and equipment acquired to enhance the security of Canadian diplomatic staff working abroad.

- DFATD introduced and applied the Government of Canada Workplace 2.0 office standards to its projects abroad. This policy will reduce aggregate space requirements in new and renovated missions while improving collaborative space and workflow

efficiencies. The first properties to roll out the new standard will be in Hong Kong and Bangalore in 2014.

- The Bureau revised, consulted and ratified via governance mechanisms its property-growth-charge operational policy. This revision brings consistency, accuracy and simplicity to the property-growth-charge process.

- The Bureau, through prudent financial management, was able to reduce real property operating budgets by

approximately 3.5 percent year over year. Historically, operating budgets have increased by approximately six percent annually.

- The Bureau led a department-wide consultation to help define and build consensus on specific elements of its Official Residence Rightsizing program. This program fulfills a Budget 2012 commitment and will be implemented based on direction from the department.

FIGURE 14
Changes in DFATD Properties by Region, 2011–2013

Regions	Facilities	March 31, 2011	March 31, 2012	March 31, 2013
Africa and Middle East	Chanceries	55	58	61
	Official Residences	22	21	24
	Staff Quarters	397	422	432
Subtotal		**474**	**501**	**517**
Asia – Pacific	Chanceries	56	54	53
	Official Residences	20	20	20
	Staff Quarters	514	484	491
Subtotal		**590**	**558**	**564**
Europe	Chanceries	52	51	52
	Official Residences	32	32	32
	Staff Quarters	506	504	492
Subtotal		**590**	**587**	**576**
Latin America and Caribbean	Chanceries	35	42	42
	Official Residences	15	16	16
	Staff Quarters	223	243	242
Subtotal		**273**	**301**	**300**
North America	Chanceries	32	38	38
	Official Residences	18	18	19
	Staff Quarters	282	266	242
Subtotal		**332**	**322**	**299**
Total All Regions	**Chanceries**	**230**	**243**	**246**
	Official Residences	**107**	**107**	**111**
	Staff Quarters	**1,922**	**1,919**	**1899**
Total Properties		**2,259**	**2,269**	**2256**

Source: Data obtained from the Physical Resources Information Mission Environment (PRIME) database.

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

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 ISO 9001-2000 in 2003; in October 2012, it registered ISO 9001-2008.

On March 31, 2013, the global distribution of properties was: 23 percent in Africa and Middle East; 25 percent in Asia-Pacific; 26 percent in Europe; 13 percent in Latin America and the Caribbean; and 13 percent in North America.

"Our goal is to become the most sustainable diplomatic mission in India. Energy conservation, recycling, solar power, and waste management are an integral part of our strategy. We've reduced our CO_2 emissions by 250 tonnes in the first six months of 2013 alone; a marvellous indicator of our progress towards that goal."

—**Stewart Beck**, High Commissioner of Canada to India.

Canadian Embassy in The Hague.
Courtesy of ARBC

FIGURE 15
Distribution of Properties in World Regions as of March 31, 2013

- 13% North America (299)
- 13% Latin America and Caribbean (300)
- 23% Africa and Middle East (517)
- 26% Europe (576)
- 25% Asia-Pacific (564)
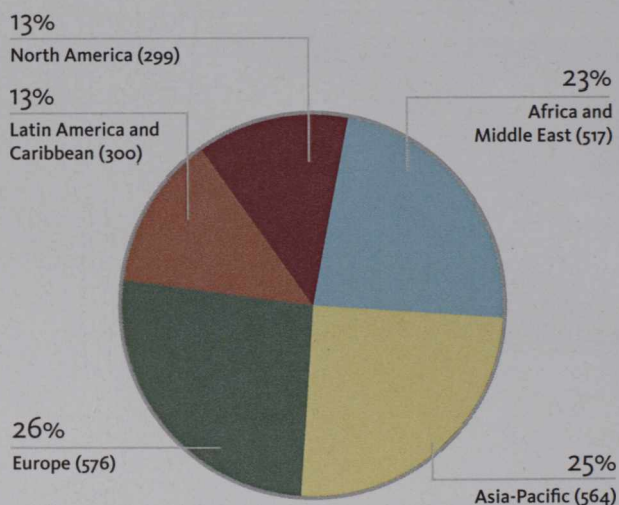
FIGURE 16
Properties and Expenditures, 2011–2012 and 2012–2013

	2011–2012	2012–2013
Properties	• 243 chancery complexes (170 leased, 73 Crown-owned)* • 107 official residences (30 leased, 77 Crown-owned) • 1,919 staff quarters (1,321 leased, 426 Crown-owned, 172 private leases)	• 246 chancery complexes (169 leased, 77 Crown-owned)* • 111 official residences (34 leased, 77 Crown-owned) • 1,899 staff quarters (1,271 leased, 422 Crown-owned, 206 private leases)
Expenditures	• $242 million on property expenses including rent and routine day-to-day maintenance. • $76.6 million on major capital projects • $16.7 million on approximately 665 major maintenance projects • $22.4 million on over 7,600 actions to purchase goods and services	• $364 million on property expenses including rent and routine day-to-day maintenance.** • $201.6 million on major capital projects** • $10.9 million on approximately 460 major maintenance projects • $50.3 million on over 7,500 actions to purchase goods and services

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

** 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).

LOCALLY ENGAGED STAFF SERVICES

The Locally Engaged Staff Services Bureau (ALD) provides strategic direction and the overall human resources (HR) regulatory and policy framework for the management of all locally engaged staff (more than 5,400) 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 and the LES Pension and Benefits Governance Committee. The Bureau's mandate is to provide a full range of HR services in partnership with Regional Service Centers and missions, including:

- Development and maintenance of the LES HR regulatory and policy framework;

- Advice, tools, training and guidance on human resources 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;

- 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

Note: The Bureau provides program support, technical expertise and secretariat services to two committees:

The LES Governance Committee (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 Consultative Boards through their Heads of Mission (HOM); this has proved to be an effective mechanism to share information and foster communication with LES on corporate and mission-specific issues.

The mandate of the LES Pension and Benefits Governance Committee (LESPBGC) 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.

Key achievements during 2012–2013:

The Bureau:

- Chaired the Vacancy Management Committee with the aim of creating capacity within the LES network and mitigating Budget 2012's impacts on LES and the organization. More than 550 staffing actions were reviewed and decisions rendered on a weekly basis.

- Provided key support in relation to Budget 2012 and to the implementation of related DFATD and partner decisions. This included the elimination of 512 LES positions and the payment of related severance and pension amounts.

- Played a key role in the suspension of operations in Syria and the closure in Iran, by providing HR support to mission management and affected LES, including determination and payment of end-of-service entitlements.

- Established two new governance committees for the Pension, Insurance and Social Security Program (i.e. LESPBGC and the US Pension Investment Committee-USPIC). The program consists of more than 300 combinations of benefits formulae, an

annual budget of $70M, as well as assets under management of approximately $300M.

- Successfully managed the $70M LES Pension and Benefits Vote 15 Budget[10] to less than $1K variance.

- Continued to implement Total Compensation Review. Terms and conditions of employment were updated for LES at 30 missions in 22 countries and annual salary adjustments ($6.4M) communicated for the balance of missions.

- Successfully oversaw the implementation/updating

FIGURE 17
LES Pension, Insurance and Social Security Distribution of Vote 15 Expenditures, 2012–2013

28% Social Security

17% Local Insurance Plans

19% Pension Scheme

36% Local Pensions Plans
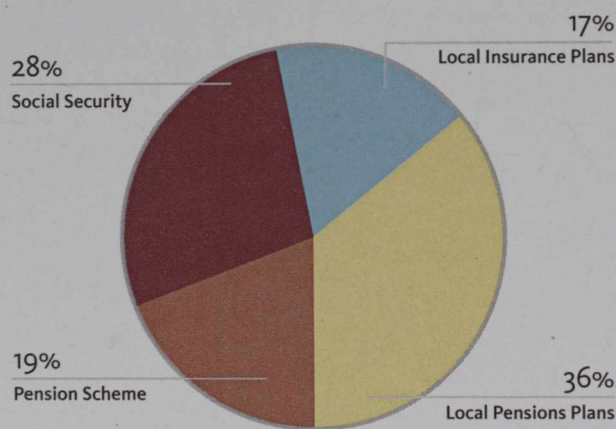
Note: For dollar amounts, please refer to Chapter 4 Figure 34

of 46 local health-insurance plans.

- Developed a new methodology for reviewing salaries in countries subject to high inflation. The methodology was endorsed by the LES Governance Committee and implemented.

- Supported and advised mission management on 144 new and existing labour-relations and performance-management cases, including the analysis and coordination of 33 grievance files for review and final decision.

- Coordinated completion of missions' LES HR plans (100 percent response rate from missions); as an element of the Mission Business Planning exercise, analysed results and reported these to the LESGC.

- Contributed, as a partner, to the design, development and implementation of the LES Payroll, Pension and Benefits Project for Wave 1 (London, Dublin and the Baltics).

- Reviewed elements of the LES-classification program, including the addition of generic job descriptions and competency profiles.

INFORMATION MANAGEMENT AND INFORMATION TECHNOLOGY (IM/IT) SERVICES

Through the Information Management and Technology Bureau (AID), the International Platform Branch (IPB) provides a telecommunications infrastructure—available 24/7/365—to Canada's network of offices abroad.

AID welcomed a new Chief Information Officer (CIO) and Deputy CIO (D/CIO) in the summer of 2012. Under this new leadership, the Bureau now focuses on being a strategic, agile partner to clients, and on playing a fundamental role in achieving the business objectives of Canada's Network.

Governance is Key

Re-vitalizing IM/IT governance was a major priority in 2012–2013. IM/IT continued to engage partner departments' senior management with a view to improving services to clients as well as to supporting mission-critical systems, services and products.

10 Please refer to Figure 17.

FIGURE 18
Information Management and Technology (IM/IT) Services

Services	2010–2011	2011–2012	2012–2013
SIGNET users supported in Canada and abroad	15,650	12,500	13,668
Classified network users supported in Canada and abroad	5,575	5,606	5,808
E-mails sent and received	89 million	101.8 million	108.6 million
E-mails blocked as spam	104 million	70.7 million	90 million
IT call centre service requests completed	170,625	129,902	136,898
Number of mobile devices in use (*Blackberrys*, *Playbooks*, *iPads* and tablets)	4,700	5,828	6,033
Number of missions equipped with *VCNet**	80	130	159
Number of search requests made to AIML (reference desk of DFATD's library)	3,100	3,700	4,000
IM service requests completed in Ottawa and abroad	3,726	5,204	6,130

* Note: some missions have several VCNet sites (for more details, please refer to next page).

An example of this re-vitalization was the transformation of the Technical Advisory Committee into the International IM/IT Governance Board (IIGB), a forum where members—CIOs from DFATD's partners in Canada's Network abroad—share the knowledge and expertise gained from working in an international environment.

A second example was the IM/IT Strategy Committee's[11] review and ranking of 39 projects in 2012–2013, with a total IM/IT investment estimated at $25M, of which $7.7M was funded from the departmental reserve.

Client Service Comes First

The 2012–2013 review and simplification of the IM/IT service-request system ensures faster and more focussed support. Clients now have four ways—down from more than 70—to ask for assistance.

In 2012, Service Desk Online (SDO), originally launched in February 2011, was expanded to the missions. And, since March 2013, the SDO is the only way to submit written IM/IT service requests. Clients use SDO to provide details about issues and receive better service as a result. This approach is working: client satisfaction rates have increased from 90 to 94 percent.

Going Mobile

The ability of staff in Canada's Network abroad to work anytime, anywhere and with any device, took a major step forward in 2012–2013. A pilot project enabled the IM/IT unit to accredit and support iPads. DFATD and Shared Services Canada (SSC) are running a joint trial with the latest BlackBerry device at several missions abroad.

To give senior management hands-on experience with mobile devices, the IPB supplied, in June 2012, 50 tablets for the first, paperless Head of Mission pre-departure training program.

MOBILITY AND THE IPB:

In FY 2012–2013, 5,098 Blackberrys were used in the Network—up from 4,700 in 2011–2012. Also, IPB staff used 639 Playbooks, 91 iPads, and other types of tablets (some 200 units).

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11 Described in the "Common Services Governance" at the beginning of this chapter.

Starting with a good IM Foundation

IM in the IPB starts with the Information Management Strategy, which was formally approved early in 2012–2013. Once completed, the Strategy's 15 initiatives will transform how employees create, manage, classify, store and delete information. Most of the initiatives underway during 2012–2013 concentrated on laying the groundwork for a modern IM environment. The Directive on Recordkeeping (Treasury Board of Canada Secretariat)—an essential element of the IM policy framework—was also approved.

Building Better IT Tools and Toolkit

During 2012–2013, the IM/IT unit provided more and better IT tools to clients. DFATD's video-conferencing network VCNet, for instance, was expanded to new locations in Canada and abroad. Thanks to a large, one-time funding initiative, the project met its installation goal in only one year, four years ahead of schedule.

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VCNET FACTS AND FIGURES:

VCNet *is installed in 334 offices and boardrooms throughout Canada's international network. There are 217* VCNet *sites in 159 missions abroad, and 117 in the National Capital Region (NCR). IPB staff use more than 250* VCNet *sites each month.*

In 2012–2013, 27,165 video-conferencing calls were made—an average of 2,270 per month.

In 2012–2013, VCNet *usage increased by almost 400 percent: 32,080 hours during 2012–2013, compared to 8,009 hours in 2011–2012.*

A major IT project for 2012–2013 was reducing the number of printers used in the National Capital Region and achieving the government-wide standard of 12 users for each printing device. Stand-alone scanners, fax machines and printers were replaced with multi-function devices (MFDs); the project will extend to missions during 2013–2014.
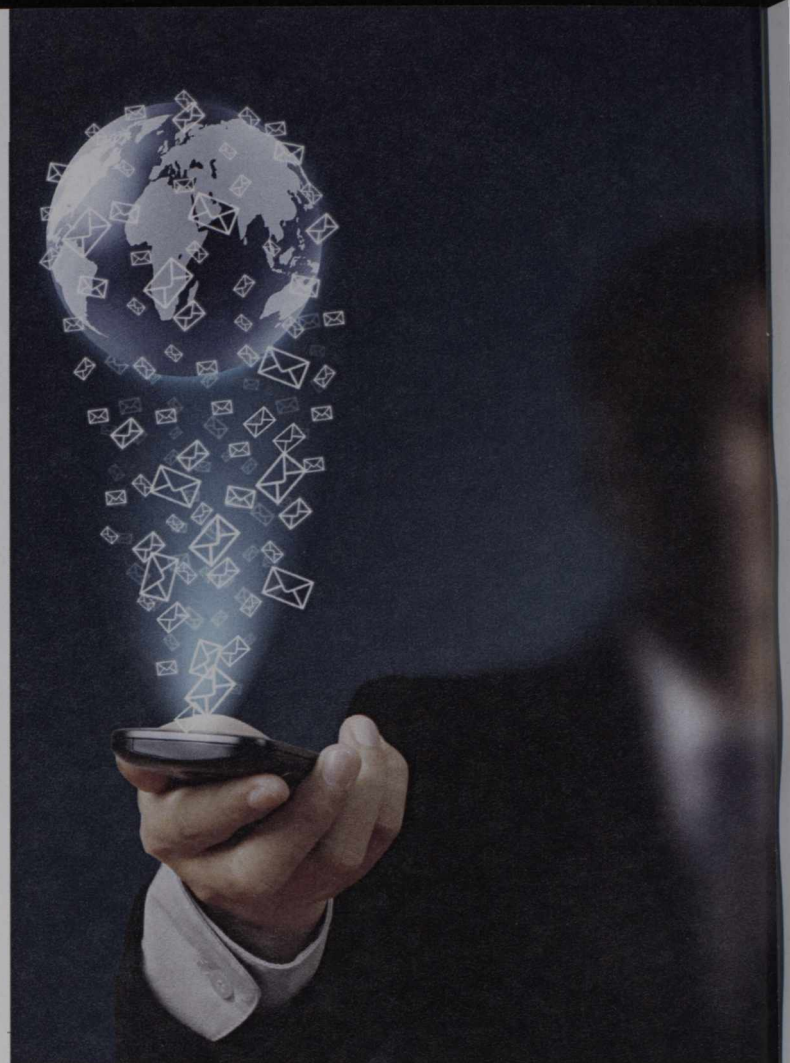
Another accomplishment was the finalization and approval of a software policy that includes an enterprise-wide database of corporately-owned software applications that can be downloaded to workstations across the IPB network. Under this policy, staff will have access to the latest versions of accredited and supported software. As well, the policy will ensure departmental compliance with vendors' licensing agreements.

WHAT SPAM MEANS TO YOU:

Last year, about 90 million SPAM messages— about 70 percent of all emails received—didn't make it to the inboxes of staff working in Canada's Network.

Industry research indicates that it takes a user about 10 seconds to identify and delete a single SPAM message. This means that IPB's anti-SPAM efforts saved 287,000 hours (or 7,645 weeks) of staff work time. This works out to 2.9 days per employee.

Shared Services Canada and DFATD: Business as usual

Delivering IT services internationally is now a joint effort between DFATD's Information Management and Technology Bureau (AID) and Shared Services Canada (SSC). This partnership is now in its second full year and is supported by an SSC-DFATD Business Arrangement and an Operating Protocol—both in place since April 2012.

The renewal of SIGNET—the IT infrastructure supporting Canada's international network—to be completed during 2013–2014, will be a major accomplishment for the partnership. A project now at the planning stage is a common IPB desktop, with improved mobility and collaboration tools, for use by DFATD's partners abroad.

Key achievements during 2012–2013:

- Improved SIGNET Web by upgrading access to DFATD and Government of Canada (GoC) applications and resources for mobile workers;

- Made BBM and Pin-to-Pin available on DFATD *Blackberries*;

- Released Travel Smart—DFATD's flagship, mobile application;

- Successfully piloted an internal enterprise search-engine that accesses the intranet and Wiki simultaneously;

- Made 800,000 bilingual documents accessible through DFATD's Digital Library;

- Launched a successful IM-awareness and training campaign;

- Made a series of improvements to the IM/IT toolkit, including:

  - Replaced *Connections* with *Agora* (based on open-source software *Elgg*) as the internal social-networking platform;

  - Installed *Windows 7* as SIGNET's operating system;

  - Retired the *Corel* product suite;

  - Installed Google *Chrome* as an additional web browser; and

  - Upgraded to *MS Office 2012* (including *Outlook 2010*).

FOREIGN SERVICE DIRECTIVES

The Foreign Service Directives (FSD) Services and Policy Bureau (AED) 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, among others. AED administers the directives for all DFATD employees, as well as for the majority of partners abroad.

Canada-based staff occupying 2,165 positions at missions abroad were accompanied by 2,686 dependents.

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 Treasury Board Secretariat (TBS) and other departments, as well as bargaining agents.

Key achievements during 2012–2013:

- Supported more than 1,750 Canada-based staff and families abroad;

- Received an overall-service-satisfaction rating of 81 percent in the last posting-cycle client questionnaire;

- Prepared for the next cyclical review by submitting DFATD proposals to TBS for consideration in preparing the employer side proposals for the review;

- The FSD Portal, which was launched in February 2012, continued to meet its key objectives in the administration of FSD 50 (Vacation Travel Assistance) requests and certifications. The next phase of the FSD Portal will

integrate the monthly allowances and automate a number of requests which impact these allowances such as shelter waivers and accommodation-deficiency adjustments.

- Made ongoing improvements to financial-management controls for FSDs, managed at both headquarters and missions.

Three missions faced emergency situations that required the temporary or permanent relocation of personnel and dependents. This was achieved through collaboration between the Bureau and several DFATD offices, including the Consular Operations and Security and Emergency Management Bureaus.

Employees evacuated from Bamako received Chiwaras—a Malian sculpture.

© MAECD-DFATD

Due to political instability, security concerns and civil unrest, personnel and/or dependents were evacuated from Bamako (Mali), Tehran and Islamabad. The Canadian mission in Tehran, among others, was permanently closed during 2012-2013.

DISTRIBUTION AND DIPLOMATIC MAIL SERVICES

© iStockphoto

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). The Government Security Policy (GSP) delegates responsibility for diplomatic-mail services to DFATD.

DFATD's Distribution and Diplomatic Mail Services unit (AAG) provides various mail, transportation and distribution services to both headquarters and missions around the world. As prescribed by the GSP, this service is the main carrier of diplomatic mail for all federal departments and it ensures the secure transportation of information and material between Canada and missions abroad. Goods and equipment that support mission operations are shipped by air, sea or road.

There are two categories of diplomatic mail services: classified and unclassified. The number of units shipped in the two last fiscal years is shown for each of these categories in figure 19.

During 2012–2013, Canada's five Diplomatic Couriers travelled more than 1.1 million nautical miles. This is equivalent to more than 2 million kilometres, or 45 times around the equator!

FIGURE 19
Diplomatic Mail Distribution in 2011–2012 and 2012–2013

Year	2011–2012		2012–2013	
	Units	Weight (kg)	Units	Weight (kg)
Classified Diplomatic Mail	24,157	94,918	18,548	98,166
Unclassified Diplomatic Mail	69,021	255,043	61,336	248,550
Total	93,178	349,961	79,884	346,716

Key achievements during 2012–2013:

- Added a schedule to the Memorandum of Understanding with Foreign Commonwealth Office Services, formalizing an ongoing arrangement with the United Kingdom for diplomatic mail services.

- Improved the Distribution and Transportation Division's automated mail-processing system by linking it to SIGNET and by providing end-to-end tracking of diplomatic shipments sent abroad from Headquarters;

- Provided Diplomatic Courier Services in support of 15 foreign visits by the Prime Minister and DFATD ministers as well as Canadian delegations to the G-8, the G-20 and the APEC (Asia-Pacific Economic Cooperation) Summits.

- Initiated a review of all classified diplomatic courier runs based on volumes and frequencies to align with departmental priorities, improve cost-efficiencies and ensure future service sustainability.

- Participated in another successful cost-reduction project. In collaboration with the Global

Telecommunications Engineering unit, enhanced videoconferencing (VCNET) media tools were shipped to more than 100 missions abroad. This was part of DFATD's larger travel-cost-reduction initiative.

MISSION SECURITY

The Security and Emergency Management Bureau, a key partner in protecting missions and staff abroad, reports to the Assistant Deputy Minister of the Consular, Security and Emergency Management Branch.

Mandated to provide cost-effective security services, the Bureau maintains a strong functional relationship with the International Security and Intelligence Bureau (part of the International Security, Africa, Latin America and the Caribbean Branch) and the Physical Resources Bureau (part of the International Platform Branch).

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.

Canadian Embassy in Tokyo.
Courtesy of ARBC
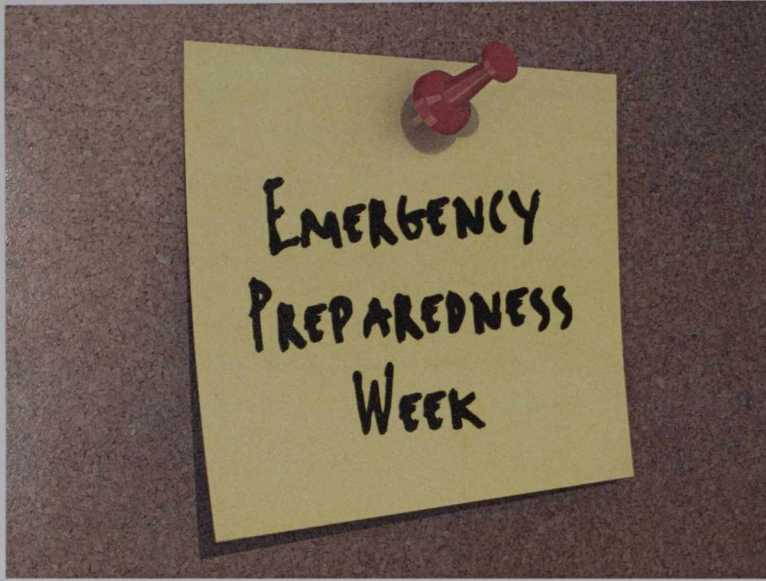
© Shutterstock

Key achievements during 2012–2013:

- Optimized the Baseline Threat Assessments (BTA) methodology by overhauling the BTA guide and template. BTAs were completed for 26 missions, bringing the total coverage to 39 missions (approximately 20 percent of the platform); it is estimated that the remainder will be completed by 2017.

- Assessed threat ratings for all missions and provided more than 800 threat products and services to missions (action completed by the Threat Assessment and Intelligence Services Division-IDS). These included 202 threat alerts; weekly global threat review briefings for 57 HOMs, and 47 tailored threat assessments. Threat-assessment training and briefings were delivered to key Mission Security Officers, Security Program Managers, Military Police Security Service officers, and Global Security Reporting Program officers, as well as key HQ stakeholders;

- Continued to implement the TB submission *Strengthening Security at Missions Abroad* by: deploying Security Program Managers (SPMs)

at an additional 10 locations (now 24 locations in total); establishing eight LES Security Support Officers in vulnerable locations; improving training curricula for both SPMs and part-time security officers; and by hiring an HQ-based Local Guard Improvement Project Officer mandated to enhance the training and verify the skills sets of, and develop tools to help, frontline mission-security staff. Regional Security Managers and Officers provided advice and guidance to mission-security teams and conducted more than 60 inspections to help prioritize security measures.

- Implemented the Security Incident Reporting Tool (SIRT) at virtually all missions and used it to report and monitor nearly 900 incidents.

- Acquired and installed various equipment, including armoured vehicles, x-ray machines, upgraded radio networks, bullet and blast material, video systems and metal detectors at missions, based on threat and risk assessments.

- Delivered 10 personal security seminars to a total of 171 employees posted to high-risk missions. Baseline-security training included targeted, in-depth courses for high-threat environments, along with awareness-raising and skills sessions.

- Established three Regional Emergency Management Offices (REMOs)—a fourth will soon follow—to assist missions in emergency preparedness and security planning. Forty-two missions undertook REMO and HQ assisted emergency-preparation exercises during 2012–2013. The objective is to enhance the Government of Canada's capacity to respond to crises abroad.

- Established Standing Rapid Deployment Teams— groups of skilled and experienced DFATD employees ready to be deployed within hours and respond effectively to emergencies abroad.

AUDIT, EVALUATION AND INSPECTION

Internal Audits

During 2012–2013, the Internal Audit division of the Office of Audit, Evaluation and Inspection completed three audits linked to IPB operations:

- **Diplomatic Mail Service:**
  An internal audit of diplomatic mail services was completed and confirmed that the controls in place adequately protect the integrity of the service.

- **Information Technology Security:**
  Assessed the existence, design and effectiveness of information-security controls. The completion of the Management Action Plan was delayed by the assignment of audit recommendations to DFATD and the newly created Shared Services Canada.

- **Records Management:**
  Examined the stewardship of information. A key finding was that the Chief Information Officer must have clear functional authority over the policies, procedures and processes that maintain and protect information assets to ensure consistency across the department.

These audits provided valuable recommendations and brought about comprehensive management action plans. The implementation of these action plans is tracked through a formal follow-up process and reported on regularly to the Departmental Audit Committee.

All reports issued by the Internal Audit Division are published on the Internet. Please note that the Audit of IT Security is not published, due the sensitive nature of its findings.

In addition, 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.

Furthermore, the 2011–2012 Audit of Real Property continues to be monitored as audit recommendations are implemented. The updates provided by IPB indicate that the Physical Resources Bureau understands the need for fundamental reform and renewal.

Mission Inspections

During 2012–2013, the Office of the Inspector General visited 15 missions (see figure 20), compared with 18 the previous year. 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 20
Inspections in 2012–2013

Missions	
Manila	April 2012
Wellington	April 2012
Auckland	April 2012
Berlin	June 2012
Dusseldorf	June 2012
Munich	June 2012
Accra	November 2012
Dar es Salaam	November–December 2012
Lusaka	December 2012
Yaoundé	December 2012
La Paz	January 2013
Lima	January 2013
Buenos Aires	February 2013
Montevideo	February 2013
Dubai	March 2013

3 NETWORK RESOURCES: DETAILED INFORMATION 2012–2013

This section presents detailed information about the Network and resources introduced in the previous chapters, including: specific data about CBS and LES positions abroad, and the process followed for position changes; classification and listing of missions by hardship level; and an overview of Canadian mission openings and closures during the last 20 years.

POSITIONS ABROAD

Figure 21 shows the percentages of partner and co-locator CBS and LES positions. Figures 22, 23, 24 and 25 illustrate positions by program and category.

FIGURE 21
Partner (incl. DFATD) and Co-locator Positions Abroad

13%
Other Partners and Co-locators – Canada-Based Staff Positions (941)

16%
DFATD – Canada-Based Staff Positions (1,224)

50%
DFATD – Locally Engaged Staff Positions (3,805)

21%
Other Partners and Co-locators – Locally Engaged Staff Positions (1,601)
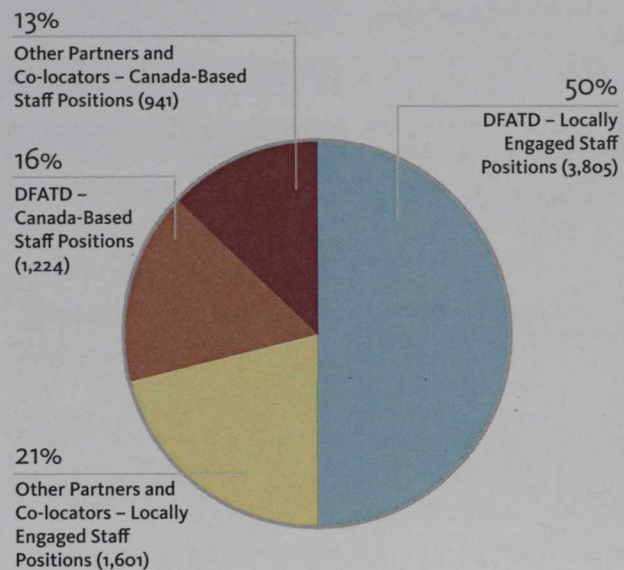
Source: HRMS, March 31, 2013.

FIGURE 22
Positions Abroad by Program (Partners incl. DFATD and Co-locators)

Programs	Canada-Based Staff	Locally Engaged Staff	Total	Percentage
Other Partners and Co-locators	941	1,601	2,542	34%
DFATD – Common Services	344	1,991	2,335	31%
DFATD – Trade	365	631	996	13%
DFATD – Foreign Policy and Diplomatic Services	348	396	744	10%
DFATD – Heads of Mission	144	453	597	8%
DFATD – Consular Affairs	23	334	357	5%
Total	**2,165**	**5,406**	**7,571**	**100%**

Source: HRMS, March 31, 2013.

FIGURE 23
DFATD – Canada-Based Staff Positions by Program

Program	Value
Trade Officers	365
Common Services Officers	334
Foreign Policy and Diplomatic Services Officers	324
Head of Missions Support	85
Heads of Mission	59
Foreign Policy and Diplomatic Services Support	24
Consular Officers	23
Common Services Support	10
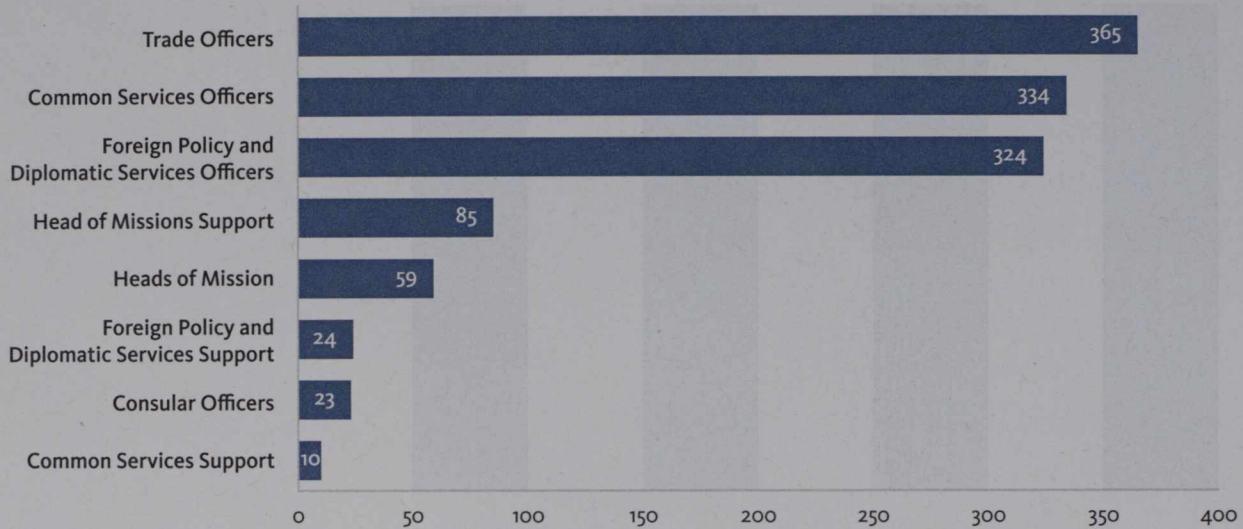
Source: HRMS, March 31, 2013.

FIGURE 24
DFATD – Locally Engaged Staff Positions by Program

Officers	Total	Support	Total
Common Services	401	Common Services	1,590
Consular Affairs	151	Consular Affairs	183
Foreign Policy and Diplomatic Services	231	Foreign Policy and Diplomatic Services	165
Heads of Mission	5	Heads of Mission	448
Trade	373	Trade	258
Total	**1,161**	**Total**	**2,644**

Source: HRMS, March 31, 2013.

FIGURE 25
Partners and Co-locators – Officer and Support Positions

Positions	Officers	Support	Total
Canada-Based Staff*	941	0	941
Locally Engaged Staff	377	1,224	1,601
Total	**1,318**	**1,224**	**2,542**

Source: HRMS, March 31, 2013.

* Due to limited information, all partner and co-locator CBS positions are shown under "Officers".

POSITION CHANGES: TYPES OF TRANSACTIONS

During 2012–2013, 1,440 proposals to change positions were submitted; 291 proposals were subsequently withdrawn and the remainder were all processed: 295 involved CBS positions abroad, 830 involved LES positions abroad (for a total of 1,125 positions abroad) and 24 involved regional offices in Canada.

The Committee on Representation Abroad (CORA) reviewed all position changes.

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 position being reclassified. In this case, both changes would count as transactions, even if the net impact on the total number of positions was zero.

- There are four types of "creation" transactions:
  - Standard: One new LES or a CBS position in the network;
  - Redeployment: Position linked to the deletion of a position in another mission (no impact on the total number of positions);
  - Reclassification: Significant change in job description creates a new position, to which a new number is assigned (no impact on the total number of positions);
  - Internal: Change in type of position within the same mission (e.g. CBS to LES) which has no impact on the total number of positions).
- There are four types of "deletion" transactions:
  - Standard: Elimination of a LES or CBS position (one fewer position in the network).
  - Redeployment: Position linked to the creation of a position in another mission (no impact on the total number of positions).

  - Reclassification: deletion of an existing position and of its assigned number, due to a significant change in job duties requiring a new position (no impact on the total number of positions).
  - Internal: Change in type of position within the same mission (e.g. CBS to LES), that has no impact on the total number of positions).
- Reclassification: Change resulting from the natural evolution of duties requires that the position be reclassified (does not require a new number).
- Extension: The term for a position is extended or a term position becomes indeterminate.

FIGURE 26
2012–2013 Position Changes* at Missions by Transaction Type

1%
Extensions (10)

8%
Reclassifications (89)

28%
Creations (317)

63%
Deletions (706)
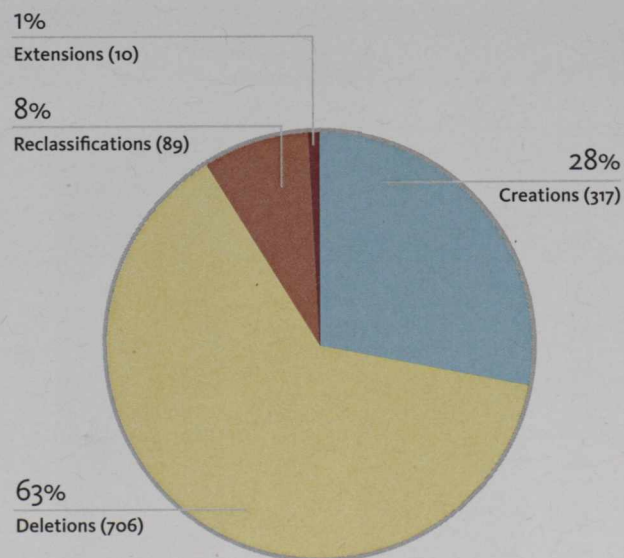
Source: Case Management Tracking System (CMTS), March 31, 2013.

* Three transactions are not shown in this chart: one change of sponsor and two regularizations.

Note: Does not include the 24 position changes in regional offices across Canada.

POSITION CHANGES: COMMITTEE ON REPRESENTATION ABROAD

The Committee on Representation Abroad (CORA) was established in 2000 to examine requests for position changes at missions abroad. CORA's purpose is to facilitate a structural and comprehensive assessment of all position change requests and to make recommendations to senior management.

CORA members include common-service stakeholders (property, information management and technology, human resources and security) and DFATD program representatives. Since 2010–2011, partner representatives have also been invited to participate. See the footnote[12] for a description of CORA's process. When CORA recommends a position change, the relevant cost estimate is sent to the sponsoring partner or co-locator for approval and confirmation. Once approved and funded, an authorization message is issued to the partner or co-locator, along with internal stakeholders and missions, indicating that the position change has met all the necessary criteria and can be implemented.

FIGURE 27
2012–2013 Breakdown of CBS and LES Position Changes*
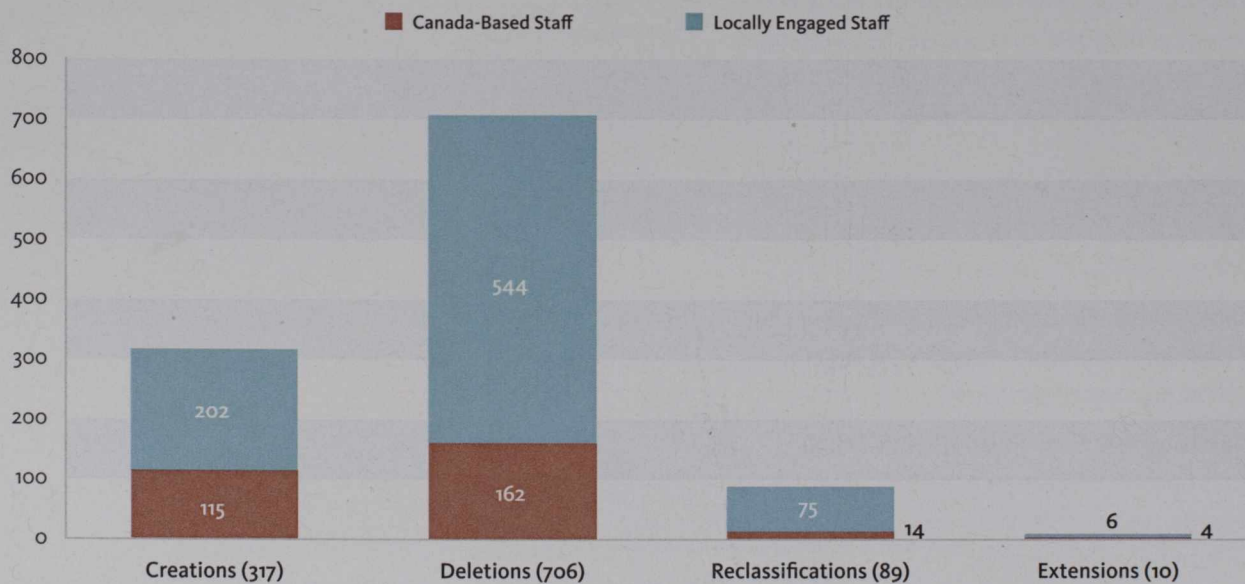
Legend: ■ Canada-Based Staff   ■ Locally Engaged Staff

Creations (317): 115, 202
Deletions (706): 162, 544
Reclassifications (89): 14, 75
Extensions (10): 4, 6

Source: CMTS, March 31, 2013.

*Three transactions are not shown in this chart: one change of sponsor, and two regularizations.

Note: Does not include the 24 position changes in regional offices across Canada.

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12   The annual CORA cycle typically begins in October, when a call letter is sent to all partners and co-locators requesting position-change proposals for the upcoming fiscal year. In January, partners and co-locators discuss their proposals with DFATD stakeholders during an interdepartmental and intergovernmental consultative meeting. Operational, resource and administrative issues are addressed at this time. Proposals discussed are entered into the Case Management Tracking System (CMTS) database and are subsequently passed on to CORA for review and recommendation. Some proposals are withdrawn due to unresolvable issues and are therefore not entered into CMTS.

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FIGURE 28
Missions with the Most Position Changes during 2012–2013

Rank	Missions	Creations	Deletions	Extensions	Reclassifi-cations	Others	Total
1	Buffalo	0	76	0	0	0	76
2	Damascus	2	67	1	0	0	70
3	London*	12	22	0	13	0	47
4	Ankara	28	7	0	0	1	36
5	Berlin	3	25	0	3	0	31
6	New Delhi	11	15	0	3	0	29
7	Nairobi	23	3	0	1	0	27
8	Paris	5	19	0	2	0	26
9	Tehran	0	25	0	0	0	25
10	Port-au-Prince	5	12	4	2	0	23
11	Brussels	3	14	0	5	0	22
12	Mexico City	7	8	0	4	0	19
12	Vienna	5	13	0	1	0	19
14	Bogota	11	5	0	2	0	18
14	Rome	6	8	0	4	0	18
14	Washington, D.C.*	3	12	0	3	0	18
17	Beijing	8	7	0	2	0	17
17	Beirut	14	2	0	1	0	17
19	Belgrade	1	14	0	1	0	16
20	Budapest	2	10	0	2	0	14

Source: CMTS, March 31, 2013.

Note: Winnipeg had five position changes, the most among Canadian regional offices.

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

CREATION OF POSITIONS

During 2012–2013, 317 transactions were completed that created positions. Of these, 134 transactions are of the standard type as defined on page 43. A costing business-process is followed to ensure that the requestor (partner, co-locator or DFATD program) transfers the funds needed to complete the transaction. The process considers among other costs related to the Foreign Service Directives; property charges and common services cost recovery charges, if applicable; and, for CBS positions, the cost of relocating staff and their dependents to DFATD-managed staff quarters overseas.

Missions with the most creation transactions:

- Ankara: 21 (CIC);
- Nairobi: 12 (CIDA, CIC, others);
- Hong Kong: 10 (Government of Québec[13]);
- Bogota: 8 (CIC, CIDA, EDC, others);
- Singapore: 6 (CIC);
- Mumbai: 5 (Government of Québec, AAFC, and BC);
- New Delhi: 5 (CIC); and
- Moscow: 4 (Government of Québec, and CIC).

Figure 29 lists all programs for which positions were created during 2012–2013. It reflects only the creation transactions that had an impact on the total number of positions. (Please refer to types of creation transactions on page 43).

FIGURE 29
Created Positions by Partner (incl. DFATD) and Co-locator Program (2012–2013)

Program	Canada-Based Staff	Locally Engaged Staff	Total
DFATD – Common services	1	46	47
Government of Québec	5	15	20
Canadian International Development Agency (CIDA)	12	4	16
DFATD – Security	7	9	16
DFATD – Regional and Satellites offices	12	0	12
DFATD – Human Resources	10	0	10
National Defence (DND)	4	0	4
DFATD – Trade Commissioner Service	1	2	3
Export Development Canada (EDC)	1	2	3
Agriculture and Agri-Food Canada (AAFC)	1	1	2
Bank of Canada (BC)	0	2	2
Canada Border Services Agency (CBSA)	0	2	2
DFATD – Afghanistan Task Force	1	1	2
DFATD – Political/Economic Relations and Public Affairs Program	1	1	2
DFATD – Stabilization and Reconstruction Task Force	2	0	2
Canadian Nuclear Safety Commission (CNSC)	1	0	1
DFATD – Heads of Mission	1	0	1
DFATD – Information Management and Information Technology	1	0	1

13   Includes Investissement Québec's positions.
Source: CMTS, March 31, 2013.

DELETION OF POSITIONS

During 2012–2013, 706 transactions to delete positions were processed. Of these, 535 transactions are of the standard type as defined on page 43. They are shown in Figure 30.

FIGURE 30
Deleted Positions by Partner (incl. DFATD) and Co-locator Program (2012–2013)

Program	Canada-Based Staff	Locally Engaged Staff	Total
Citizenship and Immigration Canada (CIC)	16	153	169
DFATD – Common Services	13	97	110
DFATD – Heads of Mission	3	60	63
DFATD – Political/Economic Relations and Public Affairs Program	10	41	51
DFATD – Trade Commissioner Service	10	39	49
Canadian International Development Agency (CIDA)	8	7	15
DFATD – Regional and Satellite Office	12	0	12
DFATD – Information Management and Information Technology	4	7	11
Government of Québec	1	9	10
DFATD – Missions	0	9	9
Public Safety Canada (PS)	7	0	7
DFATD – International Organizations	2	4	6
DFATD – Consular	0	5	5
National Defence (DND)	2	1	3
DFATD – Afghanistan Task Force	2	0	2
Agriculture and Agri-Food Canada (AAFC)	2	0	2
DFATD – Other	0	2	2
DFATD – International Security Bureau	0	2	2
Government of Alberta	0	2	2
Shared Services Canada (SSC)	2	0	2
DFATD – Human Resources	1	0	1
Export Development Canada (EDC)	1	0	1
Privy Council Office (PCO)	1	0	1

CLASSIFICATION OF HARDSHIP LEVEL

Canadian missions abroad are classified according to hardship level. DFTAD's *Foreign Service Guide* assigns a hardship level of I to V to most 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, sometimes more than once in a single fiscal year.

When Canada-based staff arrive 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.

FIGURE 31
Missions by Hardship Level, March 31, 2013

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	Bamako	Bratislava	Hyderabad
Seoul	Dubai	Havana	Beirut	Chandigarh	Brussels	Karachi
Singapore	Guadalajara	Istanbul	Bogota	Chongqing	Brussels EU	Kolkata
Vilnius	Panama City	Johannesburg	Cairo	Dhaka	Brussels NATO	Mazatlán
	San José	Kuala Lumpur	Caracas	Guatemala City	Canberra	Oaxaca
	Santiago	Kuwait City	Chennai	Islamabad	Copenhagen	Playa Del Carmen
	Warsaw	Kyiv	Colombo	Jakarta	Dublin	Porto Alegre
		Lima	Dakar	Kabul	Dusseldorf	Puerto Vallarta
		Managua	Damascus**	Khartoum	Geneva UN & CD	Punta Cana
		Manila	Dar es Salaam	Kinshasa	Geneva WTO	San José del Cabo
		Mexico City	Georgetown	Lagos	Helsinki	Tallinn
		Montevideo	Guangzhou	Ouagadougou	Holy See – Vatican	
		Port of Spain	Hanoi	Port-au-Prince	Kitakyushu*	

Level I	Level II	Level III	Level IV	Level V	Level A (Non-Hardship)	No Level Assigned*
		Pretoria	Harare	Ramallah	Lisbon	
		Quito	Ho Chi Minh City	Tripoli	London	
		Rabat	Kigali	Yangon	Madrid	
		Recife*	Kingston	Yaoundé	Munich	
		Rio de Janeiro	La Paz		Nagoya	
		Sao Paulo	Lusaka		Oslo	
		Taipei	Maputo		Paris	
		Tel Aviv	Monterrey		Paris OECD	
		Tunis	Moscow		Paris UNESCO	
			Mumbai		Reykjavik	
			Nairobi		Rome	
			New Delhi		Sapporo*	
			Riyadh		Stockholm	
			San Salvador		Sydney	
			Santo Domingo		The Hague	
			Shanghai		Tokyo	
			Tegucigalpa		United States (18 missions)	
			Ulaanbaatar		Vienna	
					Vienna OSCE	
					Vienna PERM	
					Wellington	
					Zagreb	

	Level I	Level II	Level III	Level IV	Level V	Level A (Non-Hardship)	No Level Assigned*
Total per level	8	11	26	35	21	56	15
Percentage per level	5%	6%	15%	20%	12%	33%	9%

Total number of missions with hardship-level designations	101
Total number of missions designated non-hardship (Level A) locations and without a given hardship level	71
Total	172

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.

During 2012–2013, 101 (59 percent) of Canada's 172 missions had hardship-level designations, compared with 102 (57 percent) of 179 missions during 2011–2012. During 2012–2013, 21 missions (12 percent all missions) were classified level V and 56 (33 percent) were designated level A (non-hardship).

On March 31, 2013, the hardship level at the following missions was higher than it was on March 31, 2012:

- Athens, from level A (non-hardship) to level I;
- Belgrade and Tunis, from level II to level III;
- Chandigarh and Jakarta, from level IV to level V.

On March 31, 2013, the hardship level at the following missions was lower than it was on March 31, 2012:

- Bratislava, from level I to level A (non-hardship);
- Budapest, from level II to level I;
- Zagreb, from level II to level A (non-hardship).
- Seoul, from level III to level I;
- Istanbul, from level IV to level III;
- Mumbai and Ulaanbaatar, from level V to level IV.

The majority of Canada-based positions (1,429 or 59 percent) are at missions with designated hardship levels. Of these, 1,211 (85 percent) are at missions designated levels III and above, and 869 (61 percent) are at missions designated level IV or V.

FIGURE 32
Distribution of DFATD Partner and Co-locator Canada-Based Positions (2,165) by Hardship Level, March 31, 2013

34%
Level A –
Non-Hardship (736)

5%
Hardship
Level I (106)

5%
Hardship
Level II (112)

16%
Hardship
Level III (342)

27%
Hardship
Level IV (582)

13%
Hardship
Level V (287)
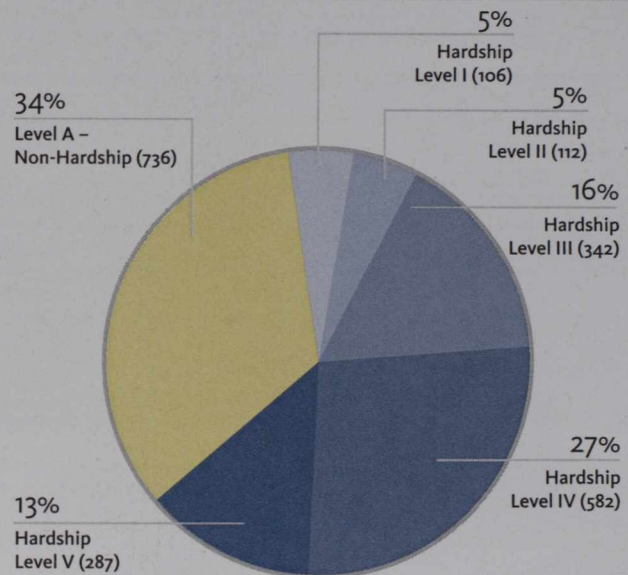
Source: HRMS, March 31, 2013.

Canadian High Commission in Nairobi
Courtesy of ARBC

CANADA'S EVOLVING NETWORK OF MISSIONS ABROAD

Canada's Network evolves continually to align with government priorities and geopolitical circumstances. During the last two decades, Canada has opened 77 and closed 51 missions.

FIGURE 33
Mission Openings and Closures, 1993 to 2013 (March 31st)

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	1996	Vilnius	1994	Panama	1995	*Raleigh-Durham*	*2004*
Kinshasa	*1997*	Chandigarh	1996	*Saint Petersburg*	*1994*	Montevideo	1995	*Denver*	*2004*
Ramallah	1996	Chongqing	1997	*Hamburg*	*1995*	Managua	1996	*San Diego*	*2004*
Tripoli	1998	*Karachi*	*1998*	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*
Doha*	2012	Kabul	2003	*Pristina*	*2000*			Playa del Carmen	2009
		Ulaanbaatarr	2008	*Skopje*	*2000*			Puerto Vallarta	2010
		Hyderabad	2008	Reykjavik	2000			Cancun	2010
		Kolkata	2008	*Barcelona*	*2001*			San José del Cabo	2010
		Kitakyushu	2009	Istanbul	2010			Mazatlán	2010
		Karachi	2009	Astana	2010			Oaxaca	2010
		Ahmedabad	2009					Acapulco	2010
		Yangon**	2012						

Africa and Middle East		Asia Pacific		Europe		Latin America and Caribbean		North America	
Closures		**Closures**		**Closures**		**Closures**		**Closures**	
Kinshasa	*1993*	*Busan*	*N/A*	Lyon	1995			Orlando	1993
Gabarone	1993	*Karachi*	*N/A*	*Barcelona*	*1996*			Santa Clara	1993
Windhoek	1993	Melbourne	1993	Bonn	1999			El Segundo	1994
Douala	1993	Yokohama	1995	*Tirana*	*2003*			San Juan	1994
Lesotho	1993	Fukuoka	2007	*Pristina*	*2004*			*Denver*	*1995*
Abuja	*1995*	Osaka	2007	*Skopje*	*2004*			Cleveland	1996
Lagos	*1995*	*Phnom Penh*	*2009*	Milan	2007			Dayton	1996
Jeddah	*1998*	Hiroshima	2009	*Saint Petersburg*	*2007*			Cincinnati	1996
Conakry	2005			*Hamburg*	*2009*			*Philadelphia*	*1996*
Libreville	2006			*Sarajevo*	*2009*			*Houston*	*1996*
Cape Town	2009			Almaty	2010			*San Diego*	*1997*
Lilongwe	2009							*Tucson*	*2009*
Niamey	2012							Buffalo	2010
Tehran	2012							*Anchorage*	*2012*
								Philadelphia	*2012*
								Phoenix	*2012*
								Princeton	2012
								Raleigh-Durham	*2012*
Openings	**12**	**Openings**	**19**	**Openings**	**17**	**Openings**	**11**	**Openings**	**18**
Closures	**14**	**Closures**	**8**	**Closures**	**11**	**Closures**	**0**	**Closures**	**18**

Total Openings	77
Total Closures	51

Source: Client Relations Division.

Black bold italic: mission reopened or reclosed.

Red bold: mission moved.

* Interim operations in Doha started in 2009.

** Yangon: interim operations.

4 FINANCIAL REPORT

This section of the annual report is one of the tools the IPB uses to report on the management of the funds entrusted to the department by partners 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 34 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 paid—directly by partners (excluding DFATD) and co-locators—are excluded from this figure.

FIGURE 34
Spending managed by the International Platform Branch, 2012–2013, 2011–2012, 2010–2011

Items	2012–2013		2011–2012		2010–2011	
	Actual (in $)	Percentage	Actual (in $)	Percentage	Actual (in $)	Percentage
CBS Salary and Benefits	$77,857,343	8.2%	$79,921,869	9.1%	$83,284,028	10.0%
LES Salary and Benefits	122,936,324	12.9%	130,976,584	14.9%	123,464,835	14.8%
Subtotal – Salary and Benefits	**$200,793,667**	**21.0%**	**$210,898,453**	**23.9%**	**$206,748,864**	**24.8%**
LES Pension	$38,621,637	4.0%	$27,880,712	3.2%		
LES Insurance Plans	11,816,510	1.2%	11,971,465	1.4%		
LES Social Security	19,647,616	2.1%	19,989,128	2.3%		
Subtotal – LES Pension, Insurance and Social Security[1]	**$70,085,763**	**7.3%**	**$59,841,306**	**6.8%**		
Foreign Service Allowances	$88,586,837	9.3%	$88,997,165	10.1%	$90,525,993	10.9%
Relocation[2]	38,133,996	4.0%	40,714,205	4.6%	32,186,839	3.9%
Subtotal – Foreign Service Directives[3]	**$126,720,833**	**13.3%**	**$129,711,370**	**14.7%**	**$122,712,832**	**14.7%**
Property – Land and Buildings Rental	$147,937,357	15.5%	$144,429,734	16.4%	$136,216,599	16.3%
Property – Land and Buildings Acquisition[4]	174,609,941	18.3%	52,103,693	5.9%	80,430,701	9.6%
Property – Buildings, Machinery and Equipment Repair	25,579,440	2.7%	34,914,617	4.0%	32,974,379	4.0%
Property – Machinery and Equipment Acquisition	39,370,688	4.1%	60,602,125	6.9%	61,239,667	7.3%

Items	2012–2013		2011–2012		2010–2011	
	Actual (in $)	Percentage	Actual (in $)	Percentage	Actual (in $)	Percentage
Property – Utilities	23,751,758	2.5%	24,143,778	2.7%	23,952,361	2.9%
Property – Machinery and Equipment Rental	1,602,093	0.2%	1,078,601	0.1%	1,550,795	0.2%
Subtotal – Property[5]	**$412,851,277**	**43.3%**	**$317,272,548**	**36.0%**	**$336,364,502**	**40.3%**
Professional Services – Protection, Informatics, Training, Legal and Other	$96,411,962	10.1%	91,741,487	10.4%	$76,680,470	9.2%
Transportation – Travel, Relocation and Freight	16,880,641	1.8%	21,623,104	2.5%	24,009,576	2.9%
Telecommunication Services[6]	223,607	0.0%	18,979,955	2.2%	29,420,653	3.5%
Other Services – Non-Professional Contracted and Other Business Services	14,450,248	1.5%	12,812,473	1.5%	13,673,933	1.6%
Materials and Supplies – Metal, Fuel, Wood, Paper and Miscellaneous	12,859,655	1.3%	15,940,846	1.8%	13,414,857	1.6%
Other – Deficits, Writeoffs, Advances and Miscellaneous	2,055,550	0.2%	849,716	0.1%	8,707,656	1.0%
Information Services – Advertising, Printing and Communications	1,098,871	0.1%	1,410,939	0.2%	2,287,061	0.3%
Subtotal – Goods and Services	**$143,980,535**	**15.1%**	**$163,358,521**	**18.5%**	**$168,194,207**	**20.2%**
Total	**$954,432,075**	**100%**	**$881,082,198**	**100%**	**$834,020,404**	**100%**

Source: Financial Management Support Division

1   The Locally Engaged Staff Pension, Insurance and Social Security Program was transferred from TBS to DFATD on January 1st, 2012 with program funding via the LES Pension and Benefits Vote 15 Budget retroactive to April 1, 2011. As a result, this table lists the program's budget and expenditures for the fiscal year 2011–2012 and beyond as entirely managed by the IPB.

2   In 2012–2013, there were 959 employees along with 1,252 spouses and dependents who received relocation services. In 2011–2012, 1,109 employees and 1,354 spouses and dependents received relocation services.

3   Foreign Service Directives (FSD) 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.

4   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.)

5   Includes operating and capital expenses.

6   The amount reported in 2012-2013 is significantly smaller than in 2011–2012 as SSC is now responsible for most of DFATD's telecommunication services.

CHANGES IN PARTNER AND CO-LOCATOR FUNDING

Figure 35 completes the financial overview by outlining the financial and position details resulting from changes to the Network authorized in fiscal years 2011–2012 and 2012–2013. It illustrates the link between the funding transferred from partners and co-locators and the net incremental changes for Canada-based and locally engaged staff. Activities such as reclassifications with no net incremental impact to the Network, property projects and large one-time purchases (i.e. IT equipment) are described as financial transactions[14].

DFATD-related changes to the network are split into two categories:

- Activities funded internally through various budgetary sources; and
- Activities funded externally through Treasury Board (TB) submissions.

TB submissions include the following:

- *Strengthening Canada's Mission Network* (June 9, 2009); and
- *Strengthening Canada's Representation Abroad: the Domestic Dimension* (January 13, 2010).

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. This is why funding information provided in figure 35 represents the full cost of all co-locators abroad.

FIGURE 35
Changes to Funding Invested in Network, 2012–2013 and 2011–2012

	2012–2013		2011–2012	
	No. of Positions	**New Funding**	**No. of Positions**	**New Funding**
Partner Activities				
Canada-based staff position changes	0	$525,120	14	$7,131,340
Locally engaged staff position changes	-154	-6,214,495	9	2,884,640
Other*	0	7,842,048	0	7,749,940
Subtotal, Partners Activities	**-154**	**$2,152,673**	**23**	**$17,765,920**
DFATD Funded-From-Budgets Programs				
Canada-based staff position changes	8	$5,233,080	14	$7,936,880
Locally engaged staff position changes	4	582,855	19	1,005,580
Other*	0	5,395,340	0	-11,502,860
Subtotal, DFATD Funded-From-Budgets Programs	**12**	**$11,211,275**	**33**	**-$2,560,400**

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14 In-year funding from partners is primarily received via Supplementary Estimate exercises, but can also include funding held by DFATD (in trust).

	2012–2013		2011–2012	
	No. of Positions	New Funding	No. of Positions	New Funding
DFATD (Additional Funding)				
Canada-based staff position changes	0	$ –	-3	-$1,312,720
Locally engaged staff position changes	0	–	0	–
Other*	0	–	0	–
Subtotal, DFATD (Additional Funding)	**0**	**$ –**	**-3**	**-$1,312,720**
Subtotal, Partner and DFATD Activities	**-142**	**$13,363,948**	**53**	**$13,892,800**
Co-Locators Activities				
All Canada-based staff abroad	47	$6,886,235	46	$6,443,351
All locally engaged staff abroad	133	16,152,436	123	14,765,252
Other*		788,658		
Subtotal, Co-Locator Activities**	**180**	**$23,827,329**	**169**	**$21,208,603**
Total New Funding Invested in the Network		**$37,191,277**		**$35,101,403**

Source: Financial Management Support Division

Note 1: Negative amounts indicate a reimbursement due to position deletions or project cancellations, for example.

Note 2: The variation between the number of positions indicated in this table and the tables in Chapter 3 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.

*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 36 provides a more specific view of the 2012–2013 portion of Figure 35 by providing a breakdown of the total new funding invested in the Network, i.e. $37,441,277. It illustrates changes to funding[15] through new investments and withdrawals. These changes reflect decisions made by partners, DFATD and co-locators to address changes in objectives and priorities.

Canadian High Commission in London.
Courtesy of ARBC

15   This funding is related to changes in CBS and LES positions as well as in the amounts paid by each co-locator as outlined in figure 35.

FIGURE 36
Changes in Network Investments, 2012–2013

	Canada-Based Staff Positions (CBS)	Locally Engaged Staff (LES)	Other*	Total
Partners				
Agriculture and Agri-Food Canada (AAFC)	-$187,620	$87,860	$11,700	-$88,060
Canada Border Services Agency (CBSA)	89,280	882,900	604,700	1,576,880
Canadian Food Inspection Agency (CFIA)	–	8,400	-308,540	-300,140
Citizenship and Immigration Canada (CIC)	-599,520	-8,035,035	608,733	-8,025,822
Canadian International Development Agency (CIDA)	1,630,840	643,620	2,478,428	4,752,888
Canadian Nuclear Safety Commission (CNSC)	114,360	–	–	114,360
Communications Security Establishment Canada (CSEC)	–	–	–	–
National Defence (DND)	196,920	151,460	156,167	504,547
Environment Canada (EC)	–	–	–	–
Finance Canada (FIN)	–	–	–	–
Industry Canada (IC)	–	–	12,900	12,900
Natural Resources Canada (NRCan)	–	–	–	–
Privy Council Office (PCO)	-92,500	–	–	-92,500
Public Safety Canada (PS)	-647,840	58,060	2,621,670	2,031,890
Royal Canadian Mounted Police (RCMP)	21,200	-11,760	1,656,290	1,665,730
Subtotal, Partners	**$525,120**	**-$6,214,495**	**$7,842,048**	**$2,152,673**
DFATD Funded-From-Budgets Programs				
Afghanistan Task Force (DFD)	-$575,260	$8,400	$12,000	-$554,860
Africa Bureau (GFD)	175,720	-138,000	–	37,720
Client Relations and Missions Operations Bureau (AFD)	-188,760	-605,020	–	-793,780
Common Services Program, Enhanced**	–	–	3,366,480	3,366,480
Common Services Program, IM/IT**	400,400	3,860	29,540	433,800
Common Services Program, Missions (AFD)**	-838,300	732,760	1,225,140	1,119,600
Common Services Program, Missions (DFD)**	450,160	73,020	-17,120	506,060
Consular, Security and Emergency Management Branch (CFM)	–	17,760	–	17,760
Europe and Eurasia Bureau (GUD)	-179,940	14,695	2,280	-162,965
Global Partnership Program (IGD)	–	–	–	–
Global Security Reporting Program (GSRP)	20,420	–	–	20,420
Hemispheric Policy Bureau (GBD)	–	–	–	–
Human Resources (HCM)	1,771,380	–	–	1,771,380

	Canada-Based Staff Positions (CBS)	Locally Engaged Staff (LES)	Other*	Total
Information Management and Technology Bureau (AID)	–	–	–	–
International Education and Youth Division (GLE)	–	–	–	–
International Organizations, Human Rights and Democracy Bureau (MID)	–	–	–	–
Latin America & Caribbean (GCD)	–335,660	–165,240	17,280	–483,620
Middle East and Maghreb Bureau (GMD)	–	8,880	–	8,880
North American Programs and Operations Bureau (GND)	–276,260	84,460	–	–191,800
North Asia (GPD)	–	–33,840	–	–33,840
Physical Resource Bureau (ARD)	–	–	–	–
Security and Intelligence Bureau (CSD)	2,685,160	559,940	49,900	3,295,000
South, Southeast Asia & Oceania (GSC)	137,400	21,180	–	158,580
Stabilization and Reconstruction Task Force (START)	1,986,620	–	709,840	2,696,460
Subtotal, DFATD Funded-From-Budgets Programs	**$5,233,080**	**$582,855**	**$5,395,340**	**$11,211,275**
DFATD (Additional Funding)				
Afghanistan Task Force (DFD)	$ –	$ –	$ –	$ –
Consular, Security and Emergency Management Branch (CFM)	–	–	–	–
Human Resources (HCM)	–	–	–	–
Economic Policy Bureau (MED)	–	–	–	–
International Organizations, Human Rights and Democracy Bureau (MID)	–	–	–	–
Political Economic Reporting & Public Affairs (PERPA)	–	–	–	–
Security and Intelligence Bureau (CSD)	–	–	–	–
Trade Commissioner Service (TCS)	–	–	–	–
Subtotal, DFATD (Additional Funding)	**$ –**	**$ –**	**$ –**	**$ –**
Co-Locators				
Alberta, Government of	$837,892	$1,997,868	$ –	$2,835,760
Australia, Government of	46,504	69,756	–	116,260
British Columbia	136,973	75,387	–	212,360
Bank of Canada	–	89,486	–	89,486
Canadian Commercial Corporation (CCC)	166,350	–	–	166,350
Canadian Olympic Committee	–	–	82,060	82,060
Export Development Canada (EDC)	2,416,750	3,923,945	–	6,340,694

	Canada-Based Staff Positions (CBS)	Locally Engaged Staff (LES)	Other*	Total
Israel, Government of	–	198,049	–	198,049
Ontario, Government of	1,729,535	1,952,755	–	3,682,290
Québec, Government of	1,552,231	7,845,191	706,598	10,104,020
Subtotal, Co-locators	**$6,886,235**	**$16,152,436**	**$788,658**	**$23,827,329**
TOTAL, PARTNERS, DFATD, CO-LOCATORS	**$12,644,435**	**$10,520,796**	**$14,026,046**	**$37,191,277**

Source: Financial Management Support Division

Note: Negative amounts indicate a reimbursement due to position deletions or project cancellations, for example.

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

** For additional details on the Common Services Program, please refer to figure 39 – Distribution of Common Services Abroad Charge.

REAL PROPERTY FINANCIAL INFORMATION

On June 6, 2005, the Property Business Plan was approved with conditions by Treasury Broad (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 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.
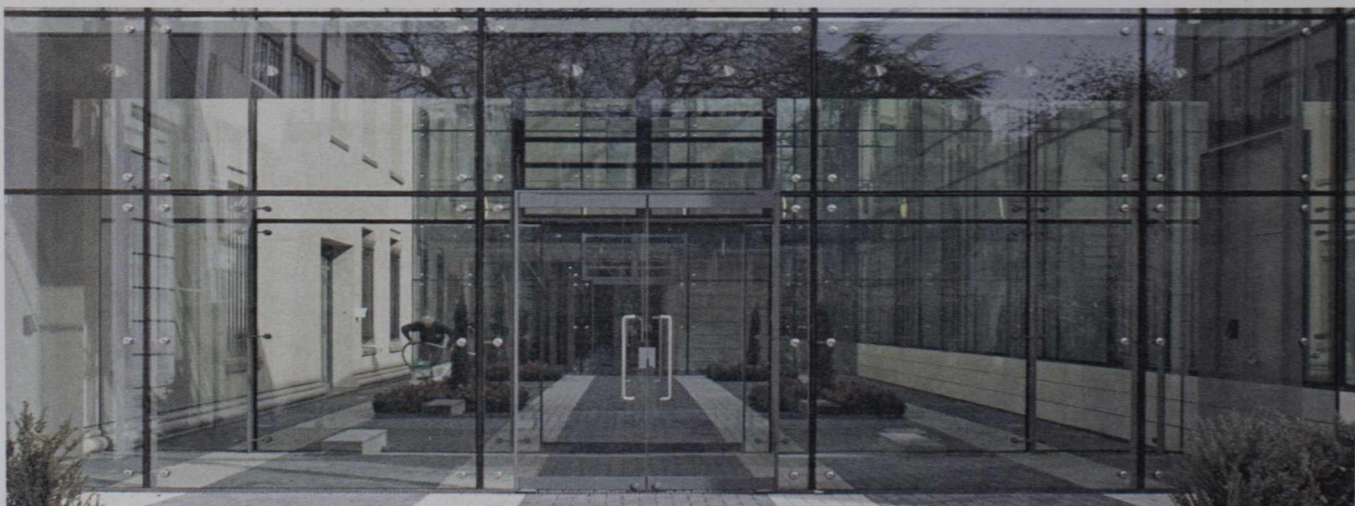
Canadian Embassy in The Hague.
Courtesy of ARBC

FIGURE 37
Recapitalization Charge Collected for Position Changes in 2012–2013

Sponsors	In-Year*	Permanent*
Collected from Partners		
Agriculture and Agri-Food (AAFC)	$200	$2,500
Canada Border Services Agency (CBSA)	21,600	31,000
Canadian Food Inspection Agency (CFIA)	-14,100	–
Canada Revenue Agency (CRA)	–	–
Canadian Heritage (CH)	–	–
Canadian International Development Agency (CIDA)	108,100	196,500
Citizenship and Immigration Canada (CIC)	-348,000	-296,900
Canadian Nuclear Safety Commission	1,800	–
Environment Canada (EC)	–	–
Finance Canada (FIN)	–	–
Health Canada (HC)	–	–
Industry Canada (IC)	–	–
Department of Justice Canada (JUS)	–	–
National Defense (DND)	70,500	34,000
Privy Council Office (PCO)	–	–
Public Safety Canada (PS)	4,200	-7,000
Public Works and Government Services Canada (PWGSC)	–	–
Royal Canadian Mounted Police (RCMP)	3,200	4,800
Treasury Board of Canada Secretariat (TBS)	–	–
Veterans Affairs Canada (VAC)	–	–
Subtotal, Partners	**-$152,500**	**-$35,100**
Collected from DFATD (Internally Funded)		
Afghanistan Task Force (DFD)	-$5,200	-$9,000
Africa Bureau (GFD)	-6,000	14,000
Common Services	–	–
Consular, Security and Emergency Management Branch (CFM)	–	–
Europe and Eurasia Bureau (GUD)	–	–
Global Partnership Program (IGD)	–	–
Global Security Reporting Program (GSRP)	3,100	3,100
Hemispheric Policy Bureau (GBD)	–	–
International Organizations, Human Rights and Democracy Bureau (MID)	–	–
International Security and Policy	–	–
Latin America and Caribbean Bureau (GCD)	-27,600	-43,200
Middle East and Maghreb Bureau (GMD)	–	–
North American Programs and Operations Bureau (GND)	-4,500	-9,500

Sponsors	In-Year*	Permanent*
North Asia Bureau (GPD)	–	–
South, Southeast Asia and Oceania (GSC)	9,100	46,500
Physical Resources Bureau (ARD)	–	–
Stabilization and Reconstruction Task Force (START)	26,200	–
Subtotal, DFATD (Internally Funded)	**-$4,900**	**$1,900**
Collected from DFATD (Externally Funded)		
Consular, Security and Emergency Management Branch (CFM)	$ –	$ –
Economic Policy Bureau (MED)	–	–
Human Resources (HCM)	–	–
International Organizations, Human Rights and Democracy Bureau (MID)	–	–
Subtotal, DFATD (Externally Funded)	**$ –**	**$ –**
Total Recapitalization Collected	**-$157,400**	**-$33,200**

Source: Financial Management Support Division

Note: Negative amounts indicate a reimbursement due to position deletions or project cancellations, for example.

* *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.)

FIGURE 38
Examples of Recapitalization Expenditures in 2012–2013

Chanceries	Items	Total
Algiers	Upgrades to perimeter security wall	$49,384
Bridgetown	Upgrade and refurbishment of recreational centre	52,080
Brasilia	Upgrade of electrical and security systems	69,749
Dar es Salaam	Replacement and upgrades of diesel generator sets	73,893
Islamabad	Replacement and upgrades of diesel generators	77,448
	Replacement of fuel-storage tanks and distribution system	41,649
	Replacement and upgrades of garage-door system	1,574
	Replacement and upgrades of hot-water storage and distribution system	38,663
Paris	Replacement and upgrades of security desk	128,783
	Refurbishment and upgrade of reception area	5,649
	Replacement and upgrade of air-conditioning system	8,687
	Refurbishment and upgrade of service kitchen	278,780
Paris OECD	Replacement and upgrade of flooring	17,425
Pretoria	Replacement and upgrade of flooring	2,814
Port-au-Prince	Replacement and upgrade of diesel generator sets	1,077,557
	Replacement and upgrade of water filtration system	91,176
Total		**$2,015,311**

Source: Physical Resources Bureau.

Charges for Common Services Support

The Common Services Abroad Charge (CSAC) was established on April 1, 2002 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.

For co-locators, an equivalent to the CSAC charge is referred to as Mission Administrative Support; and, an equivalent to the Enhanced Common Services Abroad Charge is referred to as the Headquarters Administrative Support Charge. Related amounts are not included in Figure 39.

The table below describes the flow of funding relating to the Common Services Abroad Charge. When incremental positions are created abroad by DFATD programs and partners, there is an "Inflow" of funds to the CSAC program. 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 "Outflow" of funds from the CSAC program describes funding used for the creation of incremental common service positions or funding used for common service activities. A positive amount describes the funds returned to the CSAC program.

Canadian Embassy in Seoul.
Courtesy of ARBC

FIGURE 39
Distribution of Common Services Abroad Charge 2012–2013. Cumulative Balance 2002–2013

	2012–2013			Cumulative Balance 2002–2013
	Inflows	**Outflows**	**Net Surplus**	
Mission Client Services				
Opening Balance	$5,139,397	$ –	$5,139,397	$ –
Africa (GFD)	-28,400	-629,300	-657,700	-2,790,029
Europe & Eurasia Bureau (GUD)	-87,000	430,800	343,800	3,488,380
Latin America & Caribbean Bureau (GCD)	-148,600	-477,920	-626,520	-871,991
Middle East & Maghreb Bureau (GMD)	-159,500	729,120	569,620	773,779
North America programs and Operations Bureau (GND)	-132,800	12,720	-120,080	-1,671,164
North Asia Bureau (GPD)	-2,500	-68,440	-70,940	606,950
South, Southeast Asia & Oceania Bureau (GSD)**	-102,000	-512,640	-614,640	701,431
Funding of Temporary Deployments	–	-1,110,000	-1,110,000	–
Subtotal, Mission Client Services	**$4,478,597**	**-$1,625,660**	**$2,852,937**	**$237,355**
Common Services Abroad Charge – Enhanced				
Opening Balance	$3,251,240	$ –	$3,251,240	$ –
Funding of Common Services at Headquarters	115,240	-3,366,480	-3,251,240	2,560,580
Subtotal, Common Services Abroad Charge – Enhanced	**$3,366,480**	**$3,366,480**	**$ –**	**$2,560,580**
Common Services Abroad Charge – IM/IT				
Subtotal, Information Management and Technology	**$778,900**	**-433,800**	**$345,100**	**$ –**
TOTAL COMMON SERVICES ABROAD CHARGE, SURPLUS	**$8,623,977**	**$5,425,940**	**$3,198,037**	**$2,797,935**

Source: Financial Management Support Division

* Includes Afghanistan.

FIGURE 40
2012–2013 Common Services Abroad Charge – DFATD and Partners. Cumulative Balance, 2002–2013 Period.[16]

	2012–2013	2002–2013
Opening Balance (Mission Client Services)	$5,139,397	$ –
DFATD Inflows*		
Afghanistan Task Force (DFD)	$ –	$810,000
Africa Bureau (GFD)	–	1,470,000
Area Management Office – Multilateral Group (IAM)	–	839,000
Client Relations and Missions Operations Bureau (AFD)	–	256,940
Consular, Security and Emergency Management Branch (CFM)	–	2,826,800
Economic Policy Bureau (MED)	–	25,400
Enhanced Representation Initiative (ERI)	-23,900	139,000
Europe and Eurasia Bureau (GUD)	98,400	–
Global Commerce Strategy (GCS)	20,000	305,900
Global Partnership Program (IGD)	–	-26,500
Global Security Reporting Program (GSRP)	–	395,900
Heads of Mission Program (HOM)	–	120,100
Hemispheric Policy Bureau (GBD)	-57,500	-47,200
Human Resources Branch (HCM)	–	128,400
Information Management and Information Technology Bureau (AID)		
International Experience Canada (GLEE)	-25,000	333,600
International Organizations, Human Rights and Democracy Bureau (MID)	–	–
Latin America and Caribbean Bureau (GCD)	–	30,000
Middle East and Maghreb Bureau (GMD)	–	238,200
North America Programs and Operations Bureau (GND)	-12,500	269,800
North Asia Bureau (GPD)	–	159,000
Physical Resources Bureau (ARD)	–	1,147,000
Political Economic Relations and Public Affairs Program (PERPA)	–	712,100
Security and Intelligence Bureau (CSD)	–	1,277,000
South, Southeast Asia and Oceania Bureau (GSD)	–	325,400
Stabilization and Reconstruction Task Force (START)	235,100	–
Trade Commissioner Service (TCS)	–	846,100
Subtotal, DFAIT Inflows	**$234,600**	**$12,581,940**

16   This chart does not take into account the Enhanced and IM/IT CSAC, which are included in Figure 39.

	2012–2013	2002–2013
Other Partners – Inflows*		
Agriculture and Agri-Food Canada (AAFC)	-$10,000	$917,600
Canada Border Services Agency (CBSA)	50,000	1,367,400
Canada Revenue Agency (CRA)	–	–
Canadian Food Inspection Agency (CFIA)	-30,000	602,000
Canadian Heritage (CH)	–	-133,700
Canadian International Development Agency (CIDA)	95,600	3,733,500
Canadian Nuclear Safety Commission (CNSC)	13,300	–
Canadian Space Agency (CSA)	–	21,400
Citizenship and Immigration Canada (CIC)	-987,200	5,499,645
Communications Security Establishment Canada (CSEC)	–	60,000
Department of Finance Canada (FIN)	–	23,000
Department of Justice Canada (JUS)	–	136,000
Environment Canada (EC)	–	–
Health Canada (HC)	–	30,000
Industry Canada (IC)	–	60,000
National Defence (DND)	121,900	1,116,300
Natural Resources Canada (NRCAN)	–	–
Privy Council Office (PCO)	-15,000	–
Public Health Agency of Canada (PHAC)	–	120,000
Public Safety Canada (PS)	-134,000	883,900
Public Works and Government Services Canada (PWGSC)	–	30,000
Royal Canadian Mounted Police (RCMP)	–	318,000
Transport Canada (TC)	–	60,000
Treasury Board of Canada Secretariat (TBS)	–	12,700
Veterans Affairs Canada (VAC)	–	133,600
Subtotal, OGD Inflows	**-$895,400**	**$14,991,345**

	2012–2013	2002–2013
DFATD Domestic Deployment – Inflows*		
Canada Bureau (BSD)	$ –	$ –
Subtotal, Domestic Deployment – Inflows	**$ –**	**$ –**
DFATD Foreign Deployment – Inflows*		
Afghanistan Task Force (DFD)	$ –	$90,000
Area Management Office – Multilateral Group (IAM)	–	53,000
Consular, Security and Emergency Management Branch (CFM)	–	505,000
Economic Policy Bureau (MED)	–	60,000
Heads of Mission Program (HOM)	–	120,000
Human Resources Branch (HCM)	–	150,000
International Organizations, Human Rights and Democracy Bureau (MID)	–	120,500
Political/Economic Relations and Public Affairs Program (PERPA)	–	1,564,000
Trade Commissioner Service (TCS)	–	1,069,400
Subtotal, Foreign Deployment – Inflows	**$ –**	**$3,731,900**
Total of all Mission – Inflows	**$4,478,597**	**$31,305,185**

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.

CONCLUSION
TOWARD A MORE EFFECTIVE, EFFICIENT NETWORK

In my five years in the International Platform Branch I have heard many great ideas. Some we have already put into action, but we can always do more. ... We will take the best of all parts of our newly amalgamated Department to become even more effective and efficient at meeting the Government of Canada's international objectives.

–**Stefanie Beck**, Acting Assistant Deputy Minister of the International Platform Branch

Canada continues to deepen its international relationships and to play a large role outside its borders. During the 2012–2013 fiscal year, Canada's Network and its managerial arm—the IPB—made considerable progress and recorded many achievements in support of this country's foreign affairs and international trade policies, and our partners' and co-locators' priorities. As this report illustrates, the actions and initiatives completed and currently underway have made the IPB more effective, efficient and responsive.

The IPB's model of building a strong network to deliver common services promotes empowerment and trust at all levels of government. This approach also aligns Canada's Network closely with the Government of Canada's current priorities, including those established in Budget 2012. The June 26th, 2013 amalgamation of the Canadian International Development Agency (CIDA) and DFAIT into the new Department of Foreign Affairs, Trade and Development continues to be implemented and adjustments to the Network will be assessed and made as required.

As this publication goes to press, several projects are underway or completed, including:

- The opening of a mission in Baghdad, announced on April 1st, 2013;

- The accreditation of Canada's first-ever resident ambassador to Burma (August 2013), to support the opening of Canada's new mission in Yangon;

- The replacement of regional offices in Edmonton, Winnipeg, Charlottetown and Moncton with single-person satellite offices;

- The ongoing negotiations with the United Kingdom to realize space-sharing opportunities.

In the near term, IPB will continue to focus on improving collaboration within the department, and with partner departments and like-minded governments. Common services will be regionalized in the Asia-Pacific, and Latin America and the Caribbean regions with the introduction of common-service delivery points. In addition, various processes to improve client-service capacity and many initiatives related to automation, physical resources, procurement modernization, Foreign Service Directives, LES and IM/IT will be implemented. These improvements, along with information about IPB's support for Government of Canada priorities and the objectives of co-locators, will be featured in next year's report.

For more information, please contact us at **aad@international.gc.ca**.

LIST OF ACRONYMS

AAFC	Agriculture and Agri-Food Canada	CIDA	Canadian International Development Agency	ERI	Enhanced Representation Initiative
ADM	Assistant Deputy Minister	CIO	Chief Information Officer	EU	European Union
AED	Foreign Service Directives and Policy Bureau	CIPP	Critical Infrastructure Protection Program	FIN	Department of Finance Canada
		CMTS	Case Management Tracking System	FPDS	Foreign Policy and Diplomacy Service
AFD	Client Relations and Mission Operations Bureau	CNSC	Canadian Nuclear Safety Commission	FSD	Foreign Service Directives
AFO	Mission Client Division	CORA	Committee on Representation Abroad	GBD	Hemispheric Policy Bureau
AFR	Client Service Division			GCD	Latin America and Caribbean Bureau
AID	Information Management and Technology Bureau	CRA	Canada Revenue Agency		
		CSA	Canadian Space Agency	GCS	Global Commerce Strategy
ALD	Locally Engaged Staff Services Bureau	CSAC	Common Services Abroad Charge	GFD	Africa Bureau
APEC	Asia-Pacific Economic Cooperation	CSD	Security and Intelligence Bureau	GLE	Information Education and Youth Division
ARBC	Architecture and Interior Design Services	CSDM	Common Service Delivery Model	GLEE	International Experience Canada
ARD	Physical Resources Bureau	CSDP	Common Service Delivery Points	GMD	Middle East and Maghreb Bureau
BC	Bank of Canada	CSEC	Communications Security Establishment Canada	GND	North American Programs and Operations Bureau
BSD	Canada Bureau				
BTA	Baseline Threat Assessment	CSR	Security Operations and Personal Safety Division	GoC	Government of Canada
				GPD	North Asia Bureau
CBS	Canada-based Staff	D/CIO	Deputy Chief Information Officer	GSD	South, Southeast Asia and Oceania Bureau
CBSA	Canada Border Services Agency	DFAIT	Department of Foreign Affairs and International Trade		
CCC	Canadian Commercial Corporation			GSP	Government Security Policy
CD	Conference on Disarmament	DFATD	Department of Foreign Affairs, Trade and Development	GSRP	Global Security Reporting Program
CFIA	Canadian Food Inspection Agency	DFD	Afghanistan Task Force	GUD	Europe and Eurasia Bureau
CFM	Consular, Security and Emergency Management Branch	DND	Department of National Defence	HC	Health Canada
				HCM	Human Resources Branch
		EC	Environment Canada		
CH	Canadian Heritage	EDC	Export Development Canada	HOM	Head of Mission
CIC	Citizenship and Immigration Canada			HR	Human Resources

HRMS	Human Resources Management System	NATO	North Atlantic Treaty Organization	SO	Satellite Office
IAM	Area Management Office – Multilateral Group	NJC	National Joint Council	SPM	Security Program Manager
		NRCan	Natural Resources Canada	SSC	Shared Services Canada
IC	Industry Canada	OAS	Organization of American States	START	Stabilization and Reconstruction Task Force
IDS	Threat Assessment and Intelligence Services Division	OECD	Organisation for Economic Co-operation and Development	TB	Treasury Board
IGD	Global Partnership Program			TBS	Treasury Board of Canada Secretariat
IIGB	International IM/IT Governance Board	OSCE	Organization for Security and Co-operation in Europe	TC	Transport Canada
				TCS	Trade Commissioner Service
IM/IT	Information management and information technology	PCO	Privy Council Office	UN	United Nations
IPB	International Platform Branch	PERPA	Political/Economic Relations and Public Affairs Program	UNESCO	United Nations Educational, Scientific and Cultural Organization
ISC	IM/IT Strategy Committee	PHAC	Public Health Agency of Canada	USPIC	United States Pension Investment Committee
IWGCSA	Interdepartmental Working Group on Common Services Abroad	PRIME	Physical Resources Information Mission Environment	VAC	Veterans Affairs Canada
		PS	Public Safety Canada	VCNET	Videoconferencing Network
JUS	Department of Justice Canada	PWGSC	Public Works and Government Services Canada	WTO	World Trade Organization
LES	Locally Engaged Staff				
LESGC	Locally Engaged Staff Governance Committee	RCMP	Royal Canadian Mounted Police		
LESPBGC	Locally Engaged Staff Pension and Benefits Governance Committee	RO	Regional Office		
		RSC	Regional Service Centre		
		RSCEMA	Regional Service Centre for Europe, the Middle East and Africa		
MAO	Mission Administrative Officer				
MCO	Management Consular Officer	RSCEUS	Regional Service Centre for the United States		
MED	Economic Policy Bureau				
MFD	Multi-function devices	SDO	Service Desk Online		
MID	International Organizations, Human Rights and Democracy Bureau	SIGNET	Secure Integrated Global NETwork		
		SIRT	Security Incident Reporting Tool		