

## 1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	Brussels
Area: Belgium	Belgium
Office Type: Specialized	Specialized
Updated 2018/12/14	
Interrelated Offices:	

Personnel		
	NAME	MITNET
MPM: D/MPM: Area Director: GCMS Manager: BVO: RAO: eTA SPOC (Single Point of Contact): HOM: GAC Regional Director: CBSA LO: MOF: IEC SPOC: P&R SPOC: Litigation SPOC:		
<b>CBS</b> Names: Mary Coulter <b>Total # :</b> 1		
<b>LES</b> DMO # : DMO(TR)#: Other support staff # : 1 LE-05		
<b>Total # : 1</b>		
<b>Emergency LES</b>		
Total number of months in 2018: 4		
<b>TD</b>		
Total number of weeks in 2018: 0		

## 2. TERRITORY OVERVIEW

### TERRITORY OPERATIONAL OVERVIEW

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Belgium	B	11,491,346								
<b>TOTAL:</b>				0	0		0			

Language/Langue de Préférence:	English
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### TERRITORY RISK OVERVIEW

Country/Territory	Caseload Risk			Operational Environment Risk				Notes
	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	
Belgium	75							

\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

Les couleurs utilisées dans les tableaux sont basés sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

## KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

KEY: Caseload Risk Level (Transparency International CPI)		KEY: Operational Environment Risk Level (Economist IU Risk Rating, Overall Assessment)	
	Not Rated		Not Rated
Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A
Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E



## PR Trends/Issues

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

N/A

#### 4. TEMPORARY RESIDENT OVERVIEW

### Temporary Resident

Brussels

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)	Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Visitor	-	-	-	2018 (Jan - Aug)	Events	-	
	Student	-	-	-		Verifications	-	
	Worker	-	-	-		Misrepresentation	-	
	eTA	-	-	-		<b>TOTAL</b>	<b>0</b>	-
	<b>TOTAL</b>	<b>0</b>						
2017	Visitor	-	-	-	2017	Events	-	
	Student	-	-	-		Verifications	-	
	Worker	-	-	-		Misrepresentation	-	
	eTA	-	-	-		<b>TOTAL</b>	<b>0</b>	-
	<b>TOTAL</b>	<b>0</b>						
2016	Visitor	-	-	-	2016	Events	-	
	Student	-	-	-		Verifications	-	
	Worker	-	-	-		Misrepresentation	-	
	eTA	-	-	-		<b>TOTAL</b>	<b>0</b>	-
	<b>TOTAL</b>	<b>0</b>						

\*The number of TR counterfoils (TRV, SP, WP, PRD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

## TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

Type your answer here:

N/A

## 5. OTHER APPLICATIONS OVERVIEW

### Other Applications

#### Brussels

Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	-	-	-
	PR renunciation	-	-	-
	TRP	-	-	-
	ARC	-	-	-
	Rehabilitation	-	-	-
	<b>Total</b>		<b>0</b>	
2017	PRTD	-	-	-
	PR renunciation	-	-	-
	TRP	-	-	-
	ARC	-	-	-
	Rehabilitation	-	-	-
	<b>Total</b>		<b>0</b>	
2016	PRTD	-	-	-
	PR renunciation	-	-	-
	TRP	-	-	-
	ARC	-	-	-
	Rehabilitation	-	-	-
	<b>Total</b>		<b>0</b>	

\*Stats supplied by OPPB

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

Type your answer here:

N/A

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

#### Brussels

##### SMART (For Reference Only)

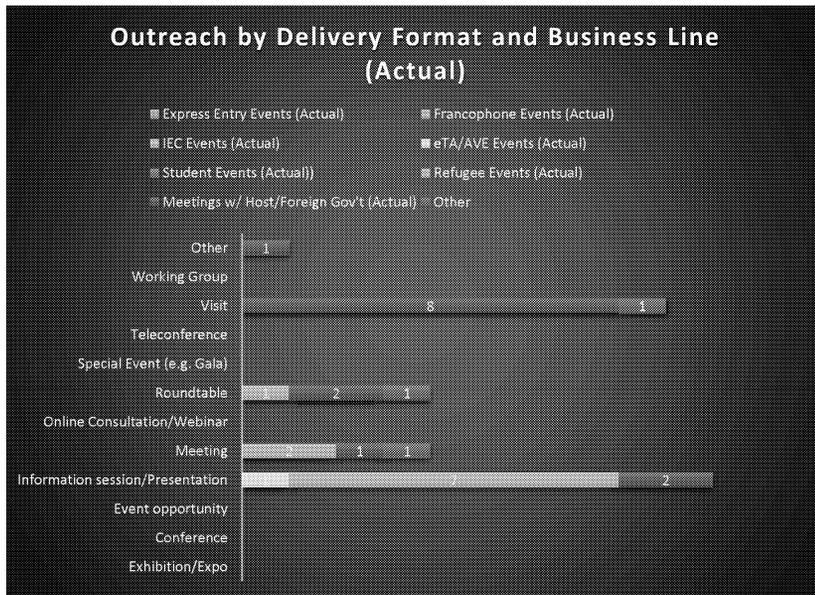
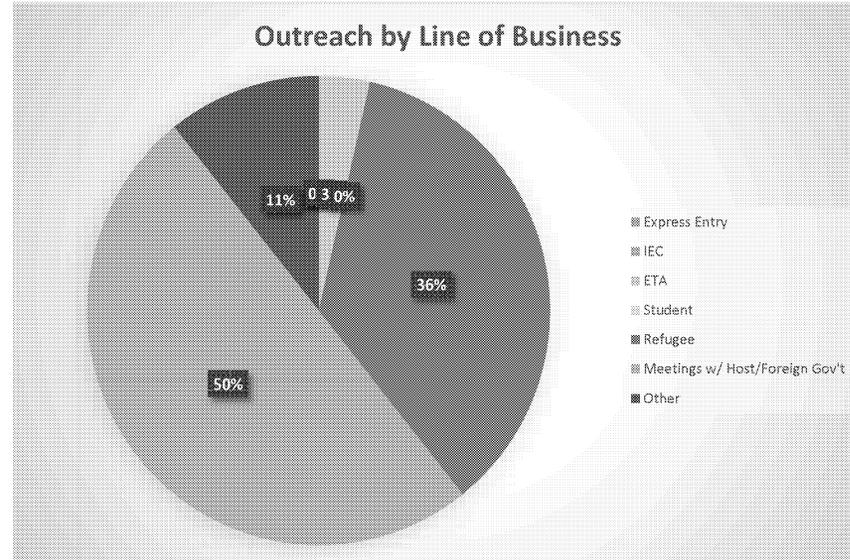
Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan-Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct 2018 in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)	Other
Conference						1		
Meeting						2	4	
Workshop							2	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>6</b>	

##### Actual Events (Please indicate the actual # of events performed)

Delivery Format / Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/Expo								
Conference								
Event opportunity								
Information session/Presentation				1		7	2	
Meeting						2	1	1
Online Consultation/Webinar								
Roundtable						1	2	1
Special Event (e.g. Gala)								
Teleconference								

Visit						8	1
Working Group							
Other						1	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>10</b>	<b>14</b>

Business Line	SMART	Actual Events
Express Entry	0	0
Francophone	0	0
IEC	0	0
ETA	0	1
Student	0	0
Refugee	3	10
Meetings w/ Host/Foreign Gov't	6	14
Other	0	3
<b>Total</b>	<b>9</b>	<b>28</b>





the European Economic and Social Committee and the Migration Policy Institute Europe to organize a yearly Social Innovation for Refugee Inclusion (SI4RI) conference. This year, IRCC (BREU) was able to secure Migration Policy Development Program (MPDP) funds to co-fund the event with the US. IRCC (BREU) works with a wide range of NGOs in the field of integration and this year undertook a mapping exercise which identified over forty European integration and inclusion networks to support advocacy work moving forward.

- IRCC (BREU) also participates in international fora where the EU and Canada are both represented, such as the Intergovernmental Consultations, to support EU Canada engagement in these fora.
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## Promotion and Recruitment (RM)

### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

- No promotion and recruitment activities planned for 2018-19 – Paris has operational responsibility for Belgium.

#### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
- Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

N/A

#### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).

- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

N/A

### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.
- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

Type your answer here:

- The Minister has visited Brussels twice in the past year. IRCC's Associate Deputy Minister also visited Brussels for a Transatlantic Council on Migration (TCM) which was hosted by the mission. BREU (IM), like all BREU programs, is expected to support both the visits of the Prime Minister and the Prime Minister's Special Envoy to the European Union and Europe. With regard to the Special Envoy, BREU (IM) is responsible for proposing program elements and providing briefings on migration and asylum issues in the European Union. MPM BREU participates in the Committee on Mission Management (CMM), heads Operations on the Emergency Response Team (ERT), is a member of the Mission Security Committee and is President of the Training Committee for BREU and the bilateral mission, BRU.
- MPM BREU participates in a weekly all-staff operations meeting as well as a weekly CMM.
- A large part of the work of the Migration Section is to host Canadian delegations up to the Ministerial level. So far in 2019, BREU (IM) has hosted 9 IRCC delegations either in Brussels, or elsewhere in the EU.
- IRCC (BREU) has no responsibility for VAC oversight. This is handled from PARIS.
- For Biometrics Expansion, the European Commission has been kept informed of developments and has expressed no concerns.

## Other

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

NIL

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?

s.16(1)(c)

s.21(1)(b)

s.21(1)(d)

- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

- Canada's strengthened and growing relationship with the EU in the area of migration and asylum, require a greater IRCC presence in Brussels. The complexity of the functioning of the EU Institutions and the context in which advocacy takes place – which includes a multitude of supranational, state, regional and municipal actors, alongside NGOs, academics, think tanks and European networks, often calls for diplomatic representation at a high level and - not rarely - in two or more places at once. This is often the result of EU-level meetings and consultations taking place outside of Brussels.
- The current context is significantly different from the role of program before 2017 when the focus was on reporting on legislative and policy amendments, and (from 2015) on refugee flows into Europe,
- BREU (IM) has expanded capacity beyond its two FTEs (FS-04 MPM and 1 LE-05), by engaging an EM LE-06 from September 2018. This was a difficult staffing process with migration analysts in high demand in Brussels.

The MPM currently works through leave periods adjusting leave taken at the end of the period. To engage more senior members of the EU Institutions, the MPM seeks the support and engagement of the Ambassador.

- Based on an earlier request and justification, 2 FTEs (FS-02 and LE-06) were added to CORA 2019 for IRCC (BREU).
- Looking forward, Canada's engagement with Europe on issues of migration and asylum would benefit from the addition of

. This arrangement would be unsustainable should Migration Section be expanded.) I would also recommend given the level and scope of engagement with the EU, and the necessity to analyse and make recommendations to IRCC and GAC Senior Management.

- With the proposed expanded capacity, IRCC (BREU) could act as a centre for expertise for migration diplomacy in Europe, providing liaison, reporting and advocacy tools, and coordinating the implementation of IRCC's International Migration Strategy for Canadian Engagement in Europe and the associated Action Plan. IRCC (BREU) would also be well positioned to lead on Canada's engagement with Europe on the implementation of the Global Compact on Migration acting in consultation with

s.19(1)

s.21(1)(b)

MPMs in EU MS and neighboring European countries. Finally, a strengthened program structure would allow IRCC (BREU) the capacity to support other European MPMs in migration diplomacy work, including being present where and when an MPM is not available. This is especially relevant where MPMs cover a number of countries and where Global Affairs Canada in assuming a migration diplomacy role in the absence of an on-site IRCC presence.

- In terms of training, and as the Migration Section continues to develop liaison, reporting and advocacy tools, IT and presentation skills training are being explored and prioritized.
- The MPM is planning to attend a course \_\_\_\_\_ in part to support increased collaboration on migration with GAC colleagues dealing with migration in their work on humanitarian and development issues, including returns. This engagement and understanding is important in IRCC (BREU)'s dealings with the EU, especially in regard to their comprehensive approach to migration management and development with African countries.
- The MPM is also exploring \_\_\_\_\_ in the area of migration and asylum diplomacy at the program, sector (International Network), and global levels.

### Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

The program has grown significantly in the context on lengthy staff absences

The MPM has also been required to undertake substantial travel in 2018 putting addition pressure on staff. This has resulted in the need for flexibility on the part of the staff and often long hours.

To mitigate risks to wellness, the MPM has made efforts to include staff in discussions and decisions around staffing requests, acknowledging the need for additional capacity. The MPM has also worked closely with CBSA and DoJ leads to ensure the JHA section maintains a collegial and supportive work environment with appropriate recognition and opportunities for team building.

MPM also worked, as part of the CMM, on an awards recognition framework.

8. RISK MANAGEMENT (RIC, IRG)

**2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019**

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.  
 Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice
EXAMPLE: Student Pilot Project	To determine the level of compliance to the program by confirming whereabouts of students after their study program concluded	QA	TR	Study Permit	N/A	South America	Mexico	J.Smith/LE-5/40hours	Sept - Oct 2018

## Risk Assessment

### Mission Specific:

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? [*Non-RAO offices please report any ad hoc RA activities.*]
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

N/A

**Resources/Tools:**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

N/A

## 9. INNOVATION & CLIENT SERVICE (RIC, RIO)

### Client Service

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

N/A

### Client Service Initiatives

Country	Brief description of initiative	Expected outcomes*	Implementation Date
N/A			

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

## Work-Sharing Arrangements

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

Type your answer here:

## Work-Sharing Arrangements

Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date
N/A							

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

## Other Innovations/ Best Practices

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

Type your answer here:

IRCC (BREU) has sought out best practices in reporting, liaison and advocacy from Global Affairs Canada and OGD colleagues and customized these practices for use in migration diplomacy. These include,

- The establishment of a shared contact database which uses tags to facilitate the creation of customized lists of European contacts at the EU, state and municipal levels, in government, private sector, civil society and academia, for a variety of purposes, including workshops, roundtables and receptions.
- Mapping of international inclusion and integration networks through Europe
- Establishment of a database of upcoming European inclusion and integration events, including through information sharing with third country representatives in the EU.
- Initiation and coordination of a Migration Diplomacy Meeting for European Area Directors and IRCC attendees at EU101 in Brussels, and inclusion of a Migration Policy Institute Europe expert on migration and asylum in the EU, and IRCC HQ (IIR) participants (by videoconference).

In terms of innovative partnerships with non-traditional actors, IRCC (BREU)

- Continues to work with a Canadian social innovation expert, the British Red Cross, a German innovation lab, and Intercultural Cities of the Council of Europe to advance work of the Boldness Collaboratory for Social inclusion which seeks to apply a social innovation approach to refugee integration. A request was made for MPDP funding for 2019/20.
- MPM is exploring how best to support a group of internationally recognized experts in the establishment of a global community of practice for communications on refugee integration

## 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Type your answer here:

## Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

Type your answer here:

## Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

Type your answer here:

## Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

Type your answer here:

Migration Office: Cairo Area: The Middle East  
 Operational Environment Risk Rating: C

### 1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	Cairo
Area:	Middle East
Office Type: (Full Service, Satellite, RPC, Specialized)	Full Service
Updated (YYYY/MM/DD)	2018/11/18
Interrelated Offices:	Ankara – regional Hub with work sharing for e-apps

Personnel		
	NAME	MITNET
MPM:		
D/MPM:		
Area Director:		
GCMS Manager:		
BVO:		
RAO:		
eTA SPOC (Single Point of Contact):		
HOM:	Jess Dutton	392 3101
GAC Regional Director:		
CBSA LO:		
MOF:		
IEC SPOC:	N/A	
P&R SPOC:		
Litigation SPOC:		
CBS		
Names:		
<b>Total # : 2</b>		
LES		
DMO # :		
DMO(TR)#: N/A		
Other support staff # : 12		

Migration Office: Cairo Area: The Middle East  
Operational Environment Risk Rating: C

**Total # : 13**

**Emergency LES**

Total number of months in 2018: 14

**TD**

Total number of weeks in 2018: 12 weeks

## 2. TERRITORY OVERVIEW

### TERRITORY OPERATIONAL OVERVIEW

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Egypt	C	97,041,072		789	6759		1			
Sudan	D	37,345,935			311					
Palestinian Authority	C	4,817,000		2	34					
Other	#N/A	#N/A		16	281					
<b>TOTAL:</b>				<b>807</b>	<b>7,385</b>		<b>1</b>			

### TERRITORY RISK OVERVIEW

Caseload Risk	Operational Environment Risk
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Migration Office: Cairo Area: The Middle East  
Operational Environment Risk Rating: C

Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	Notes
Egypt	32	97.8%	91.5%	Cairo	Cairo			
Sudan	16	0.0%	4.2%	Rome	Cairo	yes		
Palestinian Authority	#N/A	0.2%	0.5%	Cairo	Cairo			
Other	#N/A	2.0%	3.8%					

*\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1*

Les couleurs utilisées dans les tableaux sont basés sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
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### KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

s.16(1)(b)  
 s.16(1)(c)

Migration Office: Cairo Area: The Middle East  
 Operational Environment Risk Rating: C

KEY: Caseload Risk Level (Transparency International CPI)		KEY: Operational Environment Risk Level (Economist IU Risk Rating, Overall Assessment)	
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Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E

### 3. PERMANENT RESIDENT OVERVIEW

#### Permanent Resident

Cairo

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (months)	Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan -	Economic	77	24	14	2018 (Jan	Events			

Migration Office: Cairo Area: The Middle East  
Operational Environment Risk Rating: C

Aug)				
	Family Class	459	317	10
	Humanitarian	844	773	25
	<b>TOTAL</b>	<b>1,380</b>	<b>1,114</b>	
2017	Economic	204	202	13
	Family Class	448	448	15
	Humanitarian	1,402	1,340	40
	<b>TOTAL</b>	<b>652</b>	<b>1,990</b>	
2016	Economic	206	214	24
	Family Class	496	519	17
	Humanitarian	2,444	2,444	32
	<b>TOTAL</b>	<b>3,146</b>	<b>3,177</b>	

-Aug)			
	Verifications		
	H&C		
	Misrepresentation		
	<b>TOTAL</b>	<b>958</b>	<b>6</b>
2017	Events		
	Verifications		
	H&C		
	Misrepresentation		
	<b>TOTAL</b>	<b>1,216</b>	<b>11</b>
2016	Events		
	Verifications		
	H&C		
	Misrepresentation		
	<b>TOTAL</b>	<b>747</b>	<b>0</b>

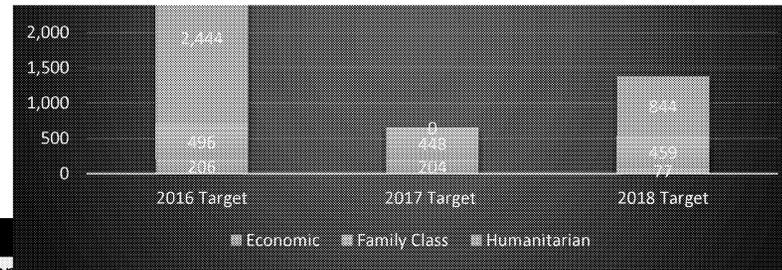
\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

**GUIDE:**  
For the following three categories, FD targets are only indicative and outputs are measured in actual admissions :  

- Government-assisted refugees (GARs)
- Privately-sponsored refugees (PSRs)
- Blended Visa-office-referred refugees (BVORs)

Application Type	2016 Target	2017 Target	2018 Target
Economic	206	204	77
Family Class	496	448	459
Humanitarian	2,444	1,402	844

Migration Office: Cairo Area: The Middle East  
 Operational Environment Risk Rating: C



### PR Trends/Issues

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Cairo Area: The Middle East  
Operational Environment Risk Rating: C

Family Class target was 373 for FCP, 85 PGP and 64 for DR for a total of 522.

Processing time was 21 months on average.

Refugees: Egypt remains a strategic destination for refugees from Syria, Yemen, Somalia, Eritrea, Sudan, Ethiopia, Iraq and Yemen.

As of October 2018, the total population of refugees in Egypt is 240,008 persons; 191,246 asylum seekers and 48,762 refugees. Syrians represent 55% and other nationalities 45%. Refugees and asylum seekers in Egypt can apply and obtain a residence permit valid for 6 months. However, the procedures to access and obtain residency is lengthy and costly for the ones living outside Cairo, specifically travelling from remote areas.

Some groups face greater economic and protection challenges

There were no significant or noteworthy trends in this caseload.

Currently, refugees processing time is @ 22 months for GARs and 31 months for PSRs. All pre-2016 applications have been finalized.

Cairo's total PR target is 1454 and 1452 have been issued at the time of reporting.

s.16(1)(b)

s.16(1)(c)

Migration Office: Cairo Area: The Middle East  
Operational Environment Risk Rating: C

#### 4. TEMPORARY RESIDENT OVERVIEW

##### Temporary Resident

Cairo

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)
2018 (Jan - Aug)	Visitor	6354		15
	Student	446		21
	Worker	122		22
	eTA	0		0
	<b>TOTAL</b>	<b>6922</b>		
2017	Visitor	8972		14
	Student	727		20
	Worker	222		29
	eTA	11		77
	<b>TOTAL</b>	<b>9932</b>		
2016	Visitor	7858		13
	Student	561		19
	Worker	172		34
	eTA	0		0
	<b>TOTAL</b>	<b>8591</b>		

Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>1,421</b>
2017	Events		
	Verifications	1	
	Misrepresentation		
	<b>TOTAL</b>	<b>1</b>	<b>1,798</b>
2016	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>1,726</b>

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Cairo Area: The Middle East  
Operational Environment Risk Rating: C

### TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.

TR processing times for IRCC Cairo generally fall within the service standard set out by the Department, with increases during peak season consistent with the rest of the network. Across all TR business lines,

Application volumes for study permit and work permit are also relatively low week over week, so the processing times for those lines of business can fluctuate more dramatically if even one or two applications finalized fall outside of those service standards due to VIT or other verifications.

In addition to applications from Egypt, Sudan and the Gaza Strip, IRCC Cairo sees applications from surrounding countries

Due to Egypt's geographic location and the varying country and security situations

in the surrounding regions, IRCC Cairo receives applications

. UNHCR has

nationals from 55 countries registered in Cairo, which supports the diversity of the clientele seeking better lives.

s.16(1)(b)

s.16(1)(c)

Migration Office: Cairo Area: The Middle East  
Operational Environment Risk Rating: C

## 5. OTHER APPLICATIONS OVERVIEW

### Other Applications

Cairo

Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	135		27
	PR renunciation	60		15
	TRP	19		6
	ARC	2		-
	Rehabilitation	-		-
	<b>Total</b>		<b>216</b>	
2017	PRTD	175		27
	PR renunciation	85		8
	TRP	10		78
	ARC	5		-
	Rehabilitation	-		-
	<b>Total</b>		<b>275</b>	
2016	PRTD	260		16
	PR renunciation	89		10
	TRP	11		-
	ARC	6		-
	Rehabilitation	-		-
	<b>Total</b>		<b>366</b>	

\*Stats supplied by OPPB

s.21(1)(b)

Migration Office: Cairo Area: The Middle East  
Operational Environment Risk Rating: C

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

Cairo received 60 PR renunciations which might reflect the stabilizing of Egypt over the last years.

Should an applicant apply for a TRV but hold PR status, they receive an email offering them the option of applying for a PRTD or renouncing their PR status.

Migration Office: Cairo Area: The Middle East  
Operational Environment Risk Rating: C

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

#### Cairo

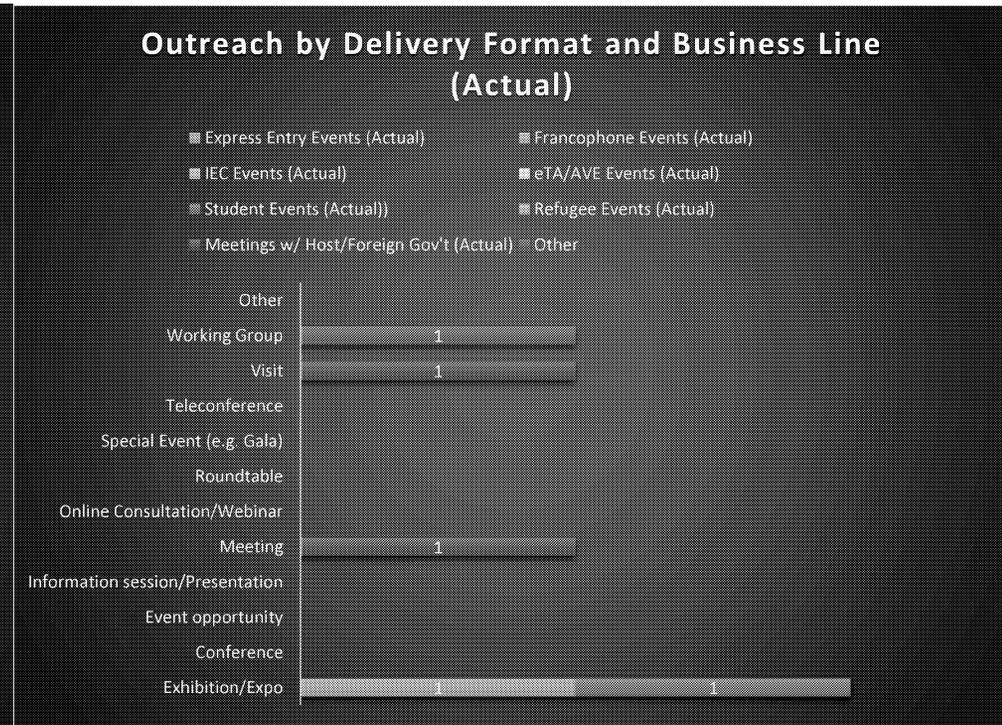
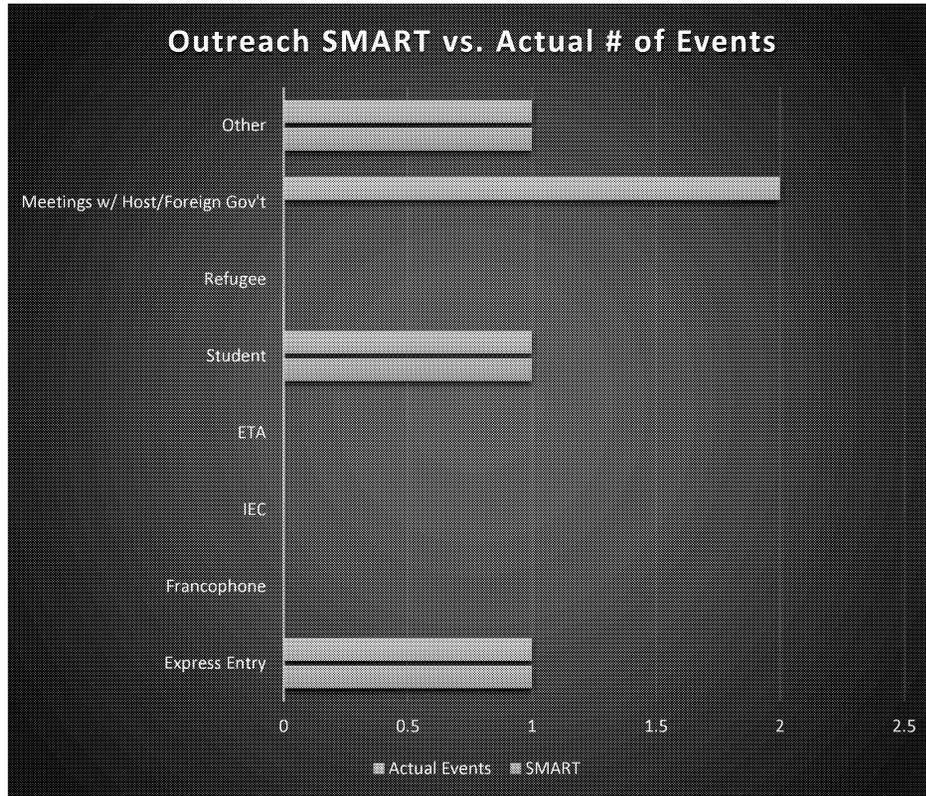
##### SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan-Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)	Other
Information Session	1					1		
Exhibition/Expo								
Conference								
Meeting								1
Roundtable								

Migration Office: Cairo Area: The Middle East  
Operational Environment Risk Rating: C

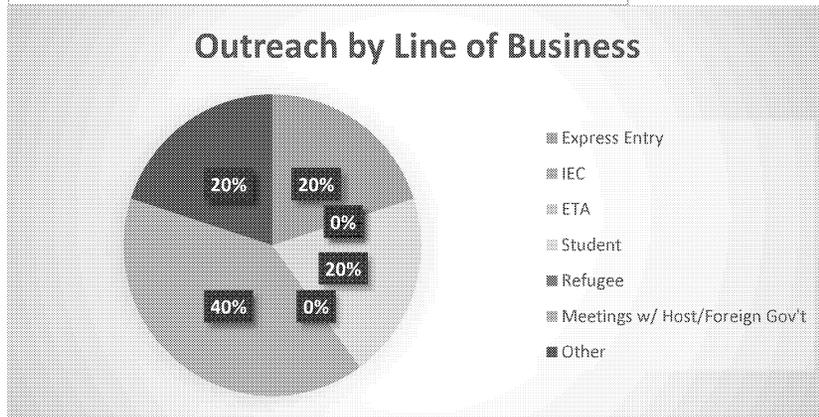
<b>Special Event (e.g. Gala)</b>									
<b>Teleconference</b>									
<b>Visit</b>									
<b>Workshop</b>									
<b>Total</b>									
		<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Actual Events (Please indicate the actual # of events performed)</b>									
Delivery Format /Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other	
Exhibition/Expo	<b>1</b>					<b>1</b>			
Conference									
Event opportunity									
Information session/Presentation									
Meeting								<b>1</b>	
Online Consultation/Webinar									
Roundtable									
Special Event (e.g. Gala)									
Teleconference									
Visit								<b>1</b>	
Working Group									<b>1</b>
Other									
<b>Total</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>1</b>

Migration Office: Cairo Area: The Middle East  
 Operational Environment Risk Rating: C



Migration Office: Cairo Area: The Middle East  
 Operational Environment Risk Rating: C

Business Line	SMART	Actual Events
Express Entry	1	1
Francophone	0	0
IEC	0	0
ETA	0	0
Student	1	1
Refugee	0	0
Meetings w/ Host/Foreign Gov't	0	2
Other	1	1
<b>Total</b>	<b>3</b>	<b>5</b>



s.15(1)(i)ii)

s.16(1)(c)

s.17

s.21(1)(b)

Migration Office: Cairo Area: The Middle East

Operational Environment Risk Rating: C

### Migration Diplomacy / Outreach (RIO, RM)

- Describe the type and frequency of contact with local officials.
- Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
- Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
- Describe participation in local and international fora.
- Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

MOI is also responsible for the immigration department at the airport and land border, as well as the overall police and the security apparatus in country; [redacted] is our main MOI contact and [redacted] has made been very helpful in resolving issues, such as acquiring Exit permits and other information, such as verification of documents. MPM [redacted] had a meeting with (MOI) upon her arrival to establish a relationship, and subsequent communication has been mostly in writing, via dip notes or emails,

IRCC has very favorable relationships with the local government. The Egyptian government was happy to have our Minister visit in 2018, as he was one of the very few Canadian Ministers to visit Egypt in recent years. They are also happy that IRCC has accepts so many refugees.

IRCC has a good relationship with M5 partners, with Anti-fraud meetings occurring quarterly.

We have good relations with both IOM and UNHCR with whom we are in daily contact for the processing of Refugees. MPM [redacted] has met with both Organizations to create relationships and ask several questions.

Overall, despite the ongoing State of Emergency, which started in April 2017 with the bombing of two churches and has been renewed every 3 mths since then, the political situation seems to have stabilized. The State of Emergency aims to uncover terrorist organizations with the areas of concern [redacted] Tourism has increased, but remains at about half the level that it was before the 2011 uprising. This has lead to a growth in the economy, but still remains fragile with 15% inflation [redacted] The environmental pollution remains high in Cairo and traffic has seen no change in that it remains difficult and time consuming to get to almost any location in the city for meetings.

Migration Office: Cairo Area: The Middle East  
 Operational Environment Risk Rating: C

## Promotion and Recruitment (RM)

### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

The most important sector would be those wishing to study in Canada, but are limited to the schools where English and/or French studies are mandatory or are the language of instruction.

Egypt has one of the largest populations in the Arab Region and like most countries in the region Egypt is experiencing a youth bulge with 61% of the population under the age of 30.

Unemployment in Egypt is concentrated among the 20-24 year olds and they account for 34.7 % of the total unemployed. Youth aged 25-29 comprise 19.8% of the unemployed. The younger youth, 15-19 year olds, represent 12.3 % of the unemployed. Unemployment for those aged 30-39 is at 9.1 %.

Female participation in the labour market is 23.1 % and male participation is 72.3%.

There is a huge informal employment sector in Egypt with figures of between 8.3 and 11.3 million employed in the informal sector.

Participation in the labour force increases with higher education for both women and men. Each year approximately 1.7 million students graduate from high school and of those 1 million will apply to university. Every year there are 500-600,000 university graduates seeking employment across all disciplines.

Vocational training in Egypt is highly fragmented, but there are over 27 vocational training centres and 11 mobile training centres in Egypt. The training departments of these schools are said to be good,

The government is open to its citizens going abroad and the MOI is eager to establish and maintain contact with its citizens who reside abroad.

Only those with higher education can speak English or French which limits those qualifying as skilled workers.

Migration Office: Cairo Area: The Middle East  
Operational Environment Risk Rating: C

#### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
- Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

IRCC Cairo assisted NB in supporting their outreach as part of the Atlantic Pilot Project at a two day fair held in Cairo in September 2018. Also, IRCC Cairo assisted the Trade section in a Student fair that they hosted in November 2018.

Our office now has a REML Representative who has been able to feedback information based on the population related to the needs in Canada.

#### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

We have currently hired an EMLES who is helping to prepare to destroy . and repatriate IMM008s to Canada .

we have sufficient storage space for our office needs.

We send 30-35 applications to Canada annually in response to Appeals and JR requests.

We receive FC paper files

s.15(1)(i)i)

s.16(1)(c)

s.17

s.21(1)(b)

Migration Office: Cairo Area: The Middle East  
Operational Environment Risk Rating: C

### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

IRCC is represented on various Mission committees besides Ops and CMM, such as the Green Committee, Social Media committee, and the Social committee. Additionally, MPM is the lead on the Learning and Training Committee which has been very active. MPM is also on the Housing committee which has been very active which has required significant time during a normally low housing committee season.

IRCC has been involved in several GAC activities including the Day of the Girl Child when an Egyptian girl was chosen to act as the Ambassador for the day and the Ops committee held a 'mock' Ops which she facilitated. We have also assisted in meeting and hosting GAC and DEV visitors, but in limited ways that were not very time consuming.

### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

We have only one VAC in our region, yet we cover 3 countries. The VAC receives mailed-in applications and passports from both Sudan and Palestinian Authority.

### Other

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

Migration Office: Cairo Area: The Middle East  
Operational Environment Risk Rating: C

The Cairo IRCC office moved several times after the 2011 crisis and has been in its currently location since 2015.

It should also be noted that the traffic in Cairo continues to be terrible, so LES staff often have a 1-1.5 hours commute each way.

Cairo experienced severe IT problems last year, but the situation has improved.

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

s.16(1)(c)

s.21(1)(b)

s.21(1)(d)

Migration Office: Cairo Area: The Middle East  
Operational Environment Risk Rating: C

CAIRO IRCC ran a LE5 competition to fill several positions in the spring, but we are still 2 LE4 short, which are currently being filled by term positions.

We have 5 extra desks in our section, all with functioning Signet work stations.

;  
|  
|

We presented an overview of the Immigration program to the whole mission, and a separate presentation to our IRCC staff. It was found that our staff are very knowledgeable about their own work, but not necessarily about the section as a whole. We took the opportunity to link some Values and Ethics training to this presentation.

With the introduction of Chinook in our TRU, we have trained the TRU and registry staff on the use of new functionalities in GCMS. We have also streamlined processing and freed up Registry time which allows them to process Refugees in better time.

We have introduced bi-weekly meetings for all Team leads which is when HQ and mission info is passed on to teams and each lead updates info on their work/challenges. This has led to better understanding of other teams' challenges and provided an opportunity to support each other and meet those challenges before they become too large. It has also offered opportunity to share knowledge and develop the sense of being part of a larger team.

#### Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

s.16(1)(c)

s.21(1)(b)

Migration Office: Cairo Area: The Middle East  
Operational Environment Risk Rating: C

The Cairo IRCC office is a fairly happy place with no problems between individuals in the office. The main wellness concerns are related to the following:

- Refugee interviews- the types of information provided by clients can be distressing and traumatic.
- The security environment in Egypt-
- The environment- traffic is highly congested and stressful for drivers.
- The economy took a downturn last year and has not fully recovered. Inflation is still high with the cost of all imports increasing.

In terms of activities, the Cairo IRCC office takes time to celebrate various occasions together with food and a short break to catch up with one another. In short, the team is pretty cohesive and happy to work together, so there have been no obvious issues to address.

The L&T committee are planning on bringing in a speaker to talk about workplace wellness in order to carry on with the positive outcome from the OCR workshops in December 2017 that were offered to the whole mission by IRCC.

## 8. RISK MANAGEMENT (RIC, IRG)

### 2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.  
*Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.*

s.16(1)(b)

s.16(1)(c)

s.17

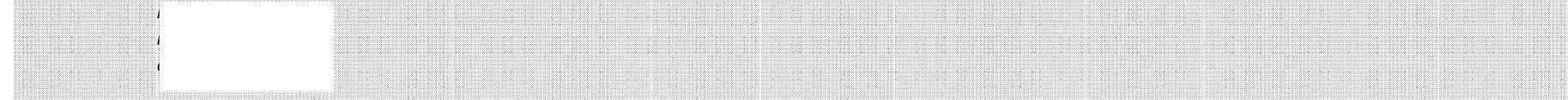
Migration Office: Cairo Area: The Middle East  
Operational Environment Risk Rating: C

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice
EXAMPLE: Student Pilot Project	To determine the level of compliance to the program by confirming whereabouts of students after their study program concluded	QA	TR	Study Permit	N/A	South America	Mexico	J.Smith/LE-5/40hours	Sept - Oct 2018
			TR	TRV	All	Middle East	Cairo		
		QA	TR	TRV	e-apps	Middle East	Cairo		

s.16(1)(b)

s.16(1)(c)

Migration Office: Cairo Area: The Middle East  
Operational Environment Risk Rating: C



**Risk Assessment**

**Mission Specific:**

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? *[Non-RAO offices please report any ad hoc RA activities.]*
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

The Cairo office meets with anti-fraud partners in other missions to share trends and best practices approximately once per quarter. This is attended by the MPM and the TRV Supervisor.

The RAO for Cairo and when cases of interest arise they are shared with both the RAO and Program Integrity branch at HQ.

s.16(1)(b)

s.16(1)(c)

s.17

Migration Office: Cairo Area: The Middle East  
Operational Environment Risk Rating: C

#### Resources/Tools:

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

Who is doing RA work in your office:

CBOs:

LES: (all LE5)

What key support do you receive from regional RAO?

Periodical reporting on general trends/issues in the region.

What additional support if any do you require?

RA best practices:

## 9. INNOVATION & CLIENT SERVICE (RIC, RIO)

### Client Service

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

Migration Office: Cairo Area: The Middle East  
 Operational Environment Risk Rating: C

We have made changes to our automatic response to inquiries which is helpful to applicants. We are within processing times and currently have a 1- day response time to queries. We receive a lot of refugee documents by email which was causing our inbox to get 'full' too fast. By freeing up Registry space during our streamlining of processing, we are now able to empty our Inbox daily and more quickly upload Refugee documents to their GCMS application.

All new UNHCR referrals to NHQ will include the RRF (refugee registration form), copy of UNHCR asylum-seeker card (yellow card for Syrian refugees) or UNHCR registration card (blue card for all other nationalities). UNHCR will also include copies of all refugees' identity documents, such as birth certificate, passport, national id card, family registration card, marriage/divorce certificate, etc..

UNHCR has also agreed to help the 40% of refugees who have trouble completing their application forms. This is a tremendous help as this is one of our greatest delays.

One LE4 is IRCC's designated social media contact. She has received pre-templated posts and tweets and has created a schedule to have them posted on the mission Facebook and twitter accounts. This is going very well.

Client Service Initiatives			
Country	Brief description of initiative	Expected outcomes*	Implementation Date
Egypt/Sudan/Palestine	Daily replying/actioning of emails.	Inbox would not send message "inbox is full"	November 2018
Egypt/Sudan/Palestine	Informative automatic reply sent to each email sender	Putting more info in the hands of the clients immediately for their use	November 2018

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

s.16(1)(b)

s.21(1)(b)

Migration Office: Cairo Area: The Middle East  
Operational Environment Risk Rating: C

### Work-Sharing Arrangements

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

Ankara has been processing Egyptian e-apps. Cairo has had a bandwidth increase, which lead to less GCMS freezing and delays; this increase, along with streamlining of processing has allowed Cairo to take back (the majority?) of e-apps from Ankara as a pilot project. Another bandwidth increase has been scheduled which should help even further.

The e-apps were at 30+ days processing which was causing frustrations and we were receiving more reps.

### Work-Sharing Arrangements

Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date
Cairo	Processing e-apps	Ankara	TR	e-apps	Faster processing	Performing one in the new year	ongoing

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

### Other Innovations/ Best Practices

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

We implemented [redacted] in Oct 2018 and it has been received well by TRU. TRU is using orgs and activities regularly to track applications and actions.

Migration Office: Cairo Area: The Middle East  
Operational Environment Risk Rating: C

## 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

Type your answer here:

Migration Office: Cairo Area: The Middle East  
Operational Environment Risk Rating: C

### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

Type your answer here:

### Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

Type your answer here:

Migration Office: Dakar Area: Sub Saharan Africa  
 Operational Environment Risk Rating: C

s.17

## 1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	IRCC Dakar
Area:	Sub Saharan Africa
Office Type: (Full Service, Satellite, RPC, Specialized)	Full Service
Updated (YYYY/MM/DD)	2018/12/11
Interrelated Offices:	Paris, Rabat

Personnel		
	NAME	MITNET
MPM:		
D/MPM:		
Area Director:		
GCMS Manager:		
BVO:		
RAO:		
eTA SPOC (Single Point of Contact):		
HOM:		
GAC Regional Director:		
CBSA LO:		
MOF:		
IEC SPOC:	N/A	
P&R SPOC:		
Litigation SPOC:		
CBS		
Names:		

Migration Office: Dakar Area: Sub-Saharan Africa

Operational Environment Risk Rating: C

<p><b>Total # : 6</b></p> <p><b>LES</b></p> <p>DMO # : 1</p> <p>DMO(TR)#: 1</p> <p>Other support staff # : 15</p> <p><b>Total # : 17</b></p> <p><b>Emergency LES</b></p> <p>Total number of months in 2018: 14 months and 8 days (approximately)</p> <p><b>TD</b></p> <p>Total number of weeks in 2018: 77</p>
--

## 2. TERRITORY OVERVIEW

### TERRITORY OPERATIONAL OVERVIEW

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Burkina Faso	C	20,107,509		35	1518		1		X	

Migration Office: Dakar Area: Sub-Saharan Africa  
 Operational Environment Risk Rating: C

Cameroon	D	24,994,885	528	3828	1	X
Cabo Verde	B	560,899	2	9		
Central African Republic	D	5,625,118	39	53		
Chad	D	12,075,985	491	81		
Congo - Brazzaville	D	4,954,674	53	358		
Congo - Kinshasa	E	83,301,151	167	4312	1	X
Côte D'Ivoire	C	24,184,810	251	2816	1	X
Gabon	C	1,772,255	2	104		
Gambia	C	2,051,363	7	310		
Guinea Bissau	#N/A	1,792,338	3	19		
Guinea - Conakry	D	12,413,867	101	1640	1	
Mali	C	17,885,245	44	1329	1	X
Mauritania	D	3,758,571	21	200		
Niger	D	19,245,344	17	270	1	
Senegal	C	14,668,522	9	2867	1	
Other			196	193		
<b>TOTAL:</b>			<b>1,966</b>	<b>19,907</b>	<b>8</b>	

Migration Office: Dakar Area: Sub-Saharan Africa  
 Operational Environment Risk Rating: C

## TERRITORY RISK OVERVIEW

Caseload Risk				Operational Environment Risk				
Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	Notes
Burkina Faso	42	1.8%	7.6%					
Cameroon	25	26.9%	19.2%					
Cabo Verde	55	0.1%	0.0%					
Central African Republic	23	2.0%	0.3%					
Chad	20	25.0%	0.4%					
Congo - Brazzaville	21	2.7%	1.8%					

Migration Office: Dakar Area: Sub-Saharan Africa

Operational Environment Risk Rating: C

Congo - Kinshasa	21	8.5%	21.7%
Côte D'Ivoire	36	12.8%	14.1%
Gabon	32	0.1%	0.5%
Gambia	30	0.4%	1.6%
Guinea Bissau	17	0.2%	0.1%
Guinea - Conakry	27	5.1%	8.2%
Mali	31	2.2%	6.7%
Mauritania	28	1.1%	1.0%
Niger	33	0.9%	1.4%
Senegal	45	0.5%	14.4%
Other	#N/A	10.0%	1.0%

Les couleurs utilisées dans les tableaux sont basés sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

## KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

<p><u>KEY: Caseload Risk Level</u> (Transparency International CPI)</p>	<p><u>KEY: Operational Environment Risk Level</u> (Economist IU Risk Rating, Overall Assessment)</p>
<p>Not Rated</p>	<p>Not Rated</p>

s.16(1)(b)  
 s.16(1)(c)

Migration Office: Dakar Area: Sub-Saharan Africa  
 Operational Environment Risk Rating: C

Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A
Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E

### 3. PERMANENT RESIDENT OVERVIEW

## Permanent Resident

Dakar

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)	Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Economic	1,920	1,609	17	2018 (Jan - Aug)	Events		275	0
	Family Class	2,238	1,389	13		Verifications			
	Humanitarian	1,458	598	31		H&C			
	<b>TOTAL</b>	<b>4,158</b>	<b>3,596</b>			Misrepresentation			
<b>2017</b>	Economic	1,994	2,003	13	<b>2017</b>	Events			

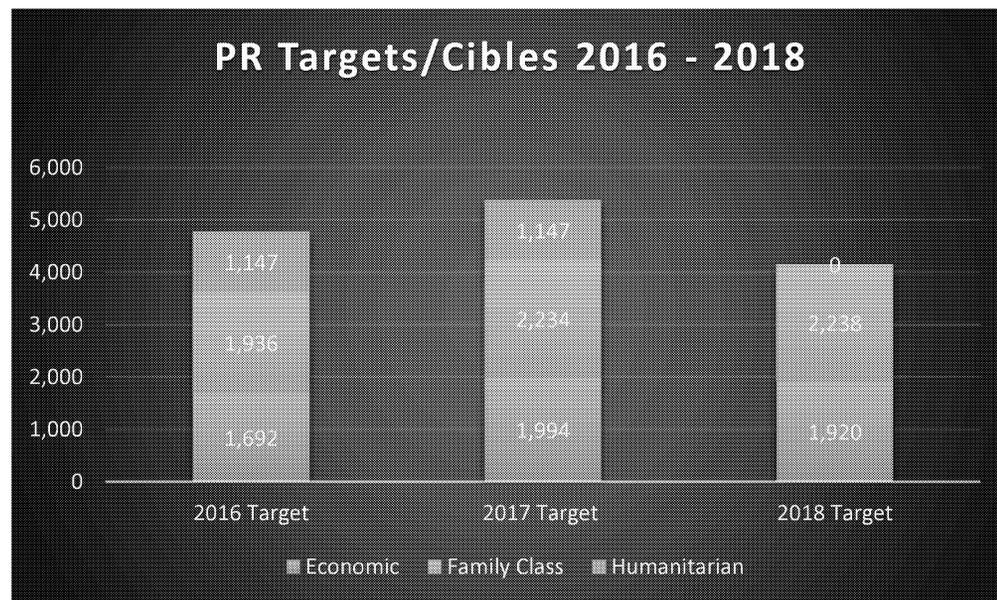
Migration Office: Dakar Area: Sub-Saharan Africa  
Operational Environment Risk Rating: C

	Family Class	2,234	2,234	13
	Humanitarian	1,147	1,147	29
	<b>TOTAL</b>	<b>5,375</b>	<b>5,384</b>	
<b>2016</b>	Economic	1,692	1,694	13
	Family Class	1,936	1,940	19
	Humanitarian	1,147	1,141	28
	<b>TOTAL</b>	<b>4,775</b>	<b>4,775</b>	

	Verifications		
	H&C		
	Misrepresentation		
	<b>TOTAL</b>	<b>183</b>	<b>0</b>
<b>2016</b>	Events		
	Verifications		
	H&C		
	Misrepresentation		
	<b>TOTAL</b>	<b>1,312</b>	<b>0</b>

\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

Application Type	2016 Target	2017 Target	2018 Target
Economic	1,692	1,994	1,920
Family Class	1,936	2,234	2,238
Humanitarian	1,147	1,147	1,458



Migration Office: Dakar Area: Sub-Saharan Africa  
Operational Environment Risk Rating: C

s.15(1)(i)  
s.16(1)(b)  
s.16(1)(c)

## PR Trends/Issues

### Trends:

- Significant number of orphaned or adopted minor children (Family Class and Citizenship adoptions) -
- Intricate and/or unconventional family configurations :
- 
- 
- 
- Communication challenges with applicants who have limited access to means of communication or who face literacy challenges.
- Dakar continues to receive DPO and FCD applications that require the same level of processing and assessment effort as DR or FC applications, but are not accounted for in FD results.
- Citizenship adoption caseload: we receive a regular intake of citizenship grant applications, again not accounted for in FD results.
- Area travel: With the majority of our PR caseload located outside Senegal, Dakar conducts area trips

s.16(1)(b)

s.15(1)(i)ii

s.16(1)(c)

s.21(1)(b)

Migration Office: Dakar Area: Sub-Saharan Africa

Operational Environment Risk Rating: C

### Processing times:

- In most cases, lengthy processing times can be explained by the need for interview,

- 

### Discrepancies between the activities recorded into GCMS versus actually undertaken by our office:

- Citizenship adoption cases:
  - IRCC Dakar processes a few of inter-country citizenship adoptions annually from a variety of countries in the region. The remainder of our citizenship adoption cases involve intra-family adoptions,
  - The overall number of applications received is low,
- Verification for in-Canada offices
  - 
  - Given the broad area of coverage for IRCC Dakar : these activities do require a considerable amount of time to complete and are not quantified.
  - In the coming year, Dakar will begin tracking these requests in order to quantify the impact of these activities on our workload.
- Printing for other offices
  - As part of the current work-sharing agreement Dakar printed control documents (COPR and visas) for 62 Quebec Skilled Workers in 2018. In addition, Dakar is regularly requested to print control document for applications processed by in-Canada offices. In 2018, Dakar carried out printing for 530 in-Canada clients.
  - , this amount of printing creates a significant amount of work.

Migration Office: Dakar Area: Sub-Saharan Africa  
Operational Environment Risk Rating: C

#### 4. TEMPORARY RESIDENT OVERVIEW

### Temporary Resident

Dakar

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)
2018 (Jan - Aug)	Visitor	13155		25
	Student	6296		45
	Worker	81		72
	eTA	0		0
	<b>TOTAL</b>	<b>19532</b>		
2017	Visitor	16432		22
	Student	7828		37
	Worker	92		44
	eTA	1		270
	<b>TOTAL</b>	<b>24353</b>		
2016	Visitor	16534		13
	Student	8164		19
	Worker	122		41
	eTA	0		0
	<b>TOTAL</b>	<b>24820</b>		

Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>3,011</b>
2017	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>2,863</b>
2016	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>3,117</b>

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

s.16(1)(b)

Migration Office: Dakar Area: Sub-Saharan Africa  
Operational Environment Risk Rating: C

s.16(1)(c)

s.21(1)(b)

## TR Trends/Issues

### Characteristics/trends of note and challenges that may impact processing times:

- The number of applications continued to increase in 2018, showing a 15% overall increase as compared to 2017. However, the increase in student applications was 20% (with an increase of 31% for , demonstrating that education in Canada is still attractive to regional applicants.
- During 2018, resource constraints greatly limited IRCC Dakar's ability to stay within established processing time standards

As a result, it was not possible to manage increasing volumes with existing resources and remain within processing standards.

- Connectivity issues
- 
- - Future QA exercises will provide a more holistic understanding of the caseload, improve the quality of decision-making, and provide valuable information on a large basin of francophone potential to better tailor P&R outreach activities and collaborations.
  - The approach combines a number of initiatives related to SP processing: active engagement and collaboration with several Canadian educational institutions, field of GCMS coupled with and improved communication with potential students on the application process.
  - More details on this approach can be found in the "Other Innovations/Best Practices" section of this document.

s.16(1)(b)

s.16(1)(c)

Migration Office: Dakar Area: Sub-Saharan Africa  
Operational Environment Risk Rating: C

### Principal factors contributing to application refusals:

- TRV applications:
  - 
  - 
  -
- Study permit applications:
  - 
  
  -
  
- Work permit applications:
  - IRCC Dakar receives very few Work Permit applications.

### eApps vs VAC:

- IRCC Dakar does not process eApps and as such has no procedures to prioritize eApps over VAC cases.

### Procedures in place to identify and process urgent/high profile/OGD-referred cases:

- With an area of coverage that involves interaction with seven different Canadian missions, IRCC Dakar has established instructions to facilitate the identification and processing of urgent/high profile/OGD-referred cases.
- The instructions are attached and cover a variety of scenarios,

### eTA

- IRCC Dakar has a small and insignificant eTA caseload. The office was referred under five eTA's for processing in the last year.

s.16(1)(b)

s.16(1)(c)

s.16(2)

Migration Office: Dakar Area: Sub-Saharan Africa

Operational Environment Risk Rating: C

### Discrepancies between the activities recorded in GCMS and those undertaken by IRCC Dakar:

- Printing visas for TR eApps processed by IRCC This includes identifying errors in biodata for OSC correction as well as updating passports info for online files. To date in 2018, IRCC Dakar has printed 3801 visas for TR eApps processed by
- Correspondence activities not recorded in GCMS. Due to connectivity issues, IRCC Dakar does not use GCMS correspondence activity functionality for TR processing, including:
  - 
  -
- Managing visa referrals from 5 different Canadian missions. Although we record the visa referral requests in the GCMS notes of the related applications, this does not reflect the time required to manage the many requests we receive from the 6 missions that we cover. More details on this activity can be found in the *Collaboration with OGDs* section.
- Correction of biometric related errors: Time spent disassociating incorrect biometric information and associating correct biometric information due to errors at the time of file creation.
- VAC oversight activities: Time and effort responding to queries from VAC managers  
(More details can be found in *VACs & Biometrics*)
- Correction of errors in GCMS: Time and effort spent rectifying errors in file creation and fee payment as a result of errors.

Migration Office: Dakar Area: Sub-Saharan Africa  
Operational Environment Risk Rating: C

s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

## 5. OTHER APPLICATIONS OVERVIEW

### Other Applications

Dakar

Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	167		120
	PR renunciation	28		49
	TRP	3		-
	ARC	13		176
	Rehabilitation	-		-
	<b>Total</b>	<b>211</b>		
2017	PRTD	222		66
	PR renunciation	23		62
	TRP	6		-
	ARC	15		294
	Rehabilitation	-		-
	<b>Total</b>	<b>266</b>		
2016	PRTD	310		42
	PR renunciation	24		14
	TRP	6		-
	ARC	11		570
	Rehabilitation	-	-	-
	<b>Total</b>	<b>351</b>		

\*Stats supplied by OPPB

Migration Office: Dakar Area: Sub-Saharan Africa  
Operational Environment Risk Rating: C

## Other Lines of Business Trends/Issues

### Characteristics/trends of note and challenges that may impact processing times:

- IRCC Dakar receives a significant number of complicated PRTD cases
- 
- 
- In the past, ARC applications were created by PR processing officers during the initial assessment stage, but not brought to the IPM for finalization until the PR application is ready for visa. In 2018, fewer ARC applications followed this timeline, leading to a reduction of 120 days in overall processing time.

### Procedures to identify applications requiring TRP consideration:

- To date, applications requiring TRP consideration are identified on an ad hoc basis. It is up to an officer's discretion to bring cases of concern to the MPM's attention. Due to the limited volume, formal procedures have not been implemented.

### Procedures to direct TR (or PR) clients to PRTD or renunciation assessment:

- Clients are contacted, usually in writing but sometimes by telephone if required, and counselled to either submit a PRTD or renounce their PR status if they wish to travel to Canada as a visitor.

If appropriate, when clients do not meet the requirements for a PRTD and have submitted a TR application within the 60 day appeal rights period, they are requested to submit a waiver of appeal rights before a TRV will be approved.

Migration Office: Dakar Area: Sub-Saharan Africa  
 Operational Environment Risk Rating: C

## 6. ENVIRONMENTAL OVERVIEW

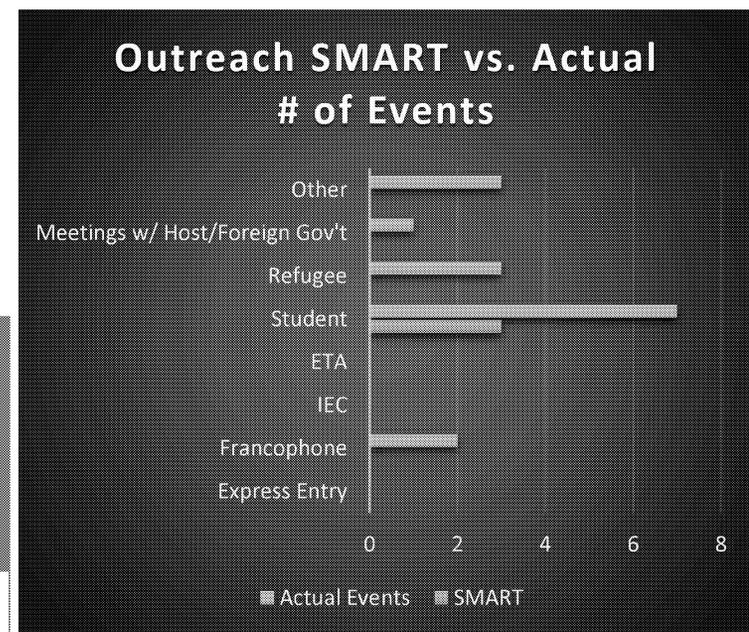
### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

#### Dakar SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan-Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct 2018 in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan-Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan-Oct 2018 in SMART)	Other
<b>Information Session</b>					<b>3</b>			
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>

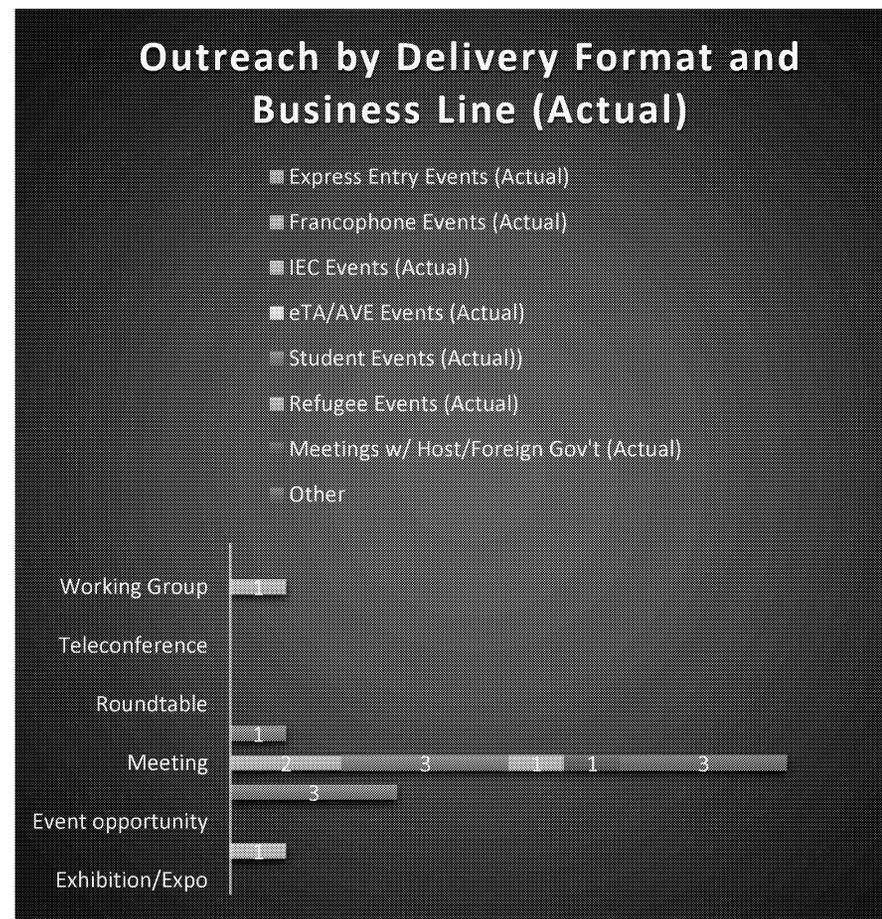


Migration Office: Dakar Area: Sub-Saharan Africa

Operational Environment Risk Rating: C

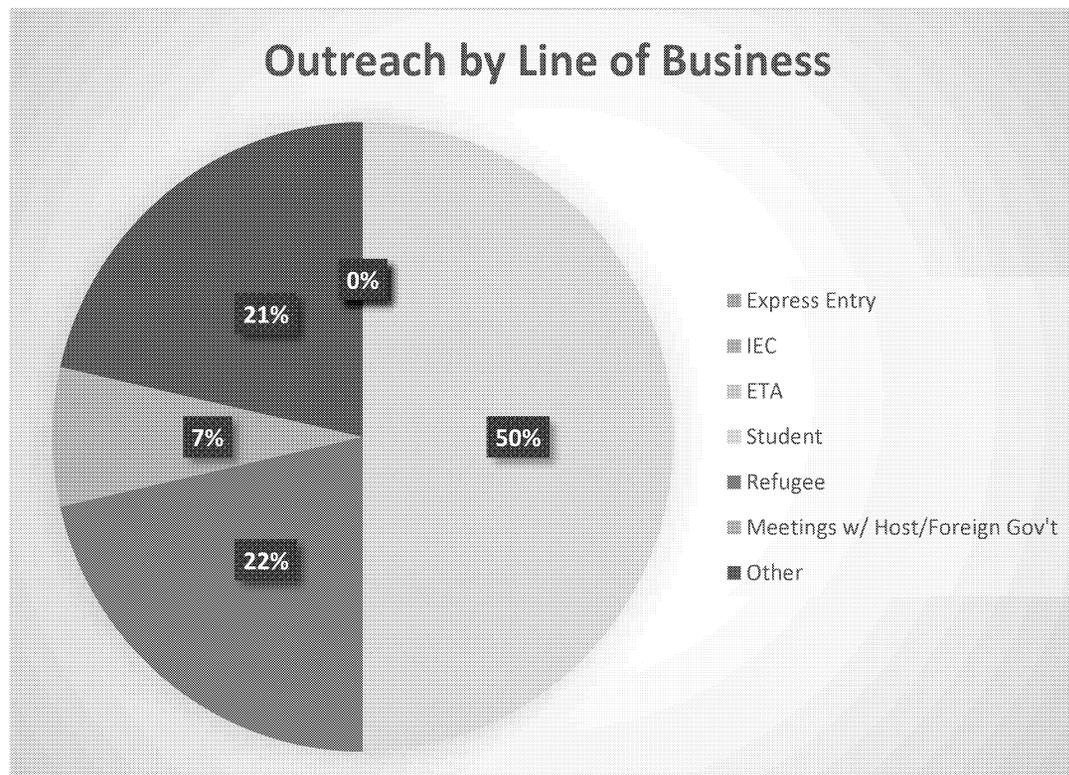
**Actual Events (Please indicate the actual # of events performed)**

Delivery Format / Format de livraison	Express Entry Events (Actual)	Franco-phonics Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/Expo								
Conference Event opportunity						1		
Information session/Presentation					3			
Meeting		2			3	1	1	3
Online Consultation/Webinar					1			
Roundtable								
Special Event (e.g. Gala)								
Teleconference								
Visit								
Working Group						1		
Other								
<b>Total</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>3</b>	<b>1</b>	<b>3</b>



Migration Office: Dakar Area: Sub-Saharan Africa  
 Operational Environment Risk Rating: C

Business Line	SMA RT	Actual Events
Express Entry	0	0
Francophone	0	2
IEC	0	0
ETA	0	0
Student	3	7
Refugee	0	3
Meetings w/ Host/Foreign Gov't	0	1
Other	0	3
<b>Total</b>	<b>3</b>	<b>16</b>



SMART EVENT Names
DAKAR
Information session/Presentation
DAKAR - SALON EDUCANADA

Migration Office: Dakar Area: Sub-Saharan Africa  
Operational Environment Risk Rating: C

### Migration Diplomacy / Outreach (RIO, RM)

#### Type and frequency of contact with local officials:

- Outside of the context of P&R (National Employment Agencies), IRCC Dakar has contact with local officials.
  - On April 27, 2018, IRCC Dakar accompanied the Ambassador to meet with the Chief of Protocol of the Ministry of Foreign Affairs to conduct a demarche on the subject of Biometrics Expansion.
  - Consultative meeting on the reform of Senegal's asylum system led by the *Comité National Chargé de la Gestion de la situation des Réfugiés, rapatriés et personnes déplacées* (CNRRPD) in partnership with the UNHCR. The discussion focused on Senegal's commitment to creating a more efficient and transparent asylum system as well as other durable solutions, such as naturalization and permanent residence for some of the over 14,000 Mauritanian refugees currently in Senegal.

#### Ongoing or potential issues with host governments and existing or potential "irritants" in the relationship arising from IRCC policies or operations:

- 
- 
- 

#### Liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.

- **M5 partners and like-minded countries:**
  - IRCC Dakar hosted anti-fraud meetings with like-minded countries in January 2018, in February 2018 and Dakar, Senegal in March 2018. In addition, bilateral discussions with US counterparts on anti-fraud issues took place in November 2017 and in December 2017.

Migration Office: Dakar Area: Sub-Saharan Africa

Operational Environment Risk Rating: C

- Head of the Visa services for the *Consulat général de France* in Dakar and a presented to IRCC Dakar on France's immigration policy, their anti-fraud work, the role of the VAC, and Schengen visa security features. IRCC Dakar is also organizing to provide similar presentations to both partners.
- **IGOs/NGOs:**
  - Regular interactions at the operational level with IOM and UNHCR in the context of refugee resettlement.
  - Participation in April 2018 in the 5th meeting of the Central Mediterranean Core Group and field visit hosted by the French Embassy. The meeting was the first to be held in one of the 15 countries on the Central Mediterranean Route (CMR) and the field visit was conceptualized as a demonstration of solidarity and reassurance to . Discussion focused on operational considerations for processing with particular emphasis on the urgent need to accelerate resettlement processing to departures. The mission also included a meeting authorities and visits to the
  - Regional Mixed Migration Seminar on the Protection of Vulnerable Migrants in the ECOWAS organized by the International Organization for Migration (IOM), with funding by the US Bureau of Population, Refugees and Migration. The one day seminar specifically focused on youth migration and was under the framework of the protection of vulnerable migrants in West and Central Africa. Participation in the seminar strengthened DAKAR's understanding of the drivers and protection gaps related to mixed migration, as well as an awareness of the risks inherent in our caseload.
- **Other stakeholders:**
  - **Ethical Recruitment:** Dakar officers are actively engaging with stakeholders both from Canada and within our region to promote the ethical recruitment and immigration of Francophones from our countries of responsibility. The goal is to identify areas of potential interest to Canadian employers which respond to key areas of unemployment and underemployment of skilled young professionals in the region. To that end, over the past few months, IRCC Dakar officers have met with the *Service d'accompagnement au recrutement international* (SARI) of the Quebec *Ministère de l'Immigration, de la Diversité et de l'Inclusion* (MIDI) and the Labour Mobility and Human Development team of IOM Dakar. Collaborations between IOM, IRCC Dakar and local public employment agencies (most notably Senegal's National Youth Employment Agency - ANPEJ) are also ongoing.
  - **Student Promotion and Professional Training:** IRCC Dakar participates regularly in the promotion of studies in Canada and participates in EduCanada events in Francophone West Africa on an annual basis. The office continues to

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collaborate regularly with educational institutions, including CICAN, outside of the context of EduCanada in order to better inform study permit processing.

- Beyond this, IRCC Dakar collaborates with institutions such as SETYM International, UPA and Consultants ICDI to facilitate professional development training for bureaucrats.

**\*\*ENTRY OF MEETINGS / ACTIVITIES / EVENTS INTO THE SMART TOOL\*\***

- IRCC Dakar has not had an office practice of entering stakeholder meetings in SMART. SMART training will be taking place toward the end of 2018 and the office will ensure that all 2019 meetings appear in SMART with an appropriate report.

**Participation in local and international fora.**

- N/A

**Current news, events and developments that will have a significant long-term impact on the future of your area of responsibility:**

- Mixed Migration out of Africa: The mixed migration movement of African migrants to Europe and beyond through irregular (or mixed) migration is an ongoing and growing trend that involves nationals of many of the countries in IRCC Dakar's area of coverage. The topic is of special interest to EU nations who are investing considerable development funds in programs that improve local conditions. IRCC Dakar has participated in discussions on mixed migration flows with GAC and external partners such as IOM to learn more about long term sustainable protection and return programs that focus on migrants from francophone West Africa.
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- 
- Growth of oil, gas and extractive industries in West Africa: Of the top 20 oil and gas discoveries made in the world in 2016, 11 of them were in Africa. These included discoveries in Senegal, Congo and Mauritania. Similarly, extractive industries are very

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active in countries like Senegal, Burkina Faso, Mali and DRC. This has an impact not only on the economic status of the country, but increases the potential of economic linkages to Canada given our country's reputation in these industries.

**Impacts on IRCC:**

- Mixed migration discussions offer potential avenues of cooperation with other receiving countries active in our region in the form of discussions with partners and stakeholders (GAC, IOM, UNODC and programming by Europeans within the context of the EU Trust Fund)

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In terms of processing, collaborations between regional governments and Canada will require IRCC's involvement on the TR side,

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Migration Office: Dakar Area: Sub-Saharan Africa  
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## Promotion and Recruitment (RM)

### Labour market overview / key sectors

#### Local labour market in your area of responsibility:

- IRCC Dakar has had limited access to quantitative information on the local labour market in Dakar's area of coverage.
  - In Senegal, [redacted] has assembled a database of [redacted] candidates but had limited available information regarding their profiles. However, they have recently completed a study on promising sectors which is to be published in January 2019. IRCC Dakar is exploring the possibility of working with IOM and [redacted] to further analyse the data and potentially complete a mapping of skills available in Senegal.
  - IRCC Dakar has met with the national employment agency in Cameroon in the past [redacted]. That organization is actively seeking a formal memorandum of understanding with IRCC as a precursor to further collaboration.
- In general terms, the unemployment rate or underemployment is high for skilled workers in our area of responsibility. The population is young and access to education has been improving over the years in a number of countries. As a result, the region could be considered one of high potential in the medium term.
- Challenges on the part of prospective applicants for Express Entry include:

#### Priority sectors:

- Taking into account the challenges mentioned above, Dakar has identified students as a high potential pool of candidates for its P&R objectives. We continue to target skilled workers but we increase our reach by targeting potential students to Canada.

[redacted] Universities from minority francophone communities in New Brunswick, Ontario, Nova Scotia and Manitoba are already recruiting in IRCC Dakar's area of coverage.

#### Regions of interest:

- Senegal, Cameroon (bilingual candidates) and Ivory Coast.

Migration Office: Dakar Area: Sub-Saharan Africa  
Operational Environment Risk Rating: C

s.14(a)  
s.15(1)(i)ii  
s.21(1)(b)

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## Activities

### P&R Activities:

- In November 2018, IRCC Dakar sent two participants to Destination Canada in Paris. The annual event provides the opportunity to engage with clients and liaise with other offices and Canadian-based representatives from the provinces and territories, including some educational institutions and employment agencies.
- Education is also a key sector for P&R in the region given the large potential for Francophone student recruitment. Francophone Canadian educational institutions continue to express interest in collaborative partnerships to recruit candidates from our region. Dakar will participate once again in the annual EduCanada event, engaging with potential candidates while networking with Canadian institutions and liaising to discuss the common challenges and opportunities with recruitment in West Africa.
- Dakar continues to focus on Senegal, Côte d'Ivoire, and Cameroon for P&R activities related to Francophone immigration. Citizens of these countries make up the bulk of QSW immigrants to Canada and are interested in emigrating to other parts of Canada as well.

We continue to pursue our objectives in developing closer ties with provinces with francophone communities. This will be an area of focus for 2018-2019.

### Provinces / territories, educational institutions, chambers of commerce or other stakeholders:

- Provinces/Territories and other stakeholders: IRCC Dakar is actively engaging with stakeholders from Canada and within our region to promote the ethical recruitment and immigration of Francophones from our countries of responsibility.
  - The goal is to identify areas of potential interest to Canadian employers which respond to key areas of unemployment and underemployment of skilled young professionals in the region.

s.16(2)  
s.20(1)(c)  
s.21(1)(b)

Migration Office: Dakar Area: Sub-Saharan Africa  
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- - Collaborations between IOM, IRCC Dakar and local public employment agencies (most notably Senegal's National Youth Employment Agency - ANPEJ) are also ongoing.
  - **Canadian educational institutions:** West Africa is a hub for francophone student recruitment, of particular interest to institutions from minority francophone communities in Canada.
    -
- It has also helped to
- advance collaborative discussions on francophone recruitment in minority communities outside of Quebec.

### Records Management (RIS)

#### Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)

- Dakar must constantly manage the volumes of retired files by identifying and destroying TR files finalized over two years prior. IRCC Dakar also conducts annual file repatriation exercises.

#### Issues or challenges with file storage:

- 

A full time resource is dedicated to

managing the flow and storage of TR and PR retired files and searching for files in response to Appeal, IRB, litigation and other requests. File destruction must take place on a regular basis

s.16(2)  
s.21(1)(b)

Migration Office: Dakar Area: Sub-Saharan Africa  
Operational Environment Risk Rating: C

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**Challenges with file destruction:**

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**Method of File Reception from CN.**

- Dakar receives files from CN via

**Number of files sent to Canada as a result of requests from litigation, and the method of transmission:**

- Litigation: Less 20 files sent per year to Canada.
- Usually sent by email or fax as scans, or via \_\_\_\_\_ if there is a risk that a deadline will be missed and the physical file is required, we will use \_\_\_\_\_ but it is very rare.

**Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)**

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities

s.16(1)(b)

s.16(2)

s.21(1)(b)

Migration Office: Dakar Area: Sub-Saharan Africa  
Operational Environment Risk Rating: C

• Describe

**Staff involvement and time spent supporting broad mission objectives:**

- the HOM supports a number of initiatives to improve staff morale that required IRCC Dakar's participation. This included two all-staff mission retreats in 2018. It also includes ongoing efforts such as lunchtime activities to improve cross team understanding and a mission social committee.
- IRCC Dakar is represented on all the mission committees at the Embassy. Often such meetings take place on a monthly basis and are not very time consuming, with the exception of the Housing Committee.
  - The MPM, or, in her absence, D/MPM participate in weekly mission operations meeting with the HOM and other heads of programs.
  - The MPM also participates in a monthly Mission management meeting with HOM/Program Heads where specific decisions regarding Embassy operations are taken.
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- The MPM, TR Head and one LE-4 resource each spend between 1-6 hours per week (depending on the season) liaising and coordinating with five remote printing missions regarding urgent service to high profile and/or official visits from various countries in the region.
  - This includes responses to questions and consultations on application reception, creation of applications, and support with forms control and managing HOM/mission expectations. Remote printing agreements provide a much-needed reference point for GAC colleagues and were renewed in late 2017.
  - Visa referral instructions for the Dakar mission were renewed in October 2018 and shared with OGD partners at a "IRCC DAKAR 101" information session.
  - Visa referral instructions for the other missions are being updated and will be shared, although reminders regarding visa referral procedures were sent to all missions immediately following the 2018 summer rotation.
- No high profile visits have required extensive Dakar-IM involvement in 2018-2019 fiscal year. That said, the MPM's presence was required in meetings and receptions related to numerous visits by GAC senior management and Francophonie officials. Visits by GAC senior management invariably involve a tour of the Immigration Annex.

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Operational Environment Risk Rating: C

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

- Dakar continues to support GAC and development interests in the region through the use of the visa referral process, participation in education fairs and ad hoc support on immigration related enquiries.
  - Participation in the EduCanada fair involves the equivalent of 11.5 days of officer time (CBS and/or NIO) and 2 days of support staff time. This includes travel time to the event sites but does not include presentation preparation time.

**Staff involvement and time spent preparing for and hosting IRCC or migration-related delegations:**

- IRCC Dakar did not host any IRCC or migration-related delegations in 2018.

**VACs & Biometrics:**

**VAC oversight:**

- For the first part of 2018, the BVO was responsible managing IBRs, TAs and NOAs for 18 VACs in sub-Saharan Africa and was heavily involved in the TA process for three new VACs that opened this year (Capetown, Kigali, and Antananarivo)
- The addition of a BVO in Nairobi in July/August 2018 has alleviated some of the operational pressures as the IRCC Dakar BVO is now responsible for 11 VACs.
- The IRCC Dakar BVO is also responsible for the time intensive task of day to day operational oversight of 8 VACs in the office's area of responsibility: Abidjan, Bamako, Conakry, Dakar, Kinshasa, Niamey, Ouagadougou and Yaoundé.

**Challenges:**

- Examples of regular challenges with IRCC Dakar area VACs include:

s.15(1)(i)(j)

s.16(1)(c)

s.21(1)(b)

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- The 8 VACs in IRCC Dakar's area of responsibility use four different currencies (XOF, XAF, USD, EUR). In early 2018, TA's were amended for VACs reporting to IRCC Dakar to accept fee payments on behalf of clients. Due to the complexity of working with four different currencies amongst 8 VACs, internal cost recovery processes were designed, piloted and modified to efficiently allocate fees and reconcile VAC deposits with the CSDP. VACs are required to provide daily and weekly fee and file remittance reports.
- There are a number of local arrangements that IRCC Dakar wishes to implement to facilitate TR triaging and processing. However, IRCC Dakar decided not to make any changes to local arrangements until the significant procedural changes associated with fee collection and biometric expansion were well understood. New local arrangements will be communicated to the VACs in early 2019.

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Migration Office: Dakar Area: Subsaharan Africa  
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s.16(1)(c)

s.21(1)(b)

### **Issues Associated with Biometric Expansion:**

#### **VAC closures and change of contract:**

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IRCC Dakar anticipates that the roll out of the new contract will not add significant challenges as the subcontractor will remain the same (IOM).

s.16(2)  
s.21(1)(b)

Migration Office: Dakar Area: Sub-Saharan Africa  
Operational Environment Risk Rating: C

## Other

### Challenges (or opportunities) for IRCC Dakar:

- **Space constraints:** The IRCC Dakar office is at capacity in its current configuration.

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- **Poor network connectivity:**

The Embassy of Canada in Senegal is the largest in the region, with significant Development, Common Services and Immigration teams, all of which require access to bandwidth. As a result, GCMS performance is sluggish.

Migration Office: Dakar Area: Sub-Saharan Africa  
Operational Environment Risk Rating: C

s.21(1)(b)

s.21(1)(d)

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

#### Staff Vacancies in 2019:

- 

#### CBS and LES Staffing changes in the next five years:

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#### Staff training needs:

- GCMS training for all staff: Dakar's current usage of GCMS is basic.

exchange to help us review our processes and incorporate GCMS functionality beneficial.

The visit of a GCMS expert and or an officer would be

#### Organizational Challenges:

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s.16(1)(b)

s.16(2)

s.21(1)(b)

Migration Office: Dakar Area: Sub-Saharan Africa

Operational Environment Risk Rating: C

institutions, reporting and liaison, migration diplomacy, performance management, stewardship of control documents and application fees, VAC oversight, and training of staff (i.e. values and ethics etc).

- Nevertheless, the office is still expected to meet targets, stay within processing standards, and deliver value added products,

- **Area travel:**

- IRCC Dakar conducts : interview missions

### Steps to address wellness challenges:

- IRCC Dakar has a social committee, which regularly organizes events to celebrate birthdays and special events such as Christmas, Halloween, and local holidays.
- The Dakar HOM promotes opportunities for the mission to gather (Chancery and Annex), including two mission-wide all-staff retreats per year.
- Area travel: IRCC Dakar now tries to reduce the length of area trips to limit the amount of time people have to spend out of the office. A QA review of interview queue cases resulted in the reduction in the length of interview trips in Q3 of 2018. An additional officer was also sent on the trip so that all interviews could be completed within a week.
- Staff are encouraged to claim the overtime that they work, and to maintain a work-life balance. This includes being receptive to leave requests during high season (school holidays) for individuals with school age children.

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- Staff are encouraged to indicate their training needs, and efforts are being made to rotate staff responsibilities and provide acting opportunities where possible.
- The staff retreat in March 2018 was a focused discussion on stress management and useful tools to mitigate stress in the workplace.

The Office of Conflict Resolution visited IRCC Dakar for a week in May 2018 to train staff on communication and stress management techniques. They also had one-on-one sessions to discuss professional challenges with interested employees. As a result of this visit, IRCC Dakar created a charter of expected behaviour to foster continued positive and collaborative behaviour in the office. Appropriate behaviours and responses during stressful situations were also discussed and established.

## 8. RISK MANAGEMENT (RIC, IRG)

### 2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress. *Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.*

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Project Start & End Dates / Date prévue de début et de fin de l'exercice

s.16(1)(b)

s.16(1)(c)

Migration Office: Dakar Area: Sub-Saharan Africa  
 Operational Environment Risk Rating: C

QA		N/A	Francophone West Africa	Dakar	
QA		N/A	Francophone West Africa	Dakar	
AF		N/A	Francophone West Africa	Dakar	
QC		N/A	Francophone West Africa	Dakar	



Migration Office: Dakar Area: Sub-Saharan Africa

Operational Environment Risk Rating: C

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**Ad hoc RA activities:**

- Anti-Fraud training was given to all officers following the 2018 summer rotation  
Training was also provided on Civil codes and legal framework in the region to assist with PR assessment and recognition of PR eligibility

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**Visa processing/triaging updates as a result of RA activities**

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**Low-risk movements in 2018**

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Migration Office: Dakar Area: Sub-Saharan Africa

Operational Environment Risk Rating: C

### Resources/Tools:

#### IRCC Dakar Risk Assessment (RA) leads:

- Lead: Senior Migration Officer (CBS)
- Support Staff lead: Program Assistant (LES)
- All officers and support staff are expected to mainstream anti-fraud activities into their daily tasks where appropriate.

#### Support from regional RAO and/or other resources:

- - In April, IRCC Dakar's anti-fraud program assistant participated in risk assessment training provided by the IRCC Accra RAU.
- Other resources:
  - Training in document identification during a recent visit of visa and risk assessment officers from the French embassy and a demonstration on authentic and fraudulent Schengen visa.

#### Additional support required:

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s.15(1)(i))

s.16(1)(b)

s.16(1)(c)

Migration Office: Dakar Area: Sub-Saharan Africa

Operational Environment Risk Rating: C

### RA best practices that could be useful to other missions

- IRCC Dakar has begun developing a school profile matrix which summarizes educational institutions' admission criteria and other pertinent information.
- IRCC Dakar also began collecting regional information from the trade delegates in our area of coverage :  
While the results have not yet been distilled into a tool, useful information was gathered.
- IRCC Dakar currently uses t o facilitate verification and procedural fairness communication procedures.

## 9. INNOVATION & CLIENT SERVICE (RIC, RIO)

### Client Service

#### Principal client service issues in the region

- In 2018, IRCC Dakar's average TRV processing time was 27 days.  
These require a lot of time to manage, which diverts resources from other tasks.
- QSW related enquiries for applications predating February 2018 that have not yet been transferred to IRCC Dakar 1  
IRCC Dakar receives several enquiries from frustrated applicants regarding the status of their applications.

#### Management of client enquiries

- Dakar has a client service unit that is responsible for managing client enquiries and social media outreach.
- During the low season (September to March), the equivalent of between 1 and 1.5 full-time LE-5 resources manage emails received in the Dakar (Immigration) mailbox (over 100 emails per day on average).
- Between April and September, an additional 1.5 LE-5 resource and regular email response blitzes are required to keep up with the volume.

s.16(1)(b)

s.16(1)(c)

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- Dakar uses a repertoire of standard replies to ensure consistent responses to clients. This repertoire is constantly being reviewed and updated to reflect policy and procedure changes. More complex enquiries are forwarded to processing units for individual responses.
- Dakar uses automated rules to further facilitate the email triage process and has updated auto-replies to provide more clear information on response service standards for different business lines.
- Dakar has also begun using mass emails as a way to provide a timely response to basic inquiries, such as how to apply. This has shown some early success in greatly reducing the time spent replying to these basic inquiries.

**Management of social media**

- Dakar CSU is responsible for immigration content for the following mission social media accounts: Abidjan, Bamako, Dakar, Kinshasa and Yaoundé. Content planned on a monthly basis and is posted two days per week: Mondays for general messaging and Thursdays for Promotion and Recruitment messaging. Dakar reposts P&R information received from Paris as well as messaging from NHQ.
- Currently advertising for P&R events is done exclusively through social media accounts, without any adverse impacts on the quality or quantity of event participants.
- Dakar increased its social media outreach in 2018 by increasing proactive messaging on office-specific PR and TR application processing information (i.e. FAQs, client document submission instructions etc.).

Client Service Initiatives			
Country	Brief description of initiative	Expected outcomes*	Implementation Date
Dakar			
Dakar	Inclusion of helpful reminders in email responses from the Dakar-IM mailbox	Anticipate that we will reduce the number of repeat inquiries	November 2018
*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.			

s.16(1)(b)

Migration Office: Dakar Area: Subsaharan Africa

s.16(1)(c)

Operational Environment Risk Rating: C

## Work-Sharing Arrangements

### Managing risk and transferring knowledge:

- QSW work-sharing –
  - officer visit to Dakar to process cases and share best practices.
  - Communication on ad hoc basis to discuss any concerns.
- TR eApp work-sharing –
  - officer and support staff visit to Dakar to process cases, share best practices and local knowledge and discuss fraud trends.
  - IRCC Dakar officer and support staff visit to to share best practices and provide updates on processing strategies.
  - Ad hoc communication to discuss concerns, anti-fraud trends and provide feedback on processing concerns.
  - Sharing of risk assessment products and findings.
  - The offices are looking to increase the regularity of communication by implementing a regular call at the unit manager level and a more systematic approach to information sharing on risk assessment issues.

### Work that could be processed elsewhere:

- The following activities/lines of business are low-risk caseloads that could be processed by Centralized Network. These suggestions apply not only to IRCC Dakar's inventory of such cases, but to similar inventories network-wide. As such, it is not possible to confirm the expected volume of work. Given the low-risk nature of the caseloads,

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Operational Environment Risk Rating: C

Work-Sharing Arrangements							
Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date
Francophone West Africa	TR e-app processing	IRCC and IRCC Dakar	TR	eApp	Gain productivity, improve client service	(see Risk Management tab)	ongoing
Francophone West Africa	QSW processing	IRCC and IRCC Dakar	PR	Paper	Gain productivity	(see Risk Management tab)	ongoing
*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.							

**Other Innovations/ Best Practices**

**Videoconferencing:**

- With the majority of our PR caseload located outside Senegal, Dakar conducts area trips a year. This is a particular problem with our PSR caseload. In collaboration with the IOM and UNHCR, Dakar will be working to develop in order to reduce processing times :

**Other:**

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Operational Environment Risk Rating: C

s.16(1)(b)

s.16(1)(c)

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- **Collaboration with Canadian-based Francophone institutions outside of Québec** has been instrumental in helping IRCC Dakar better understand regional clientele from a more holistic perspective.
  - West Africa is a hub for francophone student recruitment, of particular interest to institutions from minority francophone communities in Canada. A compliance project with interested institutions has been ongoing since August 2017, whereby some schools share valuable information with us, such as their recruitment practices in our region, evaluation and selection criteria, internal verification practices, admissions lists, in-Canada support and follow up of successful candidates, and procedures for non-compliant students, etc.
  - A conformity table has been created and will be updated using information from these collaborations, which is a useful tool for officers when assessing risk for students in the region. These tools and information are also shared with IRCC Paris.
- **Improved communication with potential students on the application process:** Increased webinars and participation in P&R events to inform applicants on how to improve the quality of their applications. This also includes a feedback component; IRCC Dakar provides tailored comments in the “Other” section of the refusal letter instead of generic notes so to enhance applicants understanding of the reasons for refusal and improve the quality of their future applications.

Migration Office: Dakar Area: Sub-Saharan Africa  
Operational Environment Risk Rating: C

## 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Type your answer here:

### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

Type your answer here:

Migration Office: Dakar Area: Sub-Saharan Africa  
Operational Environment Risk Rating: C

### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

Type your answer here:

### Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

Type your answer here:

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Migration Office: Dar Es Salaam Area: Sub-Saharan Africa  
 Operational Risk Environment Risk Rating: C

## 1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	Dar es Salaam, Tanzania
Area:	Burundi, Comoros, Rwanda, Seychelles, Tanzania, Uganda, Zambia
Office Type: (Full Service, Satellite, RPC, Specialized)	Full Service
Updated (YYYY/MM/DD)	2018/12/12
Interrelated Offices:	Nairobi (processes Ugandan e-applications)

Personnel	
	MITNET
MPM: D/MPM: Area Director: GCMS Manager: BVO: RAO: eTA SPOC (Single Point of Contact): HOM: Pamela O'Donnell 305-3200 GAC Regional Director: CBSA LO: MOF:  IEC SPOC: P&R SPOC: Litigation SPOC: CBS	

Migration Office: Dar Es Salaam Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

Andrey Demin
<b>Total # : 6</b>
LES
DMO # : 0
DMO(TR)#: 0
Other support staff # : 14
<b>Total # : 14</b>
<b>Emergency LES</b>
Total number of months in 2018: 4
TD
Total number of weeks in 2018: 28

Migration Office: Dar Es Salaam Area: Sub-Saharan Africa  
 Operational Risk Environment Risk Rating: C

## 2. TERRITORY OVERVIEW

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### TERRITORY OPERATIONAL OVERVIEW

Country / Territory	EIU Operational Risk Rating	<u>Population</u>	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Burundi	D	11,466,756		204	968					CAN+
Comoros	#N/A	808,080			15					CAN+
Rwanda	C	11,901,484		233	1168		1			CAN+
Seychelles	B	93,920		1	55					CAN+
Tanzania	C	53,950,935		298	1775		1			CAN+
Uganda	C	39,570,125		1,252	4245		1			CAN+
Zambia	C	15,972,001		40	443					CAN+
Other	#N/A	#N/A		15	160					

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Dar Es Salaam Area: Sub-Saharan Africa  
 Operational Risk Environment Risk Rating: C

<b>TOTAL:</b>	<b>2,043</b>	<b>8,829</b>	<b>3</b>
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## TERRITORY RISK OVERVIEW

Caseload Risk				Operational Environment Risk			
Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	Notes
Burundi	22	10.0%	11.0%	DSLAM	DSLAM	Yes	
Comoros	27	0.0%	0.2%	DSLAM	DSLAM	No	Insufficient volumes to warrant a trip.
Rwanda	55	11.4%	13.2%	DSLAM	DSLAM	Yes	PR, Ref, Study Fair, Francophone Mobility
Seychelles	60	0.0%	0.6%	DSLAM	DSLAM	Yes	This would be combined with a promotion and recruitment for EE and Francophone Mobility.

s.16(1)(b)

s.16(1)(c)

Migration Office: Dar Es Salaam Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

Tanzania	36	14.6%	20.1%	DSLAM	DSLAM	Yes	
Uganda	26	61.3%	48.1%	DSLAM	DSLAM		PR, Ref, Study Fair
Zambia	37	2.0%	5.0%	DSLAM	DSLAM		PR, Ref, Study Fair
Other	#N/A	0.7%	1.8%				

\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

Les couleurs utilisées dans les tableaux sont basés sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

KEY: Caseload Risk Level (Transparency International CPI)		KEY: Operational Environment Risk Level (Economist IU Risk Rating, Overall Assessment)	
Not Rated		Not Rated	
Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A

s.16(1)(b)

s.16(1)(c)

Migration Office: Dar Es Salaam Area: Sub-Saharan Africa  
 Operational Risk Environment Risk Rating: C

Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E

### 3. PERMANENT RESIDENT OVERVIEW

DRAFT

## Permanent Resident

Dar Es Salaam

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (months)	Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Economic	71	60	28	2018 (Jan - Aug)	Events			
	Family Class	510	261	18		Verifications			
	Humanitarian	2,175	1,634	24		H&C			
	<b>TOTAL</b>	<b>2,756</b>	<b>1,955</b>			Misrepresentation			
					<b>TOTAL</b>		<b>127</b>	<b>0</b>	
2017	Economic	89	108	18	2017	Events			
	Family Class	570	573	16		Verifications			
	Humanitarian	1,364	1,552	23		H&C			

s.16(1)(b)  
 s.16(1)(c)

Migration Office: Dar Es Salaam Area: Sub-Saharan Africa  
 Operational Risk Environment Risk Rating: C

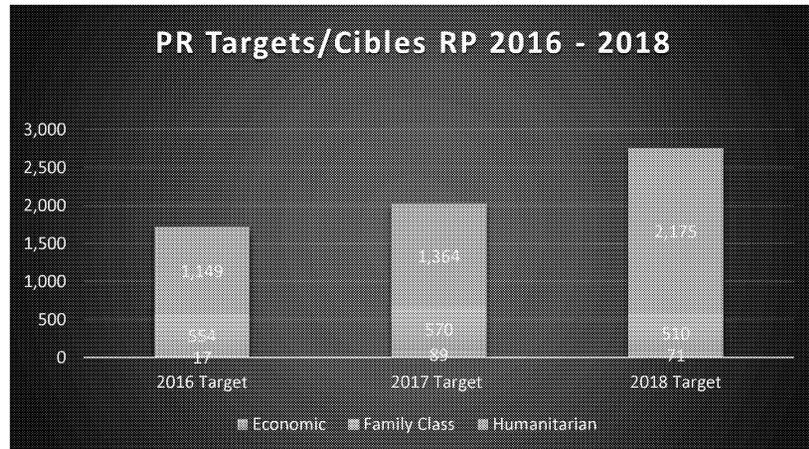
	<b>TOTAL</b>	<b>2,023</b>	<b>2,233</b>	
<b>2016</b>	Economic	17	7	29
	Family Class	554	606	17
	Humanitarian	1,149	1,131	25
	<b>TOTAL</b>	<b>1,720</b>	<b>1,744</b>	

	Misrepresentation	
<b>2016</b>	<b>TOTAL</b>	<b>168</b>
	Events	
	Verifications	
	H&C	
	Misrepresentation	
<b>TOTAL</b>	<b>0</b>	

	<b>168</b>	<b>1</b>
	<b>52</b>	<b>0</b>

\*Stats supplied by DPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

Application Type	2016 Target	2017 Target	2018 Target
Economic	17	89	71
Family Class	554	570	510
Humanitarian	1,149	1,364	2,175



s.15(1)(i)  
s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

Migration Office: Dar Es Salaam Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

### PR Trends/Issues

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

DSLAM's PR inventory is made up of 43% PSRs, 38% GARs, 9% DR, 9% FC, and less than 1% EC applications. More than one third of Family Class Priority applications in the inventory have been in process over 12 months. All efforts are being made to clear these cases as quickly as possible so the office can reach the Departmental processing standard of 12 months for this line of business. Newer cases are being processed within the 12-month standard. Targets for Dependents of Refugee Overseas (DR) increased substantially in 2018,

In 2019, DSLAM's focus will be on streamlining refugee processing to accommodate increased targets :

s.16(1)(b)  
 s.16(1)(c)

Migration Office: Dar Es Salaam Area: Sub-Saharan Africa  
 Operational Risk Environment Risk Rating: C

#### 4. TEMPORARY RESIDENT OVERVIEW

DRAFT

### Temporary Resident

Dar Es Salaam

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)	Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Visitor	6949		25	2018 (Jan - Aug)	Events		
	Student	1401		42		Verifications		
	Worker	55		62		Misrepresentation		
	eTA	0		0				
	<b>TOTAL</b>	<b>8405</b>				<b>TOTAL</b>		<b>809</b>
2017	Visitor	5713		16	2017	Events		
	Student	841		37		Verifications		
	Worker	48		53		Misrepresentation		
	eTA	1		270				
	<b>TOTAL</b>	<b>6603</b>				<b>TOTAL</b>		<b>1,432</b>
2016	Visitor	4600		14	2016	Events		
	Student	775		34		Verifications		
	Worker	47		72		Misrepresentation		
	eTA	0		0				
	<b>TOTAL</b>	<b>5422</b>				<b>TOTAL</b>		<b>295</b>

\*The number of TR counterfoils (TRV, SP, WP, PRD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

s.15(1)(i)

s.16(1)(b)

s.16(1)(c)

Migration Office: Dar Es Salaam Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

## TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.

- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

In 2018, DSLAM saw its TR volumes double, which has resulted in longer processing times,

On March 1, 2018, DSLAM repatriated eApplication processing Poor bandwidth has made it challenging to prioritize eApps over VAC cases in the past, but Chinook training in October has resulted in improvements in this area. Urgent and high profile cases are flagged by VACs, and a referral process for OGDs has been put in place. Since the implementation of mandatory biometrics, DSLAM has initiated a 48-hour turnaround for TR applicants who must travel from Zambia, Seychelles, and Comoros (countries in our territory who have no VACs) to submit their biometrics and applications in order to offset the inconvenience of having to do so.

Migration Office: Dar Es Salaam Area: Sub-Saharan Africa  
 Operational Risk Environment Risk Rating: C

## 5. OTHER APPLICATIONS OVERVIEW

### Other Applications

Dar Es Salaam

Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	56		22
	PR renunciation	2		-
	TRP	1		-
	ARC	1		-
	Rehabilitation	-		-
	<b>Total</b>	<b>60</b>		
2017	PRTD	57		23
	PR renunciation	3		-
	TRP	3		-
	ARC	9		-
	Rehabilitation	-		-
	<b>Total</b>	<b>72</b>		
2016	PRTD	46		16
	PR renunciation	12		5
	TRP	4		-
	ARC	2		-
	Rehabilitation	-		-
	<b>Total</b>	<b>64</b>		

\*Stats supplied by  
 OPPB

s.15(1)(ii)

s.16(1)(b)

s.16(1)(c)

Migration Office: Dar Es Salaam Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

Applications which expressly request TRP consideration are brought to the attention of the MPM. Where humanitarian and compassionate considerations are not expressly stated but apparent, officers are instructed to discuss the application with the MPM.

When an officer notices that an applicant was granted permanent residence, a letter is sent to the applicant informing them of their status and requesting them to either complete the application for a permanent resident determination or to voluntarily relinquish their status in order for DSLAM to continue with the current application.

Migration Office: Dar Es Salaam Area: Sub-Saharan Africa  
 Operational Risk Environment Risk Rating: C

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated, if existing. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

#### Dar es Salaam

##### SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan-Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)	Other
Information Session								
Exhibition/Expo								
Conference								
Meeting								
Roundtable								

Migration Office: Dar Es Salaam Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

<b>Special Event (e.g. Gala)</b>									
<b>Teleconference</b>									
<b>Visit</b>									
<b>Workshop</b>									
<b>Total</b>									
		0	0	0	0	0	0	0	0
<b>Actual Events (Please indicate the actual # of events performed)</b>									
Delivery Format /Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other	
Exhibition/Expo			1			3			
Conference							1		
Event opportunity									
Information session/Presentation									
Meeting			1				10	5	
Online Consultation/Webinar									
Roundtable									
Special Event (e.g. Gala)									
Teleconference									
Visit							2		
Working Group									2
Other			1						
<b>Total</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>13</b>	<b>5</b>	<b>2</b>

Migration Office: Dar Es Salaam    Area: Sub-Saharan Africa  
 Operational Risk Environment Risk Rating: C

Business Line	SMART	Actual Events
Express Entry	0	0
Francophone	0	3
IEC	0	0
ETA	0	0
Student	0	3
Refugee	0	13
Meetings w/ Host/Foreign Gov't	0	5
Other	0	2
<b>Total</b>	<b>0</b>	<b>26</b>

### Migration Diplomacy / Outreach (RIO, RM)

- Describe the type and frequency of contact with local officials.
  - Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
  - Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
  - Describe participation in local and international fora.
  - Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)



s.15(1)(i)i)

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

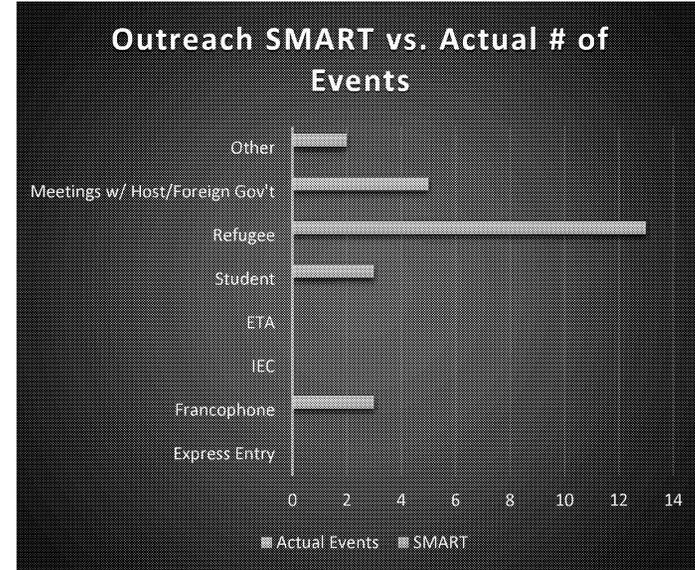
Migration Office: Dar Es Salaam Area: Sub-Saharan Africa  
 Operational Risk Environment Risk Rating: C

Contact with local officials

Comoros, and Seychelles, who do not have VACs, but the 48-hour processing turnaround for these countries has helped.

In terms of liaison activities, an anti-fraud group with like-minded countries was established at DSLAM's initiative in 2018, and meetings were held in January and June. UNHCR and IOM are critical in our delivery of the GAR and PSR programs, and to some extent the DR and FC (as many of our applicants are also refugees), and are in daily contact with them on operational issues, and have meetings with them on each area trip.

Meetings with other refugee NGOs were also held in the context of the CIMM and Ministerial visits. In addition, DSLAM typically participates in Student Fairs in Uganda, Rwanda, and Tanzania, and will add Zambia in 2019.



s.15(1)(i)

s.21(1)(b)

Migration Office: Dar Es Salaam Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

## Promotion and Recruitment (RM)

### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

In the short term, focus will be given to establishing contacts with the Ministries of Labour in each of countries of accreditation as well as with Chambers of Commerce, employer associations, professional associations, as well as IOM to gain a better sense of potential pools of labour could be of interest to Canada. This will then serve to identify which sectors should be targeted for P&R activities.

### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
- Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

s.21(1)(b)

Migration Office: Dar Es Salaam Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

DSLAM typically participates in study fairs in Tanzania, Rwanda, and Uganda past,

While little has been done in terms of Express Entry in the

Interactions with provinces are for the most limited to adoption cases. Educational institutions are met with in the context of student fairs, and ad hoc requests from individual institutions are sometimes received. The Trade Section will be organizing a meeting with educational institutions in March

It would be useful for the ELN to provide us with additional information about which sectors are of interest to employers, and in what sectors Canada has labour shortages so that we can better focus our research, and promotion and recruitment efforts.

#### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

s.16(2)

Migration Office: Dar Es Salaam Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

DSLAM has destroyed all TRV applications received prior to October 2016.

DSLAM receives files from in-Canada offices and Case Processing Centres

24 files or file copies subject to litigation at the Federal Court or IAD were sent to Canada

#### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

Migration Office: Dar Es Salaam Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).

- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

Migration section staff were heavily involved in a CIMM visit and Ministerial visit in 2018. OT attributed to these visits exceeded 150 hours for CBS, and included drafting trip proposals, preparing briefing materials, logistics, accompanying CIMM delegates and the Minister to Uganda, among other functions. Other sections did not have high profile visits in 2018 (with the exception of one DG).

Migration section staff participate in Canada Day events as well as Francophonie events.

In addition, each mission committee has a representative from the Migration except two (Official Languages committee which only has 3 representatives, and the Canada Fund for Local Initiatives).

#### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

s.16(1)(b)  
s.16(2)

Migration Office: Dar Es Salaam Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

DSLAM has 3 VACs in its region: Dar es Salaam, Kampala, and Kigali (which recently opened in September 2018). DSLAM interacts on a daily basis with the VACs and maintains a good relationship with the staff. Inspections will now be undertaken by the BVO in NROBI, with an unannounced visit to be conducted

Biometrics expansion was rolled out

The opening of the Kigali VAC (which also serves Burundi) was helpful in resolving many client service issues from these two countries. The expedited processing offered to applicants from Comoros, Seychelles, and Zambia who travel to Tanzania to submit their biometrics has also been well-received.

DSLAM has not been affected by VAC closures or contract changes.

**Other**

• Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

Bandwidth issues continue to plague the office :

7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

**Staffing and Training**

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

**s.19(1)**

**s.21(1)(b)**

**s.21(1)(d)**

Migration Office: Dar Es Salaam Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

Do you foresee any staff vacancies in 2019?

- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

Because our territory consists of 4 French-speaking countries, a decision has been made to make French language a mandatory qualification.

Given the doubling of TR volumes, an LE7 and two LE5 resources were requested to address the increase of volumes.

In 2018, DSLAM was fortunate to have received training on Conflict Resolution, as well as an IN IRPA refresher for officers, and IRPA overview for LE4 and LE5 staff. As many staff are still quite new, additional IRPA training would be beneficial, particularly for the LE5 who have only recently started paperscreening applications.

Values and Ethics training is being discussed at the mission-wide level.

**Wellness: Promoting a Healthy & Diverse Workplace**

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

s.16(2)  
s.21(1)(b)

Migration Office: Dar Es Salaam Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

DSLAM is a Level IV hardship mission.

Processing immigration applications in this region is complex.

In the last year, TR volumes in DSLAM doubled, which was accompanied by substantial PR and REF increases.

In parallel, the office hosted a CIMM visit as well as a Ministerial visit during the rotation season,

Throughout the year regular team meetings were scheduled where challenges and solutions were discussed. During these conversations a clear emphasis was put on mental health and wellness as team members were encouraged to make use of the diverse resources and tools available. In the context of a retreat early in the year a Team Charter was developed and work-life balance was identified by the team as a core value. This value was translated into several social activities outside of work hours (a social committee for the section was established for this purpose), periodic potlucks as well as the promotion of physical activities as a means to manage stress. In December, IN training delivered a team-building module which was well-received. One module of the Refugee Workshop to be held in NROBI in January 2019 will focus on wellness in the context of refugee processing.

## 8. RISK MANAGEMENT (RIC, IRG)

### Instructions:

Unless otherwise exempted (i.e. liaison and reporting offices), missions are required to complete a minimum of two (2) mission-specific targeted integrity exercises, each fiscal year. This is in addition to any regional or network-wide, centrally managed exercises.

Migration Office: Dar Es Salaam Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

Based on the integrity issues you have identified within your program, use the “Targeted Integrity Exercise Plan” table to outline at least two (2) planned quality assurance and/or anti-fraud exercises that you plan on conducting or participating in. The table provides an example as a guide.

Reference for Program Integrity Tools and further information: <http://cicintranet.ci.gc.ca/connexion/tools-outils/integrity-integrite/toolbox-outils/index-eng.aspx>

The Integrity Risk Guidance Branch (IRG) (formerly Program Integrity Branch) offers a number of resources to assist you in conducting your exercise:

- 1) The Targeted Integrity Exercise Guide provides instructions on how to conduct targeted integrity exercises through a five-step process (Planning, Design and Development, Execution and Monitoring, Data Analysis and Reporting, and Implementing Recommendations).
- 2) IRG has developed job-aids and templates that can help with data requests, analyzing findings, and reporting. To request these job aids and templates, please email the Integrity Risk Guidance Branch.
- 3) The PI Exercise Repository hosts all exercise reports that have been submitted since 2007 and can be used as a planning guide and reference to determine what targeted integrity exercises to undertake. The repository is available through the Program Integrity Tool, but an account to access the repository is not required.
- 4) IRG recommends using the Program Integrity Tool (PI Tool), which is a web-based application, to complete targeted integrity exercises. For access and training on the PI Tool, please contact the PI Tool Help-desk.

All targeted integrity exercise reports must be sent to

- IRG at [IRCC.ProgramIntegrity-IntegritedesProgrammes.IRCC@ci.gc.ca](mailto:IRCC.ProgramIntegrity-IntegritedesProgrammes.IRCC@ci.gc.ca), with copy to
- IN-RIC at [IRCC.INSPD-PPSRI.IRCC@ci.gc.ca](mailto:IRCC.INSPD-PPSRI.IRCC@ci.gc.ca).

## 2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019

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Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.  
*Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.*

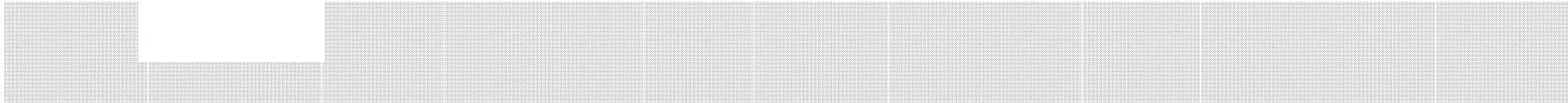
s.16(1)(b)

s.16(1)(c)

Migration Office: Dar Es Salaam Area: Sub-Saharan Africa  
 Operational Risk Environment Risk Rating: C

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice
<i>EXAMPLE: Student Pilot Project</i>	<i>To determine the level of compliance to the program by confirming whereabouts of students after their study program concluded</i>	QA	TR	Study Permit	N/A	South America	Mexico	J.Smith/LE-5/40hours	Sept - Oct 2018
		QA			N/A		DSLAM		
		QA			N/A		DSLAM		

Migration Office: Dar Es Salaam Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C



### Risk Assessment

#### Mission Specific:

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? *[Non-RAO offices please report any ad hoc RA activities.]*
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

Migration Office: Dar Es Salaam Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

**Resources/Tools:**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

One CBS has been designated as the antifraud officer and an LE6

DSLAM's previous RAO ( visited the office and suggested implementing an antifraud network, which DSLAM implemented. The new RAO ( has generated several statistical reports and various reports on trends in the region which has been useful in giving perspective of regional risks.

9. INNOVATION & CLIENT SERVICE (RIC, RIO)

**Client Service**

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

s.15(1)(i)

s.21(1)(b)

Migration Office: Dar Es Salaam Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

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Client enquiries are almost exclusively responded to through email. Service standards for responses are 5 days for TR applications and 28 days for PR applications, and are usually met. The Client Service LE5 answers all questions of a general nature, and if case-specific enquiries require the review of a Program Assistant or Officer, they are forwarded to the team responsible for that application.

The mission has a social media committee on which a Migration Section Representative sits. A back-up has also been identified. The MPM will normally request the Social Media Rep to draft social media messaging on relevant topics for her approval and will then disseminate them. Topics in recent months included biometrics expansion, francophone mobility, an anti-fraud campaign, and the impacts of new impaired driving and cannabis legislation.

Client Service Initiatives			
Country	Brief description of initiative	Expected outcomes*	Implementation Date
Seychelles, Comoros, Zambia	48-hours turnaround for residents of these countries who travel to Dar es Salaam to submit their biometrics and TR application	Given TR processing times of approximately 1 month, this initiative served to offset the inconvenience and expense of having to travel to another country to submit their biometrics. Since this initiative was implemented, we have received very complaints on the submission of biometrics from these countries.	August, 2018
*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.			

s.16(1)(b)

s.16(1)(c)

Migration Office: Dar Es Salaam Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

### Work-Sharing Arrangements

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

As a result of a GCMS issue, all Ugandan e-apps are assigned \_\_\_\_\_ as a primary office. Given their superior bandwidth and officer capacity, they continue to process them rather than transfer them to DSLAM. Because \_\_\_\_\_ was previously responsible for \_\_\_\_\_ corporate memory on this caseload exists. The RAO shares statistical reports on this caseload to both offices, and officers consult on cases when appropriate.

Because most of our caseload on the PR side are refugees, interviews and biometrics are required, and therefore cannot be processed elsewhere. Family Class and Dependents of Refugees are usually complex, as many are also refugees themselves, and H&C elements are often present.

### Work-Sharing Arrangements

Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date
	E-apps processed in other office		TR	e-app	Reduce processing times, gain productivity	n/a	

**s.16(1)(b)**  
**s.16(1)(c)**

Migration Office: Dar Es Salaam    Area: Sub-Saharan Africa  
 Operational Risk Environment Risk Rating: C


\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

### Other Innovations/ Best Practices

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

Chinook training took place in October 2018 and officers were encouraged to use it. One officer showed a 30% increase in productivity the week after the training was held.

GCMS Answers is used to generate inventory lists that are distributed to Officer/PA teams for action. This has resulted in fewer applications that fall through the cracks, and due dates are more closely monitored, which also results in shorter processing times.

## 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.

Migration Office: Dar Es Salaam Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Type your answer here:

#### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

Type your answer here:

Migration Office: Dar Es Salaam Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

Type your answer here:

Migration Office: Dar Es Salaam Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

### Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

Type your answer here:

Migration Office: Accra Area: Northern Europe and the Gulf  
 Operational Risk Rating: C

## 1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	ACCRA
Area:	SUB SAHARAN AFRICA
Office Type: (Full Service, Satellite, RPC, Specialized)	FULL SERVICE
Updated (YYYY/MM/DD)	2018/12/12
Interrelated Offices:	NAIROBI, LAGOS, ABUJA

Personnel		
	NAME	MITNET
MPM:		
D/MPM:		
Area Director:		
GCMS Manager:		
BVO:		
RAO:		
eTA SPOC (Single Point of Contact):		
HOM:	HEATHER CAMERON	3133200
GAC Regional Director:		
CBSA LO:		
MOF:		
IEC SPOC:		
P&R SPOC:		
Litigation SPOC:		
CBS 1 MPM, 3 SIO, 1 IO, 1 RAO Names		
<b>Total # :6</b>		
LES		

Migration Office: Accra Area: Northern Europe and the Gulf  
 Operational Risk Rating: C

DMO # : 1  
 DMO(TR)#0:  
 Other support staff # : 17

**Total # : 18**

**Emergency LES**

Total number of months in 2018: 12

**TD**

Total number of weeks in 2018: 24

## 2. TERRITORY OVERVIEW

### TERRITORY OPERATIONAL OVERVIEW

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Benin	C	11,038,805		37	1234					
Equatorial Guinea	D	778,358		3	37					
Ghana	C	27,499,924		236	7277		1			
Liberia	C	4,689,021		17	161					
Nigeria	D	190,632,261		1,250	845		2		X	
Sierra Leone	C	6,163,195		22	244					
Togo	C	7,965,055		41	1036					
Sao Tome and Principe	#N/A	201,025			1					

Migration Office: Accra Area: Northern Europe and the Gulf  
 Operational Risk Rating: C

St. Helena, Ascension and Tristan de Cunha	#N/A	7,828			
Other	#N/A	#N/A	62	62	
<b>TOTAL:</b>			<b>1,668</b>	<b>10,897</b>	<b>3</b>

## TERRITORY RISK OVERVIEW

Caseload Risk				Operational Environment Risk				
Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	Notes
Benin	39	2.2%	11.3%					
Equatorial Guinea	17	0.2%	0.3%					
Ghana	40	14.1%	66.8%					
Liberia	31	1.0%	1.5%					
Nigeria	27	74.9%	7.8%					

Migration Office: Accra Area: Northern Europe and the Gulf  
 Operational Risk Rating: C

Sierra Leone	30	1.3%	2.2%
Togo	32	2.5%	9.5%
Sao Tome and Principe	46	0.0%	0.0%
St. Helena, Ascension and Tristan de Cunha	#N/A	0.0%	0.0%
Other	#N/A	3.7%	0.6%

*\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1*

Les couleurs utilisées dans les tableaux sont basés sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

KEY: Caseload Risk Level (Transparency International CPI)		KEY: Operational Environment Risk Level (Economist IU Risk Rating, Overall Assessment)	
Not Rated		Not Rated	
Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A

s.16(1)(b)  
 s.16(1)(c)

Migration Office: Accra Area: Northern Europe and the Gulf  
 Operational Risk Rating: C

Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E

### 3. PERMANENT RESIDENT OVERVIEW

## Permanent Resident

### Accra

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)
2018 (Jan - Aug)	Economic	1,802	1,497	25
	Family Class	1,589	847	19
	Humanitarian	681	174	39
	<b>TOTAL</b>	<b>4,072</b>	<b>2,518</b>	
2017	Economic	1,248	1,270	22
	Family Class	1,155	1,155	19
	Humanitarian	269	269	35
	<b>TOTAL</b>	<b>2,672</b>	<b>2,694</b>	

Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Events			
	Verifications			
	H&C			
	Misrepresentation			
	<b>TOTAL</b>		<b>4,511</b>	<b>0</b>
2017	Events			
	Verifications			
	H&C			
	Misrepresentation			
	<b>TOTAL</b>		<b>2,988</b>	<b>2</b>

s.16(1)(b)  
 s.16(1)(c)

Migration Office: Accra Area: Northern Europe and the Gulf  
 Operational Risk Rating: C

2016	Economic	2,684	2,197	14
	Family Class	1,384	1,444	16
	Humanitarian	400	377	28
	<b>TOTAL</b>	<b>4,468</b>	<b>4,018</b>	

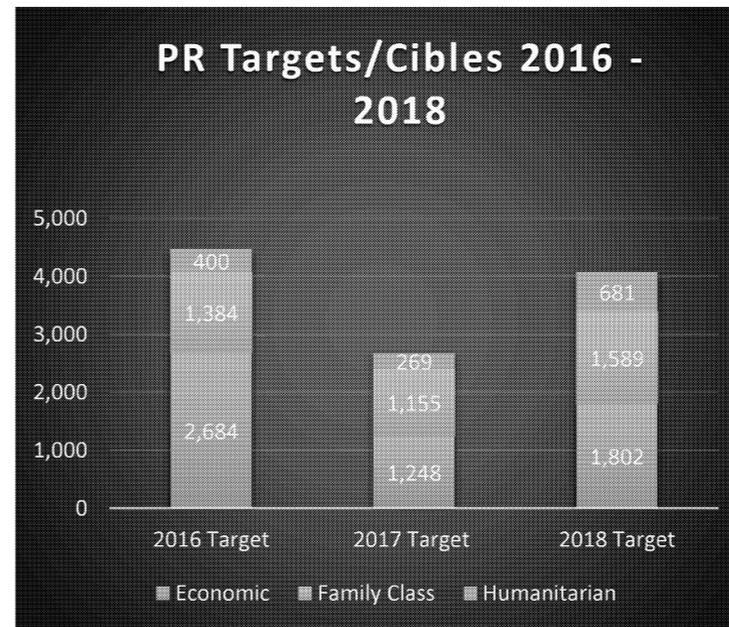
2016	Events		
	Verifications		
	H&C		
	Misrepresentation		
	<b>TOTAL</b>	<b>215</b>	<b>21</b>

\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

**GUIDE:**

For the following three categories, FD targets are only indicative and outputs are measured in actual admissions :

- Government-assisted refugees (GARs)
- Privately-sponsored refugees (PSRs)
- Blended Visa-office-referred refugees (BVORs)



Application	2016 Target	2017 Target	2018 Target
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Migration Office: Accra Area: Northern Europe and the Gulf  
Operational Risk Rating: C

**s.15(1)(i)**  
**s.16(1)(b)**  
**s.16(1)(c)**

Economic	2,684	1,248	1,802
Family Class	1,384	1,155	1,589
Humanitarian	400	269	681

## PR Trends/Issues

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

In 2018, Accra has met targets in all PR categories.

Accra has a higher volume of interviews for FC and DR cases to assess concerns regarding eligibility and relationship; in addition, we pursue procedural fairness on paper as another means of assessing eligibility.

Accra work-sharing arrangement with London ended in 2018; all economic files are being processed by Accra at this time. Program integrity will be strengthened through quality assurance exercises focused on the PR caseload.

Accra PRU is also tracking more systematically certain activities taken on files in GCMS with the use of organizations. DNA requests, Rule 9 requests and JR leave granted requests are all being tracked.

Migration Office: Accra Area: Northern Europe and the Gulf  
Operational Risk Rating: C

Verifications are also being closely tracked. verifications by Case Analysts are systematically being recorded in GCMS and verifications for Domestic and Centralized Network are also being entered as verifications in GCMS as these consultations are often time-consuming for officers and do greatly influence the other office's final determination.

Accra will continue to process C-14 cases. Accra continues to liaise with the Government of Ghana. The Ghanaian Minister of Gender, Children and Social Protection has amended the Children's Act 1998 (560) to ensure stronger mechanisms to protect children. The Foster Care and Adoption Regulations designed to support the Children's Act came into effect in July, 2018.

Steps are currently being taken to ensure that all necessary systems and procedures are in place. This involves the capacity building of key players.

Migration Office: Accra Area: Northern Europe and the Gulf  
 Operational Risk Rating: C

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

#### 4. TEMPORARY RESIDENT OVERVIEW

### Temporary Resident

Accra

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)
2018 (Jan - Aug)	Visitor	7319		22
	Student	3954		51
	Worker	180		56
	eTA	2		586
	<b>TOTAL</b>	<b>11455</b>		
2017	Visitor	18153		63
	Student	14980		83
	Worker	485		125
	eTA	1		116
	<b>TOTAL</b>	<b>33619</b>		
2016	Visitor	15685		67
	Student	13313		69
	Worker	281		79
	eTA	0		0
	<b>TOTAL</b>	<b>29279</b>		

Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>62</b>
2017	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>47</b>
2016	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>32</b>

\*The number of TR counterfoils (TRV, SP, WP, PRD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

Migration Office: Accra Area: Northern Europe and the Gulf  
Operational Risk Rating: C

s.15(1)(i)

s.16(1)(b)

s.16(1)(c)

## TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.

Responsibility for online Nigerian TR e-Apps (TRVs, SPs, and WPs) was transferred to London in December 2017 and responsibility for paper files was transferred to Nairobi in March 2018. This concluded Accra's role in the processing of TR applications from Nigeria.

Transferring the whole Nigerian TR caseload has had a significant impact on the processing times for Accra, greatly decreasing the processing time – 22 days for TRV (down by 65,19%), 51 days for SP (down by 38,73%) and 56 days for WP (down by 55,38%).

The introduction of mandatory biometrics started in July 2018. As there are only a limited number of VACs in the region, most applicants must travel to Ghana to submit their biometrics, even when they apply online. This could have an effect on trying to increase the percentage of eapps in the region.

Accra has no eTA and negligible IEC volume.

Migration Office: Accra Area: Northern Europe and the Gulf  
 Operational Risk Rating: C

s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

## 5. OTHER APPLICATIONS OVERVIEW

### Other Applications

Accra

Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	51		20
	PR renunciation	4		-
	TRP	4		-
	ARC	6		801
	Rehabilitation	2		-
	<b>Total</b>	<b>67</b>		
2017	PRTD	59		21
	PR renunciation	9		-
	TRP	7		-
	ARC	8		-
	Rehabilitation	2		-
	<b>Total</b>	<b>85</b>		
2016	PRTD	79		38
	PR renunciation	4		-
	TRP	5		-
	ARC	8		-
	Rehabilitation	0		-
	<b>Total</b>	<b>96</b>		

\*Stats supplied by  
 OPPB

Migration Office: Accra Area: Northern Europe and the Gulf  
Operational Risk Rating: C

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

Rehab and ARC applications are uncommon. Criminal inadmissibility for rehab applications

Migration Office: Accra Area: Northern Europe and the Gulf  
Operational Risk Rating: C

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate.

#### Accra

##### SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan-Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)
<b>ACCRA</b>							
Information session/Presentation	0						
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

##### Actual Events (Please indicate the actual # of events performed)

Delivery Format /Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
<b>ACCRA</b>								
Conference						1		

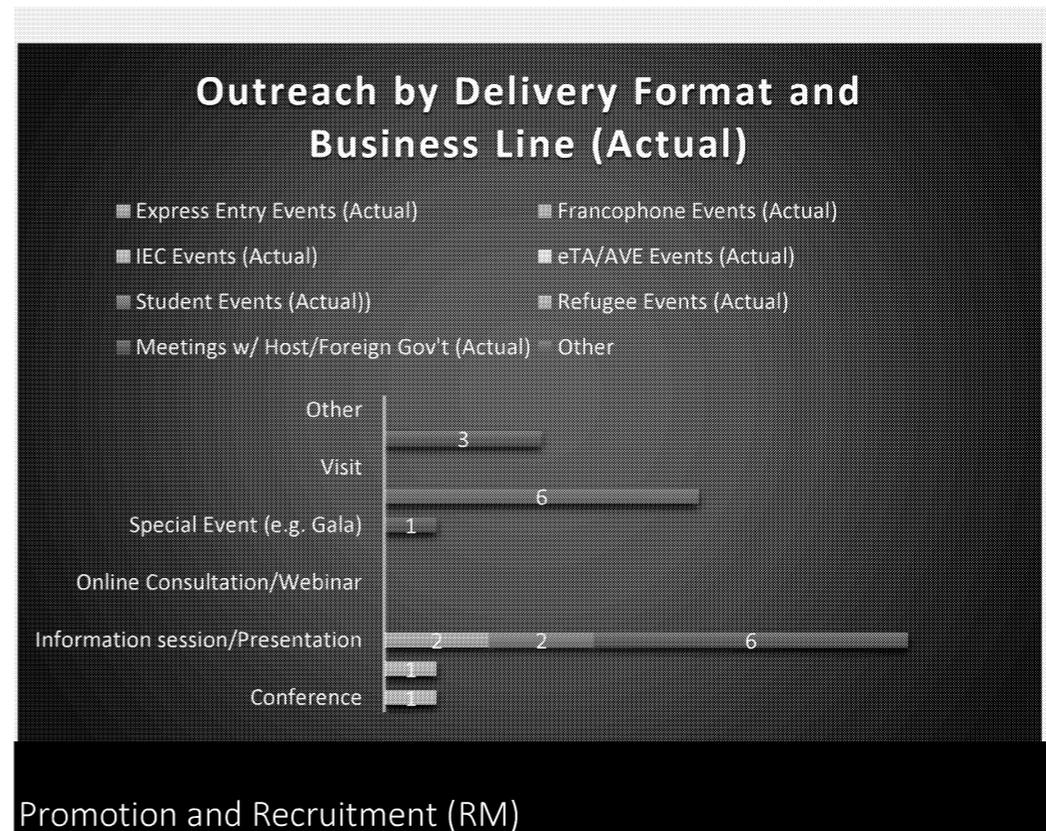


s.15(1)(i)  
 s.16(1)(c)  
 s.21(1)(b)

Migration Office: Accra Area: Northern Europe and the Gulf  
 Operational Risk Rating: C

We regularly work with the American Embassy on matters of common interest i.e. adoptions, visa fraud.

An officer from Accra was sent to Destination Canada 2018 last November. Destination Canada 2018 is a mobility forum that highlights opportunities to study or work in French-speaking communities in provinces and territories other than Quebec. Stakeholders were met during that week (employers, school representatives, counterparts from other missions) and this should lead to the development of more activities to recruit students from French speaking countries covered by this office in the coming year.



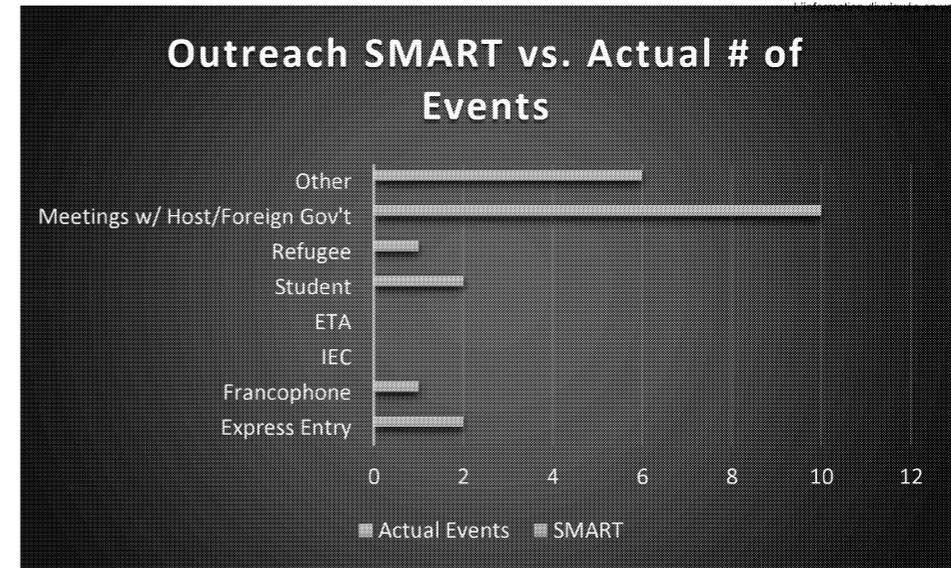
**Labour market overview / key sectors**

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

s.15(1)(i)  
 s.16(1)(c)  
 s.16(2)  
 s.21(1)(b)

Migration Office: Accra Area: Northern Europe and the Gulf  
 Operational Risk Rating: C

Promotion of Express Entry to females in the Nigerian banking industry will continue



**Activities**

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
- Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

MPM and TR officer support education fairs and promote Canadian education at international schools.  
 MPM attends Chamber of Commerce functions.

**Records Management (RIS)**

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

Migration Office: Accra Area: Northern Europe and the Gulf  
 Operational Risk Rating: C

### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

All IRCC CBS participate in a Mission committees and contribute to overall Mission goals.

RAO and MPM participate in meetings with like-minded.

### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

MPM and/or RAO visit VAC as needed for both announced and unannounced visits. The BVO covering the region sits in Dakar.

### Other

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

Bandwidth issues continue to affect processing in Accra.

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

s.21(1)(b)  
s.21(1)(d)

Migration Office: Accra Area: Northern Europe and the Gulf  
Operational Risk Rating: C

Training - Accra will host a training session from the Office of Conflict Resolution.

**Wellness: Promoting a Healthy & Diverse Workplace**

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

A number of wellness initiatives have been held in the mission, focusing on fitness (yoga, planking challenges), mental health (meditation) and group cooperation (creation of Olympic banners). During Immigration meetings, CBS and LES take turns sharing information about cultural practices, holidays and customs. This helps increase inter-cultural understanding and respect. Mission-wide inter-cultural training has also taken place and has had delegates from the Immigration section in attendance.

For the next fiscal year,

a team-building day has been planned, it will incorporate fitness, mental health and inter-cultural sharing activities.

8. RISK MANAGEMENT (RIC, IRG)

**2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019**

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.

s.16(1)(b)

s.16(1)(c)

Migration Office: Accra Area: Northern Europe and the Gulf

Operational Risk Rating: C

Title of the Exercis/Titre de l'exercicee	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/ Refugee/Citizenship) Secteur d'activité (RT/RP/réfugiés/ citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice
EXAMPLE: Student Pilot Project	1 To determine the level of compliance to the program by confirming whereabouts of students after their study program concluded	QA	TR	Study Permit	N/A	South America	Mexico	J.Smith/LE-5/40hours	Sept - Oct 2018

s.16(1)(b)

s.16(1)(c)

Migration Office: Accra Area: Northern Europe and the Gulf  
Operational Risk Rating: C

Migration Office: Accra Area: Northern Europe and the Gulf  
Operational Risk Rating: C

## Risk Assessment

### Mission Specific:

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? [*Non-RAO offices please report any ad hoc RA activities.*]
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

s.16(1)(b)

s.16(1)(c)

Migration Office: Accra Area: Northern Europe and the Gulf  
Operational Risk Rating: C

The RAO liaises with colleagues from Centralized and Domestic networks to provide local expertise and carry out verifications on their behalf.

This has allowed for well-understood, written procedures and a consistent approach.

s.16(1)(b)

s.16(1)(c)

s.17

Migration Office: Accra Area: Northern Europe and the Gulf  
Operational Risk Rating: C

### Resources/Tools:

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

All officers and staff contribute to anti-fraud efforts and are provided training to do so.

The RAO prepares applications for MPM review. The RAO also provides support in terms of risk analysis, and indicators to staff in order to identify fraud.

## 9. INNOVATION & CLIENT SERVICE (RIC, RIO)

### Client Service

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

s.15(1)(i)

Migration Office: Accra Area: Northern Europe and the Gulf  
 Operational Risk Rating: C

Client enquiries are responded to within five working days

Social media is managed by our FSDP in conjunction with FPDS. Promotion and Recruitment lead in the office creates social media messaging on a weekly basis. At least two separate messages are posted on Twitter and Facebook (i.e. 4 total), in English and in French each week. Topics include departmental messaging (i.e. Apply Early), territory specific information, tips and helpful hints and messages related to specific and general fraud trends. Immigration-related questions make up approximately 80% of all questions received by the mission's social media accounts. Questions tend to be sent via Facebook rather than Twitter, and almost all are in English. The Promotion and Recruitment lead also sits on the mission's social media advisory committee. We encourage people to contact us via social media for general questions about how to apply to come to Canada and to send their case-specific enquiries via the Webform. In this way we hope to answer a question many people have in a more public forum, and dissuade people from sharing their personal case information via social media.

Client Service Initiatives			
Country	Brief description of initiative	Expected outcomes*	Implementation Date

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

Migration Office: Accra Area: Northern Europe and the Gulf  
 Operational Risk Rating: C

s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

### Work-Sharing Arrangements

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

Currently Accra does not have any worksharing activities in the Region.

Worksharing with CN: Due to network limitations in Accra, pre-assessment of TRV e-apps is done by CN. This improves processing time. This could expand for SP and WP in a coming future. The introduction of Chinook in December might also influence the way the worksharing is being done in the near future.

Work-Sharing Arrangements							
Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

### Other Innovations/ Best Practices

- Describe any other innovations / best practices related to:
- Chinook, including efficiencies gained or improvements to evidence-based decision making;
  - GCMS, including queries, dashboards, orgs/activities, groups, etc.;

Migration Office: Accra Area: Northern Europe and the Gulf  
Operational Risk Rating: C

s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

Chinook has been introduced in Accra and is being used in conjunction with CN pre-assessment.

A Business Express Program (BEP) was also introduced in Accra this year.

## 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Type your answer here:

### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.

Migration Office: Accra Area: Northern Europe and the Gulf  
Operational Risk Rating: C

- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as “strategic TD” with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area’s PR targets in 2018, including reallocation within the Area and communication with INHQ.

Type your answer here:

### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

Type your answer here:

### Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).

Migration Office: Accra Area: Northern Europe and the Gulf  
Operational Risk Rating: C

- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

Type your answer here:

Migration Office: Algiers Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: D

s.15(1)(i)  
s.17

## 1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	Algiers
Area:	Southern Europe and the Maghreb
Office Type: (Full Service, Satellite, RPC, Specialized)	Specialized
Updated (YYYY/MM/DD)	2018/12/15
Interrelated Offices:	Paris (Rabat, Rome, Tunis, Bucharest (area of responsibility for RAO duties))

Personnel		
	NAME	MITNET
MPM:		
D/MPM:	n/a	
Area Director:	Caroline Guimond (Paris)	447-3400
GCMS Manager:		
BVO:		447-2411
RAO:		
eTA SPOC (Single Point of Contact):	n/a	
HOM:	Patricia McCullagh	380-3200
GAC Regional Director:		
CBSA LO:		
MOF:		445-3471
IEC SPOC:	n/a	
P&R SPOC:		
Litigation SPOC:		
CBS		
Names:		
<b>Total # : 1</b>		
LES		
DMO # :		

Migration Office: Algiers Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: D

DMO(TR)#: Other support staff # : 3
<b>Total # : 3</b>
<b>Emergency LES</b>
Total number of months in 2018: 6
<b>TD</b>
Total number of weeks in 2018: 6 (regional TD officers to replace MPM during holidays or training)

## 2. TERRITORY OVERVIEW

### TERRITOIRE DE RESPONSABILITÉ

Pays/Territoire	Niv. de Risque lié à l'Environnement Opérationnel EIU	Population	Exempté de visa? (X)	Nbre de demandes de RP reçues (par pays de résidence, 1 janvier - 31 août)	Nbre de demandes de RT reçues (par pays de résidence, 1 janvier - 31 août)	AVE (X)	# de CRDV	EIC (X)	Arrangements pour impression à distance? (X)	Programmes de facilitation et spéciaux (noms et/ou codes seulement)
Algeria	D	40,969,443		3,045	49160		1		X	Voir PGIRI Paris
Morocco	C	33,986,655		1,290	13282		1			Voir PGIRI Rabat
<b>TOTAL:</b>				<b>4,335</b>	<b>62,442</b>		<b>0</b>			

Migration Office: Algiers Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: D

## APERÇU DES RISQUES DU TERRITOIRE

Niveau de risque associé aux dossiers à traiter				Niveau de risque lié à l'environnement opérationnel				
Pays/ territoire	CPI/IPC	% de la charge de travail RP	% de la charge de travail RT	Emplacement du bureau responsable des RP	Emplacement du bureau responsable des RT	Voyages de zone prévus? (O/N) **	Si aucun voyage, indiquez les pays tiers visités pour entrevues, rencontres, etc. **	Remarques
Algeria	33	50.0%	50.0%	Paris	Paris	O		Les déplacements hors wilaya sont soumis à des restrictions pour assurer la sécurité des voyageurs. Les autorités algériennes exigent une escorte policière civile en tout temps. Les demandes de déplacements se font par note verbale, au moins 72h à l'avance.
Morocco	40			Rabat	Rabat	O		

\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

Migration Office: Algiers Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: D

Les couleurs utilisées dans les tableaux sont basés sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

## CLÉS POUR LES NIVEAUX DE RISQUE ASSOCIÉS AUX DOSSIERS À TRAITER ET LIÉS À L'ENVIRONNEMENT OPÉRATIONNEL

CLÉ : Niveau de risque associé aux dossiers à traiter (Index des perceptions sur la corruption [IPC] de Transparency International)		CLÉ : Niveau de risque lié à l'environnement opérationnel (Cote de risque de l'unité de renseignement du magazine The Economist - Évaluation globale)	
	Aucun classement		Aucun classement
Très faible	Résultat à l'IPC de TI : 80 - 100	Très faible	Évaluation globale: A
Faible	Résultat à l'IPC de TI : 60 - 79	Faible	Évaluation globale: B
Modéré	Résultat à l'IPC de TI : 40 - 59	Modéré	Évaluation globale: C
Élevé	Résultat à l'IPC de TI : 20 - 39	Élevé	Évaluation globale: D
Très élevé	Résultat à l'IPC de TI : 0 - 19	Très élevé	Évaluation globale: E

Migration Office: Algiers Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: D

### 3. PERMANENT RESIDENT OVERVIEW

## Résident permanent

### Algiers

Année	Catégorie	Cible (#)	Demandes traitées (#)	Délais de traitement moyens (mois)
2018 (Jan - Aug)	Économique	-	-	-
	Regroupement familial	-	44	-
	Humanitaire	-	-	-
	<b>TOTAL</b>		<b>44</b>	
2017	Économique	-	-	-
	Regroupement familial	-	-	-
	Humanitaire	-	-	-
	<b>TOTAL</b>		<b>0</b>	
2016	Économique	-	-	-
	Regroupement familial	-	-	-
	Humanitaire	-	-	-
	<b>TOTAL</b>		<b>0</b>	

Année	Activité	Activités (#)	Vignettes d'un autre bureau (# imprimées)*	Demandes du PVV (#)
2018 (Jan - Aug)	Événements			
	Vérifications			
	C&H			
	Fausse déclaration			
<b>TOTAL</b>			<b>1,614</b>	<b>-</b>
2017	Événements			
	Vérifications			
	C&H			
	Fausse déclaration			
<b>TOTAL</b>			<b>2,017</b>	<b>-</b>
2016	Événements			
	Vérifications			
	C&H			
	Fausse déclaration			
<b>TOTAL</b>			<b>2,103</b>	<b>-</b>

Migration Office: Algiers Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: D

s.15(1)(i)  
s.16(1)(b)  
s.16(1)(c)

*\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.*

## PR Trends/Issues

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

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Migration Office: Algiers Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: D

s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

#### 4. TEMPORARY RESIDENT OVERVIEW

### Résident temporaire

#### Algiers

Année	Catégorie	Demandes traitées (#)	Taux d'approbation (%)	Délais de traitement moyens (jours)
2018 (Jan - Aug)	Visiteur	426		-
	Étudiant	29		-
	Travailleur	6		-
	AVE	-		-
	<b>TOTAL</b>	<b>461</b>		
2017	Visiteur	-		-
	Étudiant	-		-
	Travailleur	-		-
	AVE	-		-
	<b>TOTAL</b>	<b>0</b>		
2016	Visiteur	-		-
	Étudiant	-		-
	Travailleur	-		-
	AVE	-		-
	<b>TOTAL</b>	<b>0</b>		

Année	Activité	Activités (#)	Vignettes d'un autre bureau (# imprimées)*
2018 (Jan - Aug)	Événements		
	Vérifications		
	Fausse déclaration		
	<b>TOTAL</b>		<b>11,541</b>
2017	Événements		
	Vérifications		
	Fausse déclaration		
	<b>TOTAL</b>		<b>15,177</b>
2016	Événements		
	Vérifications		
	Fausse déclaration		
	<b>TOTAL</b>		<b>14,864</b>

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

Migration Office: Algiers Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: D

## TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

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- Please refer to [redacted] for specific information regarding trends. ( [redacted] )

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- Algiers IM section, in collaboration with the Trade section, both work in order to increase the quality of students' applications and decrease the refusal rate of applicants in the region.

- There was no education fair held since at least August 2017. Last year, MPM/Algiers had discussions with TD/Algiers and an education fair was planned. It has not materialized during 17-18 fiscal year.

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s.15(1)(i)

s.16(1)(b)

s.16(1)(c)

Migration Office: Algiers Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: D

- IRCC Algiers has aligned most of its promotion and recruitment practices with those developed by IRCC Paris. SMART and other tools are now used to better target appropriate clientele according to events (Express Entry, student fairs, etc.).
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s.16(1)(b)

s.16(1)(c)

Migration Office: Algiers Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: D

## 5. OTHER APPLICATIONS OVERVIEW

### Autres secteurs d'activité

Algiers

Année	Catégorie	Demandes reçues	Taux d'approbation (%)	Délais de traitement moyens (jours)
2018 (Jan-Aug)	TVRP	5		-
	Renonciation	-		-
	PST	1		-
	ARC	3		-
	Réhabilitation	-		-
	<b>Total</b>	<b>9</b>		
2017	TVRP	-		-
	Renonciation	-		-
	PST	-		-
	ARC	-		-
	Réhabilitation	-		-
	<b>Total</b>	<b>0</b>		
2016	TVRP	-		-
	Renonciation	-		-
	PST	-		-
	ARC	-		-
	Réhabilitation	-		-
	<b>Total</b>	<b>0</b>		

\*Stats supplied by OPPB

s.15(1)(i)ii

s.16(1)(b)

s.16(1)(c)

Migration Office: Algiers Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: D

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

- - A number of PRTD cases are referred to IRCC Algiers for interviews, usually when residency obligation is not met and that H&C is requested by applicant or deemed necessary by decision maker.
- - Very few ARCs or PSTs are referred to IRCC Algiers

Migration Office: Algiers Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: D

## 6. ENVIRONMENTAL OVERVIEW

### SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan-Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)
Information session/Presentation	10	2					
<b>Total</b>	<b>10</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Actual Events (Please indicate the actual # of events performed)

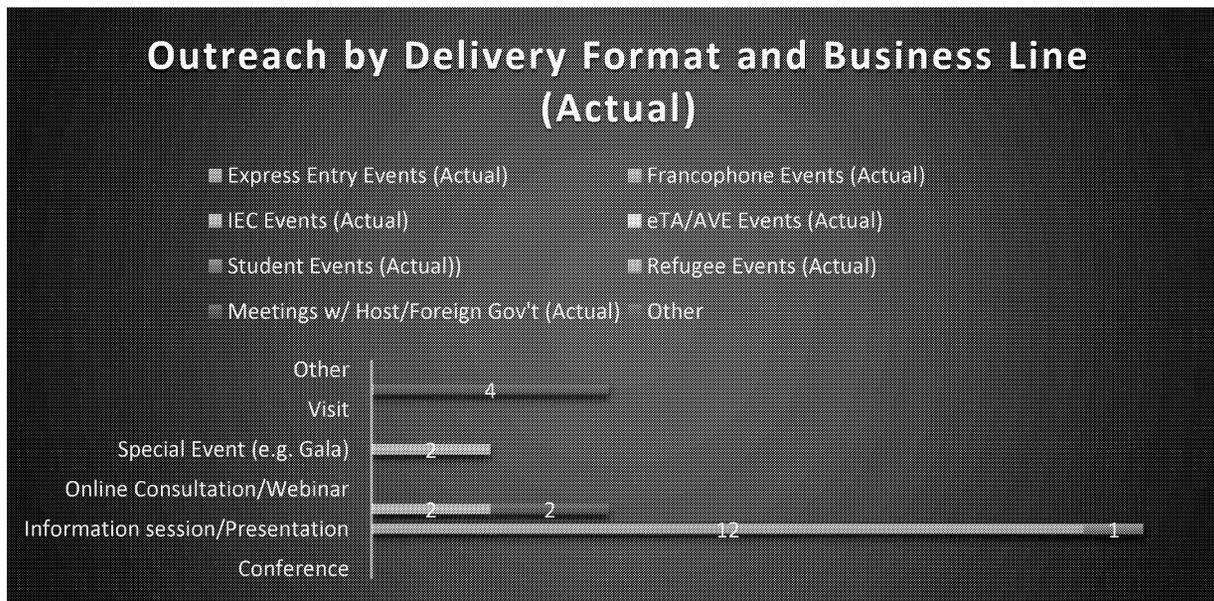
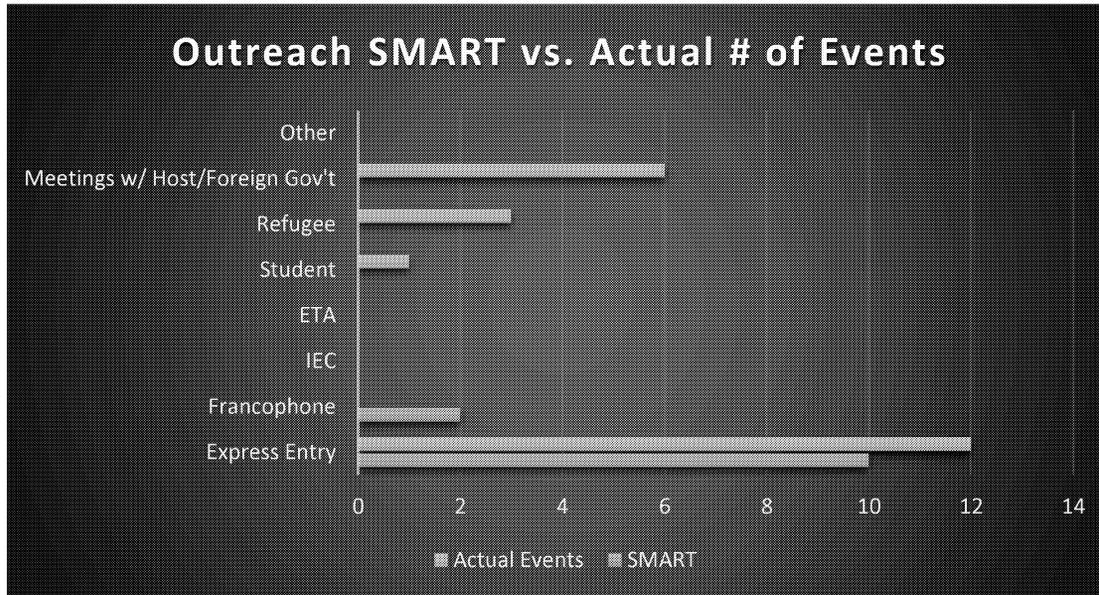
Delivery Format /Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Conference								
Event opportunity								
Information session/Presentation	12				1			
Meeting						2	2	
Online Consultation/Webinar								
Roundtable								
Special Event (e.g. Gala)						2		
Teleconference								

Migration Office: Algiers    Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: D

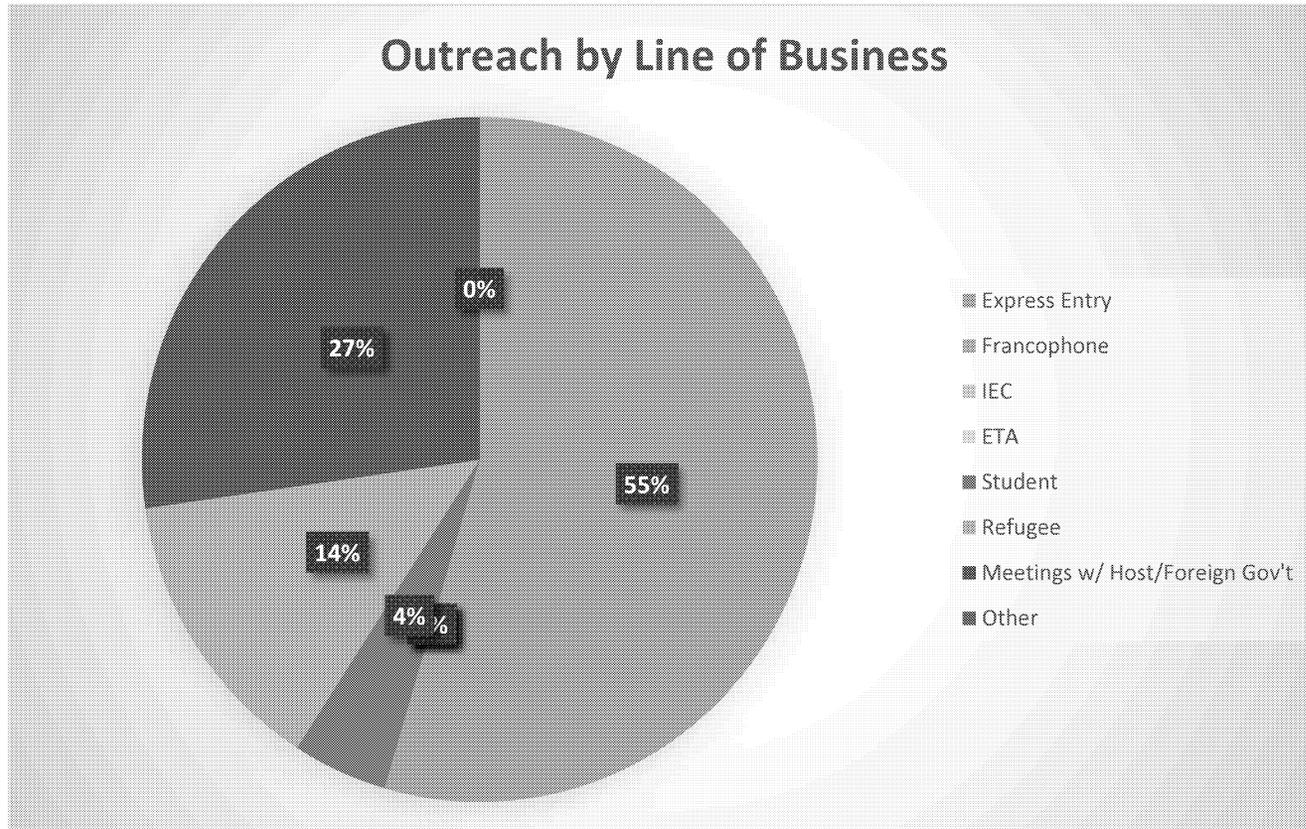
Visit								
Working Group							4	
Other								
<b>Total</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>6</b>

Business Line	SMART	Actual Events
Express Entry	10	12
Francophone	2	0
IEC	0	0
ETA	0	0
Student	0	1
Refugee	0	3
Meetings w/ Host/Foreign Gov't	0	6
Other	0	0
<b>Total</b>		<b>22</b>

Migration Office: Algiers Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: D



Migration Office: Algiers Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: D



s.15(1)(i)

s.21(1)(b)

s.16(1)(b)

s.16(1)(c)

Migration Office: Algiers Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: D

## Migration Diplomacy / Outreach (RIO, RM)

- Describe the type and frequency of contact with local officials.
  - Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
  - Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
  - Describe participation in local and international fora.
  - Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

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- Liaison is not altogether that frequent but collaboration is good and willingness to tighten the relationship has been expressed at a recent broader anti-fraud meeting. A regular meeting schedule will be established in February.
- IRCC is sometimes invited to attend EU meetings on visa and consular questions as an observer
- IRCC Algiers has attended only a couple of events linked to migration issues and topics as these are very few and far between.
- IRCC Algiers has regular contacts with IOM and UNHCR especially since Algiers now has a target for GSRs in Algeria. Issues related to travel and medicals have been and are being ironed out as they arise in the Algerian context. One example would be the pre-departure procedures at the airport which can take anywhere between 2 and 12 hours depending on the case.

Migration Office: Algiers Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: D

## Promotion and Recruitment (RM)

### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
  - Identify priority sectors and regions for P&R activities in your territory.
- The labor market in Algeria has been increasingly geared towards the private sector over the last 10+ years. As the Government was the main employer in the 90's, (about 54% of jobs), it's share has dropped to about 37% in 2018 and is still dropping.
  - Having the main workforce be in the private sector means however that more and more of these jobs are of a determinate nature, most permanent jobs being in the public sector. "Informal jobs" (the equivalent of under the table work where social protections are not enforced) is prevalent and is estimated at around 40%, give or take 5% depending on what source is giving out the info.
  - Unemployment rate amongst graduates is high and they make out only about 15% of the workforce as the main sector of employment in Algeria is commerce and services. Recent numbers (2017) indicate that almost 80% of Algerians are taking jobs for which they are over qualified.
  - According to local knowledge and our Trade section, there are two sectors of particular interest in Algeria which are well "staffed" and supported by the free education system. Telecommunications/IT and Business administration. The main population centers in the country are Algiers, Oran and Constantine. Activities should be limited to these three centers.
  - However, P&R activities should only be limited to students and PR lob's. The Algerian government has recently issued comments that a national strategy is being put in place to counter the "brain drain" (fuite des compétences) that Algeria has been facing for many years. Global mobility should be put on the back burner for now as it is a sensitive issue.

Migration Office: Algiers Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: D

s.15(1)(i)

s.21(1)(b)

## Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
- Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

- The bulk of Engagement activities are centered on the Express Entry information sessions. About once a month, sessions are held mainly in Algiers but 4 times a year, IRCC travels to both the east and west urban centers of Constantine and Oran to hold 2 sessions per day. These 2 cities rank as #2 and #3 in terms of population in Algeria.
- Participation is prioritized according to professional and academic profile in addition to knowledge of English. As most if not all Algerian participants are fluent in French, these sessions fall under the Francophonie efforts to reach the 4.4% French immigration target outside of Quebec.
- An information session about studies in Canada was held late November 2018 after the Advantage Ontario Consortium held a fair. Participants were selected by the Consortium based on seriousness and preparedness of their respective study projects.
- Provinces do not have a strong presence in Algeria.

Provinces however could reach out to Algerians who made the trip to Destination Canada, headed by IRCC/Paris and held in November.

- Contrary to Morocco and Tunisia, Algeria does not have a state agency that promotes foreign work and through which the ELN could liaise. Quite the opposite, they are preoccupied by the “brain drain” effect and have very recently (January 2019) announced a national proactive strategy to remedy the situation.

s.15(1)(i)

s.16(2)

s.21(1)(b)

Migration Office: Algiers Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: D

## Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

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- CN/DN do not send files to Algiers.
- Appeal files are sent to Canada and over the last three years, we averaged less than 20 files per year.

Migration Office: Algiers Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: D

### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

- IRCC Algiers (both LES and CBS) actively participates in supporting broad missions objectives in the following fashion:
  - Mission committees (LES, IT, Health and safety, Social media, CFLI, Social, Housing, Green, Mission Action Plan, Mission Emergency Plan)
  - OPS weekly, Mission management (monthly), HOM bilat (bi-weekly)
- Holiday replacements for SPED section
- IRCC is the single point of contact for all CBSA visits
- IRCC supported GoC efforts during high profile visits such as CAPA (Canada-Africa Parliamentary Association) and GAC's ADM visit (Stefanie Beck)

Migration Office: Algiers Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: D

s.21(1)(b)

### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

- Algiers coordinates the administration of the VFS-VAC's contract by visiting and reporting any problem encounter. The BVO is and MPM/Algiers acts as local single point of contact
- VAC is inspected 3-4 times a year and has been subject to an unannounced visit following allegations of improper logon procedures. VAC was found compliant after visit was undertaken.
- 
- 
- Other countries present in Algeria have VACs that offer premium services.
- 
- Biometrics expansion will not affect Algiers as it was already biometrics required prior to expansion.

Migration Office: Algiers Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: D

## Other

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

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•

Migration Office: Algiers Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: D

s.21(1)(b)

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

- LE-05 Position has been filled by offering acting to LE-04 and hiring a CBS-spouse for the duration of the leave. No other vacancies anticipated.
- Next 5 years should not see any staff need on the CBS front : will leave MPM with enough latitude(time) to accomplish all expected MPM tasks as well as increase support for processing related duties such as interviews.
- LES staff numbers should remain the same but increased training activities are required, which could only be partially done over the last 2 years.
- Continuous training on values and ethics is essential. GCMS knowledge could be upgraded.
-

Migration Office: Algiers Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: D

s.15(1)(i)

s.21(1)(b)

### Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

- Wellness challenge for CBS i  
amicable and useful workwise but

. Contacts ' are very

After 1.5 years at post, I find his estimate to be reasonable. Transfer of RAO duties 1 will likely  
improve the situation.

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-

Migration Office: Algiers Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: D

## 8. RISK MANAGEMENT (RIC, IRG)

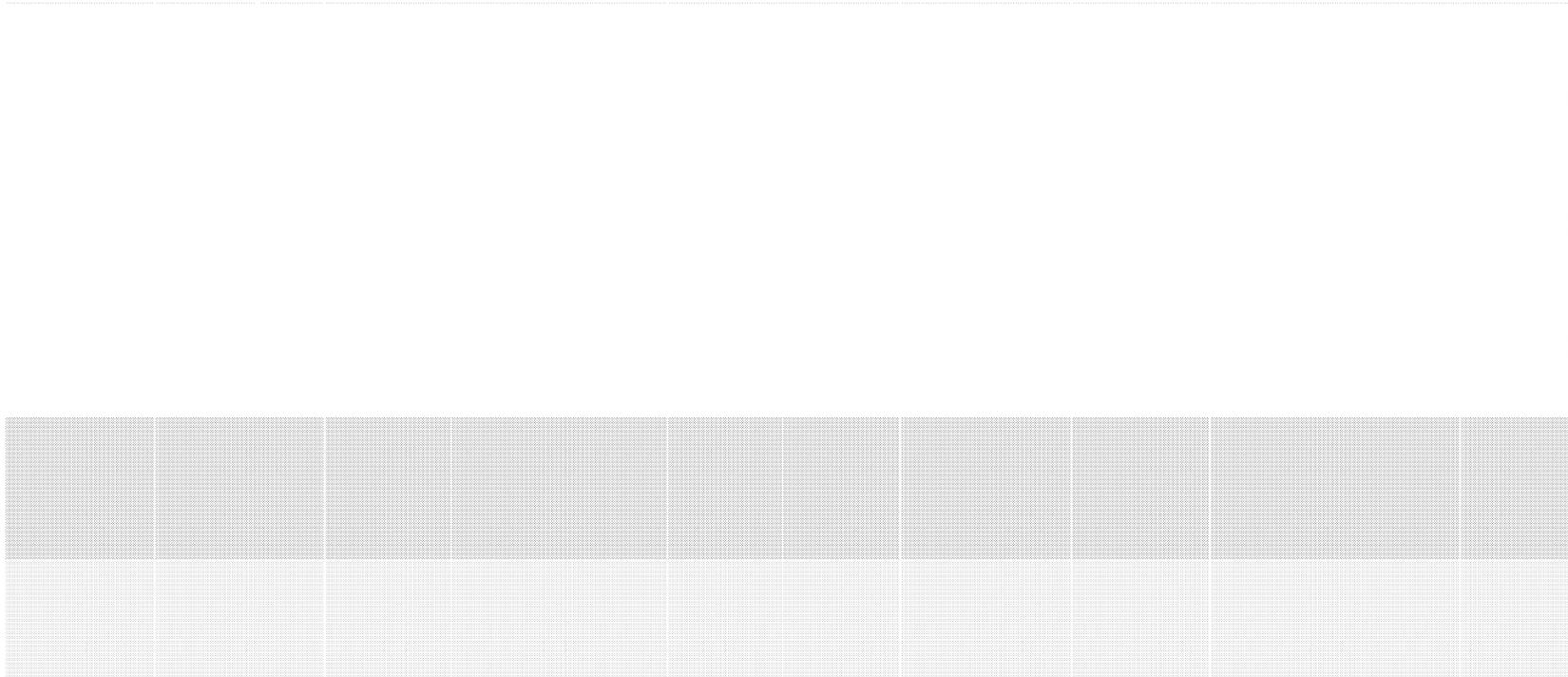
### 2019-2020 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2019-2020

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Project Start & End Dates / Date prévue de début et de fin de l'exercice
<i>EXAMPLE: Student Pilot Project</i>	<i>To determine the level of compliance to the program by confirming whereabouts of students after their study program concluded</i>	QA	TR	Study Permit	N/A	South America	Mexico	J.Smith/LE-5/40hours	Sept - Oct 2018

s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

Migration Office: Algiers Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: D



in reports for each mission.

This will be a large exercise and will result

s.15(1)(i)  
s.21(1)(b)

Migration Office: Algiers Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: D

## Risk Assessment

### Mission Specific:

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)?  
[Non-RAO offices please report any ad hoc RA activities.]
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

- - As the position in Algiers combines MPM and RAO duties,
  -
- To complement this section, please also refer to
- document.
  - , LE-05 supports this activity to the tune of about 70% of her time.
  - 
  - 
  - RAO Algiers has regular bi-weekly calls with the regional missions (Paris, Rome, Tunis, Rabat, Bucharest) to discuss latest trends and risk assessment exercises and projects. A bulletin was started in the fall of 2018 to inform decision makers of the latest results of verifications and latest profiles of concerns and trends.
  - A RAU (Risk Assessment Unit) meeting will take place at the end of February 2019 that will have the main LES points of contact from every mission in the zone travel to Paris for 3 days of training, workshops, sharing of best practices and networking. This will elevate both knowledge and capacity throughout the zone and will facilitate execution of QAs, TIEs and spotting and analysis of trends.

Migration Office: Algiers Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: D

s.15(1)(i)  
s.17  
s.21(1)(b)

#### Resources/Tools:

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

- [redacted] are doing RA work in the office.
- Algiers gets key support [redacted] as the dedicated LES resource for RA is there in the person of [redacted] (she is part-time however, to the tune of 30 hours/week).
- [redacted]
- RA best practices: Standardizing the data input for verifications in GCMS is a must to account not only for work [redacted]
- In progress from the RAO coordination team is also the making of a toolbox and a standardization of practices that will help missions better focus limited resources.

Migration Office: Algiers Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: D

s.15(1)(i)

s.21(1)(b)

## 9. INNOVATION & CLIENT SERVICE (RIC, RIO)

### Client Service

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

- Client service issues:

- Processing times:  
this moment, it is 30 days.

At

- 
- 

- Client enquiries are managed through 4 email boxes: diplomatic, immigration (clients), francophonie, immigration (transfers from other sections). The boxes are manned daily.
- Enquiries about applications are transferred Logistical enquiries such as emergency passport retrieval are managed locally.
- The Embassy social media page is managed by the SPED section and IRCC contributes weekly with different thematic publications in addition to specific ones when Express Entry info sessions are coming up for example.

Migration Office: Algiers    Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: D

s.16(1)(b)

s.16(1)(c)

Client Service Initiatives			
Country	Brief description of initiative	Expected outcomes*	Implementation Date
Algiers	Refine IMM-dashboard to quickly locate files in need of action (approved but not generated, wrong print queue, refusal letters not generated, etc)		June 2019
*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.			

Migration Office: Algiers Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: D

### Work-Sharing Arrangements

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

- Non applicable. Algiers is not a processing office.

Work-Sharing Arrangements							
Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date
*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.							

Migration Office: Algiers Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: D

### Other Innovations/ Best Practices

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
  - GCMS, including queries, dashboards, orgs/activities, groups, etc.;
  - Videoconferencing for interviews or other activities;
  - processing efficiencies including use of VACs, triaging, etc.;
  - Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
  - Other.
- **Passport management: Using VAC to submit passport by file number and using Excel worksheet for scan-in to verify correct sequence by highlighting outliers. This saves a solid hour of LES time every day.**

Migration Office: Algiers Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: D

## 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

Not applicable, Algiers is not a processing office.

Migration Office: Algiers Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: D

s.15(1)(i)  
s.16(1)(c)  
s.21(1)(b)

## Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

- 
- 

- **Business Express Program:** There is no regular movement between Algerian and Canadian companies as far as business dealings or training is concerned. Only a few anecdotal examples can be found and the main Algerian companies usually invite the Canadian resource over to get the training.

Algeria at this time.

BEP is NOT recommended for

## Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

Type your answer here:

Migration Office: Abu Dhabi Area: The Middle East  
 Operational Environment Risk Rating: B

s.17

## 1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	Abu Dhabi
Area:	Middle East
Office Type: (Full Service, Satellite, RPC, Specialized)	Full Service
Updated (YYYY/MM/DD)	2018/12/10
Interrelated Offices:	Warsaw, Islamabad, Riyadh (work sharing partners), London (covers economic and FC cases for the Gulf)

Personnel		
	NAME	MITNET
MPM:	Cindy Munro	353-3400
D/MPM:	Khalid Gebirrebbi	353-3422
Area Director:		
GCMS Manager:	Andie Daponte	353-3411
BVO:	John Choi	353-3412
RAO:		
eTA SPOC (Single Point of Contact):	Ebony Morris	353-3405
HOM:	Masud Husain	353-3200
GAC Regional Director:	Jeffrey McLaren	203-3293
CBSA LO:	Arsalan Mahmood (Dubai)	375-3530
MOF:		
IEC SPOC:	N/A	
P&R SPOC:	Felicity Smith	353-3430
Litigation SPOC:	Felicity Smith	353-3430
CBS		

Migration Office: Abu Dhabi Area: The Middle East  
Operational Environment Risk Rating: B

Names: Cindy Munro,  
Khalid Gebirrebbi  
John Choi  
Andie Daponte  
Emily Cairncross  
Ebony Morris  
Joe Radonic  
Ana Cabral  
Liban Issa  
Felicity Smith  
Peter Braun  
Aaron Paquette

**Total # : 12**

**LES**

DMO # : 1  
DMO(TR)#: 1  
Other support staff # : 27

**Total # :29**

**Emergency LES**

Total number of months in 2018: 132

**TD**

Total number of weeks in 2018: 198

Migration Office: Abu Dhabi Area: The Middle East  
 Operational Environment Risk Rating: B

## 2. TERRITORY OVERVIEW

### TERRITORY OPERATIONAL OVERVIEW

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Afghanistan	D	34,124,811			750		0			
Bahrain	C	1,410,942		1	1337		0			
Kuwait	B	2,875,422		11	5211		1		X	
Oman	B	4,613,241		3	2240		1			
Pakistan	D	204,924,861			27927		3			
Qatar	B	2,314,307		24	4401		1		X	
Saudi Arabia	B	28,571,770		110	22		3			
United Arab Emirates	B	6,072,475	X	128	26749	X	2			
Yemen	E	28,036,829		3	130		0			
Other	#N/A	#N/A			1009					
<b>TOTAL:</b>				<b>280</b>	<b>69,776</b>		<b>11</b>			

s.16(1)(b)  
 s.16(1)(c)  
 s.16(2)

Migration Office: Abu Dhabi Area: The Middle East  
 Operational Environment Risk Rating: B

## TERRITORY RISK OVERVIEW

Caseload Risk				Operational Environment Risk				
Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	Notes
Afghanistan	15	0.0%	1.1%	New Delhi	Abu Dhabi	No	Abu Dhabi or Islamabad	Area trips to Afghanistan not possible due to civil conflict. Caseload primarily coordinated via Abu Dhabi office.
Bahrain	36	0.4%	1.9%	Abu Dhabi (for Refugees including DRs and for Caregivers)	Abu Dhabi	Yes		Moderate operational risk, area trips are feasible.
Kuwait	39	3.9%	7.5%	Abu Dhabi (for Refugees including DRs and for Caregivers)	Abu Dhabi	Yes		Moderate operational risk, area trips are feasible.

s.16(1)(b)  
 s.16(1)(c)  
 s.16(2)

Migration Office: Abu Dhabi Area: The Middle East  
 Operational Environment Risk Rating: B

Oman	44	1.1%	3.2%	Abu Dhabi (for Refugees including DRs and for Caregivers)	Abu Dhabi	Yes	Low operational risk, area trips are feasible.
Pakistan	32	0.0%	40.0%		Abu Dhabi	Yes	Pakistan is high operational risk however area trips are feasible
Qatar	63	8.6%	6.3%	Abu Dhabi (for Refugees including DRs and for Caregivers)	Abu Dhabi	Yes	Low operational risk, area trips are feasible
Saudi Arabia	49	39.3%	0.0%	Abu Dhabi (for Refugees including DRs and for Caregivers)	Riyadh	Yes	Moderate operational risk, area trips feasible.

s.16(1)(b)  
 s.16(1)(c)  
 s.16(2)

Migration Office: Abu Dhabi Area: The Middle East  
 Operational Environment Risk Rating: B

United Arab Emirates	71	45.7%	38.3%	Abu Dhabi (for Refugees including DRs and for Caregivers)	Abu Dhabi	Yes	
Yemen	16	1.1%	0.2%	Abu Dhabi (for Refugees including DRs and for Caregivers)	Abu Dhabi	No	Abu Dhabi or Riyadh
Other	#N/A	0.0%	1.4%				

Area trips to Yemen not possible at present due to civil conflict.

Les couleurs utilisées dans les tableaux sont basées sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

KEY: Caseload Risk Level (Transparency International CPI)		KEY: Operational Environment Risk Level (Economist IU Risk Rating, Overall Assessment)	
	Not Rated		Not Rated
	TI CPI score of		Overall Assessment: A
	Very Low		Very Low

s.16(1)(b)  
 s.16(1)(c)

Migration Office: Abu Dhabi Area: The Middle East  
 Operational Environment Risk Rating: B

	80 - 100		
Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E

### 3. PERMANENT RESIDENT OVERVIEW

DRAFT

## Permanent Resident

### Abu Dhabi

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)	Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Economic	389	299	38	2018 (Jan -Aug)	Events			0
	Family Class	199	161	28		Verifications			
	Humanitarian	4,334	3,266	21		H&C			
	<b>TOTAL</b>	<b>4,922</b>	<b>3,726</b>			Misrepresentation			
					<b>TOTAL</b>		<b>3,851</b>	<b>0</b>	
2017	Economic	501	501	30	2017	Events			
	Family Class	412	412	20		Verifications			

s.16(1)(b)  
 s.16(1)(c)

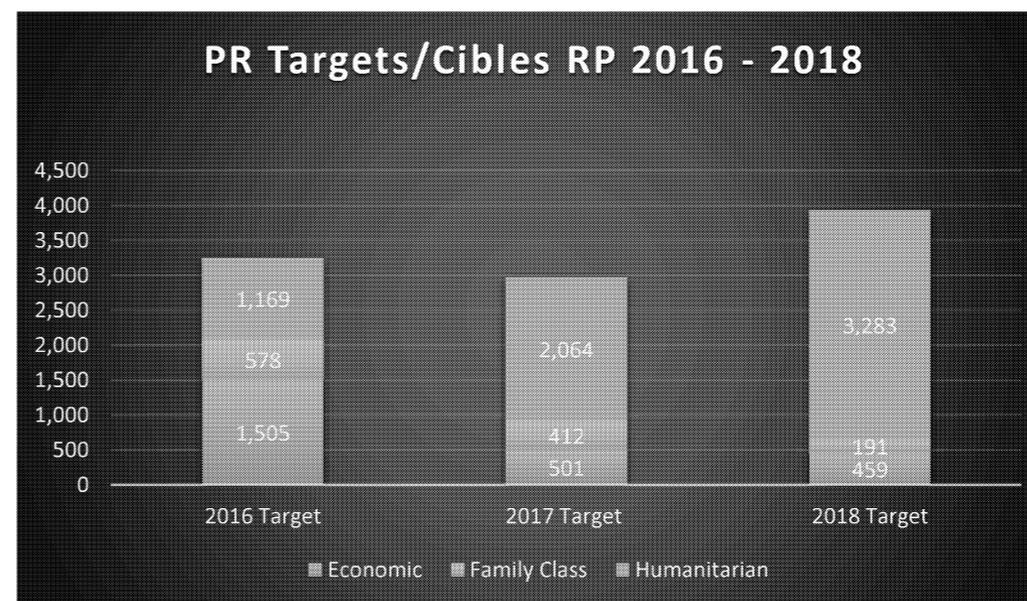
Migration Office: Abu Dhabi Area: The Middle East  
 Operational Environment Risk Rating: B

	Humanitarian	2,064	2,202	18
	<b>TOTAL</b>	<b>2,977</b>	<b>3,115</b>	
<b>2016</b>	Economic	1,505	1,423	20
	Family Class	578	583	16
	Humanitarian	1,169	1,144	12
	<b>TOTAL</b>	<b>3,252</b>	<b>3,150</b>	

	H&C		
	Misrepresentation		
	<b>TOTAL</b>	<b>5,173</b>	<b>1</b>
<b>2016</b>	Events		
	Verifications		
	H&C		
	Misrepresentation		
<b>TOTAL</b>	<b>2,997</b>	<b>0</b>	

\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

Application Type	2016 Target	2017 Target	2018 Target
Economic	1,505	501	459
Family Class	578	412	191
Humanitarian	1,169	2,064	3,283



Migration Office: Abu Dhabi    Area: The Middle East  
 Operational Environment Risk Rating: B

s.15(1)(i)  
 s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

## PR Trends/Issues

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

### Trends:

- The PR caseload in Abu Dhabi primarily includes Refugees (GARs, PSRs, BVORs, and DRs), and Caregivers.

Abu

• Dhabi continues to finalize a small caseload of residual, complex cases.

- Our PSR admissions targets have seen exponential growth in recent years. The 2018 target of 3200 was 100% higher than our 2016 target, and 400% higher than our 2015 target, driven largely by a continued growth in Syrian PSR cases. Other refugee nationalities include Iraqi, Somali, Eritrean, and Ethiopian.

- Abu Dhabi has a very diverse, complex and challenging PR workload, including nationals of MENA countries, Indians, Pakistanis, Filipinos, and many others.

### Processing times

- Because no new Economic and Family Class applications are being added to Abu Dhabi's inventory, our processing times in these categories reflect the finalization of residual, complex cases, which inevitably leads to an increase in processing times. For a true reflection of processing times in the Gulf Cooperation Council (GCC) and Yemen, it would be necessary to combine Abu Dhabi processing times.

- Abu Dhabi has consistently met Refugee admission targets and even supported other missions in meeting overall targets for IN. Apart from a small caseload in Yemen which remains inaccessible for interviews, refugee processing times largely reflect the balancing of targets relative to inventory, which is led by IN in Ottawa.

- Abu Dhabi is actively trying to increase efficiencies by running more systematic queries to identify cases that require attention,

- For certain countries, including United States and Saudi Arabia, the time required for an applicant to obtain a police certificate can be up to six months.

- Our office continues to work closely with the UNHCR, IOM and private sponsors on such cases.

### Principal criteria for interview referral:

- In the residual family class and DR caseloads,

s.15(1)(i)  
 s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

Migration Office: Abu Dhabi Area: The Middle East  
 Operational Environment Risk Rating: B

**Principal factors contributing to application refusals:**

**Discrepancies between the activities recorded into GCMS and those actually undertaken by this office:**

- Abu Dhabi participates in network sharing initiatives and prints PR documents for CPC-O and other offices. The volumes are considerable, roughly equivalent to one LES full-time position, with CBS involvement as well (for cancellation and re-issuance).

4. TEMPORARY RESIDENT OVERVIEW

**Temporary Resident**

Abu Dhabi

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)
2018 (Jan - Aug)	Visitor	60317		22
	Student	4860		39
	Worker	1364		104
	eTA	5		175
	<b>TOTAL</b>	<b>66546</b>		
2017	Visitor	79786		28

Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Dec 7)	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>1,400</b>
2017	Events		

s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

Migration Office: Abu Dhabi Area: The Middle East  
 Operational Environment Risk Rating: B

	Student	<b>8115</b>	<b>38</b>
	Worker	<b>1978</b>	<b>121</b>
	eTA	<b>1</b>	<b>246</b>
	<b>TOTAL</b>	<b>89880</b>	
<b>2016</b>	Visitor	<b>51710</b>	<b>35</b>
	Student	<b>5510</b>	<b>50</b>
	Worker	<b>1385</b>	<b>144</b>
	eTA	<b>1</b>	<b>101</b>
	<b>TOTAL</b>	<b>58606</b>	

	Verifications	
	Misrepresentation	
	<b>TOTAL</b>	<b>1,843</b>
<b>2016</b>	Events	
	Verifications	
	Misrepresentation	
	<b>TOTAL</b>	<b>1,375</b>

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

### TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

s.15(1)(i)(j)

s.16(1)(b)

s.16(1)(c)

Migration Office: Abu Dhabi Area: The Middle East

Operational Environment Risk Rating: B

### Trends

- Abu Dhabi is responsible for temporary resident applications from eight countries: UAE, Oman, Qatar, Kuwait, Bahrain, Yemen, Pakistan, and Afghanistan.
- ABDBI has received 88,859 applications to the end of November, an increase of 5.1% over 2017. Of those, 4,957 are GCC nationals, 45,450 are non-GCC nationals residing in the GCC, 36,904 are Pakistani / Afghans residing in Pakistan or Afghanistan, and 1548 are non-national residents of Pakistan or Afghanistan.
- A total of 147 nationalities were represented in the TRV caseload in 2018, demonstrating extraordinary variety. The majority of applicants come from countries experiencing economic, political, or social instability.
- 
- Abu Dhabi received 6,582 Study Permit (SP) applications to the end of November 2018. This represents a 13% decrease over 2017 but the reason for the decrease is unknown. SPs make up just 7% of the applications received by Abu Dhabi. The majority are submitted by non-citizen GCC residents (3,590) with a large number of Pakistani / Afghani citizens residing in Pakistan / Afghanistan (2,658); other groups made only 334 applications.
- Abu Dhabi's Work Permit caseload is varied and includes truck drivers, farm workers, caregivers, restaurant cooks, service industry providers, intra-company transferees, medical fellows, qualifying provincial nominees, and those applying for open work permits.

### Processing times:

- Visitor visa processing times have fluctuated in 2018, starting the year within or near service standards for an extended period – a significant improvement over the previous year

Migration Office: Abu Dhabi Area: The Middle East  
Operational Environment Risk Rating: B

s.15(1)(i)ii  
s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

Abu Dhabi is catching up once again. With additional staff in place since summer 2018, the mission is well placed for continued improvement.

- A number of factors impact processing times including:

**Principal factors contributing to refusals:**

**Prioritization of eApps over VAC cases:**

- In 2018, 36% of visitor, 51% of student, and 69% of worker applications were online. This amounts to a small increase over 2017, but shows a steadily increasing trend since 2016.
- GCMS performance issues significantly impact the processing of online applications. A

s.15(1)(i)  
s.16(1)(c)  
s.21(1)(b)

Migration Office: Abu Dhabi Area: The Middle East  
Operational Environment Risk Rating: B

recent increase in bandwidth has improved the situation,

sharing agreement  
Abu Dhabi office

has helped t

The work  
in the

**Procedures in place to identify and process urgent/high profile/OGD-referred cases**

- Abu Dhabi has a Visa Referral Form and a detailed set of criteria and instructions in place for urgent and high profile cases referred by OGDs.

- For urgent or high profile cases not referred by OGDs, the webform is the primary means for applicants applying by e-App to flag them, and VAC personnel flag the paper applications (though our office makes the call on whether expedited service is ultimately offered).

**eTA**

- To date the number of eTA referrals received by Abu Dhabi has been small, even with the lift of visas for Emirati nationals in 2018. Abu Dhabi, in conjunction with CBSA LO Dubai, has conducted liaison with UAE airlines to outline the eTA system. Abu Dhabi has and will continue to conduct social media outreach to inform the public about eTA.

**Discrepancies between the activities recorded in GCMS and those actually undertaken by Abu Dhabi**

- For most of 2018.

To accurately quantify the work done by each office, statistics need to be broken down to the officer level.

Migration Office: Abu Dhabi Area: The Middle East  
Operational Environment Risk Rating: B

- Chinook Module 1 has proven an essential tool in determining the movement of work between both offices in the most efficient manner.

Migration Office: Abu Dhabi Area: The Middle East

Operational Environment Risk Rating: B

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

## 5. OTHER APPLICATIONS OVERVIEW

### Other Applications

#### Abu Dhabi

Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Dec 7)	PRTD	824		86
	PR renunciation	400		23
	TRP	81		21
	ARC	15		71
	Rehabilitation	1		-
	<b>Total</b>	<b>1,321</b>		
2017	PRTD	821		150
	PR renunciation	450		25
	TRP	78		92
	ARC	12		437
	Rehabilitation	2		-
	<b>Total</b>	<b>1,363</b>		
2016	PRTD	885		112
	PR renunciation	425		38
	TRP	95		29
	ARC	13		-
	Rehabilitation	1		-
	<b>Total</b>	<b>1,419</b>		

\*Stats supplied by OPPB

Migration Office: Abu Dhabi    Area: The Middle East  
 Operational Environment Risk Rating: B

s.15(1)(i)  
 s.16(1)(c)  
 s.21(1)(b)

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

#### Trends

• The PRTD caseload in Abu Dhabi is substantial and complex. Permanent residents often fail to find suitable employment in Canada and return to the Gulf, where salaries are tax free and significantly higher than in Canada for middle-class professionals. In some cases principal applicants (usually the male) return to the Gulf while other family members remain in Canada for residency / schooling.

- Many previously-landed permanent residents choose to voluntarily relinquish their status. Abu Dhabi received 400 such applications in 2018.
- Recent PRTD / renunciation applications include those from ineligible eTA applicants who believed they had already lost their PR status.
- The majority of TRPs are issued to persons who don't have acceptable documents for travel to Canada, primarily these are for Palestinians holders of Egyptian travel document that do not have a right for re-entry to Egypt without an authorization, and we also issue TRPs to a few Somali passport holders.

#### Processing times

• Processing times for PRTD applications have seen a significant reduction in the past year We are reviewing our processing procedures,  
 including triaging complex and non-complex applications and pre-assessment stage in an effort to reduce our processing times.

- The TRP is created early in the process in order to process fees.

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Migration Office: Abu Dhabi Area: The Middle East  
 Operational Environment Risk Rating: B

Instructions: Information from the SMART calendar for your mission has been pre-populated, if available.. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

## Abu Dhabi

### SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan-Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)	Other
Information session/Presentation	4							
<b>Total</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

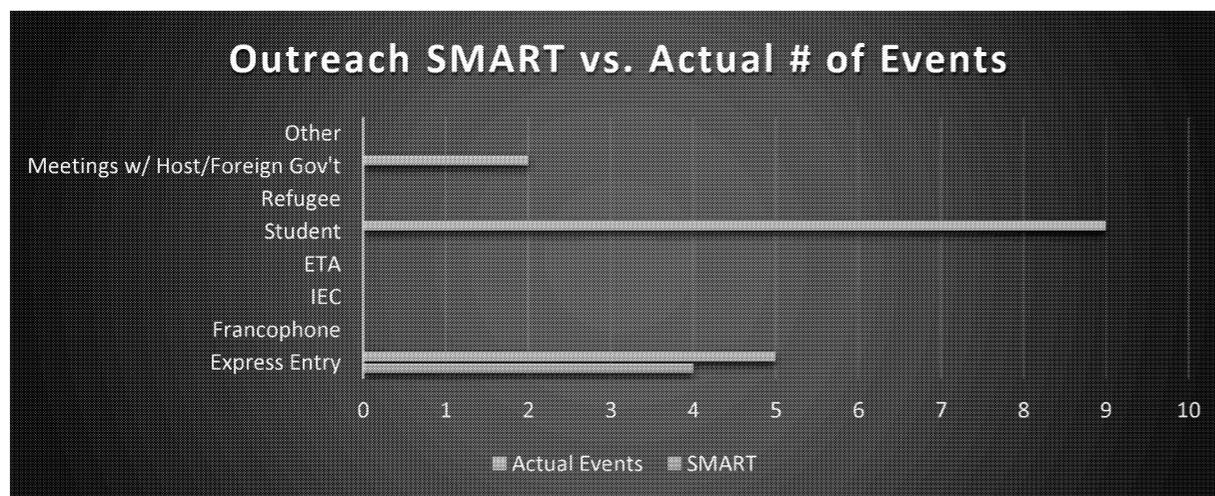
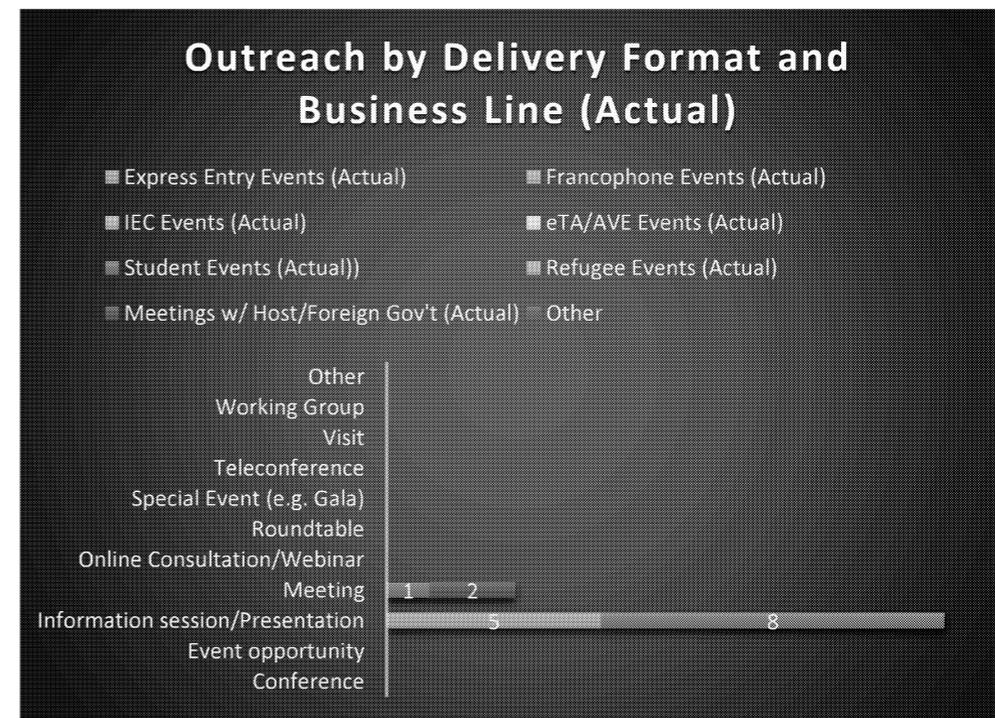
### Actual Events (Please indicate the actual # of events performed)

Delivery Format /Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual))	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Conference								

Migration Office: Abu Dhabi Area: The Middle East  
 Operational Environment Risk Rating: B

Event opportunity										
Information session/Presentation	5				8					
Meeting					1			2		
Online Consultation/Webinar										
Roundtable										
Special Event (e.g. Gala)										
Teleconference										
Visit										
Working Group										
Other										
<b>Total</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>

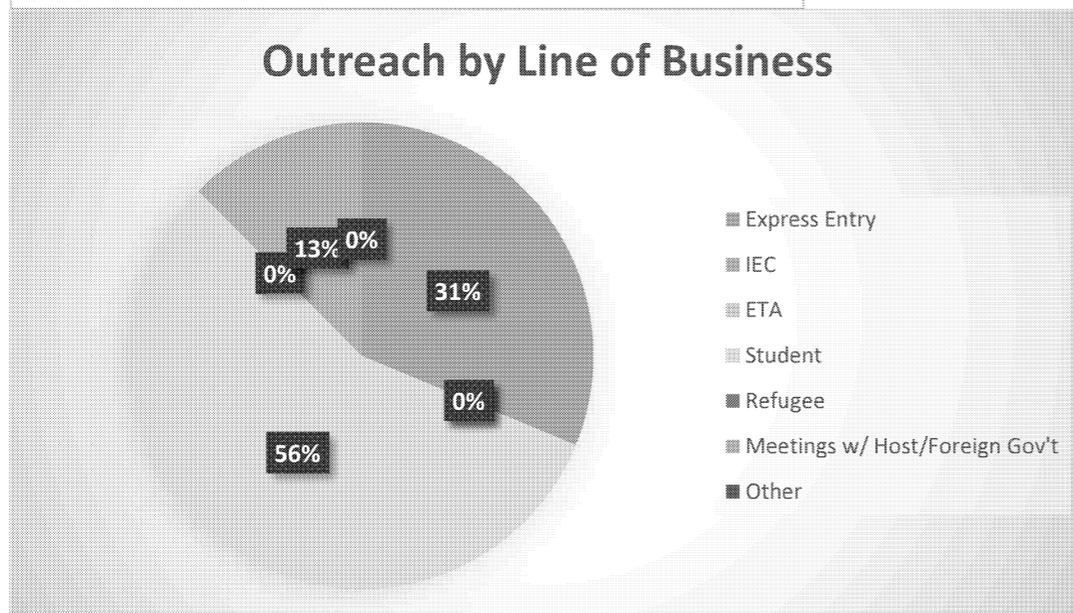
Business Line	SMART	Actual Events
Express Entry	4	5
Francophone	0	0
IEC	0	0
ETA	0	0
Student	0	9
Refugee	0	0
Meetings w/ Host/Foreign Gov't	0	2
Other	0	0



Migration Office: Abu Dhabi Area: The Middle East  
 Operational Environment Risk Rating: B

Business Line	SMART	Actual Events
Express Entry	4	5
Francophone	0	0
IEC	0	0
ETA	0	0
Student	0	9
Refugee	0	0
Meetings w/ Host/Foreign Gov't	0	2
Other	0	0

Event Names captured in SMART
ABDBI - EE - DOHA
ABDBI - EE-KWAIT
ABDBI EE
ABDBI EE - DUBAI



### Migration Diplomacy / Outreach (RIO, RM)

- Describe the type and frequency of contact with local officials.
- Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
- Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
- Describe participation in local and international fora.

s.15(1)(i)ii

s.21(1)(b)

Migration Office: Abu Dhabi Area: The Middle East

Operational Environment Risk Rating: B

- Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

#### **Contact with local officials:**

- Minister Hussien visited the UAE and Qatar in 2018, which deepened relationships with both host countries at the political and official levels. Visa policy has been a key theme, with Canada lifting its visa on the UAE in 2018.
- The UAE lifted its visa requirement for stays of up to 180 days,

a positive overall Canada-

UAE relationship in recent months.

- Apart from the above exchanges, contact with host government officials is infrequent. Little information is shared by email, and meetings must be requested through formal exchanges of diplomatic notes.

so IRCC Abu Dhabi has been able to establish relationships in niche areas, like with innovation incubators visited by

Minister Hussien in May 2018.

- Infrequent travel to other countries in our territory and similarly formal approaches to communications with diplomatic missions have limited the frequency of contact with other countries in our territory as well, though a series of in-person démarches was successfully delivered prior to the summer 2018 biometrics expansion.

#### **Cooperation and irritants**

- There are opportunities for collaboration, particularly with the UAE, which is a regional leader on issues of diversity, inclusion and gender equality. The UAE and Qatar have both taken steps to grant status to some refugees in their territories, which also generates potential opportunities for capacity building (Canada has previously received UAE officials on a study tour to support their initiative).
- The UAE is also very focused on innovation and the future. It plays host to many potential immigrants to Canada working in high-tech fields, and is an interesting interlocutor on the use of Artificial Intelligence in government (they are working to replace immigration officers at ports of entry with AI in the next few years). While we have less opportunity to engage with other Gulf countries in our territory, similar opportunities may exist to facilitate the movement of talent, whether for temporary periods through the GSS, or through skilled migration.

s.15(1)(ii)

s.21(1)(b)

Migration Office: Abu Dhabi Area: The Middle East  
Operational Environment Risk Rating: B

#### **Liaison activities**

- Abu Dhabi has been actively engaged in M5 meetings, including exchanges on fraud trends, office tours, and demonstrations of processing tools and procedures. These exchanges have been extremely valuable, particularly on our Pakistan caseload, as they have offered opportunities to learn from the trends others are seeing
- IRCC Abu Dhabi has reached out to non-traditional partner missions in 2018, such as India and Pakistan, to better understand local conditions for their citizens residing in the Gulf, as they are well represented in our caseload.
- Abu Dhabi has well-established relationships with UNHCR and IOM. Apart from these two organizations, there are few non-government organizations with which to engage on migration issues, and there are no known think tanks with a migration focus. The office is looking to establish relationships with academics in the region over the coming year to further develop local expertise.

#### **Participation in local and international fora**

- The mission is open to engagement in local and international fora in our territory, but opportunities are rare.

#### **Current events and developments that may have a significant impact on migration trends:**

- Bold investments by some Gulf countries to diversify economies and build state-of-the-art infrastructure will continue to attract some highly skilled workers, creating increased competition for Canada to attract top talent, especially given the low taxes enjoyed by qualified expatriates working in the Gulf.

Migration Office: Abu Dhabi Area: The Middle East  
Operational Environment Risk Rating: B

s.15(1)(i)  
s.20(1)(c)  
s.21(1)(b)

## Promotion and Recruitment (RM)

### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.
- The local labour market is primarily comprised of expatriate workers (reflected, for example, in the fact that 88% of the UAE's population is expatriate). Executive positions are mostly occupied by Gulf citizens who are supported by expat managers. The working levels are primarily composed of expatriate workers from South Asia. <sup>i</sup>
- Many Gulf countries are pursuing nationalization policies to increase the number of their citizens in management positions. This, in conjunction with the absence of pathways to permanent residence and citizenship in the Gulf, is increasing interest in Western migration destinations.
- Overall, however, a large percentage of work permit applicants are from the service sector and truck drivers. This reflects the relatively good working conditions, pay, quality of life, and pathways to permanent residence offered by Canada.
- The migration section anticipates increasing its promotion efforts on AIP and other provincial immigration programs as they appear to be successfully attracting applicants from the Region. The section will continue to attend and provide support at provincial recruitment events and to include provincial representatives in permanent residence outreach efforts.
- As part of nationalization efforts, Gulf countries are also attempting to transition from resource-to knowledge-based economies. They are therefore sending students overseas to pursue higher education in STEM fields.
- GCC countries only give scholarships to certain, pre-approved schools.
- Additional efforts will also be directed towards promoting college as an educational option for students in the Region. Working with well-established institutions in the region who has pre-existing transfer programs in Canada, will assist in this promotion.

### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
  - Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
  - Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

s.15(1)(i)  
 s.16(2)  
 s.21(1)(b)

Migration Office: Abu Dhabi Area: The Middle East  
 Operational Environment Risk Rating: B

- In 2018 Abu Dhabi attended the Middle East and North Africa (MENA) leg of the EduCanada fair in Qatar, Kuwait, and the UAE as well as the Najah study fair in Abu Dhabi.
- Express Entry seminars have been hosted in Abu Dhabi, Dubai, Kuwait and Qatar.
- The Migration Section also participated in several events hosted by the Government of New Brunswick. At these events, migration officers provided guidance to applicants on the federal portion of the PR application process and gathered information on client profiles as well as employer recruitment practices
- The migration section actively contributes to the Regional Economic Migration Liaison Network through reports on labour market trends and opportunities. It also intends to engage more closely with provinces to better understand their labour market needs to reflect them in reporting.
- Abu Dhabi also plans to use web conference tools to host virtual events that can reach a wider audience,

### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

### File destruction:

- Abu Dhabi is up to date with TR file destruction (TRV/SP/WP) ,
- the mission also scans and uploads approved TR cases to GCMS, as well as refused TR cases that are at least six months old (and therefore beyond deadlines for Judicial Review).
- For PR applications, Abu Dhabi is currently working on a repatriation project to send around 700 files to Canada for archiving. Approved PR files that are two years old from the date of decision are sent to Canada for archiving, refused PR cases are shredded.

### Litigation

- In response to litigation requests, around 300 files were sent in 2016. In 2017, the number fell to 120 files, as ATIP requests could be uploaded to GCMS instead of sending as hardcopy. In 2018, around 70 files were sent as of December 9, 2018. Most of the 2018 files are IAD appeal cases.

s.15(1)(i)

Migration Office: Abu Dhabi Area: The Middle East  
Operational Environment Risk Rating: B

### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
  - Describe any other activities in support of GoC objectives that take resources away from core activities
  - Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.
- The MPM is the second most senior member of the mission, and acts as Head of Mission (HOM) in the HOM's absence, including for a period of nearly a month in late 2018. The HOM is expected to depart in 2019, which may result in another extended acting period.
- As more than half of mission staff are in the Migration Section, IRCC CBS and LES are well-represented on the full range of mission committees.
- The mission is preparing for two international events to be hosted in the UAE: the Special Olympics in 2019, and Expo 2020. IRCC has participated in committees on both events.
- Minister Hussen's visit in 2018 was very demanding for a number of mission staff, as he visited two countries and three cities in our territory, Visits of this nature have a significant impact on mission  
operations. Numerous other visits have also had an impact on IRCC, but to a lesser extent (e.g. delegations related to property expansion, mission security, emergency management, regional HOMs meetings, etc.).

### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

s.16(1)(c)

s.16(2)

s.21(1)(b)

Migration Office: Abu Dhabi Area: The Middle East  
Operational Environment Risk Rating: B

- Abu Dhabi's region is supported by eight VACs (3 in Pakistan, 2 in UAE, 1 in Oman, 1 in Qatar, and 1 in Kuwait),
- On November 2<sup>nd</sup>, 2018, the new Global VAC Contract went into effect in the three Pakistan VACs (Islamabad, Lahore and Karachi). The other Gulf VACs and KSA VACs continue to operate under the extended 2012 Global VAC Contract. The Abu Dhabi VAC continues to be the hub for the Gulf VACs (Kuwait City, Doha, Muscat and Dubai) and the three Pakistan VACs, despite operating under different VAC contracts.
- 
- The Dubai VAC continues to receive increasing numbers of applications from Iranian nationals who reside in Iran. The increase is unpredictable in this already busy VAC, though the biometrics appointment system appears to be very helpful. The Dubai VAC received two additional biometrics units in 2018.
- The July 31 biometrics expansion went smoothly, and we do not anticipate challenges with the further expansion scheduled for December 31, 2018.

In the meantime, IRCC Riyadh has been able to assist with biometrics collection for residents of Saudi Arabia, providing a great example of regional cooperation.

## Other

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)
- IRCC Abu Dhabi benefited from a bandwidth upgrade in 2018, which has had a positive impact on operations,

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

Migration Office: Abu Dhabi Area: The Middle East  
Operational Environment Risk Rating: B

s.19(1)  
s.21(1)(b)  
s.21(1)(d)

### Vacancies

- The mission is currently running an LE8 process to replace an LE9

### Staffing Changes

- 2019 is expected to be an easier year for summer transitions. There is only one CBS scheduled to leave (

Beyond that, TR growth may continue to put pressure on the section (though growth has been modest in 2018). Refugee targets have also been growing considerably in recent years. Should this trend continue, that may also require additional investments in human resources.

### Training Needs

- One DMO will require IRPA training. Timing is still TBD as the competition is ongoing, so it is not yet clear if it will be a candidate with relevant internal experience on which to build.

- Abu Dhabi is awaiting clarification on the need for Hazardous Environment Training (HET)

- One Unit Manager has been identified for the Unit Manager training taking place in early 2019.
- The MPM is expected to participate in mandatory training for new EXs in 2019.
- This mission requires and receives regular training on GCMS and Chinook from our RAO, who provides similar training to other missions as well.
- 

This objective is met primarily by including a topic from the IRCC Code of Conduct at every staff meeting, and additional activities at annual retreats.

- Many officers at mission are new to migration diplomacy duties. MPM has offered reporting training and on-the-job training to help officers develop this capacity further.

### Challenges

Migration Office: Abu Dhabi Area: The Middle East  
Operational Environment Risk Rating: B

### Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

Migration Office: Abu Dhabi Area: The Middle East  
Operational Environment Risk Rating: B

s.15(1)(i)  
s.21(1)(b)

- Abu Dhabi staff have been required to work a significant number of overtime hours in 2018 as a result of area travel, a Minister's visit, delayed arrivals and high turnover of CBS during the summer transition, and because of workloads that exceed current capacity (the mission often runs a six-day week, with CBS officers taking turns supervising the weekend shift).

Layered onto these changes were the introduction of Chinook, and biometrics expansion.

- Steps taken include training and retreat activities focused on stress management, and change management. Moreover, lists of resources to access mental health support have been shared, and the MPM has had one-on-one discussions with individual members of the team where warranted. Team members take turns sharing stress management tips at section meetings. Meetings are also used to acknowledge challenges, celebrate achievements, and promote an atmosphere of mutual support. Abu Dhabi is currently exploring the possibility of offering a mental health first aid course for a selection of team members.

s.16(1)(b)

s.16(1)(c)

Migration Office: Abu Dhabi Area: The Middle East  
 Operational Environment Risk Rating: B

8. RISK MANAGEMENT (RIC, IRG)

**2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019**

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice
<i>EXAMPLE: Student Pilot Project</i>	<i>To determine the level of compliance to the program by confirming whereabouts of students after their study program concluded</i>	<i>QA</i>	<i>TR</i>	<i>Study Permit</i>	<i>N/A</i>	<i>South America</i>	<i>Mexico</i>	<i>J.Smith/LE-5/40hours</i>	<i>Sept - Oct 2018</i>

↓  
 ↓  
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Migration Office: Abu Dhabi Area: The Middle East  
Operational Environment Risk Rating: B

**s.16(1)(b)**

**s.16(1)(c)**



Migration Office: Abu Dhabi Area: The Middle East  
Operational Environment Risk Rating: B

s.15(1)(i)i)

s.16(2)

s.21(1)(b)

### **Fraud challenges / trends**

- Gulf countries have large and diverse expatriate communities, which make up the majority of applicants to Abu Dhabi. Officers need to be agile in assessing this diverse clientele.

### **Activities to inform decision**

- 
- The Abu Dhabi RAU produces a bimonthly bulletin which includes processing reminders, profiles of concerns, and tips/tricks for processing the Abu Dhabi caseload.
- Abu Dhabi's RAO has conducted two trips in 2018 to provide feedback, training and to review the workshare agreement which was updated in Sept 2018. also hosted an RAU assistant workshop which Abu Dhabi's RAO attended and provided GCMS and Answers training.
- Abu Dhabi hosted an RAO workshop in November 2018 which included all RAOs within North Europe and the Middle East.
- TD officers and newly arrived CBS receive two days of training with the TRU and RAU on processing, GCMS, Chinook, IC manuals, fraud/verification trends and office SOPs.

### **Risk Assessment activities resulting in visa processing/triaging updates**

- The use of Chinook Modules 1 and Module 3 have helped to triage applications into different streams.

### **Identification of low-risk movements in 2018**

#### **Resources/Tools:**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

s.16(1)(c)

Migration Office: Abu Dhabi Area: The Middle East  
Operational Environment Risk Rating: B

s.17

Risk Assessment Officer:

Risk Assessment Unit LES

Risk Assessment EMLES:

- Abu Dhabi's RAO is also a  
being shared with other missions through area travel to other missions and visits to Abu Dhabi.

This expertise is

## 9. INNOVATION & CLIENT SERVICE (RIC, RIO)

### Client Service

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

**s.15(1)(ii)**  
**s.16(1)(b)**  
**s.16(1)(c)**

Migration Office: Abu Dhabi    Area: The Middle East  
 Operational Environment Risk Rating: B

**Client service issues:**

- Processing times have increased in recent months following a period during which the mission was significantly understaffed, but they are improving again.

**Social Media**

- Since the fall, Abu Dhabi has significantly increased its social media presence on both Twitter and Facebook. In addition, social media campaigns throughout the year address seasonal pressures such as winter student intake and the peak summer travel season. The section also plans to use web conference tools to host virtual events that can reach a wider audience,

**Client Service Initiatives**

- In light of the above challenges, client service initiatives in Abu Dhabi are focussed on what the mission can do internally to improve service while maintaining program integrity. A key element is the use of Chinook to strengthen consistency, quality and efficiency of decision making. As one of the offices developing Chinook, Abu Dhabi is focussing its attention on getting the most out of this tool to improve client service, and to share expertise developed with other offices in the network.

Client Service Initiatives			
Country	Brief description of initiative	Expected outcomes*	Implementation Date
Pakistan	Pakistan Strategy (for		Summer 2018

Migration Office: Abu Dhabi    Area: The Middle East  
 Operational Environment Risk Rating: B

**s.16(1)(b)**  
**s.16(1)(c)**

	TR processing)	
UAE, Qatar, Kuwait, Oman, Yemen, Bahrain, Pakistan, Afghanistan		Updated in September 2018, but has been in place in some form for some time.
UAE, Qatar, Kuwait, Oman, Yemen, Bahrain		Some form of risk triaging for Gulf nationals has been in place for a few years.
*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.		

s.15(1)(i)  
s.21(1)(b)

Migration Office: Abu Dhabi Area: The Middle East  
Operational Environment Risk Rating: B

### Work-Sharing Arrangements

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

Work-Sharing Arrangements							
Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date

Migration Office: Abu Dhabi Area: The Middle East  
Operational Environment Risk Rating: B

s.16(1)(b)  
s.16(1)(c)  
s.16(2)

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

## Other Innovations/ Best Practices

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

### Chinook

- The Chinook File Management System (Module1) has been implemented in Abu Dhabi and is facilitating task assignment and file clean-up efforts.

Abu Dhabi has been able to raise the TD processing targets from 60-70 applications per day to 70-80. TD officers are now meeting and exceeding their targets more frequently.

### GCMS

- Group processing is consistently used, including through the Chinook tool.

### Volumes and Bandwidth

- Abu Dhabi works staggered work hours (6:30 – 2:30, 8:00 – 4:00, and 9:00 – 5:00)

<sup>1</sup> <https://www.government.ae/en/information-and-services/social-affairs/preserving-the-emirati-national-identity/population-and-demographic-mix>

## 1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	ABUJA
Area:	SSA
Office Type: (Full Service, Satellite, RPC, Specialized)	Specialized
Updated (YYYY/MM/DD)	2018/12/18
Interrelated Offices:	Nairobi, Lagos, London, Accra

Personnel		
	NAME	MITNET
MPM:		
D/MPM:		
Area Director:		
GCMS Manager:		
BVO:		
RAO:		
eTA SPOC (Single Point of Contact):		
HOM:		
GAC Regional Director:		
CBSA LO:		
MOF:		
IEC SPOC:		
P&R SPOC:		
Litigation SPOC:		
<b>CBS</b>		
Names		
<b>Total # : 1</b>		
<b>LES</b>		
DMO # :		
DMO(TR)#:		
Other support staff # : 1 position vacant, to be staffed with EM-LE5 until indeterminate hired		
<b>Total # : 0</b>		
<b>Emergency LES</b>		
1 position to be staffed in January 2019 for 4-6 months until indeterminately filled		
Total number of months in 2018: 0		
<b>TD</b>		
Total number of weeks in 2018:		

## 2. TERRITORY OVERVIEW

**Please refer to attached Excel sheet and complete Tab 1.**

## 3. PERMANENT RESIDENT OVERVIEW

### PR Trends/Issues

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

ABUJA does not process PR applications.

## 4. TEMPORARY RESIDENT OVERVIEW

### TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

ABUJA has identified **PUSH** factors that could be factored in to processing of TR applications, such as the following:

- **Demographics** - With an estimated population of nearly 200 million, a fertility rate of 5.5 and a modern contraceptive prevalence rate of 10%, Nigeria is projected to become the 3<sup>rd</sup> most populous country in the world by 2050 with over 400 million people.
- 
  
- **Unemployment** - The current official rate of unemployment is reported as 18%, however, this is assumed to be grossly under-reported. The official rate of underemployment is 50% seeing many graduates working in low-skilled employment, as Security Guards for example, rather than in their course of study in a higher skilled job.
- 
  
- **Elections** - The upcoming election in February 2019

s.15(1)(ii)

s.21(1)(b)

Type your answer here:

-

- **Security** - The security environment in Nigeria is extremely challenging with some 4-5 major conflicts being monitored and reported on, as well as daily incidences of rural and urban crimes that are largely under-reported and do not make it into the news.

-

- **Health Care System** - Observations indicate that the health care system in Nigeria is in desperate need of repair.

-

ABUJA has also identified **PULL** factors as Canada has become the most favourable English-speaking country over the UK and the US,

## 5. OTHER APPLICATIONS OVERVIEW

**Please refer to Tab IV in the attached Excel sheet.**

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

Type your answer here:

IRCC ABUJA works closely with GAC colleagues to identify when and where a referral or TRP could be considered and supported. ABUJA works closest with FPDS and the HOM in their consideration of TRP applications,

## 6. ENVIRONMENTAL OVERVIEW

**Please refer to attached Excel sheet and complete Tab V.**

### Migration Diplomacy / Outreach (RIO, RM)

- Describe the type and frequency of contact with local officials.
- Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
- Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
- Describe participation in local and international fora.
- Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

s.15(1)(i)ii)

s.16(1)(c)

s.21(1)(b)

Type your answer here:

MPM Abuja meets with like-minded missions on a weekly basis. Within the first four weeks at post, MPM Abuja held 9 meetings with key counterparts

In that same time frame, MPM Abuja also met with all Programs represented in ABUJA (Consular, Development, FPDS, GSRP, and Trade), in regards their programming and what each may consider as possible push-pull factors

MPM Abuja has participated in meetings with the High Commissioner with various government officials

MPM Abuja is working towards having the technical ability to print visas as well as VIP procedures to streamline applications and referrals.

MPM Abuja will endeavour to meet with local Civil Society Organizations in efforts to obtain information that would assist IRCC and IRB decision makers

MPM Abuja will also reach out to the EU and IOM to learn about their programming in the event that IRCC has funding available to support local capacity-building projects

## Promotion and Recruitment (RM)

### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

Type your answer here:

There is an official rate of 18% unemployment in Nigeria, which is understood to be under-reported. There is a reported rate of 50% under-employment in Nigeria, where educated persons are working in low-skilled professions rather than in their course of study. Nigerians are motivated by the opportunity to hold gainful employment and to make a better future for themselves than what they envision in Nigeria.

There is a massive need in Nigeria to retain skilled health care workers. However, many Doctors emigrate for the ability to practice medicine in better facilities and for better pay.

### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
- Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

Type your answer here:

The Trade Section of ABUJA currently runs P&R related Education Fairs in Abuja and Lagos which IRCC participates in.

### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

ABUJA is not a processing mission with files in need of management.

### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).

s.15(1)(ii)

s.16(2)

s.21(1)(b)

- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

Type your answer here:

MPM Abuja devotes at least 50% to GoC priorities,

MPM

Abuja is also involved in weekly Ops and CMM meetings.

The other 50% of MPM Abuja time is spent meeting counterparts of like-minded missions, international organizations, and CSOs in efforts to identify push-pull factors and intel to help support decision making by IRCC and IRB officers. MPM Abuja also performs all administrative tasks (TAA, expense claims, meetings and driver bookings) in the absence of a Program Support.

Mission ABUJA hosted visits of Minister Hussen in May 2018 and the Governor General in October 2018, which was support by GAC colleagues and IRCC Area Director from Nairobi.

#### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

Type your answer here:

MPM Lagos is the point of contact for both VACs in Lagos and Abuja.

#### Other

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

Type your answer here:

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?

- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

Type your answer here:

MPM Abuja has just run an internal competition to staff the LE-05 position with an EM-LES as of 2 January 2019.

My staff will require training on the following:

- Values & Ethics
- GCMS
- 
- SMART
- TAA and expense claims, including FAS uploading and communications with the CSDP
- Reporting

If IRCC Abuja is to take on additional tasks of Quality Assurance exercises, interviews, or investigations, additional staff will be required.

### Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

Type your answer here:

Abuja has no concerns in this regard at this time as it is a new office with only one CBS who is in good spirits.

## 8. RISK MANAGEMENT (RIC, IRG)

**Please refer to attached Excel sheet and complete Tab VI.**

### Risk Assessment

Mission Specific:

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? [*Non-RAO offices please report any ad hoc RA activities.*]
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

Type your answer here:

IRCC Abuja is expected to take on the role of RAO once training has been completed in February 2019. How this will take shape is yet to be determined, but will be done in consultation and collaboration with Lagos, London, and Nairobi.

s.15(1)(i)

s.21(1)(b)

#### Resources/Tools:

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

Type your answer here:

MPM Abuja is the RAO.

MPM Abuja will need to work in consultation and collaboration with Lagos, London, and Nairobi to determine how best to provide value and where there is a need for Nigerian input into the system writ large.

MPM Abuja will attend the two-week RAO Symposium in Canada in January-February, following which will disseminate information to MPM Lagos as deemed useful in their anti-fraud and QA activities.

## 9. INNOVATION & CLIENT SERVICE (RIC, RIO)

### Client Service

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

Type your answer here:

Currently, all clients are encouraged to contact NROBI directly for case-specific enquiries. High level referrals from GAC colleagues are to be sent to NROBI with MPM Abuja in copy.

Persons who present themselves at the mission are largely victims of scams who have questions regarding the authenticity of a visa or eTA or who have been sent by an agent to collect a visa or come for an interview.

IRCC Abuja works closely with GAC FPDS to run social media campaigns as and when deemed useful. The most recent campaign run was on the request of Nairobi in regards Work Permit applications. IRCC Abuja hopes to run communications campaigns warning of the risks associated to irregular migration and human trafficking

## Client Service Initiatives

Country	Brief description of initiative	Expected outcomes*	Implementation Date
*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.			

## Work-Sharing Arrangements

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

Type your answer here:

Work-Sharing Arrangements							
Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

## Other Innovations/ Best Practices

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

Type your answer here:

MPM Abuja works from home on weekends when crucial report-writing and focus is required as workplace interruptions can be very distracting.

Most internet-based applications seem to be most functional on Monday mornings, but slow as the days and week drags on, likely with more users on the network.

## 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Type your answer here:

### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

Type your answer here:

### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

Type your answer here:

### Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to "mitigate the risks" or "seize the opportunities".

Type your answer here:

Migration Office: Ankara Area: The Middle East  
 Operational Risk Environment Risk Rating: C

s.17

## 1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	Ankara
Area:	Middle East
Office Type: (Full Service, Satellite, RPC, Specialized)	RPC
Updated (YYYY/MM/DD)	2018/11/22
Interrelated Offices:	Amman, Abu Dhabi, Beirut, Cairo, Islamabad, Riyadh, Tel Aviv

Personnel		
	NAME	MITNET
MPM:		
D/MPM:		
Area Director:		
GCMS Manager:		
BVO:		
RAO:		
eTA SPOC (Single Point of Contact):		
HOM:	Chris Cooter	385-3200
GAC Regional Director:		
CBSA LO:		
MOF:		
IEC SPOC:		
P&R SPOC:		
Litigation SPOC:		
CBS		

Migration Office: Ankara Area: The Middle East  
Operational Risk Environment Risk Rating: C

Names:

**Total # : 15**

**LES**

DMO # : 2

DMO(TR)#: 0

Other support staff # : 31

**Total # : 33**

**Emergency LES**

Total number of months in 2018: 61

**TD**

Total number of weeks in 2018: 174

## 2. TERRITORY OVERVIEW

### TERRITORY OPERATIONAL OVERVIEW

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Migration Office: Ankara Area: The Middle East  
 Operational Risk Environment Risk Rating: C

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Turkey	C	80,845,215		1,283	16803		2			
Iran	D	82,021,564		463	59329					
Azerbaijan	C	9,961,396		15	1089		1			
Georgia	B	4,926,330		55	1281		1			
Turkmenistan	D	5,351,277			83		1			
Tajikistan	D	8,468,555		136	2					
Uzbekistan	D	29,748,859								
Kyrgyzstan	C	5,789,122								
Kazakhstan	C	18,556,698								
Egypt	C	97,041,072			2265		1			
Israel	B	8,299,706	X		171	X				
Lebanon	C	6,229,794			1060		1			
Syria	E	18,028,549		1	287					
Jordan	C	10,248,069			659		1			
Sudan	D	37,345,935			302					
Iraq	D	39,192,111		58	506		1			

Migration Office: Ankara Area: The Middle East  
 Operational Risk Environment Risk Rating: C

Other	54	532	
<b>TOTAL:</b>	<b>2,065</b>	<b>84,369</b>	<b>9</b>

## TERRITORY RISK OVERVIEW

Caseload Risk				Operational Environment Risk				
Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	Notes
Turkey	40	62.1%	19.9%	Ankara	Ankara			
Iran	30	22.4%	70.3%	Ankara	Ankara			
Azerbaijan	31	0.7%	1.3%	Ankara	Ankara			
Georgia	56	2.7%	1.5%	Ankara	Ankara			
Turkmenistan	19	0.0%	0.1%	Ankara	Ankara			
Tajikistan	21	6.6%	0.0%	Moscow/Ankara	Moscow			Ankara processes refugees only
Uzbekistan	22	0.0%	0.0%	Moscow/Ankara	Moscow			Ankara processes refugees only
Kyrgyzstan	29	0.0%	0.0%	Moscow/Ankara	Moscow			Ankara processes refugees only

Migration Office: Ankara Area: The Middle East  
 Operational Risk Environment Risk Rating: C

Kazakhstan	31	0.0%	0.0%	Moscow/Ankara	Moscow	Ankara processes refugees only
Egypt	32	0.0%	2.7%	Cairo	Cairo/Ankara	Ankara processes eApps only
Israel	62	0.0%	0.2%	Tel Aviv	Tel Aviv/Ankara	Ankara processes eApps only
Lebanon	28	0.0%	1.3%	Beirut	Beirut/Ankara	Ankara processes eApps only
Syria	14	0.0%	0.3%	Beirut	Beirut/Ankara	Ankara processes eApps only
Jordan	48	0.0%	0.8%	Amman	Amman/Ankara	Ankara processes eApps only
Sudan	16	0.0%	0.4%	Cairo	Cairo/Ankara	Ankara processes eApps only
Iraq	18	2.8%	0.6%	Amman	Amman/Ankara	Ankara processes eApps only
Other	#N/A	2.6%	0.6%			

\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

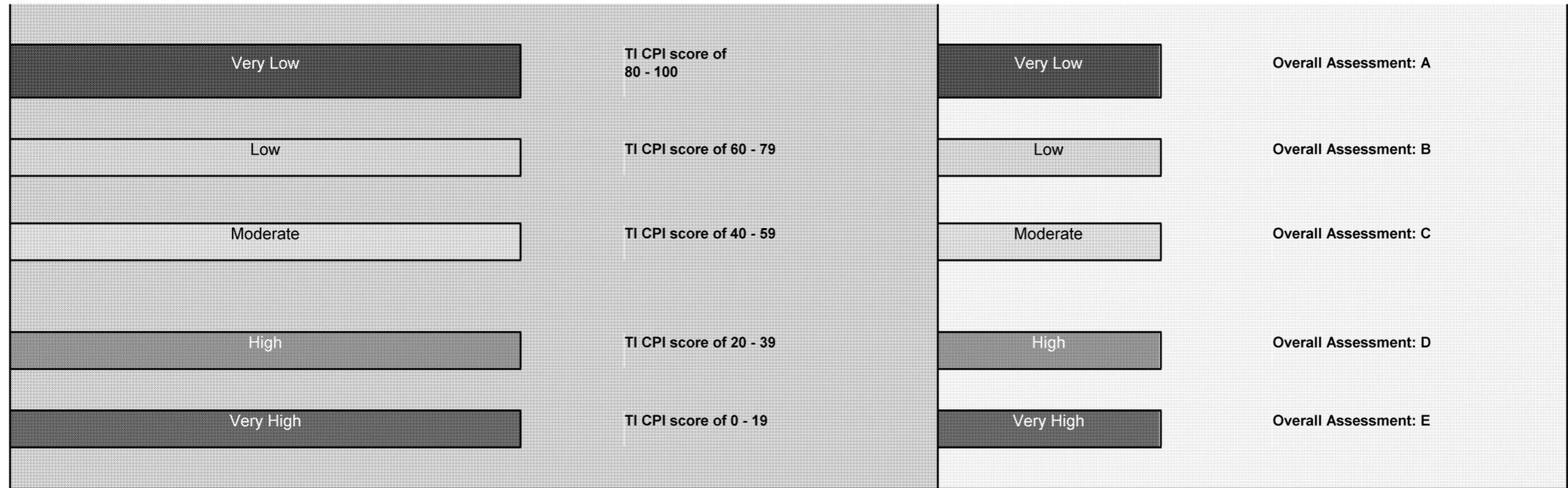
Les couleurs utilisées dans les tableaux sont basées sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

KEY: Caseload Risk Level (Transparency International CPI)	KEY: Operational Environment Risk Level (Economist IU Risk Rating, Overall Assessment)
Not Rated	Not Rated

Migration Office: Ankara Area: The Middle East  
Operational Risk Environment Risk Rating: C



### 3. PERMANENT RESIDENT OVERVIEW

## Permanent Resident

#### Ankara

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)	Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Economic	119	80	44	2018 (Jan - Aug)	Events			
	Family Class	1,463	1,408	13		Verifications			

Migration Office: Ankara Area: The Middle East  
Operational Risk Environment Risk Rating: C

	Humanitarian	5,748	3,806	20
	<b>TOTAL</b>	<b>7,330</b>	<b>5,294</b>	
<b>2017</b>	Economic	161	166	34
	Family Class	1,625	1,625	14
	Humanitarian	4,535	5,005	15
	<b>TOTAL</b>	<b>6,321</b>	<b>6,796</b>	
<b>2016</b>	Economic	1,643	1,650	37
	Family Class	1,653	1,703	17
	Humanitarian	9,102	9,101	7
	<b>TOTAL</b>	<b>12,398</b>	<b>12,454</b>	

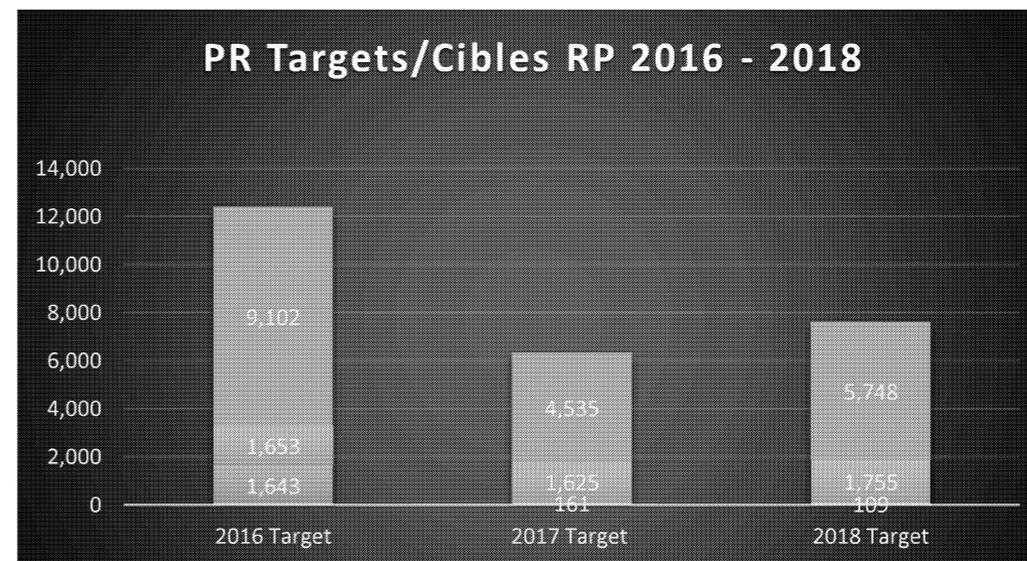
	H&C		
	Misrepresentation		
	<b>TOTAL</b>	<b>1,725</b>	<b>0</b>
<b>2017</b>	Events		
	Verifications		
	H&C		
	Misrepresentation		
	<b>TOTAL</b>	<b>2,174</b>	<b>0</b>
<b>2016</b>	Events		
	Verifications		
	H&C		
	Misrepresentation		
	<b>TOTAL</b>	<b>2,436</b>	<b>0</b>

\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments. \*Includes individuals selected as part of Syrian refugee project.

**GUIDE:**

For the following three categories, FD targets are only indicative and outputs are measured in actual admissions :

- Government-assisted refugees (GARs)
- Privately-sponsored refugees (PSRs)
- Blended Visa-office-referred refugees (BVORs)



Migration Office: Ankara Area: The Middle East  
Operational Risk Environment Risk Rating: C

s.21(1)(b)

Application Type	2016 Target	2017 Target	2018 Target
Economic	1,643	161	109
Family Class	1,653	1,625	1,755
Humanitarian	9,102	4,535	5,748

**PR Trends/Issues**

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

Type your answer here:

**Refugees**

Ankara’s refugee program continued to be Ankara’s largest PR line of business in 2018, due to the ongoing refugee crisis in Iraq and Syria. Turkey continues to host the largest number of refugees world-wide.

Ankara was established as the refugee processing hub for the ME region in 2014. This role has developed over the past eighteen months during the Syria project and due to ongoing higher targets. In summer 2016, a regional refugee coordinator position was added in Ankara. The regional refugee coordinator supports the Area Director, along with regional MPMs and IN-HQ, to deliver a regional target rather than mission-based targets for refugees. Ankara officers also provide technical and processing support to the other missions in the region, however, Ankara’s capacity to provide this support has diminished in 2016 and 2017 due to higher targets and continued pressures on the temporary resident side. Despite this, Ankara took the lead on the Survivors of Daesh project in 2017. Ankara is currently completing the residual caseload, after which the ongoing caseload will be handled by Amman. .

Ankara provided support to Amman in summer 2018 for the White Helmets project.

**Family Class**

Migration Office: Ankara Area: The Middle East  
Operational Risk Environment Risk Rating: C

s.15(1)(i)  
s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

After rising in 2015 and 2016, Family Class intake has stabilized at around 1,300 persons per year. Ankara has adjusted processing approaches to meet the government's commitments, ensuring that over 80% of FCP cases are processed within the commitment period for FCPs. Inventory clearance for PGP and DR means that Ankara now has small inventories and is moving to just in time processing in these target categories.

### Economic Class

Ankara's Economic targets have declined steadily over the past three years as the Federal Investor program was wound up and other business lines were centralized. In 2016, the Quebec Business (QBUS) caseload for the region was transferred from Ankara. Remaining QBUS applications in Ankara were largely finalized in 2016. In January 2018, the bulk of the FED-SE inventory was sent for processing. The 2018 targets for this caseload will see most of the inventory eliminated. In consequence, Ankara's Economic and Family Class Units were combined in August 2017. Ankara has thus now largely transitioned to a QA role for Economic cases.

- Processing times

Economic and Family Class: Ankara is now carrying minimal inventories in these classes. Processing times are thus now dependent on just in time processing and receiving target space that is commensurate with projected annual intake.

The story is different for refugees, however. Ankara continues to carry large inventories: approximately 4,500 privately sponsored refugees and 1,000 government assisted refugees. Government assisted refugee cases are now processed on a stream-lined intake method based on UNHCR referrals. PSR applications are processed on an inventory basis.

- Interview:

- Reasons for Refusal:

The principal reasons for refusal among family class cases are:

- Please explain any discrepancies between the activities recorded into GCMS versus actually undertaken by your office.

NIL

s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

Migration Office: Ankara Area: The Middle East  
 Operational Risk Environment Risk Rating: C

#### 4. TEMPORARY RESIDENT OVERVIEW

### Temporary Resident

Ankara

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)
2018 (Jan - Aug)	Visitor	74410		45
	Student	7825		48
	Worker	937		80
	eTA	4		127
	<b>TOTAL</b>	<b>83176</b>		
2017	Visitor	73475		21
	Student	8553		21
	Worker	1388		39
	eTA	6		195
	<b>TOTAL</b>	<b>83422</b>		
2016	Visitor	51631		14
	Student	5809		19
	Worker	896		37
	eTA	3		61
	<b>TOTAL</b>	<b>58339</b>		

Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>440</b>
2017	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>280</b>
2016	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>147</b>

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

Migration Office: Ankara Area: The Middle East  
Operational Risk Environment Risk Rating: C

s.15(1)(i)  
s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

## TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

Type your answer here:

- Trends

### Ongoing Growth in TR Intake

Ankara's TR intake in 2018 continued a strong five year upward trend following the softening of sanctions against Iran. A very strong trend in early 2018 softened as the year progressed into a 35% increase over 2017. Final projected 2018 intake volumes, will be five times higher than in 2014. The upswing appears to be related to the rollercoaster of the sanctions regime: the easing of sanctions led to strong growth, which was followed by a preference for Canada after the US President's Executive Order 13780 which restricts admission of Iranian citizens to the USA. Full imposition of sanctions by the USA in 2018 has led to a recession

Growth continues to be among clients residing in Iran. As a result, applications from Iranians are now 73% of intake, compared to 44% in 2016.

Among Iranians, family visits remained the main purpose of visit in 2018 at 42% of applications; however, tourism has continued to increase, growing to 39% of applications compared to 33% in 2017.

Ankara is now the third largest TR mission globally, after China and India.

- Processing times

Ankara's caseload is made particularly complex from both an assessment and operational perspective due to the following factors:

- 
- Biometric requirement for the majority of applicants.
-

s.15(1)(i)  
s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

Migration Office: Ankara Area: The Middle East  
Operational Risk Environment Risk Rating: C

- Serving caseloads for 12 different citizenships
- 
- High proportion of applicants applying online (72%) which means biometrics are done after the application is received.

Ankara has seen unacceptably long processing times in 2018 which have become shorter in the last four months of the year due to several factors. IRCC has provided considerable TD support to reduce processing times. Lastly, processing times have been

recalibrated so that the clock starts when the client has completed biometrics, rather than when the application is submitted.

- eTA

Ankara has had limited exposure to eTA in 2018, due to a region which is largely visa required. .

- Facilitative initiatives

Ankara implemented CAN+ for Turkish Citizens on April 9, 2016, and broadened the program to all nationalities applying through the VAC in October 2017.

Ankara has taken the view that the most efficient form of facilitation in TR processing is to process all TR applications on a “just in time” basis. This approach greatly reduces the overhead of inventory management and provides good client service across the board. Ankara was able to maintain just in time processing until August 2017, at which time intake began to outstrip available resources and biometrics system issues made intake management impossible. Ankara is seeking to return to the just in time model; however, backlogs have proven difficult to reduce

In March 2018, Ankara began directing visitor applications from those applications to streamlined processing within the visa office.

- IEC, etc

Ankara receives few IEC applications, recognized organizations have been processed

Nonetheless, a small number of applications through

- What are the principal factors contributing to application refusals?

s.15(1)(i)

s.16(1)(c)

Migration Office: Ankara Area: The Middle East  
Operational Risk Environment Risk Rating: C

- What procedure is in place to prioritize eApps over VAC cases?

Ankara TRU uses Chinook Module 1 as well as Dashboard reports to indicate date of biometric enrollment. The TRU supervisor distributes tasks to ensure that eApps are processed at the same rate as VAC files.

- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?

Ankara has a dedicated email box for referrals. Urgent, high profile or referred cases are identified through this email box and then processed by a designated officer.

Migration Office: Ankara Area: The Middle East  
 Operational Risk Environment Risk Rating: C

s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

## 5. OTHER APPLICATIONS OVERVIEW

### Other Applications

#### Ankara

Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	483		36
	PR renunciation	173		59
	TRP	69		146
	ARC	14		326
	Rehabilitation	1		-
	<b>Total</b>	<b>740</b>		
2017	PRTD	612		28
	PR renunciation	222		43
	TRP	54		24
	ARC	19		244
	Rehabilitation	4		-
	<b>Total</b>	<b>911</b>		
2016	PRTD	803		11
	PR renunciation	125		3
	TRP	11		8
	ARC	27		137
	Rehabilitation	1		-
	<b>Total</b>	<b>967</b>		

\*Stats supplied by  
 OPPB

Migration Office: Ankara Area: The Middle East  
Operational Risk Environment Risk Rating: C

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

Migration Office: Ankara Area: The Middle East  
Operational Risk Environment Risk Rating: C

Type your answer here:

- Trends

PRTD applications have dipped slightly in 2017 and 2018 after rising in 2016. A corresponding rise in PR renunciations may indicate that more former PR clients are seeing Multiple Entry TRVs as meeting their needs. Applications from Iranians make up two thirds of the caseload, while Turks constitute 20% of the caseload. 50% of applications are from applicants who landed in Canada from six to eight years prior to the date of the application, while 20% are from recent landings. Numbers of TRP applications have risen in 2017, 1

- Processing times

PRTD processing times have lengthened somewhat over 2017 due to the increased pressure from TR volumes on resources who process both TR and PRTD applications.

- What procedures are in place to identify applications requiring TRP consideration?

(

Cases are discussed with the TRU supervisor.

- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?

Officers identify TR and PR applications from permanent residents of Canada through Integrated Search. We have a standard email process to explain options to PRs and request either a PR Renunciation or PRTD. Applicants are told how to apply in each case. PR Renunciations are referred to a duty officer. PRTDs come through the VAC.

- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

NIL

Migration Office: Ankara Area: The Middle East  
 Operational Risk Environment Risk Rating: C

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate.

#### Ankara

##### SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan-Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)
Information session/Presentation	0						
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

##### Actual Events (Please indicate the actual # of events performed)

Delivery Format /Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Conference						1		

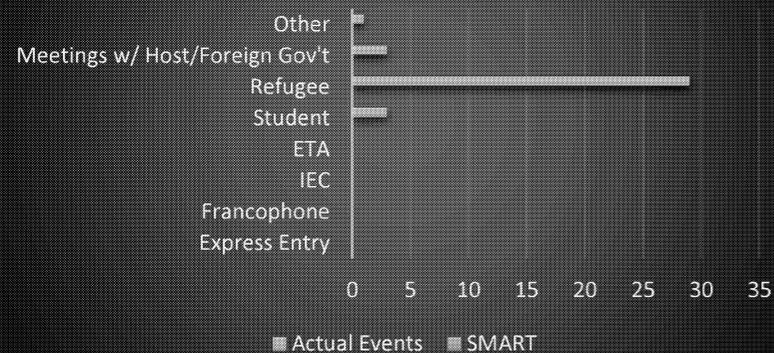
Migration Office: Ankara Area: The Middle East  
 Operational Risk Environment Risk Rating: C

Event opportunity									
Information session/Presentation						2	6		
Meeting						1	15	3	1
Online Consultation/Webinar									
Roundtable							2		
Special Event (e.g. Gala)							1		
Teleconference									
Visit							4		
Working Group									
Other									
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>29</b>	<b>3</b>	<b>1</b>

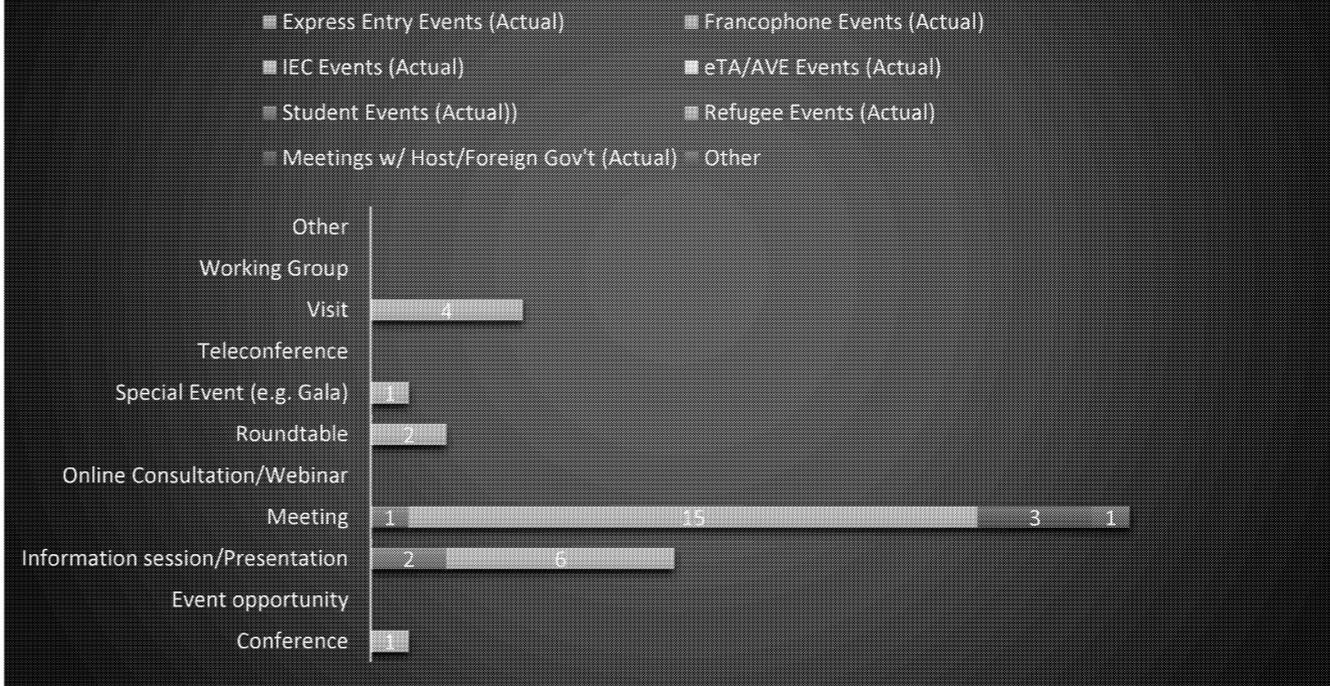
Business Line	SMART	Actual Events
Express Entry	0	0
Francophone	0	0
IEC	0	0
ETA	0	0
Student	0	3
Refugee	0	29
Meetings w/ Host/Foreign Gov't	0	3
Other	0	1
<b>Total</b>		<b>36</b>

Migration Office: Ankara Area: The Middle East  
 Operational Risk Environment Risk Rating: C

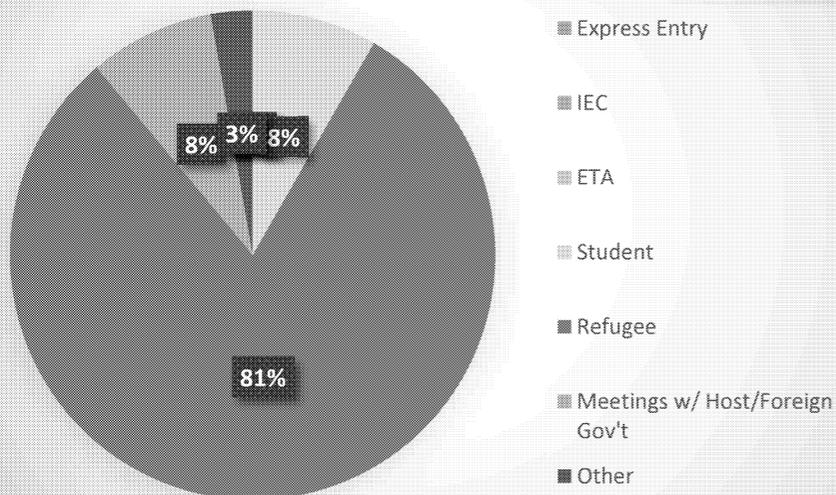
### Outreach SMART vs. Actual # of Events



### Outreach by Delivery Format and Business Line (Actual)



### Outreach by Line of Business



Migration Office: Ankara Area: The Middle East  
Operational Risk Environment Risk Rating: C

## Migration Diplomacy / Outreach (RIO, RM)

- Describe the type and frequency of contact with local officials.
- Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
- Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
- Describe participation in local and international fora.
- Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

Type your answer here:

- Liaison: IOM, UNHCR, DGMM, MFA, like-minded resettlement countries

Ankara provides operational, working level liaison with Government of Turkey (GoT) agencies and UN agencies (IOM, UNHCR) on an almost daily basis as part of refugee resettlement. Regular meetings with key GoT and UN agencies are held at the management level through the year.

Ankara participates actively as a key member of local groups of resettlement country missions in Turkey. Participants include FCC, EU and EU member states, and other resettlement countries such as Norway. Ankara will host a reception for Turkish agencies and resettlement countries in Q4. Ankara also attends monthly briefings hosted by UNHCR, which are a good forum for liaison with the resettlement country community in Ankara.

- Migration diplomacy: UN and GoT migration and aid fora

Ankara is beginning to play a role in migration diplomacy in Turkey, due to the central role that Turkey plays for migration flows into Europe. In 2018, IRCC officers have attended conferences on migration, refugees and development aid for refugees in Turkey. Ankara is also engaged in facilitating GoT interest in Canadian programs, including several study tours to Canada. In addition, the Government of Canada is increasing its diplomatic profile in Georgia and Azerbaijan in 2018. IRCC Ankara visited Azerbaijan in December 2018 for purposes of liaison, and to better understand country conditions.

With Moscow, Ankara participated in a UNHCR-sponsored conference in Kazakhstan in November 2018. Government of Kazakhstan officials showed interest in the Canadian model of integration.

- Engagement with tourist and student recruitment agencies in Turkey

In order to better understand and mitigate risk in the temporary resident movement, Ankara continues to engage with student recruiters in Istanbul.

s.15(1)(i)i)

s.21(1)(b)

Migration Office: Ankara Area: The Middle East  
Operational Risk Environment Risk Rating: C

## Promotion and Recruitment (RM)

### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

Type your answer here:

According to the Investment Support and Promotion Agency of Turkey, over half of Turkey's population is under the age of 31, meaning that Turkey has a relatively young population, available for the labour force. However, according to OECD, Turkey's relatively high unemployment rate, just below 10%, hits young people hardest with 30% of young people unemployed, compared to the 15% OECD average.

Despite this, productivity in Turkey has grown faster than the OECD average over the past 15 years, and the number of university graduates each year has risen quickly, to over 800,000 persons graduating higher education in 2015. Nonetheless, while roughly a third of Canadians have a tertiary education diploma, only 7.5% of Turks have this level of educational attainment.

English and French language ability is not widespread in Turkey, which means that Express Entry has been of limited interest for Turkish applicants already in the labour market. However, English as a Second Language studies are growing in popularity, especially as a first step to higher education overseas and immigration. Ankara is therefore investigating ways to attract students to ESL studies in Canada as a pathway to immigration. From this perspective, Express Entry may be attractive as part of immigration plan that starts with obtaining English skills, a Canadian credential and Canadian work experience.

Iran is demographically similar to Turkey and has similar problems with youth unemployment, also at 30%. Like Turkey, English and French language skills in Iran are not widespread. Nonetheless, the enduring animosity between the USA and Iran since the events of 1979 has meant that Iranian students often choose Canada as a destination for graduate studies, while their counterparts in Turkey opt overwhelmingly for higher education studies in the USA. This trend has been amplified since November 2016, and especially since the restriction on admission to the US of Iranian citizens since October 2017. Iran therefore represents a significant potential market for Canada. Immigration to Canada through Express Entry may thus grow as an attractive destination for a select market of well-educated and highly skilled Iranians.

### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
- Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

s.16(2)  
s.21(1)(b)

Migration Office: Ankara Area: The Middle East  
Operational Risk Environment Risk Rating: C

Type your answer here:

Ankara sends a team of four staff to student fairs in Istanbul in October and March each year. We use these occasions to promote Express Entry, either through the Canada booth or through standalone information sessions.

Canadian educational stakeholders interact primarily with the Trade Commissioner Service in Istanbul and seldom travel to Ankara. However, Ankara will present at a conference organized by Languages Canada

- Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts. Due to relatively low levels of English and French language in the region, no local labour market opportunities are identified at this time.

### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

Type your answer here:

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)

We are currently in the process of repatriating files up to end of November 2016.

- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as micro-filming or scanning.)

- Describe issues or challenges with file destruction.

No specific issues. File destruction is completed as required and according to schedules |

- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.

FC and DR files from CPC-M and EC files from CIO-S:

- Estimate the number of files sent to Canada as a result of requests from litigation. Describe the method you use to send these files

Type	# of files	Channel

s.16(2)

Migration Office: Ankara Area: The Middle East  
Operational Risk Environment Risk Rating: C

ATIP	105
ATIP	381
Appeal	280
IRB	875
Scan of doc requests (from CBSA mostly)	73

**Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)**

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

Type your answer here:

Ankara participates in a range of mission committees including CMM, Emergency management committee, security committee, housing committee, workplace health and safety committee, wellness committee and Club Canada. Ankara staff support other sections by providing immigration support in consular and other cases. Migration issues, including refugee resettlement, are seen as a positive contribution to Canada’s relationship with Turkey. As such, IRCC contributes, as necessary, to support GAC colleagues, including the Ambassador in providing talking points or supporting meetings with stakeholders.

IRCC Internal Audit visited in November 2018. DMPM’s time was taken for approximately one week. Paul Desautels and Julie Clark from Refugee Operations Division visited in November 2018 to observe regional refugee training. No impact.

s.16(2)  
s.21(1)(b)

Migration Office: Ankara Area: The Middle East  
Operational Risk Environment Risk Rating: C

### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

Type your answer here:

In 2018-2019, we have made multiple announced and unannounced visits to VACs in Ankara and Istanbul, and one unannounced visit in Baku.

Client service has not been significantly affected by global biometrics expansion or VAC contract changes.

### Other

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

Type your answer here:

Ankara has been under-resourced for TR intake in this fiscal year. Heavy use of TD has enabled Ankara to reduce backlogs and processing times in Q3;  
In particular, aside from the cost of transporting and housing TD officers, there is significant overhead in training and supporting TD officers, who then leave just as the initial investment is paying dividends in terms of output and quality of decisions. This means that permanently staffed positions will lead to increased productivity and better decision making.

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

s.21(1)(b)  
s.21(1)(d)

Migration Office: Ankara Area: The Middle East  
Operational Risk Environment Risk Rating: C

Type your answer here:

We have requested additional positions at CORA, and GAC at mission is supportive.

- Do you foresee any staff vacancies in 2019?

We have requested additional positions at CORA, and GAC at mission is supportive.

Note that four competitions were held during 2018 to fill vacancies and new positions at LE-4, LE-5 and LE-6 levels.

- Do you anticipate a need for CBS and LES staffing changes in the next five years?

We have previously submitted a growth plan for Ankara,

The goal is to grow Ankara as the regional centre for the Middle East region, including capacity for both TR pressures and regional TD.

- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).

Wellness coaching continues to be a need among all staff in Ankara; which is partly addressed through an active Wellness Committee and regular wellness activities.

At an operational level, advanced Excel and MS Office training would be of use for staff at many levels; staff typically understand the basics but do not know how to use advanced features. Training in Visual Basic for a select few would also be advantageous.

We strongly recommend that any officer who has not processed in GCMS before coming on posting should have GCMS training in advance.

GCMS Answers training is indispensable for Risk Assurance Officers and assistants, as well as for program and unit managers.

- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

We face recurrent requests for LWOP during summer months for child care and other needs. We are attempting to balance operational requirements with flexibility,

s.15(1)(ii)

s.16(2)

s.21(1)(b)

Migration Office: Ankara Area: The Middle East  
Operational Risk Environment Risk Rating: C

## Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

Type your answer here:

Salary

Volumes

Stressful workloads

Political situation

Security situation

- What steps have you taken to address these challenges?

We are actively seeking to redress the resource imbalance sense of control and accomplishment

We have also adopted flexible work hours ∴ Staff are also given productivity goals so that they can feel a

s.21(1)(b)

Migration Office: Ankara Area: The Middle East  
 Operational Risk Environment Risk Rating: C

Ankara has set up a Wellness Committee to plan regular wellness activities. IRCC Ankara also holds monthly all staff meetings to celebrate birthdays and eat a breakfast together. Monthly meetings include an emphasis on Values and Ethics explored through fun activities such as games and competitions.

### 8. RISK MANAGEMENT (RIC, IRG)

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.

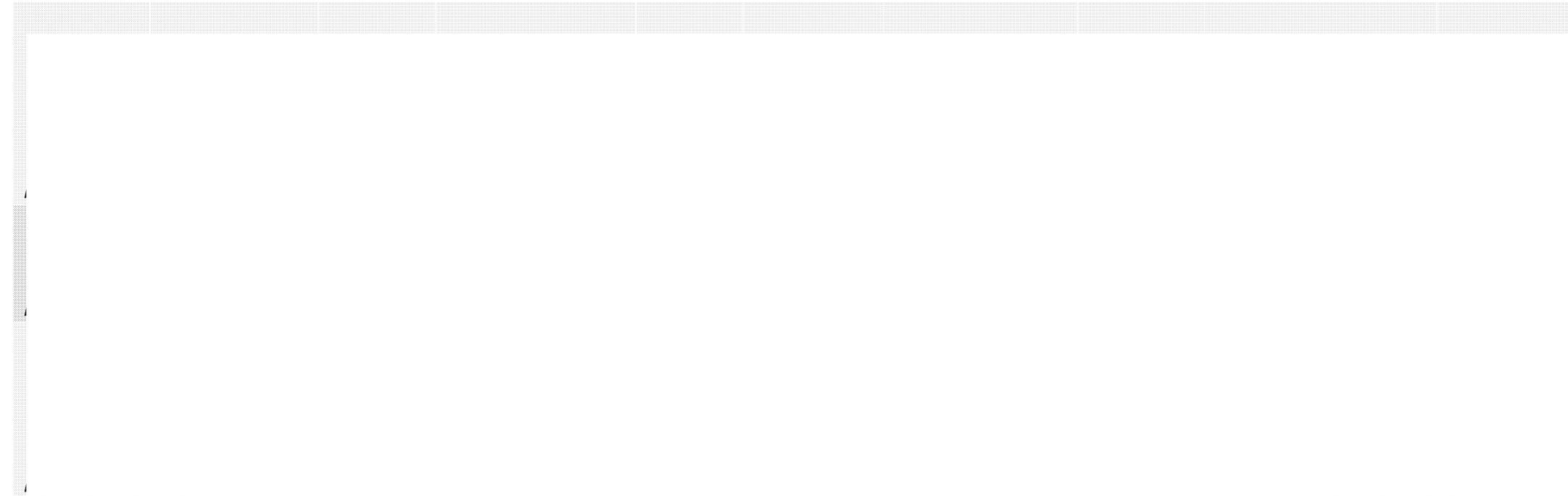
Title of the Exercis/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice
<i>EXAMPLE: Student Pilot Project</i>	<i>To determine the level of compliance to the program by confirming whereabouts of students after their study program concluded</i>	QA	TR	Study Permit	N/A	South America	Mexico	J.Smith/LE-5/40hours	Sept - Oct 2018

s.16(1)(b)  
s.16(1)(c)

Migration Office: Ankara Area: The Middle East  
Operational Risk Environment Risk Rating: C

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Migration Office: Ankara Area: The Middle East  
Operational Risk Environment Risk Rating: C



## Risk Assessment

### Mission Specific:

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? [*Non-RAO offices please report any ad hoc RA activities.*]
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

s.16(1)(b)

Migration Office: Ankara Area: The Middle East  
Operational Risk Environment Risk Rating: C

s.16(1)(c)

Type your answer here:

- What fraud challenges / trends exist in your region of responsibility?

- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? [Non-RAO offices please report any ad hoc RA activities.]

Ankara RAO provides training on risk patterns and fraudulent document detection to all new decision-makers, including TDs. RAO disseminates a monthly bulletin. Ankara RAO participated in a regional RAO conference in November 2018, and participates in a regular M5 antifraud group.

- Have RA activities resulted in visa processing/triaging updates in your office?

Ankara is a core mission for the use of Chinook and the Ankara RAO has contributed to the design.

- Has your office identified any low-risk movements in 2018?

s.16(1)(b)

s.17

Migration Office: Ankara Area: The Middle East

Operational Risk Environment Risk Rating: C

#### Resources/Tools:

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

Type your answer here:

Ankara has a dedicated IRCC FS-3 RAO position, currently occupied by [redacted]. The RAO is supported by a program assistant [redacted] LE-05. In addition, all unit managers are responsible for anti-fraud activities within their unit, which includes ensuring that officers are aware of fraud trends, document features, and ensuring that phone verifications are undertaken as required.

- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?

The RAO provides excellent document fraud detection training, has undertaken analysis work, and developed a useful bulletin. However, RA work including trend analysis and verifications needs to be distributed more widely. RAO and other officers and staff need additional training on how to use GCMS to derive data and how to use this data and other sources to draw evidence-based conclusions and hypotheses.

- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

## 9. INNOVATION & CLIENT SERVICE (RIC, RIO)

### Client Service

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

s.15(1)(i)

s.21(1)(b)

Migration Office: Ankara Area: The Middle East  
Operational Risk Environment Risk Rating: C

Type your answer here:

- What are the principal client service issues in your region?

Refugee (PSR) and DR applications submitted frequently miss information and documents. This can lead to multiple attempts to obtain the documents, which delays processing and causes inconvenience to the client.

- Describe your office's management of client enquiries.

Client enquiries are received in the mission mailbox and triaged by the Client Experience Team (CET). The previous Client Experience Unit was moved under the Temporary Resident Unit when it became apparent that over 90% of client enquiries were for TR related matters. Moving into the TRU has better enabled CET staff to respond to TR enquiries. CET has developed standardized but helpful responses for general and straightforward enquiries. CET also responds in a more personalized way to non-straightforward enquiries in those cases where they have the expertise to respond. The remaining emails are distributed to operational unit inboxes. Staff in the units mark each response as completed and run a custom archiving tool to move the emails to external storage. Responses for applications in GCMS are pasted into GCMS notes. By this means, Ankara aims to keep complete archives as well as generate statistics on volumes and response times.

- Describe your office's management/use of social media.

Use of social media accounts at the Ankara mission remains relatively undeveloped. We are continuing to plan use of social media with the mission social media committee. The mission Facebook page is used primarily for Consular messages, while the Twitter account is used primarily by Public Affairs, leaving a gap in coverage for migration messages.

Migration Office: Ankara Area: The Middle East  
 Operational Risk Environment Risk Rating: C

Country	Brief description of initiative	Expected outcomes*	Implementation Date
Turkey	Streamlined upfront document request by email. Program support staff identify missing documents before officer review for Refugees and DR cases. Document requests are made by email with a follow up phone call. Documents are received electronically and uploaded to GCMS.	Improved processing times, improve productivity.	Dec 1 2018
*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.			

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Ankara Area: The Middle East  
 Operational Risk Environment Risk Rating: C

### Work-Sharing Arrangements

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

Type your answer here:

- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?

The majority of Ankara's worksharing arrangements are now long-standing permanent transfers. Other missions contact Ankara for ad hoc verifications. eApps centralization relies upon ongoing communication and risk monitoring. have recently begun pre-assessment of some eApps in order to provide local knowledge.

- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

Iranian eApps could be processed in CN. RIC is already involved in discussions.

Work-Sharing Arrangements							
Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date
			TR	eApp	Reduce processing times by adding capacity	and receives RA updates on fraud trends. Reconsiderations	Feb 2018

Migration Office: Ankara Area: The Middle East  
Operational Risk Environment Risk Rating: C

						are done in Ankara, output is monitored.	
All	One officer is batch approving applications.	IN RIO	TR	All	Reduce processing times by adding capacity	Officer pushes back outliers and problem cases.	May 2018
Region	Centralized regional eApps: eApps for Amman, Beirut, Cairo, Tel Aviv are sent to Ankara	Ankara for ME Region	TR	eApps	Gain productivity	Contentious cases are sent to mission. Outcomes are monitored.	Sept 2015
*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.							

**Other Innovations/ Best Practices**

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

Type your answer here:

Ankara is a key mission for development of Chinook and has actively advanced use of Modules 1 and 3 in the Middle East Region. Ankara is also a lead for development of Module 4. Chinook development and implementation are currently the main focus of technical innovation.

Ankara DMPM runs a weekly half hour seminar on how to use GCMS and Excel to derive and use data. Ankara DMPM has also visited Amman, Beirut and Cairo in 2018 to support business process innovations, including implementation of Chinook. Together with the work of Abu Dhabi, this has meant that Middle East Region is the first region to have full implementation of both Modules 1 and 3 of Chinook.

Ankara Refugee Unit, PR Unit and Registry are continuing Ankara’s tradition of process innovation by streamlining the business process for refugees and DRs, including upfront upload of documents and paperless processing of all refugee and DR cases.

Continuing from a successful workshop in 2017, Ankara again hosted regional refugee officers in November 2018 to discuss and harmonize procedures and approaches.

Migration Office: Amman Area: The Middle East  
 Operational Risk Environment Risk Rating: C

1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	AMMAN
Area:	MIDDLE EAST REGION
Office Type: (Full Service, Satellite, RPC, Specialized)	FULL SERVICE
Updated:	2018/12/09
Interrelated Offices:	Abu Dhabi, Ankara, Beirut, Cairo, Islamabad, Riyadh, Tel Aviv

Personnel		
	NAME	MITNET
MPM:		
D/MPM:		
Area Director:		
GCMS Manager:		
BVO:		
RAO:		
eTA SPOC (Single Point of Contact):	N/A	
HOM:	Peter MacDougall	391-3200
GAC Regional Director:		
CBSA LO:		
MOF:	René Lamontagne	445-3471
IEC SPOC:	N/A	
P&R SPOC:		
Litigation SPOC:		
<b>CBS</b>		
Names:		
<i>Total #</i> : 7 (one vacant position; additional CBS officer will be joining IRCC Amman in January or February, 2019)		
<b>LES</b>		
DMO #: 0		
DMO(TR)#: 0		
Other support staff #: 14		
<i>Total #</i> : 14 (four LE04 positions are currently vacant and will be filled in the coming months)		

Migration Office: Amman Area: The Middle East  
Operational Risk Environment Risk Rating: C

<b>Emergency LES</b> Total number of months in 2018: 9 months
<b>TD</b> Total number of weeks in 2018: 48 weeks

## 2. TERRITORY OVERVIEW

### TERRITORY OPERATIONAL OVERVIEW

Country / Territory	EIU Operational Risk Rating	<u>Population</u>	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Jordan	C	10,248,069		1,134	4253		1			CAN+
Syria	E	18,028,549		18	9					CAN+
Iraq	D	39,192,111		169	1637		1			CAN+
West Bank/Palestinian Authority	#N/A	2,747,943			170					CAN+
Other	#N/A	#N/A			190					CAN+
<b>TOTAL:</b>				<b>1,321</b>	<b>6,259</b>		<b>2</b>			

Migration Office: Amman Area: The Middle East  
Operational Risk Environment Risk Rating: C

## TERRITORY RISK OVERVIEW

Caseload Risk				Operational Environment Risk				
Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	Notes
Jordan	48	85.8%	68.0%	Amman (Bucharest for FC; Ankara for SE2-Fed; Paris for NV5-QC, PV2, SW-Fed, SW-QC )	Amman (Ankara for eApps)	N	Amman	The Embassy of Canada in Jordan is located in Amman and interviews are undertaken at the Embassy. Meetings with partners and stakeholders are conducted in Amman and occasionally at the Dead Sea.
Syria	14	1.4%	0.1%	Amman (Bucharest for FC; Ankara for SE2-Fed; Paris for NV5-QC, PV2, SW-Fed, SW-QC )	Amman (Ankara for eApps)	N	Beirut	Given current security conditions in Syria, IRCC Amman does not conduct area travel there. Syrian nationals can travel to Beirut for interview and IRCC Beirut conducts interviews on IRCC Amman's behalf.

s.16(1)(b)  
 s.16(1)(c)

Migration Office: Amman Area: The Middle East  
 Operational Risk Environment Risk Rating: C

Iraq	18	12.8%	26.2%	Amman (Bucharest for FC; Ankara for SE2-Fed; Paris for NV5-QC, PV2, SW-Fed, SW-QC )	Amman (Ankara for eApps)	Y		Area trips are undertaken to conduct refugee selection interviews, VAC inspection and meetings with partners and stakeholders. Travel to Iraq requires HET training.
West Bank	#N/A	0.0%	2.7%	Tel Aviv	Amman (Ankara for eApps)	N	Amman	Palestinians in the West Bank generally apply for TR visas through the VAC in Tel Aviv when they are permitted to travel to Israel. The VAC in Amman is a three hour drive from Ramallah.
Other	#N/A	0.0%	3.0%					
** cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1								

Les couleurs utilisées dans les tableaux sont basés sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

KEY: Caseload Risk Level (Transparency International CPI)		KEY: Operational Environment Risk Level (Economist IU Risk Rating, Overall Assessment)	
	Not Rated		Not Rated
Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A

s.16(1)(b)

s.16(1)(c)

Migration Office: Amman Area: The Middle East  
 Operational Risk Environment Risk Rating: C

Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E

### 3. PERMANENT RESIDENT OVERVIEW

DRAFT

## Permanent Resident

Amman

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (months)
2018 (Jan - Aug)	Economic		41	65
	Family Class		103	46
	Humanitarian		2,872	20
	<b>TOTAL</b>		<b>3,016</b>	
2017	Economic	71	101	44
	Family Class	166	166	36

Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Events			
	Verifications			
	H&C			
	Misrepresentation			
	<b>TOTAL</b>		<b>452</b>	<b>1</b>
2017	Events			
	Verifications			

s.16(1)(b)

s.16(1)(c)

Migration Office: Amman Area: The Middle East  
 Operational Risk Environment Risk Rating: C

2016	Humanitarian	3,604	4,393	16
	<b>TOTAL</b>	<b>3,841</b>	<b>4,660</b>	
	Economic	114	119	74
	Family Class	327	336	28
	Humanitarian	9603*	9,584	4
<b>TOTAL</b>	<b>441</b>	<b>10,039</b>		

2016	H&C		
	Misrepresentation		
	<b>TOTAL</b>	<b>783</b>	<b>1</b>
	Events		
	Verifications		
H&C			
Misrepresentation			
<b>TOTAL</b>	<b>764</b>	<b>0</b>	

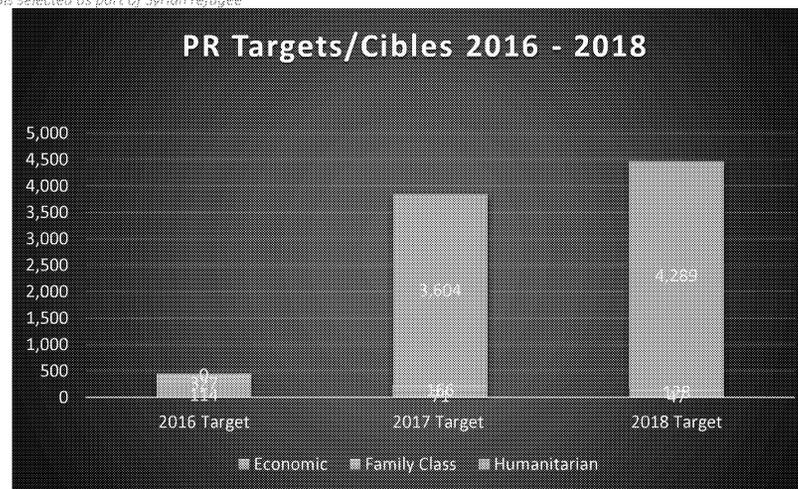
\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments. \*Includes individuals selected as part of Syrian refugee project.

**GUIDE:**

For the following three categories, FD targets are only indicative and outputs are measured in actual admissions :

- Government-assisted refugees (GARs)
- Privately-sponsored refugees (PSRs)
- Blended Visa-office-referred refugees (BVORs)

Application Type	2016 Target	2017 Target	2018 Target
Economic	114	71	47
Family Class	327	166	128
Humanitarian	9603*	3,604	4,289



**PR Trends/Issues**

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Amman Area: The Middle East  
Operational Risk Environment Risk Rating: C

IRCC Amman was assigned a target of 4,464 PR final decisions in 2018, a 19 percent increase over 2017, and the third highest target in the Middle East Region after Beirut and Ankara. The vast majority of this target – 96 percent – was comprised of applications in the refugee and humanitarian lines of business. Overall admissions targets for refugees totalled 3,182 (including 1,650 Privately-Sponsored Refugees and 1,532 Government-Sponsored Refugees). Published processed times for PSR applications are currently 24 months; for GAR applications, 25 months.

The current PR inventory held at IRCC Amman is made-up primarily of applications in the refugee and humanitarian categories, with negligible numbers of files in other lines of business. Refugee clients are split almost evenly between nationals of Iraq and Jordan, with small numbers of clients of other national groups (Sudan, Somalia, Yemen, Iran). Refugee targets have been increased from 1,500 Government Assisted Refugees (GARs) in 2018. In order to meet these targets, IRCC Amman will rely heavily on UNHCR submitting GAR referrals for resettlement in a timely fashion. The vast majority of refugee applicants are convoked to interview by IRCC Amman in order to assess both eligibility and admissibility. Given the regional security context, a significant number of applications are subject to background screening, which can often take many months.

Applications in the family and economic classes were transferred to other offices in the region and beyond following the closure of IRCC Damascus and during the Operation Syrian Refugee (OSR) project.

**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

Migration Office: Amman Area: The Middle East  
 Operational Risk Environment Risk Rating: C

#### 4. TEMPORARY RESIDENT OVERVIEW

### Temporary Resident

Amman

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)
2018 (Jan - Aug)	Visitor	5306		16
	Student	599		26
	Worker	36		48
	eTA	-		-
	<b>TOTAL</b>	<b>5941</b>		
2017	Visitor	6469		15
	Student	749		18
	Worker	41		73
	eTA	-		-
	<b>TOTAL</b>	<b>7259</b>		
2016	Visitor	6033		34
	Student	498		41
	Worker	43		151
	eTA	-	-	-
	<b>TOTAL</b>	<b>6574</b>		

Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>710</b>
	2017	Events	
Verifications			
Misrepresentation			
<b>TOTAL</b>			<b>1,343</b>
2016		Events	
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>2,325</b>

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Amman Area: The Middle East  
Operational Risk Environment Risk Rating: C

## TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

IRCC Amman has two designated Visa Application Centres (VACs) serving its area of responsibility: one in Amman and one in Erbil, Iraq. In the main, clients are required to submit applications for Temporary Resident Visas (TRV), Study Permits (SP) and Work Permits (WP) using one of the VACs or online via e-Application. Exceptions include: persons travelling with official passports; members of the Jordanian Royal Family; members of the Jordanian Armed Forces sponsored by Canada's Department of National Defence; and Royal Jordanian Air Sky Marshalls.

IRCC Amman has established clear visa referral procedures with other sections of the mission to identify and facilitate applications deemed high-profile or of significant interest to Canada. The MPM provided a briefing to all staff of the mission regarding the mandate of IRCC and issues related to visa processing and the Values and Ethics Code in October 2018.

Overall TR intake for 2018 has increased 25 percent compared to the previous year. The published processing time for clients applying for TRVs from Jordan is currently 27 days; for clients applying from Iraq, 42 days. Applications from Iraqi nationals continue to take more time to process than those submitted by Jordanians

Amman has a CAN+ facilitative program in place and has recently instructed the VACs in our area to triage applications : IRCC Amman now receives files from VAC Erbil two to three times per week. IRCC We expect :o result in a reduction of processing times in 2019.

IRCC continues to process e-Applications for our office.

**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

Migration Office: Amman Area: The Middle East  
 Operational Risk Environment Risk Rating: C

Amman's Immigration section has not been affected by eTA. Training and support to airlines is currently carried out by the CBSA Liaison Officer (LO) based in Amman.

## 5. OTHER APPLICATIONS OVERVIEW

### Other Applications

Amman

Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	85		91
	PR renunciation	19		0
	TRP	6		-
	ARC	1		-
	Rehabilitation	0		-
	<b>Total</b>		<b>111</b>	
2017	PRTD	126		109
	PR renunciation	44		0
	TRP	6		-
	ARC	3		-
	Rehabilitation	0		-
	<b>Total</b>		<b>179</b>	

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Amman Area: The Middle East  
Operational Risk Environment Risk Rating: C

<b>2016</b>	PRTD	174	115
	PR renunciation	40	193
	TRP	12	101
	ARC	8	-
	Rehabilitation	0	-
	<b>Total</b>	<b>234</b>	

\*Stats supplied by OPPB

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

IRCC Amman received limited numbers of applications in other lines of business (less than 150 PRD, PR Renunciations, TRP, and ARC applications in 2018).

Clients applying

for TR who are found to hold PR status are provided with clear instruction on how to apply for PRD or initiate PR renunciation.

Processing time for PRD applications has been reduced to over 100 days in 2017 to just over 90 days in 2018. These lengthy processing times are due primarily to the fact that many applications lack supporting documents to demonstrate residency at the time of application submission leading to additional document requests following receipt of the file. IRCC Amman will be focused on reducing processing times for this line of business in 2019. Currently, responsibility for this caseload rests with the MPM.

Migration Office: Amman Area: The Middle East  
Operational Risk Environment Risk Rating: C

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate.

#### Amman

##### SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan-Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)
Information session/Presentation	0						
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

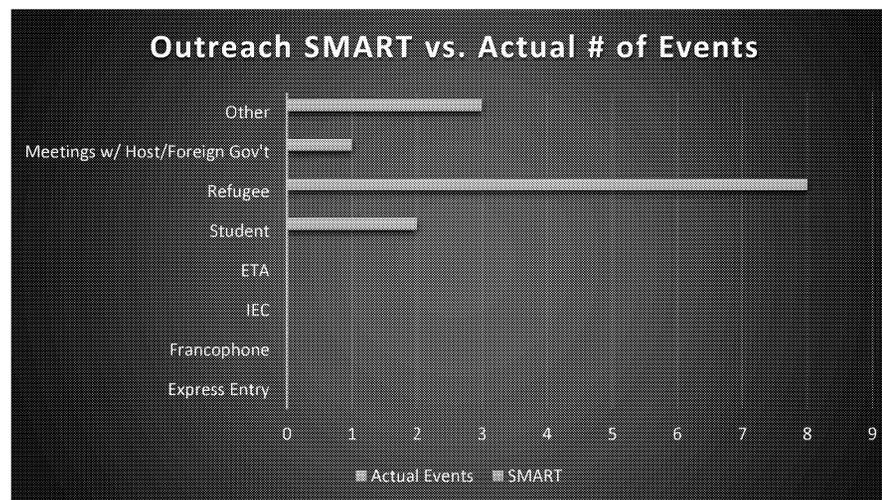
##### Actual Events (Please indicate the actual # of events performed)

Delivery Format / Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Conference							1	

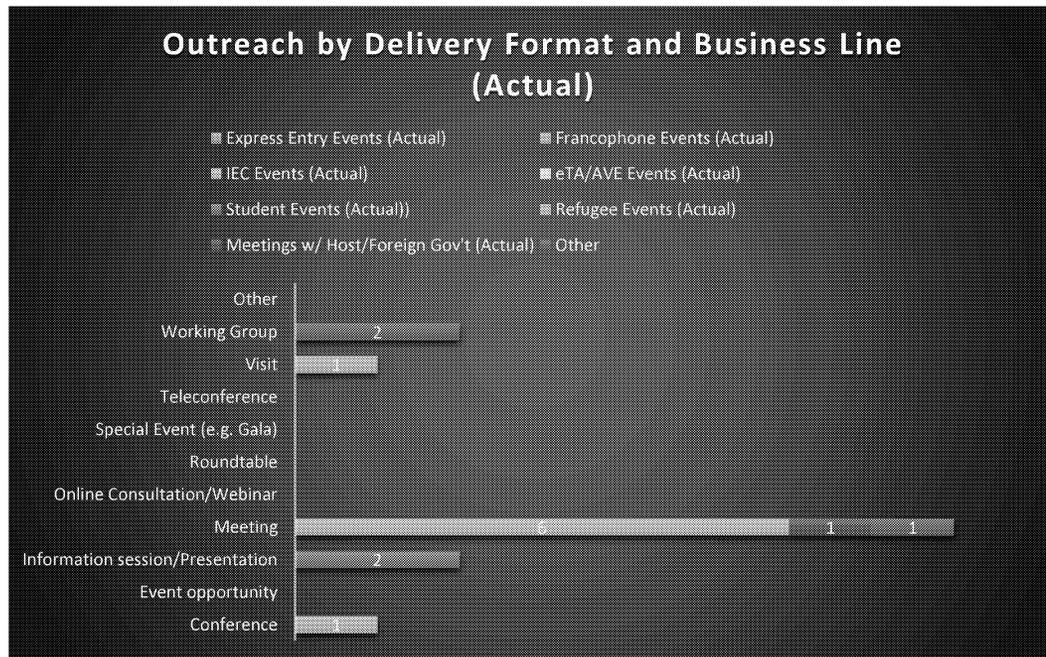
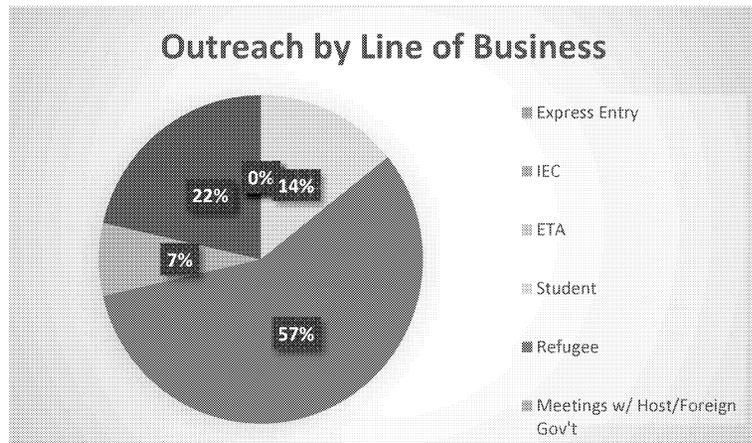
Migration Office: Amman Area: The Middle East  
Operational Risk Environment Risk Rating: C

Event opportunity									
Information session/Presentation						2			
Meeting							6	1	1
Online Consultation/Webinar									
Roundtable									
Special Event (e.g. Gala)									
Teleconference									
Visit							1		
Working Group									2
Other									
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>8</b>	<b>1</b>	<b>3</b>

Business Line	SMART	Actual Events
Express Entry	0	0
Francophone	0	0
IEC	0	0
ETA	0	0
Student	0	2
Refugee	0	8
Meetings w/ Host/Foreign Gov't	0	1
Other	0	3
<b>Total</b>		<b>14</b>



Migration Office: Amman Area: The Middle East  
Operational Risk Environment Risk Rating: C



#### Migration Diplomacy / Outreach (RIO, RM)

- Describe the type and frequency of contact with local officials.
  - Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
  - Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
  - Describe participation in local and international fora.
  - Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

s.15(1)(i)i)

s.16(1)(b)

s.16(2)

s.21(1)(b)

Migration Office: Amman Area: The Middle East  
Operational Risk Environment Risk Rating: C

IRCC Amman has contacts with government officials in Jordan and Iraq. Such contact generally pertains to TR processing, and is on an ad-hoc basis when needed. Discussions concerning refugee processing, IRCC Amman's main activity, normally does not involve local officials, except when special projects are undertaken, in which case GAC counterparts have normally taken the lead. The MPM has been actively advocating the role of IRCC in migration diplomacy and expects that IRCC Amman will co-lead on such projects in future. In the normal course of business, UNHCR and IOM handle all discussions related to exit permits with local authorities; this has been a relatively smooth process that has not warranted intervention by the mission.

In the summer of 2018 Canada named a new Ambassador to Iraq. He has been actively touring the country and meeting with officials of the government there. The issue of visa service is consistently raised in his discussions with interlocutors.

The MPM explained that there are factors that make it difficult to operate a VAC in certain locations, including security concerns, or where the expected volume of applications is too low to ensure profitability for commercial service providers to operate a VAC.

After years of civil war and instability, there are continued challenges related to infrastructure in the country. In addition to large numbers of IDPs, Iraq hosts over 285,000 refugees, the majority from Syria – 99 percent of who reside in KRI. Multinational military operations in Iraq against the Islamic State intensified over 2017, including major operations to retake Mosul and Telafar. Fighting displaced at least 3.2 million Iraqis, over one million of them to the KRI. Human Rights Watch reports that ISIS used civilians as human shields, carried out chemical attacks and targeted fleeing civilians, before being defeated in most of Iraq. In their battle against ISIS, Iraqi forces are reported to have summarily executed, tortured, and forcibly disappeared hundreds of ISIS suspects. Communities in former ISIS-controlled territory took actions of collective punishment against families of suspected ISIS members, displacing them and destroying their property with the complicity of government forces.

During the summer of 2017, the Assad regime gained territory, and some cease-fire agreements were made within the country.

s.15(1)(i)i)

s.21(1)(b)

Migration Office: Amman Area: The Middle East  
Operational Risk Environment Risk Rating: C

In August 2018, UNICEF and the Stanford Immigration Lab conducted several focus group discussions among Syrian refugees in Jordan on their perspectives of returning to Syria. The study noted that the vast majority of Syrian refugees were unlikely to consider voluntary return to Syria in the near future. Syrian refugees indicated that they did not feel they could make informed decisions about return due to a lack of sufficient information provided by organizations and stakeholders in Jordan and uncertainty about actual conditions within Syria. Syrian refugees perceive return decisions as final and fear they might not have the opportunity to return Jordan if remaining in Syria proves untenable.

Humanitarian agencies on the ground continue to assert that conditions for refugees to return to Syria in safety and dignity are not yet in place.

Other challenges to any sustainable and large-scale returns include limited livelihood opportunities, shortages of food and water, and sporadic or non-existent health, social and other basic services. Many of Syria's schools have been damaged or destroyed and offer no possibility for education. For these reasons, UNHCR neither promotes nor facilitates refugee returns from host countries at this time.

In October 2018, the Jaber-Nassib border crossing between Jordan and Syria reopened after three years of closure. Despite this development, an intention survey conducted by UNHCR that month found that 78 percent of Syrians have no intention to return to the country within the next 12 months. From January – October 2017, UNHCR counted 8,800 voluntary returnees to Syria from Jordan. Data from November 2018 indicates there are still over 673,000 Syrian refugees remaining in Jordan.

Jordan continues to offer a stable environment for visa office operations. However, since the fall of 2017 there has been an increase in protests across the country, particularly following the US decision to move its Embassy in Israel to Jerusalem and defund UNRWA. Proposed tax increases in Jordan have led to public outcry and the resignation of several members of the government. Plans were shelved for a period time and are now being reworked.

## Promotion and Recruitment (RM)

### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

Migration Office: Amman Area: The Middle East  
Operational Risk Environment Risk Rating: C

With a population of almost 10 million and a median age of 22 years, Jordan is ranked 80 out of 188 on the Human Development Index. Only an estimated 42 percent of Jordanians have completed secondary school. Jordan has an unemployment rate of over 18 percent and migrant labour makes up a large portion of the unskilled workforce, including large numbers of Syrians (15 percent of the population) and Iraqis (2 percent of the population). Over 23 percent of university graduates in Jordan are unemployed and unable to access meaningful professional opportunities related to their skills; the vast majority of them graduating in the social science and humanities. The Government of Jordan encourages migration of skilled workers outside of the country and permits dual citizenship as well as full privileges from abroad including the right to vote and social service access. Jordanians seeking work outside the country most often turn to countries in the Gulf region.

Iraq has a population of over 38 million and a median age of 20 years. The country is ranked 120 out of 188 on the Human Development Index and has a literacy rate of only 52 percent among persons aged 15-24. The unemployment rate is approximately 14 percent. The ongoing security situation in the country and a downturn in the economy since 2014 have led to limited opportunities for skilled workers in the country.

For comprehensive and expert reviews of labour market conditions in Jordan and Iraq, the two main countries of origin of IRCC Amman's clients, please refer to the following reports:

**Jordan:**

- *Jordan Labour Market Profile*, report produced by the Danish Trade Union Council for International Development Co-Operation, 2018: [http://www.ulandssekretariatet.dk/sites/default/files/uploads/public/PDF/LMP/LMP2018/lmp\\_jordan\\_2018\\_final\\_version1.pdf](http://www.ulandssekretariatet.dk/sites/default/files/uploads/public/PDF/LMP/LMP2018/lmp_jordan_2018_final_version1.pdf)

**Iraq:**

- *Iraq Labour Market Report*, report produced by the University Linkages Program and the International Research and Exchanges Board (IREX) with assistance from the US Department of State, 2017: <https://www.irex.org/sites/default/files/pdf/labor-market-report-university-linkages-program.pdf>
- *An Assessment of the Present and Future Labor Market in the Kurdistan Region of Iraq*, report produced by the Rand Corporation, 2014: [https://www.rand.org/content/dam/rand/pubs/research\\_reports/RR400/RR489/RAND\\_RR489.pdf](https://www.rand.org/content/dam/rand/pubs/research_reports/RR400/RR489/RAND_RR489.pdf)

**Activities**

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.

**s.15(1)(ii)**

**s.21(1)(b)**

Migration Office: Amman Area: The Middle East  
Operational Risk Environment Risk Rating: C

- Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.  
(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

IRCC Amman has limited experience in P&R given its negligible economic class caseload and relatively small student movement. IRCC Amman recently participated in a GAC organised Student Fair in October 2018, meeting with representatives from Canadian educational institutions and presenting information to prospective students and their parents on the Study Permit application process. IRCC Amman has committed to supporting the GAC Trade Commissioner in providing information about the visa process at future events where it might be useful in advancing Canada's objectives.

#### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

s.16(2)  
s.21(1)(b)

Migration Office: Amman Area: The Middle East  
Operational Risk Environment Risk Rating: C

In 2017, Amman conducted a file repatriation exercise of all files finalised between 2011 and 2015.

reduce the need for storage space over time.

IRCC Amman has recently moved to a paperless refugee processing which will

IRCC Amman does not receive files directly from Canada as Family Class and Economic Class applications are not currently processed by our office. IRCC Jid transfer a small number of files to IRCC Amman prior to 2017. Since then, however, if an interview is required in Amman for a Family Class application, documents are uploaded in GCMS rather than physically sent to our office.

Files that are requested from Canada that are the subject of enforcement action, litigation, or ATIP request are, as much as possible, uploaded into GCMS rather than sent via hardcopy. When hard copies of a file are required, IRCC Amman uses In 2018, IRCC Amman received 69 IRB requests; 18 IAD requests; and 49 ATIP requests.

#### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

s.15(1)(i)i)

s.16(1)(c)

s.21(1)(b)

Migration Office: Amman Area: The Middle East  
Operational Risk Environment Risk Rating: C

The Embassy of Canada in Amman regularly hosts high profile visits. In 2018, the mission received visits from the Minister of Global Affairs Canada and the Speaker of the House of Commons as well as numerous officials at ADM level and above. IRCC Amman CBS, particularly the MPM, are expected to assist during such events.

All IRCC Amman CBS are represented on mission committees and both CBS and LES staff have been actively engaged in Emergency Preparedness training and exercises. IRCC staff are often asked to participate in events organized by the Embassy such as Canada Day.

IRCC Amman has not received visiting delegations from other IRCC branches, OGDs or provincial partners. CBSA, have their own space at the Embassy; when interviews are required, we have occasionally allowed them to use our interviews booths, though they typically use the booths available in the Consular Section.

#### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

IRCC Amman manages two VACs in its area of responsibility: one in Amman and one in Erbil.

#### Other

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

s.21(1)(b)

Migration Office: Amman Area: The Middle East  
Operational Risk Environment Risk Rating: C

Bandwidth in Amman was recently upgraded which has led to improved connectivity and GCMS speeds.

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

Migration Office: Amman Area: The Middle East  
Operational Risk Environment Risk Rating: C

Since 2015, IRCC Amman has grown from a small to mid-sized office: staffing will increase from 14 FTEs in 2015 to 21 FTEs in 2019. Volumes of work have increased significantly over this period: in 2015, the PR target was less than 2,500 and TR intake was less than 5,000 applications. In 2018, the PR target is close to 4,500 and TR intake is expected to exceed 9,000 applications.

The MPM and two CBS arrived in Amman in the summer 2018. The DMPM and two other officers are currently in the second year of their assignments. An additional CBS will join IRCC Amman in January or February 2019; her nomination has already been approved and she is awaiting her PCF. All CBS assigned to IRCC Amman would benefit from taking the Refugee Training course offered at HQ given the large volume of refugee processing we undertake. Hazardous Environment Training (HET) is mandatory for staff that will travel to Iraq; currently the MPM and two CBS have completed this training. All CBS staff should be considered for any training related to GCMS Answers.

IRCC Amman currently has four vacant LE04 positions. As there was no valid eligibility list in place, a competitive process was launched in the spring of 2018.

### Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

s.21(1)(b)

s.16(2)

Migration Office: Amman Area: The Middle East  
Operational Risk Environment Risk Rating: C

The shift from a small to mid-size office has had an impact on staff and required significant change management. In 2017, the Office of Conflict Resolution came to IRCC Amman to conduct training and a Team Charter was produced to guide the team in its interactions. In order to support morale and build team cohesion, regular group breaks are taken to celebrate events and mark personal or work-related achievements. Team building activities are important to all staff and will be planned throughout 2019.

Staff members have been instructed to not come to work if they are sick.

8. RISK MANAGEMENT (RIC, IRG)

**2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019**

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice
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s.16(1)(b)

s.16(1)(c)

Migration Office: Amman Area: The Middle East  
Operational Risk Environment Risk Rating: C

## Risk Assessment

### Mission Specific:

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? *[Non-RAO offices please report any ad hoc RA activities.]*
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

s.15(1)(i)

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Amman Area: The Middle East  
Operational Risk Environment Risk Rating: C

The MPM has met with the CBSA Liaison Officer assigned to the mission in Amman and agreed that the terms of our working relationship should be more clearly defined to meet our joint mandates.

The vast majority of IRCC Amman's work is related to refugee processing.

**Resources/Tools:**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

Officer for the region is located in . . . . . The Temporary Resident Unit Manager is tasked with attending local anti-fraud meetings hosted by like-minded missions, accompanied by the CBSA LO, and communicating useful information to processing officers.

IRCC Amman uses Chinook  
now

A CAN+ facilitative program has been in place for some time

s.21(1)(b)

Migration Office: Amman Area: The Middle East  
Operational Risk Environment Risk Rating: C

## 9. INNOVATION & CLIENT SERVICE (RIC, RIO)

### Client Service

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

IRCC Amman has established a new Client Service Unit (CSU) including two LE05 Program Assistants reporting directly to the MPM. The CSU will focus on identifying systemic issues that may impact processing and affect the efficient delivery of service to our clients. The CSU will also develop a communications strategy to better respond to client enquiries and more proactively push-out key information to partners and clients. The unit is currently drafting SOPs and more clearly defining its role and responsibilities. Currently, the CSU is responsible for responding to general inquiries received by email, supporting the MPM in budget management, and providing logistical support related to travel and reception of TD officers.

The MPM has experience in social media management and has been given access to the mission Facebook, Twitter and Hootsuite accounts. IRCC messaging is amplified regularly and the CSU will take on a more active role in providing responses to clients interacting with us through social media in Arabic moving forward. CSU staff will be included in upcoming social media training to be offered at the mission by GAC.

### Client Service Initiatives

Country	Brief description of initiative	Expected outcomes*	Implementation Date
Jordan	Develop concise and comprehensive SOPs for the new CSU in Amman.	Improve client service, gain productivity	
Jordan, Iraq	Develop a clear social media plan to proactively address client questions and amplify key IRCC messages from mission Twitter and Facebook accounts in English, French and Arabic.	Improve client service	

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Amman Area: The Middle East  
Operational Risk Environment Risk Rating: C

### Work-Sharing Arrangements

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

IRCC Ankara continues to process e-Applications for our office. A recent bandwidth upgrade in November 2018 and the addition of two CBS to IRCC Amman would warrant a review of whether the office could absorb some e-Application processing in the region in 2019.

Applications in the family and economic classes were transferred to other offices in the region and beyond following the closure of IRCC Damascus and during the Operation Syrian Refugee (OSR) project.

Work-Sharing Arrangements							
Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date
Jordan	Repatriate FC and economic applications from clients residing in IRCC Amman's area of responsibility	IRCC to IRCC Amman; IRCC to IRCC Amman	PR	Paper	Improve client service, gain productivity, effectively use increased resources	QA would focus primarily on processing times to ensure file transfer does not result in longer processing times	
Middle East Region	Assist in e-Application processing	IRCC Amman	TR	eApp	Improve client service, gain productivity, effectively use increased resources	Depending on caseload to be processed, regular communication with partner offices	

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

Migration Office: Amman Area: The Middle East  
Operational Risk Environment Risk Rating: C

### Other Innovations/ Best Practices

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

Outlined in previous sections above.

Migration Office: Bangkok Area: Southeast Asia  
 Operational Risk Environment Risk Rating: C

## 1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	Bangkok
Area:	South East Asia
Office Type: (Full Service, Satellite, RPC, Specialized)	TR-only
Updated (YYYY/MM/DD)	2018/11/28
Interrelated Offices:	Manila (Area Director) Singapore (PR processing for region)

Personnel		
	NAME	MITNET
<b>MPM:</b> D/MPM: (SMO) Area Director: GCMS Manager: BVO: RAO: eTA SPOC (Single Point of Contact): <b>HOM:</b> Donica Pottie 340 3200 GAC Regional Director: CBSA LO:  <b>MOF:</b> Vacant-to be named IEC SPOC: P&R SPOC: Litigation SPOC:		
<b>CBS</b>		
Names:		
<b>Total # : 2</b>		
<b>LES</b>		
DMO # : 1 (accommodation - part-time pending retirement/replacement, with HOM approval) DMO(TR)#: Other support staff # : 6 (4current – 2 positions vacant)		

Migration Office: Bangkok Area: Southeast Asia  
Operational Risk Environment Risk Rating: C

**Total # : 7**

Emergency LES

Total number of months in 2018: 0

TD

Total number of weeks in 2018: 0

## 2. TERRITORY OVERVIEW

### TERRITORY OPERATIONAL OVERVIEW

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Thailand	C	68,414,135			14014		1			CAN+
Cambodia	C	16,204,486			1315		1			CAN+
Myanmar	D	55,123,814			582		1			CAN+
Laos	C	7,126,706			314		0			CAN+
Other	#N/A	#N/A			57					
<b>TOTAL:</b>				<b>0</b>	<b>16,282</b>		<b>3</b>			

### TERRITORY RISK OVERVIEW

Migration Office: Bangkok Area: Southeast Asia  
Operational Risk Environment Risk Rating: C

Caseload Risk				Operational Environment Risk				
Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	Notes
Thailand	37		86.1%	Singapore	Bangkok	N	Bangkok	
Cambodia	21		8.1%	Singapore	Bangkok	Y	Bangkok	Area trips for VAC and Panel Physician monitoring and EduCanada promotion
Myanmar	30		3.6%	Singapore	Bangkok	Y	Bangkok	Area trips for VAC and Panel Physician monitoring and EduCanada promotion
Laos	29		1.9%	Singapore	Bangkok	Y	Bangkok	Area trips for VAC and Panel Physician monitoring and EduCanada promotion
Other	#N/A		0.4%	varies	Bangkok	N	Bangkok	

\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

Les couleurs utilisées dans les tableaux sont basés sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

KEY: Caseload Risk Level (Transparency International CPI)	KEY: Operational Environment Risk Level (Economist IU Risk Rating, Overall Assessment)
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s.16(1)(b)

s.16(1)(c)

Migration Office: Bangkok Area: Southeast Asia  
 Operational Risk Environment Risk Rating: C

	Not Rated		Not Rated
Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A
Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E

### 3. PERMANENT RESIDENT OVERVIEW

#### Permanent Resident

#### Bangkok

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)
2018 (Jan - Aug)	Economic	-	-	-
	Family Class	-	-	-
	Humanitarian	-	-	-
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	

Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Events			
	Verifications			
	H&C			
	Misrepresentation			
	<b>TOTAL</b>		<b>129</b>	<b>0</b>

s.16(1)(b)  
 s.16(1)(c)

Migration Office: Bangkok Area: Southeast Asia  
 Operational Risk Environment Risk Rating: C

2017	Economic	-	-	-
	Family Class	-	-	-
	Humanitarian	-	-	-
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	
2016	Economic	-	-	-
	Family Class	-	-	-
	Humanitarian	-	-	-
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	

2017	Events		
	Verifications		
	H&C		
	Misrepresentation		
<b>TOTAL</b>	<b>52</b>	<b>0</b>	
2016	Events		
	Verifications		
	H&C		
	Misrepresentation		
<b>TOTAL</b>	<b>73</b>	<b>0</b>	

\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

**GUIDE:**

For the following three categories, FD targets are only indicative and outputs are measured in actual admissions :

- Government-assisted refugees (GARs)
- Privately-sponsored refugees (PSRs)
- Blended Visa-office-referred refugees (BVORs)

**PR Trends/Issues**

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

N/A – no PR processing

**4. TEMPORARY RESIDENT OVERVIEW**

**Temporary Resident**

Bangkok

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Bangkok Area: Southeast Asia  
Operational Risk Environment Risk Rating: C

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)
2018 (Jan - Aug)	Visitor	15035		7
	Student	863		23
	Worker	414		52
	eTA	3		46
	<b>TOTAL</b>	<b>16315</b>		
2017	Visitor	15219		24
	Student	961		52
	Worker	697		127
	eTA	1		46
	<b>TOTAL</b>	<b>16878</b>		
2016	Visitor	15161		10
	Student	847		39
	Worker	868		85
	eTA	0		0
	<b>TOTAL</b>	<b>16876</b>		

Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>84</b>
2017	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>219</b>
2016	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>91</b>

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

**s.15(1)(i)ii**

**s.16(1)(b)**

**s.16(1)(c)**

Migration Office: Bangkok Area: Southeast Asia

Operational Risk Environment Risk Rating: C

- Intake is growing for applicants from Thailand as economy continues to improve; growing volumes could impact the ability to maintain processing times.
- Despite growth in intake, IRCC Bangkok has reduced processing times, consistently processing TRV and SP applications within service standards. This predictability has made Canada a more attractive destination for travel agents who can plan tours in the knowledge that they will benefit from predictable visa processing times. Therefore, there has been an increase in applications for TRVs for tourism. IRCC Bangkok could be a victim of its own success if increasing intake overwhelms ability to process, however, the regional hub and spoke model offers opportunities to work with regional colleagues to mitigate spikes in intake.
- eApps inventory is regularly identified and assigned to an officer for priority processing.
- Overall eApp intake has grown steadily over the past four years, from 13% of intake in 2015, to 18% in 2016, 20% in 2017 and 23% in 2018.

Lack of online services in local languages is a major barrier to larger increases in eApp uptake, particularly for TRVs. Uptake is higher in other categories: SPs: 2015 - 24%, 2016 – 31%, 2017 – 32% and 2018 YTD – 43%; WP 2015 – 19%, 2016 – 26%, 2017 – 22% and 2018 YTD – 42%. Many WP applications are represented, leading to greater use of online applications.

- Principal factors contributing to application refusals are different for different countries in IRCC Bangkok territory,

- VAC identifies urgent cases that come in via VAC; standard referral process is in place for program managers of other sections to refer cases of program interest.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Bangkok Area: Southeast Asia

Operational Risk Environment Risk Rating: C

## 5. OTHER APPLICATIONS OVERVIEW

### Other Applications

Bangkok

Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	59		24
	PR renunciation	20		8
	TRP	8		-
	ARC	-		-
	Rehabilitation	0		0
	<b>Total</b>	<b>87</b>		
2017	PRTD	87		32
	PR renunciation	29		11
	TRP	18		16
	ARC	-		-
	Rehabilitation	1		0
	<b>Total</b>	<b>135</b>		
2016	PRTD	131		20
	PR renunciation	41		13
	TRP	10		15
	ARC	-		-
	Rehabilitation	0		0
	<b>Total</b>	<b>182</b>		

\*Stats supplied by OPPB

Migration Office: Bangkok Area: Southeast Asia  
Operational Risk Environment Risk Rating: C

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
  - What procedures are in place to identify applications requiring TRP consideration?
  - What procedures are in place to direct TR (or PR) clients to PRD or renunciation assessment if required?
  - Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.
- IRCC Bangkok supports Singapore's adoption processing by processing TRPs for children adopted in Thailand by Canadian citizens; the Thai government adoption process doesn't allow the adoption to be finalized until after the adopted child has lived with the parents for several months; the numbers are very small; these are flagged to IRCC Bangkok by the adoption agencies operating in Thailand.
  - Potential H&C TRPs are flagged to the MPM for consideration by processing officers.
  - If TR applicants are prior PRs who may not have lost their status, they are advised by email to refer to the IRCC website for information on PRDs and Voluntary Renunciation.

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

#### Bangkok

##### SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry		IEC Events		Student	Refugee	Meetings w/ Host/Foreign Gov't
	Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan-Oct 2018 in SMART)	(Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct in SMART)	Events (Jan-Oct 2018 in SMART)	Events (Jan - Oct 2018 in SMART)	(Jan - Oct 2018 in SMART)

Migration Office: Bangkok Area: Southeast Asia  
Operational Risk Environment Risk Rating: C

<b>Exhibition/Expo</b>						<b>4</b>		
<b>Meeting</b>						<b>1</b>		
Information session/Presentation	0						1	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>1</b>	<b>0</b>

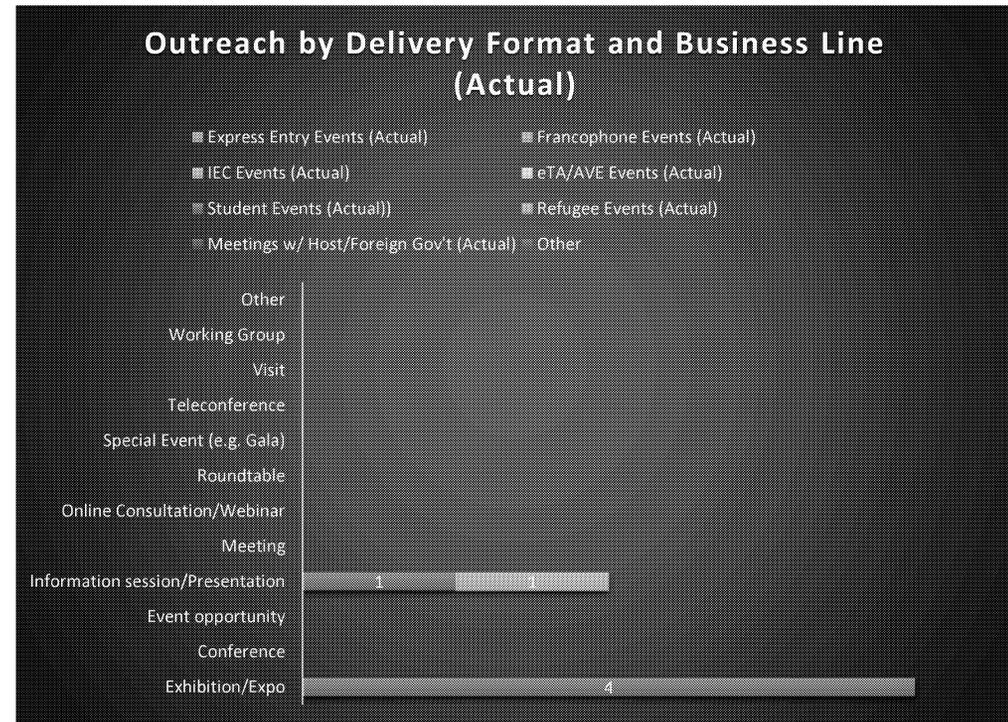
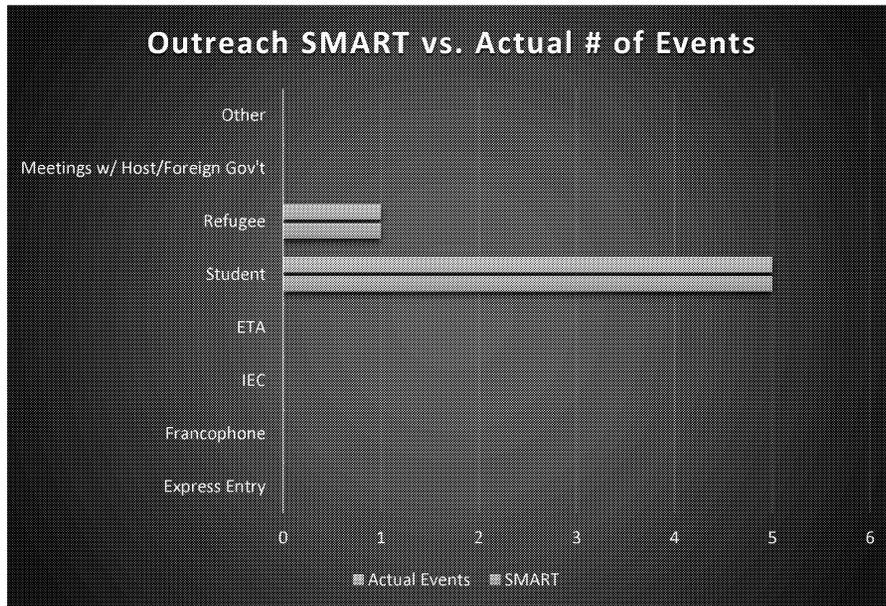
**Actual Events (Please indicate the actual # of events performed)**

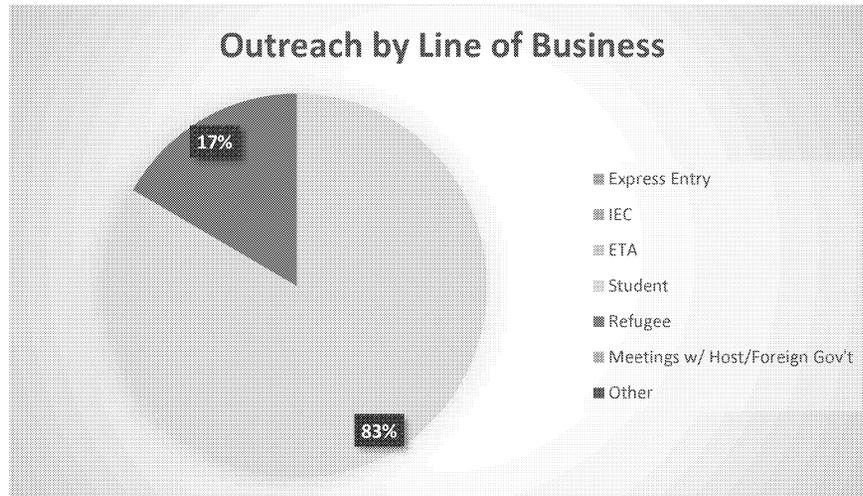
Delivery Format /Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual))	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/Expo						4		
Conference								
Event opportunity								
Information session/Presentation						1	1	
Meeting								
Online Consultation/Webinar								
Roundtable								
Special Event (e.g. Gala)								
Teleconference								
Visit								
Working Group								
Other								
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>1</b>	<b>0</b>

Business Line	SMART	Actual Events
Express Entry	0	0
Francophone	0	0
IEC	0	0

Migration Office: Bangkok Area: Southeast Asia  
 Operational Risk Environment Risk Rating: C

ETA	0	0
Student	5	5
Refugee	1	1
Meetings w/ Host/Foreign Gov't	0	0
Other	0	0
<b>Total</b>		<b>6</b>





#### Migration Diplomacy / Outreach (RIO, RM)

- Describe the type and frequency of contact with local officials.
- Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
- Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
- Describe participation in local and international fora.
- Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

- IRCC Bangkok is in regular contact with UNHCR and IOM regarding issues of mutual interest and to provide reporting to Singapore, as the IRCC office responsible for refugee processing; FPDS Bangkok is also in regular contact with these institutions.
- Contact with the Thai government is managed through MFA geographic desk, who are both very knowledgeable and very helpful in screening out government requests that should not be passed on; contact with Myanmar, Lao PDR and Cambodian government is managed through GAC missions in those countries.
- IRCC Bangkok and CBSA Bangkok meet regularly with M5 Working Group to discuss topics of mutual interest.
- Thailand's next election should take place early in 2019, likely late February;

#### Promotion and Recruitment (RM)

##### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

Migration Office: Bangkok Area: Southeast Asia

Operational Risk Environment Risk Rating: C

- Thailand has a skilled labour force but official language capability is not widespread.
- Thailand has less than 1% unemployment; Thais seeking opportunities abroad are not doing so for lack of opportunity at home.
- IRCC Bangkok processes a significant volume of low-skilled agricultural workers for greenhouse operations and mushroom farms.
- All four countries have restrictions on recruitment for overseas work, requiring registration/licensing of recruiters.
- Information on local labour market opportunities has already been fed back via the REML network.
- Priority sector for P&R is education; several Canadian educational institutions have already visited Thailand and Lao PDR in 2018 for post-secondary recruitment. IRCC-Bangkok participated in these events.

#### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
- Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

See above

#### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

Migration Office: Bangkok Area: Southeast Asia

Operational Risk Environment Risk Rating: C

- IRCC Bangkok faces a constant challenge in keeping ahead of the growth in intake of paper applications; despite the introduction of CAN+, applicants continue to submit bulky packages of financial information.
- TR files are stored for two years then destroyed; files are not currently scanned for preservation.
- The only files IRCC Bangkok receives from CN are residency determination appeals, most of which are
- As a very rough average, IRCC Bangkok sends about one case per month for litigation, between Rule 9 responses, CTRs and residency determination appeals. Rule 9 responses are usually sent CTRs and residency determinations

### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

- IRCC Bangkok staff was not drawn into the recent Ministerial visit by MINT except an all-staff meet-and-greet; HOM, FPDS and Trade covered the requirements.
- The MPM sits on the CMM, the LESMCB and the Environment Committee; the other CBS sits on the Housing Committee; an LE06 sits on the OHSC.
- One LE04 backfills at reception when the regular Common Service back-up is unavailable.
- IRCC Bangkok will host the Area MPMs in January 2019 and is handling local logistics, which takes up very little time since the mission already has standing offers or preferred suppliers for services needed; the AD's office is doing the hard work in developing the agenda.

### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

s.16(1)(c)

s.19(1)

s.21(1)(b)

Migration Office: Bangkok Area: Southeast Asia  
Operational Risk Environment Risk Rating: C

•The BVO in Singapore is responsible for IRCC Bangkok’s three VACs – Bangkok, Yangon and Phnom Penh. The first two are operated by VFS; Phnom Penh is operated by IOM. Lao PDR does not have a VAC; HOM,  
 • these are being ironed out between VFS HQ, IN VAC, VFS Yangon, IRCC Singapore and IRCC Bangkok. Recent replacements should improve this ongoing issue.  
 •Cambodia, Lao PDR and Myanmar are already biometric-required; we do not anticipate significant issues with roll-out in Thailand.

**Other**

• Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

•Limited bandwidth is an ongoing issue; should improve GCMS processing speed  
 •If the bandwidth upgrade is not a sufficient improvement, could IRCC Bangkok be considered for a POS?  
 •  
 f  
 £

If/when it goes ahead, it

7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

**Staffing and Training**

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

•IRCC Bangkok currently has two vacancies at the LE04 and LE05 levels. The preliminary competition notice resulted in applications which need to be screened and interviewed.  
 •  
 •All-staff training on IRPA would help put IRCC Bangkok’s work in a bigger context but is a nice-to-have, not essential. V&E training is ongoing, both specific and as issues arise.

Migration Office: Bangkok Area: Southeast Asia  
Operational Risk Environment Risk Rating: C

**Wellness: Promoting a Healthy & Diverse Workplace**

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

CBS regularly work overtime to keep up with intake, but not to excess. LES are invited to work OT if a CBS will be in the section outside normally hours, but this is not mandatory. OT must be pre-approved, giving the manager the option to refuse if OT is becoming excessive.

8. RISK MANAGEMENT (RIC, IRG)

**2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019**

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice
EXAMPLE: Student Pilot Project	To determine the level of compliance to the program by confirming whereabouts of students after their study program concluded	QA	TR	Study Permit	N/A	South America	Mexico	J.Smith/LE-5/40hours	Sept - Oct 2018

s.15(1)(i)i)

s.16(1)(b)

s.16(1)(c)

Migration Office: Bangkok Area: Southeast Asia  
Operational Risk Environment Risk Rating: C

## Risk Assessment

### Mission Specific:

- What fraud challenges / trends exist in your region of responsibility?
  - RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? [*Non-RAO offices please report any ad hoc RA activities.*]
  - Have RA activities resulted in visa processing/triaging updates in your office?
  - Has your office identified any low-risk movements in 2018?
- Both PI projects for the coming year are aimed at identifying risk in our workload to gain a better idea of fraud challenges.
- Regular M5 WG meetings are also focussed on sharing fraud challenges.
- We expect to be better able to identify lower-/higher-risk movements as a result if PI activities planned.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Bangkok Area: Southeast Asia

Operational Risk Environment Risk Rating: C

**Resources/Tools:**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

- All staff in the office are involved in RA work; there is no RA lead.
- RAO shares anti-fraud/QA tools, trends and reporting on regular basis.
- Direction from HQ on particular QA/AF exercises in specific areas of RA would be helpful.

9. INNOVATION & CLIENT SERVICE (RIC, RIO)

**Client Service**

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
  - Describe your office's management/use of social media.
  - Identify (in the table below) any ongoing or proposed client service initiatives in your office.

- A major client service issue is lack of information content in local languages; clients are reliant on the VAC, on authorized agents, or more likely, on unauthorized agents to assist with applications and advice.
- Client enquiries come in by email and from other sections of the mission.
- Most e-mail is handled by the LE06 assistant who monitors the mailbox; complex, high-profile or bilaterally-sensitive enquiries go to MPM.
- IRCC Bangkok does not accept document submissions directly by e-mail but our standard document request letter instructs clients on how to register their application to submit documents via their online account, with the option to submit hard copies via the VAC.
- IRCC social media campaigns are implemented in cooperation with GAC advocacy section; materials that are ready-to-go are welcomed.

**Client Service Initiatives**

Country	Brief description of initiative	Expected outcomes*	Implementation Date
Lao PDR			

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

s.21(1)(b) s.16(1)(b)

Migration Office: Bangkok Area: Southeast Asia  
Operational Risk Environment Risk Rating: C

### Work-Sharing Arrangements

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

- When at full decision-maker capacity, IRCC Bangkok supports area workload sharing, taking a batch of IRCC eApp cases; when below full capacity, IRCC Bangkok benefits from work-sharing support from IRCC on Bangkok eApps.
- Risk management and knowledge transfer are supported by the RAO in
- As part of the SEA Asia hub and spoke model, paper CAN+ eApps from Thailand will be included in the remote processing from in order to add processing capacity to Bangkok.

Work-Sharing Arrangements							
Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date
	TRV eApps	IN IRCC	TR	eApp	Work sharing; reduce processing times; efficient use of resources	Conducted by IRCC	ongoing
Thailand	TRV eApps	IN IRCC	TR	eApp	Work sharing; reduce processing times; efficient use of resources	As part of IRCC Bangkok QA	Ad hoc

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

### Other Innovations/ Best Practices

- Describe any other innovations / best practices related to:
- Chinook, including efficiencies gained or improvements to evidence-based decision making;
  - GCMS, including queries, dashboards, orgs/activities, groups, etc.;
  - Videoconferencing for interviews or other activities;

s.16(1)(b)

s.16(1)(c)

s.17

s.21(1)(b)

Migration Office: Bangkok Area: Southeast Asia

Operational Risk Environment Risk Rating: C

- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

• IRCC Bangkok uses Hiraya for file distribution.

- [redacted] has developed very useful dashboard and inventory reports to keep on top of intake and processing.

#### 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

##### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Since the 2018 INIMP, the AD role for S. E. Asia has been in full swing and has taken great steps to organize and develop a coordinated approach to regional Management.

Consistent with the 2018 INIMP, three key priorities remain for S. East Asia:

##### 1. Innovation:

The ever increasing intake volumes of TR means this region needs to be nimble and be able to strategically manage inventories while remaining alert to urgent cases. All Offices are seeing double digit intake growth. Previously quiet markets, like Bangkok, are experiencing 20% growth since coming into service standard. Jakarta continues to stay strong with 12% growth in 2018.

While there have been some positive changes in offices due to QoS and bandwidth increases,

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Bangkok Area: Southeast Asia

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Asia.

The innovation plan remains multifaceted and includes:

- a) Further investment on refining our risk managed facilitation streams [CUS, SDS,
- b) streamlining application processing and the use of processing support tools [Chinook];
- c) validating and monitoring the established performance metrics and monitoring in comparison to the matrixes;
- d) Refining forecasting tools to support our articulation of processing gaps and opportunities.

Time, resources and effort have been invested into innovation and the strategic management oversight and real processing gains are already being realized.

## 2. Hub and Spoke Model:

In response to growth and supported by our innovation agenda, S. E. Asia has moved to an e-app TR application hub and spoke model to leverage available capacity in the region with the aim of providing client service within departmental standards and providing balance for offices experiencing staggering program growth. The model incorporates cross-training on localized knowledge and risk and to integrate quality assurance exercises in real time to assess risk management and decision making.

## 3. Preparing for the future:

As some of PR work becomes centralized, business plans and resourcing plans are being reviewed to align capacity with available work.

What will be the challenge to articulate thoughtfully is the volume/complexity of peer reviews being undertaken for CN/DN. The newly released interoffice verification tab in GMCS will assist in transparently capturing volumes and complexity of the requests being sent to VOs. The necessity and value of this tracking cannot be highlighted enough as it is integral to the sound resourcing of IRCC's centralized delivery model. Beyond the volumes, the complexity of the support will need to be closely tracked to ensure sufficient skilled resourcing to support the model.

Efforts continue within the region to refine and define risk management opportunities within the PR processing lines of business as well as efforts are underway to cross-train staff to assist with the processing of PR cases, leveraging the experience that has been developed through TR processing support. The growing volumes of Refugee cases coupled with the significant increase in TR processing means will need regional support to deliver their objectives. The measures coming into play in 2019 will provide pivotal support.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Bangkok Area: Southeast Asia

Operational Risk Environment Risk Rating: C

The printing/COPRs for centralized work will continue to come to the region and in particular, which means the work at the LE 3 and 4 levels will continue. Admissibility issues exist in several PR countries.

#### Temporary Resident Processing:

All offices have experienced challenges in 2018 at one time or another related to processing times [but for Jakarta] and all have managed significant double digit growth. Both HCMC and Singapore are neck and neck with their significant 32% TR growth, with Bangkok tracking at 20% growth, Manila 17% and Jakarta another 12%. On the bright side thanks to regional work sharing, for much of the year, the offices have been at or under service standards including HCMC. This is formidable given in 2016 that office processed a mere 18K of applications and in 2018 will processing near 46K.

Early 2018 growth predictions have signalled continued exceptional growth in the region. The forecasting model being used in the region has been very helpful in predicting growth and has shown a solid degree of accuracy. Using a blend of historic growth trends and then adjusted by using on the ground intelligence, the forecasting for was shy by a few hundred applications in its projections. Having a good handle on growth projections supports oversight and stewardship efforts as the analysis and recommendations are being supported by solid data. Investments for 2019 will support the expected growth and will also support a regional processing approach.

#### **Regional Work-sharing, Strategic TDs, and Target Management**

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Bangkok Area: Southeast Asia

Operational Risk Environment Risk Rating: C

Type your answer here:

SEA operates with a Hub and Spoke model with reviewing regional capacity and intake each Monday and then distributing e-apps and some paper files within the region for processing based on capacity. has also continued intra-regional work sharing with North Asia through processing e-apps. This work sharing is quite developed and integrated into the offices and has brought great returns in terms of evening out capacity issues while providing rich job packages for staff.

To support work sharing and TR management, a number of strategic TDs have taken place through the region. In addition to training/development TDs to Singapore by Bangkok and Manila, longer processing TDs have taken place in HCMC and Singapore to support knowledge transfer. For 2019, it is expected that regional TDs will continue as a means to support work sharing and officer development.

In advance of PR target discussion with RIC, two upcoming TDs in Q4 are being undertaken in order to support the processing of PR applications from

### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Bangkok Area: Southeast Asia

Operational Risk Environment Risk Rating: C

Type your answer here:

The Global CAN+ facilitation stream has rolled out smoothly in South East Asia and provided some capacity to innovate and work share for paper files.

In terms of processing, processes all paper CAN+ remotely for While the ease of processing is helpful in streaming work, the ability to expeditiously process CAN+ applications is absolutely integral to maintaining processing times in this region.

The expansion of SDS in summer 2018 has seen the stabilization of SP growth likely while the market adjusts. Growth this year is tracking at 3% for student permits and the volumes of SDS dropped off after the relaunch mid-year. As the purpose of raising the language benchmarks was to improve the quality of student, this appears to have been achieved SDS is growing in the and is expected to continue. SP applications are up by approx. 33% in 2018 which is due to increased marketing by Canadian schools coupled with increased interest in studies abroad.

Student permits are up significantly in which is showing over 50% growth and high approval rates thanks to high quality applicants. Outreach efforts have seen positive returns and GAC is looking to invest in this market given the high quality applicants being attracted to Canada.

## Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Bangkok Area: Southeast Asia

Operational Risk Environment Risk Rating: C

Economic growth in S. E. Asia continues to be high with several hot economies showing 6%++ growth year over year. These hot economies are resulting in increasing middle classes with disposable income which they are keen to use for travel and for educating their children in high quality education environments. These factors mean the market growth in this region is likely to not slow down and to increase at a pace that could very well outpace our capacity to deliver. [redacted] is the prime example of a hot market where growth in high double digits is coming and shows no slowing.

The logistics to deliver this size of program require a lot of front planning and a need to move quickly on issues related to office configuration and staffing

The need for policy innovations [redacted] to assist in managing growth is a capacity lever much needed for these markets.

2. Climate change: This region covers a number of low lying countries and Pacific Island Countries who are likely to be impacted by rising seas.

**Future opportunities:** Initial steps to explore facilitation streams for lower risk business lines have shown some initial positive returns and have exposed some complexities.

- a) Supporting PR processing in Singapore: Initial planning has taken place supported by two strategic PR processing TDs in Q4 to train [redacted] officers on PR processing for [redacted]. As TR growth continues in Singapore and mindful they are down a DIO, PR processing support from [redacted] is one concrete avenue to provide relief.
- b) Hub and Spoke expansion: Further expansion of e-app management will take place in 2019 as a means to assist offices in the management of their caseload. To support this hub/spoke plan, further cross training will be needed. The framework with the weekly regional reporting and analysis of capacity is already functioning. The expansion will look to take in additional regional overflow.
  
- d) Global SDS: Global SDS would be welcomed and the recommendation would be to focus e-applications in a number of growing markets in order to support the regional hub/spoke model.

Migration Office: Bangkok Area: Southeast Asia  
Operational Risk Environment Risk Rating: C

Migration Office: Beirut Area: The Middle East  
 Operational Risk Environment Risk Rating: C

1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	Beirut
Area:	Middle East
Office Type: (Full Service, Satellite, RPC, Specialized)	Full Service
Updated (YYYY/MM/DD)	2018/12/07
Interrelated Offices:	

Personnel		
	NAME	MITNET
MPM:		
D/MPM:		
Area Director:		
GCMS Manager:		
BVO:		
RAO:		
eTA SPOC (Single Point of Contact):		
HOM:	Emmanuelle Lamoureux	357-3200
GAC Regional Director:		
CBSA LO:		
MOF:		
IEC SPOC:		
P&R SPOC:		
Litigation SPOC:		
CBS		

s.17

Migration Office: Beirut Area: The Middle East  
Operational Risk Environment Risk Rating: C

**Total # : 9**

**LES**

DMO # : 0  
DMO(TR)#: 0  
Other support staff # : 21

**Total # :**

**Emergency LES**

Total number of months in 2018: **26** (LE-4 level duties)

**TD**

Total number of weeks in 2018: **47**

Migration Office: Beirut Area: The Middle East  
Operational Risk Environment Risk Rating: C

## 2. TERRITORY OVERVIEW

### TERRITORY OPERATIONAL OVERVIEW

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Lebanon	C	6,229,794		1,983	6731		1		X	CAN+ (CUS)
Syria	E	18,028,549		3	433		0			
Other	#N/A	#N/A		19	101		0			
<b>TOTAL:</b>				<b>2,005</b>	<b>7,265</b>		<b>1</b>			

### TERRITORY RISK OVERVIEW

Country/Territory	Caseload Risk			Operational Environment Risk			Notes
	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) ** If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	

s.16(1)(b)

s.16(1)(c)

Migration Office: Beirut Area: The Middle East  
 Operational Risk Environment Risk Rating: C

Lebanon	23	98.9%	92.6%	Beirut	Beirut	N/A	Beirut	All clients in Lebanon are able to travel easily to Beirut to attend an interview if required.  Where Beirut is not the primary office and the applicant resides in Syria and requires an interview, a work-sharing arrangement enables Beirut to conduct the interview on behalf of the primary office. Given the very high level of environmental risk in Syria, officers do not travel to Syria to conduct interviews. Applicants residing in Syria are requested to travel to Beirut for interview.
Syria	14	0.1%	6.0%	Amman	Beirut or Amman	No	Beirut or Amman	
Other	#N/A	0.9%	1.4%	Beirut	Beirut	N/A	Beirut	

\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

Les couleurs utilisées dans les tableaux sont basés sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

Migration Office: Beirut Area: The Middle East  
 Operational Risk Environment Risk Rating: C

### KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

KEY: Caseload Risk Level (Transparency International CPI)		KEY: Operational Environment Risk Level (Economist IU Risk Rating, Overall Assessment)	
	Not Rated		Not Rated
Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A
Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E

### 3. PERMANENT RESIDENT OVERVIEW

#### Permanent Resident

Beirut

s.16(1)(b)

s.16(1)(c)

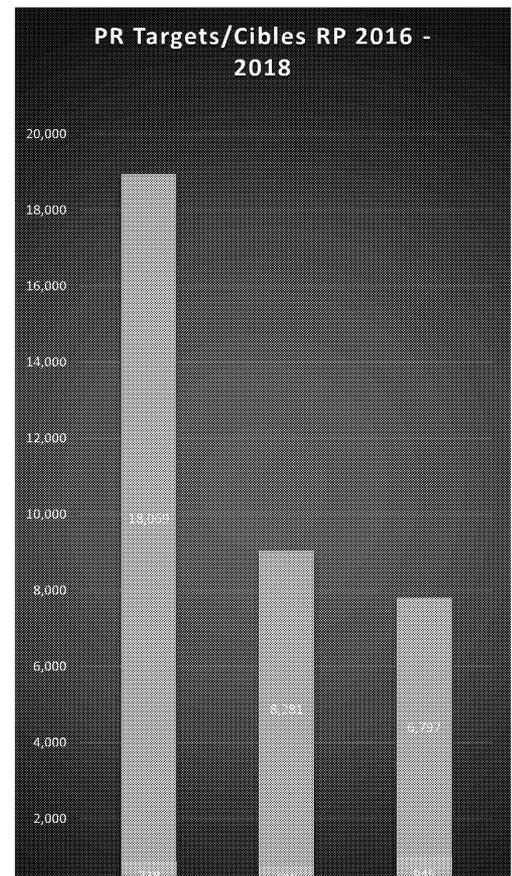
Migration Office: Beirut Area: The Middle East  
 Operational Risk Environment Risk Rating: C

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (months)	Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan -Aug)	Economic	68	25	87	2018 (Jan - Aug)	Events			
	Family Class	945	467	14		Verifications			
	Humanitarian	6,797	5,996	18		H&C			
	<b>TOTAL</b>	<b>7,810</b>	<b>6,488</b>			Misrepresentation			
2017	Economic	115	118	28	2017	Events			
	Family Class	635	635	16		Verifications			
	Humanitarian	8,281	8,735	15		H&C			
	<b>TOTAL</b>	<b>9,031</b>	<b>9,488</b>			Misrepresentation			
2016	Economic	133	133	43	2016	Events			
	Family Class	738	735	14		Verifications			
	Humanitarian	18,069	18,099	5		H&C			
	<b>TOTAL</b>	<b>18,940</b>	<b>18,967</b>			Misrepresentation			
					<b>TOTAL</b>		<b>543</b>	<b>0</b>	

\*Stats supplied by OPR. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments. 2016 data includes individuals involved as part of Syrian refugee project.

GUIDE:  
 For the following three categories, FD targets are only indicative and outputs are measured in actual admissions:  
 • Government-assisted refugees (GARs)  
 • Privately-sponsored refugees (PSRs)  
 • Blended Visa-office-referred refugees (BVORs)

Application Type	2016 Target	2017 Target	2018 Target
Economic	133	115	68



Migration Office: Beirut Area: The Middle East  
Operational Risk Environment Risk Rating: C

s.15(1)(i)ii

Family Class	738	635	945
Humanitarian	18,069	8,281	6,797

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

**PR Trends/Issues**

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

**NON-ECONOMIC:**

- **Clientele:** Family Class (FC) applications are predominantly Lebanese, although Beirut receives a handful of applications for Syrian applicants now resident in Lebanon,
- **Caseload:**
- **Resources:** Carriage of the non-refugee caseload rests largely with one FS-02 Migration Officer who reports to the FS-03 D-MPM. Program support is provided by one LE-05 program assistant and one LE-04 program support position. The FS-02 Migration Officer assigned to TR processing has provided additional processing capacity to the FC Team on a number of occasions throughout the year, in order to gain some exposure to permanent resident processing.
- **Challenges:**

s.15(1)(i)

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Beirut Area: The Middle East  
Operational Risk Environment Risk Rating: C

**Reduced & Erratic Intake:**

Beirut received 291 FCP files (up to 06DEC2018), a significant drop in intake compared to the 445 files received in 2017. Besides the issue of reduced intake, the monthly distribution from CN was quite erratic throughout 2018, making it difficult to plan ahead:

Month	2017	2018
January	27	53
February	19	38
March	6	1
April	38	58
May	27	71
June	35	33
July	41	1
August	30	4
September	27	18
October	69	2

**s.15(1)(i)**

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Beirut Area: The Middle East  
Operational Risk Environment Risk Rating: C

November	84	12
December	42	0
	<b>445</b>	<b>291</b>

**ECONOMIC CLASS**

• **Work-Sharing Initiatives:** Work sharing arrangements exist between Beirut and Lebanon. While eligibility is assessed by those offices, Beirut uses the Embassy's popular Facebook page to promote economic migration programs and to publicize web conferences conducted by other offices. To process Economic class applications submitted by residents of Lebanon.

• **Potential Skilled Migrants from the Region:** Lebanon and Syria could be a valuable source of potential economic applicants, Beirut uses the Embassy's popular Facebook page to promote economic migration programs and to publicize web conferences conducted by other offices. Resource-permitting, there would be opportunity for recruitment activities targeting educated, bilingual Lebanese, including promotion of francophone immigration. Although there is a great deal of valuable human capital within the refugee population in Lebanon (many Syrian refugees are highly educated and skilled, and well-documented), their lack of recent experience and settlement funds as well as lack of funds to obtain Education Credential Assessments (ECAs) and complete language tests could be barriers to obtaining sufficient points to be successful in Express Entry and/or meeting program requirements. That being said, Beirut works closely with Talent Beyond Boundaries to ensure the success of the Economic Mobility Pathway Project (EMPP), which aims to pave a pathway for skilled refugees who have strong economic settlement potential and could be referred to Canadian employers and to provinces as potential candidates under their respective Provincial Nominee Programs. To date, two EMPP applications have been received and are in process.

**REFUGEES**

• **Targets:** In 2018 Beirut once again had the largest refugee targets in the International Network. Along with Ankara and Amman, Beirut has been among the missions processing large numbers of refugees toward the Government of Canada's commitments.

• **Resources:** The Refugee Unit consists of an FS-03 Unit Manager, three FS-01/FS-02 Officers, 1 LE-06 Case Analyst, 3 LE-05 Program Assistants, and 2 LE-04 Program Supports, supplemented by 1-2 Emergency LES throughout the year. Beirut received 47 weeks of TD assistance in 2018, and most of these weeks were dedicated to refugee processing.

• **Processing:**

s.15(1)(i)i

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Beirut Area: The Middle East  
Operational Risk Environment Risk Rating: C

• **Challenges:**

- **Returns:** Over the past twelve months there has been a relative reduction in violence in some parts of Syria and an increase in factors pulling and pushing citizens back to their home country. We have also noticed that an increasing number of applicants are choosing to return to or remain in Syria rather than seek refuge in Lebanon. Despite the continued existence of a number of significant barriers to return,

Many individuals appear to have weighed the risk of persecution/suffering in Syria against the economic and/or social challenges in Lebanon and decided to return to (or in some cases remain in) Syria.

- **Urgent Protection Program:** In 2018 Beirut processed 20 cases (31 persons) in need of urgent protection, along with a number of cases which were processed as "expedited". While this number seems small, the cases are

**s.21(1)(b)**

Migration Office: Beirut Area: The Middle East  
Operational Risk Environment Risk Rating: C

very resource-intensive and require a great deal of coordination with various partners.

**- Infrastructure limitations:**

Despite upgrades to the communications infrastructure at the mission, bandwidth continues to be an issue in Beirut. While some improvements in speed and performance were noted following a bandwidth upgrade in January 2018, It should be noted that the monthly scheduled (and often the unscheduled) GCMS outages occur in the middle of the Beirut workday,

Moving forward with this project would provide an additional 20-25 hours of interviewing capacity per week. If this time is dedicated to refugee processing, it would mean that an additional 60 files (approximately 150 persons) could be interviewed per month, subject to officer availability and capacity.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Beirut Area: The Middle East  
 Operational Risk Environment Risk Rating: C

4. TEMPORARY RESIDENT OVERVIEW

Temporary Resident

Beirut

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)
2018 (Jan - Aug)	Visitor	7088		22
	Student	420		29
	Worker	84		58
	eTA	0		0
	<b>TOTAL</b>	<b>7592</b>		
2017	Visitor	10106		24
	Student	539		23
	Worker	80		50
	eTA	3		14
	<b>TOTAL</b>	<b>10728</b>		
2016	Visitor	9133		23
	Student	427		21
	Worker	47		88
	eTA	0	0.00%	0
	<b>TOTAL</b>	<b>9607</b>		

Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>764</b>
2017	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>5,311</b>
2016	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>1,152</b>

\*The number of TR counterfoils (TRV, SP, WP, PRD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

s.15(1)(ii)

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Beirut Area: The Middle East  
Operational Risk Environment Risk Rating: C

#### TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

#### GENERAL

- **Territory:** Beirut is responsible for temporary resident applications from Lebanon and Syria. eApps for applicants residing in Lebanon are directed to [redacted] and then distributed to Beirut for assessment and finalization.
- **Clientele:** The caseload is mainly Lebanese, with a small percentage of Syrian clientele and a low number of other nationalities.
  - Lebanese: Typical TRV clients are applying to visit family members in Canada (usually siblings or parents visiting children). There is a strong preference to apply through the VAC as opposed to online.
  -
- **Resources:** Carriage of the TR caseload rests largely with one FS-02 Migration Officer who reports to the FS-03 D-MPM, and one LE-04 Program Support and one part-time LE-04 Program Support. Other officers provide surge capacity during peak periods, and backfill to enable the TR Officer opportunities to gain experience processing PR and refugee applications.
- **Inadmissibility Concerns:**
- **eApps:** Beirut uses Chinook and processes eApps as soon as they are distributed from [redacted]
- **Urgent Cases:** [redacted]

**s.15(1)(i)**

**s.16(1)(b)**

**s.16(1)(c)**

Migration Office: Beirut Area: The Middle East **s.21(1)(b)**  
Operational Risk Environment Risk Rating: C

• **Facilitation Programs:** Beirut's facilitation program is quite popular, but does not result in significant efficiency gains. Many applicants choose to submit financial documentation despite the program not requiring it. Beirut also introduced a Business Express Program in 2018. While the program only has one company enrolled and no applications have been processed as part of the arrangement as yet, GAC is aware of the program and the Trade team in particular is keen to identify other potential participants.

#### PROCESSING TIMES

• however, published processing times shown on the IRCC website and in various reports are much longer

#### TEMPORARY RESIDENT VISAS (TRVs)

• **Volume & Approval rate:** TRV applications processed in Beirut decreased slightly in 2018 compared to 2017

• **Trends:**

#### STUDY PERMITS (SPs)

• **Volume & Approval rate:** 2018 saw a very slight decrease in intake compared to 2017.

• **Trends:** Representatives from Canadian colleges and universities travel to Lebanon from time to time, which sometimes leads to an increase in applications for those institutions. A

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Beirut Area: The Middle East  
Operational Risk Environment Risk Rating: C

**WORK PERMITS (WPs)**

• **Volume & Approval rate:** 2018 intake was on par with 2017,

• **Trends:** Many of Beirut's WP applications have historically been marginal in quality, where the employer in Canada is related in some way to the applicant, and with many applications coming from the same consultant. While the number of such applications is decreasing,

Caregiver applications. Most are from third-country nationals who have been employed in a similar position here in Lebanon, are well qualified,

Beirut receives very few Live-in

**5. OTHER APPLICATIONS OVERVIEW**

**Other Applications**

Beirut				
Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	163		33
	PR renunciation	93		0
	TRP	8		-
	ARC	11		656
	Rehabilitation	0		-
	<b>Total</b>	<b>275</b>		
2017	PRTD	240		39
	PR renunciation	133		9
	TRP	5		-
	ARC	18		57
	Rehabilitation	1		-
	<b>Total</b>	<b>397</b>		

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Beirut Area: The Middle East  
Operational Risk Environment Risk Rating: C

<b>2016</b>	PRTD	336	44
	PR renunciation	123	11
	TRP	2	-
	ARC	17	217
	Rehabilitation	1	-
	<b>Total</b>	<b>479</b>	

\*Stats supplied by OPPB

#### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Beirut Area: The Middle East  
Operational Risk Environment Risk Rating: C

• **PRTD:**

- **ARC, TRP, Rehabilitation:** The numbers of ARC, TRP, and Rehab cases are small.
- **PR Renunciation:** Beirut receives a substantial number of applications for relinquishment of PR status 127 YTD in 2018 (compared to 133 in 2017). While not a challenging caseload, these applications are fairly labour intensive as most involve a high level of involvement and effort from staff (providing guidance, requesting documents, creating the application, etc.).
- **eTA:** The implementation of eTA has had a minimal impact on the Beirut office since nationals of Lebanon and Syria are not visa-exempt.
- **Assistance to in-Canada offices:** Beirut routinely assists in-land offices
- **Assistance to CBSA LO:** One LE-06 FTE provides periodic support to the CBSA LO

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate.  
Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

Migration Office: Beirut Area: The Middle East  
 Operational Risk Environment Risk Rating: C

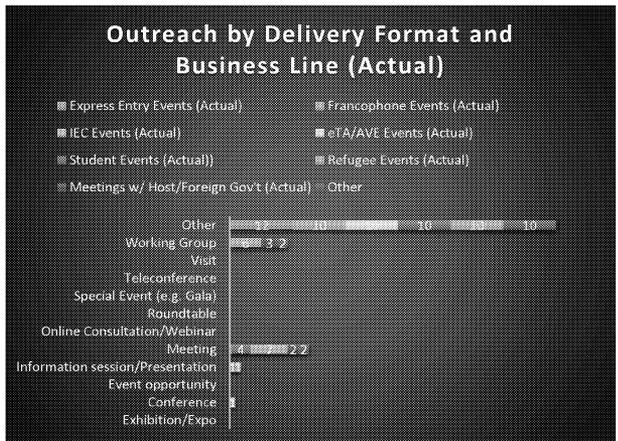
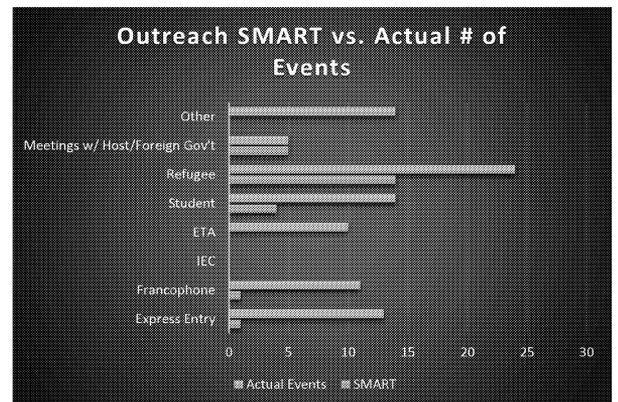
**BEIRUT**

**SMART (For Reference Only)**

Delivery Format / Format de livraison	Express Entry Events (Jan- Oct 2018 in SMART)	Francophone Events (Jan- Oct 2018 in SMART)	IEC Events (Jan- Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct in SMART)	Student Events (Jan-Oct in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)	Other
<b>Conference</b>						1		
<b>Meeting</b>	1	1			4	5	2	
<b>Working group</b>						6	3	1
Information session/Presentation	0					2		
<b>Total</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>14</b>	<b>5</b>	<b>1</b>

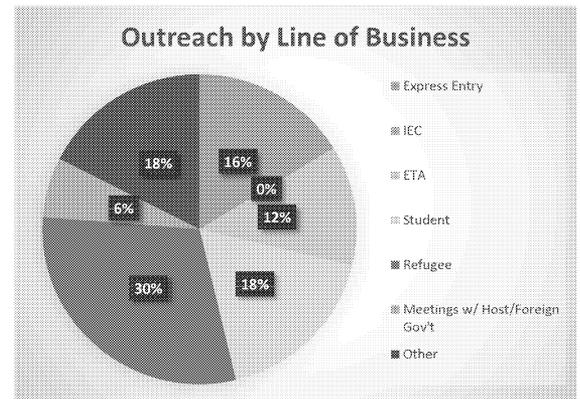
**Actual Events (Please indicate the actual # of events performed)**

Delivery Format / Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/Expo								
<b>Conference</b>						1		
<b>Event opportunity</b>								
Information session/Presentation	1	1						
<b>Meeting</b>					4	7	2	2



Migration Office: Beirut Area: The Middle East  
 Operational Risk Environment Risk Rating: C

Online Consultation/Webinar								
Roundtable								
Special Event (e.g. Gala)								
Teleconference								
Visit								
Working Group					6		3	2
Other	12	10		10	10	10		10
<b>Total</b>	<b>13</b>	<b>11</b>	<b>0</b>	<b>10</b>	<b>14</b>	<b>24</b>	<b>5</b>	<b>14</b>



Business Line	SMART	Actual Events
Express Entry	1	13
Francophone	1	11
IEC	0	0
ETA	0	10
Student	4	14
Refugee	14	24
Meetings w/ Host/Foreign Gov't	5	5
Other	0	14
<b>Total</b>		<b>91</b>

SMART EVENT Names
BERUT
Conference
BERUT: Briefing by UNHCR and UNICEF on refugees in Lebanon
Information session/Presentation

**s.15(1)(i)**

**s.16(1)(b)**

**s.16(1)(c)**

Migration Office: Beirut Area: The Middle East  
Operational Risk Environment Risk Rating: C

BERUT: Information Session on local dynamics and challenges for LGBTI from the Arab Foundation for Freedoms and Equality
BERUT: Presentation on refugee processing to delegation from Argentina
Meeting
BERUT: meeting with Refugee Coordinator from US Embassy
BERUT: Meeting with representatives from Canadian post-secondary institutions to discuss study permits
BERUT: Meeting with St. Lawrence College representatives on study permits
BERUT: Participation & presentation at UNHCR Durable Solutions Group meeting
Working Group
BERUT: IRCC-BERUT hosts the Lebanon Immigration Anti-Fraud Group

**Migration Diplomacy / Outreach (RIO, RM)**

- Describe the type and frequency of contact with local officials.
  - Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
  - Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
  - Describe participation in local and international fora.
  - Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

IRCC Beirut is increasingly involved in migration diplomacy activities in a whole-of-mission approach, which includes regular thematic meetings with GAC political and development colleagues on Syrian refugees, migration, and Lebanese politics to foster knowledge exchange and enhance reporting. From time to time IRCC officers also accompany development colleagues on field visits and political colleagues to meetings with the Government of Lebanon and other stakeholders.

**• Contact with local officials:**

Diplomatic Notes and Demarches (which all must be translated into Arabic) have been necessary in the past year to:

s.15(1)(i)i)

s.16(1)(b)

s.16(1)(c)

Migration Office: Beirut Area: The Middle East  
Operational Risk Environment Risk Rating: C

• **Bilateral Irritants:**

• **Participation in local/international fora:** Beirut maintains positive and productive relationships with representatives of UNHCR, IOM, and countries with a diplomatic presence in Lebanon (but not necessarily with resettlement programs) to share information on programs, processes, and fraud/risk-management.

Beirut liaises regularly with UNHCR and IOM on operational issues related to processing as well as broader protection and migration issues. For UNHCR, this includes regular discussions on referrals and support for humanitarian efforts that are ongoing in the region. Beirut is also in regular contact with the IOM Canadian Orientation Abroad program coordinator to ensure that the program is well publicized and continues to meet the needs of the clients.

• **Like-Minded Countries:** Beirut maintains periodic contact with counterparts from Australia, USA, New Zealand (non-resident in Beirut), UK (non-resident in Beirut), and several EU countries to discuss refugee processing and anti-fraud issues. In its migration diplomacy efforts flowing from Operation Syrian Refugees, Beirut continues to liaise with new and emerging resettlement countries such as Argentina, as well as other countries such as Italy and France to discuss challenges and share resettlement best practices as well as information about economic migration and settlement programs.

• **Canadian Sponsorship Agreement Holders and Non-Governmental Organizations:** Members of the IRCC Beirut team meet on request with visiting sponsorship agreement holders (SAHs), non-governmental organizations (NGOs), and other concerned partners such as Talent Beyond Boundaries.

**Promotion and Recruitment (RM)**

**Labour market overview / key sectors**

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

Lebanon's population is educated and, for a significant part, trilingual (Arabic, French and English). Regionally, Lebanon is considered to be providing a high level of education.

Lebanon's poor economic growth and performance has limited the creation of sufficient jobs to cater to the high demand of jobseekers.

**s.15(1)(i)ii)**

**s.21(1)(b)**

Migration Office: Beirut Area: The Middle East  
Operational Risk Environment Risk Rating: C

Reliable labour market statistics are difficult to obtain and some sources estimate the unemployment rate to be approximately 6.7% in 2018, up from 6.5% in 2016, while others put it at over 25%. Youth unemployment is very high at over 30%, depending on the source. The majority of the workforce is employed in the services, financial and insurance sectors, and trade. According to a study conducted by the ILO in 2017, the percentage of women who work in Lebanon is very low (19.7%) compared with men (67.8%).

The Lebanese labour market has been severely affected by the influx of Syrian refugees. A field survey conducted recently by the ILO on a sample of 400 Syrian refugee households in Lebanon indicates that slightly less than half of the Syrian refugees are economically active, with unemployment estimated at 30%. Those who work are employed mainly in three sectors: agricultural activities (24%), domestic or personal services (27%), and construction (12%). The study reveals that 45% of Syrian refugee workers work in unskilled jobs, and around 43% work in semi-skilled jobs.

Almost half of the Palestinian workers are employed outside the camps, while around one-quarter work in the camps. The remaining workers are mostly active in and around the camps. In general, the Palestinian labour force shares similar characteristics with the Lebanese in terms of activity rate, sector, employment status, occupation and industry. Most Palestinian workers are engaged in low-status jobs concentrated in commerce (26% of Palestinian workers) and construction (24%), but only 2% are in the hotel and restaurant sector, and 3% in agriculture.

The combination of high unemployment, low salaries, and regional instability leads many Lebanese nationals to pursue employment opportunities elsewhere. In the past, Lebanese nationals often looked for jobs in the Gulf where salaries are higher. However, the tax rates in the Gulf countries have increased, visas are more difficult to obtain and the cost of living is becoming higher. As a result, Canada is becoming a more attractive destination, with a stable and safe environment and a large Lebanese diaspora.

There are potentially many qualified economic class applicants in Lebanon and Syria,

Key sectors for P&R activities in Lebanon include construction, manufacturing, banking, and health care, among others.

s.16(2)

s.21(1)(b)

Migration Office: Beirut Area: The Middle East  
Operational Risk Environment Risk Rating: C

**Activities**

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
  - Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
  - Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

Since 2017 Beirut has increased engagement and outreach, and has been working closely with the Trade section to provide information about the study permit application process to representatives of Canadian institutions during visits to Lebanon as well as counsellors from local private schools (including French language schools). In 2018, Beirut officers met with representatives from the following Canadian institutions to provide information and guidance on the SP process: Saint Mary's University, St. Lawrence College, Concordia, University of Ontario Institute of Technology, and St. Francis Xavier University.

In addition, IRCC Beirut has promoted the Global Refugee Sponsorship Initiative at meetings with representatives

Beirut is also in regular communication with representatives from Talent Beyond Boundaries

**Records Management (RIS)**

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

As of November 2018 Beirut is up to date with file destruction and repatriation. A repatriation exercise will be arranged while storage is not an issue in Beirut, though efforts are ongoing to ensure that file holdings are kept to a minimum.

Files are received from CN

In 2018 Beirut sent approximately 114 files to Canada as a result of requests from litigation:

- 72 responses to Appeals were sent while
- 7 CTR and 35 Rule 9 responses were sent

s.16(1)(b)

s.21(1)(b)

Migration Office: Beirut Area: The Middle East  
Operational Risk Environment Risk Rating: C

#### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

• **High Level Visits:** Fewer high level visits are taking place in the post-OSR environment. That being said, Lebanon is still an important country for the GoC and is a major recipient of funding through the Middle East Strategy and the mission receives a significant number of visitors from Ottawa and other embassies in the region.

• **Contingency Planning and Committees:** Involvement of IRCC staff in security and contingency planning continues to demand a considerable amount of time (for example, IRCC staff are core members of the Emergency Response Team and the mission Security Committee). IRCC officers, including managers, also participate in various Mission committees, some of which require a fairly significant time commitment.

• **Partner Visits:** !

#### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

Beirut's VAC relocated in 2018 and the VAC liaison conducted a comprehensive audit of the new location shortly after opening.

Regular announced and periodic unannounced visits are conducted throughout the year, while ongoing contact is usually driven by specific issues such as quality control, client complaints, or technical issues.

Beirut has reported a number of deficiencies and concerns about VAC performance to IN-VAC, which resulted in deficiency reports being filed and subsequently addressed by the contractor. These have resulted in improvements in client service and more accurate measurement of wait and processing times.

#### Other

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

s.21(1)(b)

Migration Office: Beirut Area: The Middle East  
Operational Risk Environment Risk Rating: C

**Security training requirements:** As part of the Duty of Care program, GAC is enhancing training for employees travelling to critical threat missions. Following consultation at ADM Security Committee, the Policy on Personal Security Training was amended to reflect that all Global Affairs Canada employees travelling to one of the 28 missions identified as areas of critical threat on the Personal Security Threat Missions List, are required to complete the Hazardous Environment Training (HET), prior to their trip, **regardless of their length of stay**. This policy change took effect on April 11, 2018. Beirut is one of these missions, which means that all GoC visitors must be HET-trained. This policy has a significant impact on our program as it is difficult to identify TD officers who have completed HET.

**Chancery:**

**Minor property projects:**

MPM is also working with Common Services to improve the functionality and ergonomics of the IRCC interview booths, and potentially create a fourth booth in order to increase interviewing capacity.

7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

**s.21(1)(b)**

Migration Office: Beirut Area: The Middle East  
Operational Risk Environment Risk Rating: C

• **Current Resources:** Two new CBO positions were created in 2017 and filled with the 2018 summer rotation, bringing the total CBO complement in Beirut to nine. Despite this increase in CBO FTEs Beirut still requires at least two TD officers per quarter in order to conduct enough interviews to meet its large refugee resettlement targets. In 2018 Beirut received 47 weeks of TD assistance, and most of these weeks and nearly all of these weeks were dedicated to refugee processing. The addition of a new CBS Migration Officer position in 2019 would help to address this capacity gap.

• **Training Needs:** Managing immigration, refugee, and visa caseloads is increasingly query- and spreadsheet-based in the modernized IRCC office. All IRCC staff require at least intermediate- if not expert-level knowledge and skills in Excel in order to work effectively with the reports generated using GCMS queries and Answers. Most LES received intermediate Excel training in 2017 and Beirut intends to offer continued training a number of staff, including CBOs. Advanced GCMS and Answers training is required for all CBOs and would also be valuable for selected LES.

• **Organizational Challenges:**

**Wellness: Promoting a Healthy & Diverse Workplace**

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

Lebanon is a Hardship level IV posting, owing to a number of factors, not least of which is the unpredictable security situation (the GoC travel advisory urges visitors to exercise a high degree of caution).

Many staff spend 30-90 minutes commuting to and from work each day, and as a result are generally uninterested in working overtime as doing so would mean spending even more time in traffic and away from their families. There has been little to no need for LES to work overtime in the IRCC section of the embassy over the past year. Mandatory OT has not been required to address workloads or inventories but CBS will work overtime as required to ensure that processing standards are met and to make progress towards target achievement.

**s.16(2)**

Migration Office: Beirut Area: The Middle East  
Operational Risk Environment Risk Rating: C

**s.21(1)(b)**

Despite these daily challenges, staff morale is good, and rising, thanks to investments in training and other initiatives which contribute to wellness such as stress-management and communication workshops, fitness classes, lunch and learn information sessions, regular town hall meetings to improve communications and transparency, etc. The IRCC Office of Conflict Resolution (OCR) visited Beirut in December 2017 to deliver workshops on giving/receiving feedback, social styles, and building civility in the workplace. In addition, the GAC division responsible for Values, Ethics and Workplace Well-being (ZIB) visited Beirut in early 2018 and delivered workshops on stress management and resilience in the workplace to all staff. These workshops were well-received and in both cases, staff were encouraged to schedule one-on-one meetings with the facilitators to discuss any issues or concerns they might have.

Beirut processes a large volume of refugee resettlement cases, many of which are complex and the case histories often include vivid descriptions of traumatic experiences. Dealing with such cases on a daily basis takes a toll on mental health and wellness. Staff in Beirut are well aware of the GoC resources which exist to support mental health (for example, IRCC and GAC Employee Assistance Programs, GAC ZIB counsellors, IRCC Office of Conflict Resolution, etc.), and a number of staff meetings and other learning opportunities have focused on topics such as wellness and mental health.

Nevertheless, the Beirut team would benefit from training about the potential consequences working with vulnerable clients can have on mental health and wellness, to learn strategies to deal with psychologically difficult cases, and identify reactions to professional burn-out and develop tools to prevent it, including self-care.

The IRCC team in Beirut is not particularly gender diverse. Out of 21 LES, 20 are female and one male. While the embassy makes reasonable efforts to promote diversity in hiring practices, the fact remains that there is very low turnover, so opportunities to bring on new staff are few and far between.

staff (both LES and CBS) are often offered opportunities to cross-train or even work temporarily in a different unit or team, to gain exposure to new tasks, caseloads, and clientele.

Monthly all-staff meetings of the IRCC team are used to discuss V&E issues and wellness, and also to recognize colleagues for accomplishments and outstanding contributions. To further promote wellness and healthy habits, an IRCC CBS regularly leads "move/stretch breaks". In addition, the Ambassador encourages all staff to participate in a monthly all-embassy coffee break as a way to build morale and enhance collaboration and camaraderie across sections.

s.16(1)(b)

s.16(1)(c)

Migration Office: Beirut Area: The Middle East  
Operational Risk Environment Risk Rating: C

8. RISK MANAGEMENT (RIC, IRG)

**2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019**

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.  
Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice
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**s.16(1)(b)**

**s.16(1)(c)**

Migration Office: Beirut Area: The Middle East  
Operational Risk Environment Risk Rating: C



s.16(1)(b)

s.16(1)(c)

Migration Office: Beirut Area: The Middle East  
Operational Risk Environment Risk Rating: C

	QA			N/A		BERUT		
	Report		N/A	N/A		BERUT		

**Risk Assessment**

**Mission Specific:**

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? [Non-RAO offices please report any ad hoc RA activities.]
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

**s.16(1)(b)**

**s.16(1)(c)**

Migration Office: Beirut Area: The Middle East  
Operational Risk Environment Risk Rating: C

**Activities:**

- 
- 
- 

**Trends:**

- 
- 
- 
- 
- 

**Results:**

- The Risk & Integrity Team is responsible for submitting and following up on security screening requests.

**s.16(1)(b)**

Migration Office: Beirut Area: The Middle East  
Operational Risk Environment Risk Rating: C

**s.16(1)(c)**

**Resources/Tools:**

**s.17**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

**s.21(1)(b)**

**Resources:**

- 
- Beirut has established a "Risk & Integrity Team", consisting of:
  - Migration Officer (FS-02) – I
  - Case Analyst (LE-06) –
  - Program Assistant (LE-05) –
- 
- All staff are involved in fraud detection and prevention and have received document inspection training. Through experience, they have developed a considerable knowledge-base on types and incidence of fraud, :
- 

**9. INNOVATION & CLIENT SERVICE (RIC, RIO)**

**Client Service**

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

s.15(1)(i)i)

s.21(1)(b)

Migration Office: Beirut Area: The Middle East  
Operational Risk Environment Risk Rating: C

most TR applicants are directed to the VAC, where they can receive personalized and face-to-face service. In addition, while the Client Service Unit relies on the use of standardized email replies to tackle the high volume of email enquiries received, the team makes efforts to provide more personalized and informative responses in order to avoid multiple follow-up emails. Tier 1 and 2 email enquiries are handled by the Client Service Unit, and more complex enquiries are directed to the relevant processing unit for review and action as appropriate.

In 2018 IRCC Beirut consolidated all generic email address for the office into one – [BeirutMigration@international.gc.ca](mailto:BeirutMigration@international.gc.ca) (or [BeyrouthMigration@international.gc.ca](mailto:BeyrouthMigration@international.gc.ca) en français). This change has reduced the number of duplicate enquiries received and has streamlined communications with clients. In addition, the new address is easier for clients to understand when it is dictated to them over the telephone (as compared to [berut.immigration@international.gc.ca](mailto:berut.immigration@international.gc.ca))

Social media for the mission is managed by GAC Public Affairs with input from all sections including IRCC. Each section is expected to provide at least five messages per month. One IRCC LES in the Client Service Unit is responsible for developing IRCC content, or modifying content already produced by NHQ and/or other missions for the local environment. The posts are reviewed by the MPM and the CBO P&R lead, and once finalized they are incorporated into the mission's social media calendar. The social media lead and the MPM are also members of the mission's Social Media Committee, which meets at least once per quarter. These meetings present an opportunity to discuss themes and to ensure that all sections of the embassy are aware of priorities and upcoming events to be highlighted.

Most clients who apply at the VAC pay application fees by cash, which is then transferred into a GoC account. This process requires reconciliation at the migration office and makes refunds more time-consuming.

Client Service Initiatives

Country	Brief description of initiative	Expected outcomes*	Implementation Date
Lebanon	Further refinement of communications products (brochures, benchmark letters, etc.) aimed at refugees and sponsors.	Refugee applicants do not often have access to email or internet, so these products provide useful information about the process and what they can expect along the way, in order to manage expectations and reduce uncertainty thereby improving client service.	Ongoing throughout the year.
Lebanon			Mid 2019

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Beirut Area: The Middle East  
Operational Risk Environment Risk Rating: C

**Work-Sharing Arrangements**

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

No matter where they are processed in the International or Centralized Networks, for cases in which applicants are living in Lebanon or Syria, Beirut remains involved in visa printing, document verification, interviewing, and other aspects of processing as required. These initiatives leverage GCMS and IRCC's integrated network for productivity gains, faster processing times, and enhanced client service. Systematic knowledge transfer and quality assurance activities help to mitigate associated risks.

Beirut is now responsible for processing all eApps from applicants residing in Lebanon. The eApps are distributed and then promoted by Beirut LES and reviewed and finalized by a Beirut officer.

**Work-Sharing Arrangements**

Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date
Lebanon	Economic (QBUS, QSE, PNP)		PR	Paper	Reduce processing times / gain productivity	Regular communication and knowledge transfer, QA of documents	Ongoing
Lebanon	Economic (FSW, Atlantic, QSW)		PR	Paper	Reduce processing times / gain productivity	Regular communication and knowledge transfer, QA of documents	Ongoing
Lebanon	Economic (FBUS, FSE)		PR		Reduce processing times / gain productivity	Regular communication and knowledge transfer, QA of documents	Ongoing
Lebanon			PR	eApp	Reduce processing times / gain productivity	QA of data	Ongoing

**Other Innovations/ Best Practices**

- Describe any other innovations / best practices related to:
- Chinook, including efficiencies gained or improvements to evidence-based decision making;
  - GCMS, including queries, dashboards, orgs/activities, groups, etc.;

Migration Office: Beirut Area: The Middle East  
Operational Risk Environment Risk Rating: C

- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

Beirut now uses Chinook for TR processing and has realized some efficiency because of this tool.

GCMS queries and dashboards are used extensively to ensure that files are moving through the processing stages as planned -- outliers are identified and actioned accordingly. GCMS activities and correspondence records are used systematically to track verification activities and correspondence.

Migration Office: Bangalore Area: India Network  
 Operational Risk Environment Risk Rating: C

1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	Bengaluru
Area:	India Network
Office Type: {Full Service, Satellite, RPC, Specialized}	Satellite Office
Updated (YYYY/MM/DD)	2018/12/09
Interrelated Offices:	New Delhi/ Chandigarh/ Colombo – India Network offices

Personnel		
	NAME	MITNET
MPM:		
D/MPM:		
Area Director:		
GCMS Manager:		
BVO:		
RAO:		
eTA SPOC (Single Point of Contact):	NA	
HOM:	Nicole Girard	521 3200
GAC Regional Director:	Gillian Frost	



Migration Office: Bangalore Area: India Network  
Operational Risk Environment Risk Rating: C

TD

Total number of weeks in 2018: 68 weeks  
January to December 2018

## 2. TERRITORY OVERVIEW

### TERRITOIRE DE RESPONSABILITÉ

Pays/Territoire	Niv. de Risque lié à l'Environnement Opérationnel EIU	Population	Exempté de visa? (X)	Nbre de demandes de RP reçues (par pays de résidence, 1 janvier - 31 août)	Nbre de demandes de RT reçues (par pays de résidence, 1 janvier - 31 août)	AVE (X)	# de CRDV	EIC (X)	Arrangements pour impression à distance? (X)	Programmes de facilitation et spéciaux (noms et/ou codes seulement)
India	C	1,281,935,911			84499		6			
Other	#N/A	#N/A			100					
<b>TOTAL:</b>				<b>0</b>	<b>84,599</b>		<b>0</b>			

### APERÇU DES RISQUES DU TERRITOIRE

Niveau de risque associé aux dossiers à traiter				Niveau de risque lié à l'environnement opérationnel				
Pays/territoire	CPI/IPC	% de la charge de travail RP	% de la charge de travail RT	Emplacement du bureau responsable des RP	Emplacement du bureau responsable des RT	Voyages de zone prévus? (O/N) **	Si aucun voyage, indiquez les pays tiers visités pour entrevues, rencontres, etc. **	Remarques
India	40		99.9%					

Migration Office: Bangalore Area: India Network  
Operational Risk Environment Risk Rating: C

Other	#N/A	0.1%
** cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1		

Les couleurs utilisées dans les tableaux sont basés sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### CLÉS POUR LES NIVEAUX DE RISQUE ASSOCIÉS AUX DOSSIERS À TRAITER ET LIÉS À L'ENVIRONNEMENT OPÉRATIONNEL

Clé : Niveau de risque associé aux dossiers à traiter (Index des perceptions sur la corruption (IPC) de Transparency International)		Clé : Niveau de risque lié à l'environnement opérationnel (Cote de risque de l'unité de renseignement du magazine The Economist - Évaluation globale)	
	Aucun classement		Aucun classement
	Résultat à l'IPC de TI : 80 - 100		Évaluation globale: A
	Résultat à l'IPC de TI : 60 - 79		Évaluation globale: B
	Résultat à l'IPC de TI : 40 - 59		Évaluation globale: C
	Résultat à l'IPC de TI : 20 - 39		Évaluation globale: D
	Résultat à l'IPC de TI : 0 - 19		Évaluation globale: E

s.16(1)(b)

s.16(1)(c)

Migration Office: Bangalore Area: India Network  
 Operational Risk Environment Risk Rating: C

3. PERMANENT RESIDENT OVERVIEW

Résident permanent

Bangalore

Année	Catégorie	Cible (#)	Demandes traitées (#)	Délais de traitement moyens (mois)
2018 (Jan - Aug)	Économique	-	1	7
	Regroupement familial	-	-	-
	Humanitaire	-	0	0
	<b>TOTAL</b>	<b>0</b>	<b>1</b>	
2017	Économique	-	2	19
	Regroupement familial	-	-	-
	Humanitaire	-	98	78
	<b>TOTAL</b>	<b>0</b>	<b>100</b>	
2016	Économique	-	0	0
	Regroupement familial	-	-	-
	Humanitaire	-	118	76
	<b>TOTAL</b>	<b>0</b>	<b>118</b>	

Année	Activité	Activités (#)	Vignettes d'un autre bureau (# imprimées)*	Demandes du PVV (#)
2018 (Jan - Aug)	Événements			
	Vérifications			
	C&H			
	Fausse déclaration			
<b>TOTAL</b>			<b>65</b>	<b>0</b>
2017	Événements			
	Vérifications			
	C&H			
	Fausse déclaration			
<b>TOTAL</b>			<b>108</b>	<b>0</b>
2016	Événements			
	Vérifications			
	C&H			
	Fausse déclaration			
<b>TOTAL</b>			<b>22</b>	<b>0</b>

\*Stats supplied by GPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

GUIDE:  
 For the following three categories, FD targets are only indicative and outputs are measured in actual admissions :  
 • Government-assisted refugees (GARs)  
 • Privately-sponsored refugees (PSRs)  
 • Blended Visa-office-referred refugees (BVORs)

Migration Office: Bangalore Area: India Network  
Operational Risk Environment Risk Rating: C

#### PR Trends/Issues

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

There is no PR programme in Bangalore

A small amount of PR visa counterfoils and COPR printing is done for those PR applicants who choose to submit their passports to any of the 6 VACs served by the IRCC Bangalore office - Ahmedabad, Bangalore, Chennai, Hyderabad, Mumbai and Pune.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Bangalore Area: India Network  
 Operational Risk Environment Risk Rating: C

4. TEMPORARY RESIDENT OVERVIEW

Résident temporaire

Bangalore

Année	Catégorie	Demandes traitées (#)	Taux d'approbation (%)	Délais de traitement moyens (jours)	Année	Activité	Activités (#)	Vignettes d'un autre bureau (# imprimées)*
2018 (Jan - Aug)	Visiteur	48585		21	2018 (Jan - Aug)	Événements		
	Étudiant	12847		35		Vérifications		
	Travailleur	780		53		Fausse déclaration		
	AVE	6		199		TOTAL		36,546
	TOTAL	62218						
2017	Visiteur	64455		22	2017	Événements		
	Étudiant	19399		32		Vérifications		
	Travailleur	2315		47		Fausse déclaration		
	AVE	1		9		TOTAL		19,905
	TOTAL	86170						
2016	Visiteur	56830		19	2016	Événements		
	Étudiant	13319		24		Vérifications		
	Travailleur	2887		40		Fausse déclaration		
	AVE	0		0		TOTAL		11,487
	TOTAL	73036						

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?

**s.15(1)(i)**

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Bangalore Area: India Network  
Operational Risk Environment Risk Rating: C

- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

- Trends/Issues: Volumes of TRVs and SPs have increased year on year since the opening of the office in September 2014. TRV increases may be attributed to reasons such as greater promotion of Canada as a stand-alone destination for leisure travel by Indian travel agents, growing middle class with disposable income for overseas travel, heightened awareness of Canada as a safe, diverse, open and friendly country by comparison to other countries which may be perceived as being less welcoming. Direct flights to Canada from India and a growing Indian diaspora (in particular students) which in turn creates impetus for family visits continue to contribute to the increase in TRV intake. Challenges include the processing times in the face of unprecedented intake, managing paper in a workplace 2.0 workplace
- Principal factors for refusal are:
- Prioritize e-apps over paper: Bangalore office does little processing of e-apps due to current poor bandwidth. Promotion of e-apps is done at every opportunity including at meeting with stake-holders, official referrals process, all visa discussions with mission colleagues and at Outreach events. All visa presentation materials include reference to, and preference for, e-apps including always positioning e-app option before mentioning paper option. All standard replies and other communications products promote use of e-apps. Bangalore does not have its own social media presence/accounts but does feed into the New Delhi/ all-India social media discussions and committee.
- Urgent and High-Profile cases: well-established procedures for VAC to flag urgent cases ( upon receipt. VAC flags to MPM by email that there is an urgent file and the physical file is labelled accordingly and upon receipt by migration office is sent for priority processing to the officer on duty- for same day decision-making where possible. High profile cases may be flagged to MPM by AD or DPM in Delhi, by HOM, by other programmes or MINO office or by Client Service team. There is a well-established OGD referrals process in place which is India-wide and centralized in New Delhi. A "referrals refresher presentation" is delivered by New Delhi Ops Manager each year after arrival of incoming new CBO Programme Managers.
- No eTA caseload

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Bangalore Area: India Network  
 Operational Risk Environment Risk Rating: C

5. OTHER APPLICATIONS OVERVIEW

**Autres secteurs d'activité**

Bangalore				
Année	Catégorie	Demandes reçues	Taux d'approbation (%)	Délais de traitement moyens (jours)
2018 (Jan-Aug)	TVRP	833		18
	Renonciation	123		16
	PST	1		-
	ARC	0		-
	Réhabilitation	-		-
	<b>Total</b>	<b>957</b>		
2017	TVRP	661		27
	Renonciation	132		31
	PST	8		-
	ARC	3		-
	Réhabilitation	-		-
	<b>Total</b>	<b>804</b>		
2016	TVRP	872		24
	Renonciation	148		25
	PST	8		-
	ARC	5		-
	Réhabilitation	-		-
	<b>Total</b>	<b>1,033</b>		

\*Stats supplied by OPPB

**Other Lines of Business Trends/Issues**

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Bangalore Area: India Network  
Operational Risk Environment Risk Rating: C

• Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

The only "Other applications" processed by Bangalore office are PRTDs.

Trends - a decrease in the number of PRTD applications in 2018 ytd v 2017 is noted. This may be attributed to the routine issuance of m/e two year validity PRTDs which is now standard since February 2017,

• Processing times: Approved cases are routinely processed but more complex cases take significantly more time. This business line, with no published processing standard, is sometimes set aside in favour of more Urgent PRTDs are flagged and processed on priority basis. PRTD applications are frequently hand-written, poorly documented and often require additional correspondence, telephone calls and further documents. The introduction of a 2D barcoded form which can be entered into Public Docman and file created by VAC will greatly streamline processing of these applications as will the eventual introduction of exit controls. SOPs for TRV applications from former PRs of Canada require that an "Options" letter be sent which lays out the option of submitting either a PRTD or a Renunciation application. Clients regularly apply for the PRTD option even when they have been away from Canada for periods of up to 15 years

Instances of lost/stolen PR cards require additional review time, documents, resources to report cards as lost/stolen to Nat Intel and PRC-Sydney.

ARCs and applications for rehabilitation do not form a significant part of Bangalore case-load either

Migration Office: Bangalore Area: India Network  
 Operational Risk Environment Risk Rating: C

6. ENVIRONMENTAL OVERVIEW

Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate.

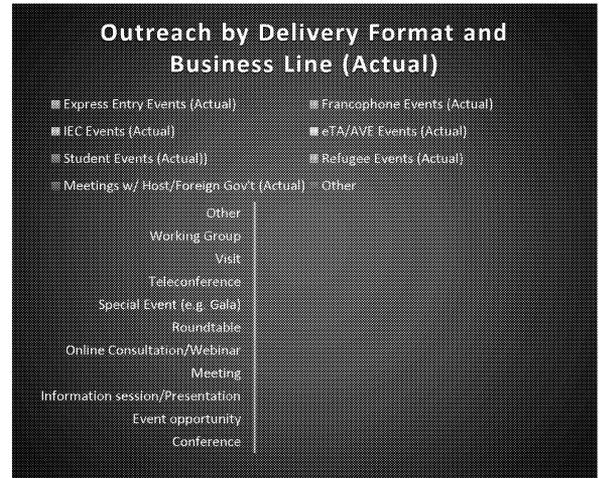
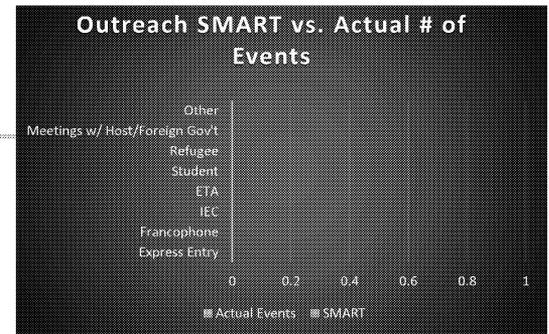
Bangalore

SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan - Oct 2018 in SMART)	Francophone Events (Jan - Oct 2018 in SMART)	IEC Events (Jan - Oct 2018 in SMART)	eTA/AVE Events (Jan - Oct 2018 in SMART)	Student Events (Jan - Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)
Information session/Presentation	0						
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Actual Events (Please indicate the actual # of events performed)

Delivery Format / Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other



Migration Office: Bangalore Area: India Network  
 Operational Risk Environment Risk Rating: C

Conference									
Event opportunity									
Information session/Presentation									
Meeting									
Online Consultation/Webinar									
Roundtable									
Special Event (e.g. Gala)									
Teleconference									
Visit									
Working Group									
Other									
<b>Total</b>	<b>0</b>								

Business Line	SMART	Actual Events
Express Entry	0	0
Francophone	0	0
IEC	0	0
ETA	0	0
Student	0	0
Refugee	0	0
Meetings w/ Host/Foreign Gov't	0	0
Other	0	0
<b>Total</b>	<b>0</b>	<b>0</b>

**s.16(1)(b)**

Migration Office: Bangalore Area: India Network  
Operational Risk Environment Risk Rating: C

**s.16(1)(c)**

**s.21(1)(b)**

**Migration Diplomacy / Outreach (RIO, RM)**

- Describe the type and frequency of contact with local officials.
  - Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
  - Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
  - Describe participation in local and international fora.
  - Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

Contact with local officials of host government : \_\_\_\_\_ has been at HOM level. Contact with the \_\_\_\_\_ has been via MCO/GAC.

Bangalore receives few to no applications for visitor visas from officials in Bangalore as any such applications are generally sent to New Delhi. Aside from dealing with requests for personal visa-related questions which are sent to HOM by contacts, IRCC Bangalore is not engaged locally in visa matters. All contact with \_\_\_\_\_ is via New Delhi AD/DPM level.

-No M5 partners have consulates in Bangalore with the exception of UK which does have a Consulate but not a Visa/Migration section. The US and UK have consulates in Mumbai and in Chennai. Ad hoc meetings are held and contacts established where possible during travel to or from respective cities. \_\_\_\_\_ Anti-fraud counterparts have visited Bangalore and have met with MPM and DPM. Main M5 contact is centralized in New Delhi.

There is a French and German consulate in Bangalore and ad hoc meetings are held with counterparts between our offices. The German Consulate office in Chennai has an airline Liaison Officer who is responsible for Bangalore and South India.

Limited opportunities for such engagement in Bengaluru – these activities are centralized in New Delhi.

-Key engagement with Canadian employers, educational institutions and stakeholders \_\_\_\_\_ local NGOs, service provider organizations, etc. All such engagement is centralized in New Delhi office. However Bangalore office does meet regularly with representatives of individual educational institutions and has monthly meeting with local VAC. Bengaluru officers have engaged in outreach visits to IT companies upon request. We have also hosted visits to the Consulate from IT companies, educational institutions and travel agents. All such meetings and events have been entered into the SMART calendar.

-Occasional events or situations such as protests, riots or weather –related disasters (Chennai flooding) may provide short-term impetus to a small number of individuals for increased interest in migration to Canada.

**Promotion and Recruitment (RM)**

**Labour market overview / key sectors**

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

Migration Office: Bangalore Area: India Network  
Operational Risk Environment Risk Rating: C

- Information Technology dominates the labour market in Southern India, from IT hubs such as Bangalore, Chennai, Hyderabad and Pune among others. There is also a very active film industry (esp Mumbai, Chennai( Tamil film industry) and Hyderabad (Telegu film industry)
- There are opportunities for TR outreach to the travel trade sector with the travel trade sector for TRV messaging. On October 30, 2018, IRCC Bangalore attended a Bangalore Chapter meeting of the Travel Agents Association of India which was a useful opportunity to promote on-line applications and share information about VAC contract change and upcoming Biometrics requirements. There are also opportunities, resources permitting, to do some promotion of l'Immigration francophone, for minority communities in Canada, in Pondicherry, a Union territory and former French colony. There are several schools offering secondary education exclusively through the French medium .We may be able to leverage presence of French consulate and of the Alliance Francaise in both Bangalore and Pondicherry Additionally there may be opportunities for PR promotion to the healthcare sector in Kerala and Tamil Nadu where there are many established schools offering nursing and other healthcare training programmes and an established pattern of out-migration to the Gulf countries for better employment opportunities. This education and overseas employment experience may result in strong candidates for Express Entry.

Migration Office: Bangalore Area: India Network  
Operational Risk Environment Risk Rating: C

#### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
  - Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
  - Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

Type your answer here:

- With a well-educated and experienced work force in the IT sectors, there is ample opportunity for Express Entry and Student Recruitment. At the MBA Fairs in Hyderabad, Chennai and Bengaluru, IRCC officers answered many questions from applicants interested in PR/Express Entry programs. As a best practice all visa presentations include a number of slides and references to Express Entry
- In 2018-19, IRCC Bangalore (MPM and Officers) participated in approximately 20 events including meetings with travel trade representatives, educational institutes, IT companies and consulates as well as student fairs which took place in Bangalore as well as other cities in the region.
- There are no representatives from provinces/territories in Bangalore. ON, AB and QU have representatives in New Delhi and/or Mumbai/Chandigarh. Any meetings are on an ad hoc basis usually during official travel
- All events have been entered into the SMART tool

#### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

s.16(2)

s.21(1)(b)

Migration Office: Bangalore Area: India Network  
Operational Risk Environment Risk Rating: C

Type your answer here:

- A small team of three EMLE03s have been hired to carry out the archiving process i.e. thinning, scanning and uploading and preparation for disposal of paper files .They also coordinate the mapping of files pending archiving for easy retrieval of files upon requests such as for ATIP, JR etc. This team is supervised by a CBO. In addition, all LES staff (LE04 and 05) contribute one hour a day to this task. Up to recently finalized files which had been approved v those which had been refused were processed separately and at different times. New SOPs introduced recently India wide will mean that file destruction for both kinds of files will be harmonized and done at same time. By mid- December,2018 the Bangalore office will be preparing files from October 01 (both approved and refused) destruction/retention at the same time.
- Bangalore was designed as 2.0 office. Space is at a premium.
- 
- Files from Canada are received by
- Files sent to Canada as a result of litigation average one or two per year.

#### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

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Operational Risk Environment Risk Rating: C

Relatively few high-level or high profile visits to the Bangalore office have taken place and IRCC staff support was not required for any which did occur (Minister of Defence) . Migration staff are not involved in providing support to the Consular programme or other programmes. Occasional voluntary assistance may be requested for events such as Canada 150 celebration or other. IRCC CBOs and LES participate in a broad range of missions committees including the Operations, Management , Housing, Wellness, Health and Safety, Social committee and LESMC

IRCC led a mission-wide celebration of the *Journée internationale de la dualité linguistique* in September 2018

Beginning in Fall of 2016, IRCC Bangalore spearheads and co-organizes a very successful annual GCWCC campaign with a series of different fund-raising events. Co-led by IRCC and Trade the events are run over 5 to 6 weeks and funds raised have increased year on year. This campaign of events is highly anticipated and not only raises funds but provides opportunities for staff wellness ,for team-building, for fostering relationships between the various mission sections as well as providing opportunities for creativity, for skills development and learning.

MPM encourages, and works with HOM to find opportunities for IRCC staff to participate in mission events such as International Year of the Girl Child, Campaign against violence against women – 16 days of activism, Terry Fox run and any other events subject to operational needs, IRCC staff have assisted in preparing for visits of IRCC ADM, of Area Director, CBSA, and upcoming visit of OCR, IPG etc as well as any other Migration-related delegations, such as OCR and IPG

**VACs & Biometrics:**

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

s.16(2)

s.21(1)(b)

Migration Office: Bangalore Area: India Network  
Operational Risk Environment Risk Rating: C

**Please describe VAC oversight in your region including inspections and any challenges.**

- Bangalore MPM is in regular contact with VAC for any operations-related requirements or urgent files
- MPM and D/MPM in receipt of all VAC daily reports and attend monthly meetings with the VAC in Bangalore. Occasional visits are made to the Bangalore VAC for these meetings.
- Bangalore D/MPM has been designated as VL backup and attended the New Delhi Hub training along with BVO-India and other VLs from the India network.
- BVO-India and VL-New Delhi primarily responsible for inspections but Bangalore DPM has made one such inspection to Ahmedabad location at request of New Delhi.

**What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?**

- The contract change has proved to be reasonably seamless with the exception of day 1 when the VAC software for recording the in-scan of applications under the new contract was malfunctioning. Issues persisted for approximately one week for a small number of files. The VAC has suggested that the increase noted in the number of applications received in Oct is possibly attributable to an assumption by some applicants that the new contract coming into force on 02 Nov would involve biometrics. Typically the last 2 weeks of December shows a lower intake of TRVs relative to the rest of the year and the VAC does not anticipate significant increases in terms of application intake.

**Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?**

- CIBIDS accounts have been requested and received for additional LE staff members in Bangalore. BVO/VL-Delhi is in the process of co-ordinating training sessions via Web-ex with NHQ for biometric expansion and training for all staff will take place on December 12<sup>th</sup> 2018

**Other**

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

Type your answer here:

Work-stations: With the addition of 3 new IRCC positions in 2017 (staffed in 2018) plus creation of a new NIO position in 2018 Bangalore now has a total staff of 30. A minimum of 3 EMLES for archiving of paper files is required at all times. There is an existing workstation for all current indeterminate, term and emergency staff – up to a maximum of 35 staff/ work-stations .

Bandwidth: current bandwidth is too slow to permit processing of on-line applications in any number thereby skewing India network workload sharing.

**7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)**

**Staffing and Training**

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?

s.16(1)(c)

s.21(1)(b)

s.21(1)(d)

Migration Office: Bangalore Area: India Network  
Operational Risk Environment Risk Rating: C

- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

At least 2 LE05 vacancies are envisaged in January 2019 :

Training: the office is relatively new, opened in September 2014. Institutional memory is relatively modest. New and refresher IRPA training would greatly contribute to a sound knowledge base for all staff particularly LES.

Values and ethics training is particularly important

Regular and reinforced V & E training is required.

Although our office has run V & E training in-house as well as requiring regular on-line training, the delivery of specialized V & E training by HQ experts would demonstrate IRCC commitment as a dept.

CBOs are in the main Single Assignment Officers who are assigned to high-volume caseloads. Files which present complexity to require a large investment of time. Enhanced IRPA training on dealing with such cases would be valuable.

No particular staffing issues as this time.

There has been some

movement of LE04 to LE 05 and an upcoming move from LE05 to NIO both of which have a positive effect on morale.

#### Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

**s.21(1)(b)**

Migration Office: Bangalore Area: India Network  
Operational Risk Environment Risk Rating: C

Type your answer here:

The biggest wellness challenges other than the sustained increases in intake and consequent difficulty in sustaining motivation to meet targets. A very positive change has been the introduction of a choice between a new compressed work week as well as some flexibility w/r to start and end times for those on regular hours. This was offered as a pilot for four months from June to September 2018. These workday options have now been made permanent and have been very well received with the majority of staff opting for some form of compressed work week. Those who have opted to remain on standard hours provide the programme coverage needed to keep the office open on a Friday afternoon. In addition to a general wellness benefit of providing respite and a longer weekend to those who choose it, the compressed work hours also provide a built-in opportunity for overtime and also access to overtime to those employees, who may not be able to avail of overtime opportunities during the weekday evenings or Saturdays due to childcare and other family commitments in the evening or weekends plus commuting challenges/distances from workplace. A decision was made at the MPM conference to try and ensure equitable contribution of overtime hours throughout the offices/officers. For Bangalore office this was set at 10 hours per month.

Other challenges include workplace 2.0 meaning greater issues with sound, distractions, privacy.

Physical

- Have you undertaken any mitigation strategies to counter wellness challenges? Yes: regular gatherings are held to celebrate milestones with food/treats provided by CBOs and staff. MPM is in regular consultation with HOM and heavily encourages MO staff participation in mission events where possible. Opportunities for travel exist for CBOs and Bangalore takes part in inter-office exchanges of LES where possible - two strategic exchanges this fy of one LE04 and one LE05 plus at officer level. Although not the primary purpose of these exchanges, there is a wellness component since participants move outside of their regular environment, often perform different duties, sharpen their skills and develop a greater understanding of the IRCC programme/India network. Bangalore mission has struck a Workplace Wellness committee of which MPM is a member .A series of dance/exercise/craft sessions were held. Provision by Common services of a new quiet space equipped with a bed, new kitchen equipment and a 'green the office with plants' initiative by CBOs have resulted in a healthier and happier workspace.. An informal awards process is in place with staff commended for particular achievements etc. Defined work-hours and established breaktimes have ben cited by LES as being very positive benefits of working at the Consulate and management promotes full take up of breaks/lunchhours/timely completion of workday. The GCWCC offers another opportunity for team-building/morale improvement and wellness by providing opportunities for staff to participate in mission events.

**8. RISK MANAGEMENT (RIC, IRG)**

**2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019**

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.

s.16(1)(b)

s.16(1)(c)

Migration Office: Bangalore Area: India Network  
Operational Risk Environment Risk Rating: C

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice
<i>Student-College QA-Closed File Post Decision</i>	Students- To analyze the outcomes of College students who were granted study permits (SP) spanning from January to December 2015.	QA	TR	Study Permit	N/A	South Asia	Delhi	A.John/LE-05/4 hours; VM.Koodprampii/LE-05/4 hours; S.Ramchand/LE-05/4 hours; J.Sivarmakrishnan/LE-05/4 hours	Jul-2018

s.16(1)(b)

s.16(1)(c)

Migration Office: Bangalore Area: India Network  
Operational Risk Environment Risk Rating: C

### Risk Assessment

#### Mission Specific:

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? *[Non-RAO offices please report any ad hoc RA activities.]*
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

#### What fraud challenges / trends exist in your region of responsibility?

- Bangalore receives applications from VACs located in Ahmedabad, Bangalore, Chennai, Hyderabad, Mumbai and Pune. Applicants are drawn from the Indian states of Gujarat, Maharashtra, Goa, Telangana, Andhra Pradesh, Kerala, Karnataka and Tamil Nadu as well as occasionally from the Punjab or other Indian states..

RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? *[Non-RAO offices please report any ad hoc RA activities.]*

**s.16(1)(b)**

**s.16(1)(c)**

Migration Office: Bangalore Area: India Network  
Operational Risk Environment Risk Rating: C

- Bangalore RAO works closely with and coordinates activities the RAOs in New Delhi and Chandigarh and has travelled to New Delhi on several occasions for RA discussion and planning for the India network
- RAO New Delhi has made one visit to Bangalore in Q3 during which she was introduced to local contacts at other consulates. She provided training to CBOs and LES

Have RA activities resulted in visa processing/triaging updates in your office?

s.16(1)(b)

s.16(1)(c)

Migration Office: Bangalore Area: India Network  
Operational Risk Environment Risk Rating: C

**Resources/Tools:**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?

What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?

- Monthly tele-conference calls have been set up between RAU sections across the India network led by RAO-Delhi. Focus of these calls is to communicate trends, QA strategy, training requirements, FIT trips, sharing of regional knowledge and expertise and ensuring consistency in procedures

Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

- 
- Leveraging office resources and geographical proximity for anti-fraud activities that benefit the whole region.
- Building up regional expertise (fraud trends) that can be communicated across the India/Integrated network.
- Systematically training LES, to the level possible, on visa and passport features. Very often LES are first and last to see passports and are alert to security features/fraudulent documents

**9. INNOVATION & CLIENT SERVICE (RIC, RIO)**

**Client Service**

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

• What are the principal client service issues in your region?

Client uptake of the online application channel remains a challenge. Anticipated increased bandwidth to offices such as Bangalore will improve e-App processing capacity within the SAN to help ensure the online channel represents a processing time advantage to clients. However, prospective applicants' historical reliance on agents rather than self-service in consulting the IRCC website and online services will continue to be an issue in shifting client behaviour. Continuing to improve consistency in decision-making between overseas and domestic offices under work-sharing

**s.16(1)(b)**

**s.16(1)(c)**

Migration Office: Bangalore Area: India Network  
Operational Risk Environment Risk Rating: C

arrangements will also aid in effecting a shift to online applications as the preferred channel of service Introduction of  
Biometrics requirement to appear in-person at a VAC may assist in driving clients to on-line applications since no longer possible to hand off entire application process to an agent. Remains to be seen whether new VAC charges for handling a paper application will increase-application uptake. Other client service issue is the perceived additional time from time of submission of passport for an e-app to a "Spoke" VAC to the Bangalore "Hub" VAC. Takes a minimum of 4 days including transmission time from time of drop off to pick-up even when the migration office prints on a 'same or next day basis'.

Describe your office's management of client enquiries.  
The Bangalore Client Service Unit is comprised of a team of four LE5s. Responsibility for addressing queries received via the immigration mailbox is assigned on a rotational, weekly basis using standard replies which have been created/approved by the supervising CBO. The CSU team works closely with the Migration office internal Case Management team to ensure that urgent/expedited cases are addressed on a priority basis. Queries are systematically tracked, categorized and trends monitored. A summary report highlighting statistics and noteworthy trends is shared with the migration team on a bi-weekly basis. The team also regularly communicates with other offices in the South India Network (SAN) to address client queries as required, particularly those received in the context of work-sharing, VAC toggling. Other inquiries such as from MINO, MP, HOM are addressed on a priority basis by MPM

Describe your office's management/use of social media.  
Social media is managed centrally via Delhi in consultation with GAC. Social media plans are shared by the Delhi CSU/Outreach Officer on a regular basis to afford the Bangalore office the opportunity to provide input and suggest topics/content to ensure messaging is informed by the South India perspective. There is ongoing active dialogue between HOM and Migration section as well as engagement by the New Delhi Migration Outreach officer to share messaging and promote posting and sharing of messaging

Ongoing/proposed client service initiatives:  
Student and TRV e-Hugs; e-Refusal letters; circulation of office weekly CSU highlights reporting; continued refinement of standard messaging in collaboration with South India network offices, etc.

Client Service Initiatives			
Country	Brief description of initiative	Expected outcomes*	Implementation Date

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

Migration Office: Bangalore Area: India Network  
Operational Risk Environment Risk Rating: C

### Work-Sharing Arrangements

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

Type your answer here:

NIL

### Work-Sharing Arrangements

Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

### Other Innovations/ Best Practices

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

Migration Office: Bangalore Area: India Network  
Operational Risk Environment Risk Rating: C

Type your answer here:  
See Delhi INIMP

#### 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

##### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Type your answer here:  
See Delhi INIMP

##### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.

Migration Office: Bangalore Area: India Network  
Operational Risk Environment Risk Rating: C

- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

See Delhi INIMP Type your answer here:

#### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

Migration Office: Bangalore Area: India Network  
Operational Risk Environment Risk Rating: C

See Delhi INIMP

#### Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

See Delhi INIMP

Migration Office: Bogota Area: Latin America and the Caribbean  
 Operational Risk Rating: C

### 1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	BOGOTÁ
Area: Latin	MEXICO
Office Type: (Full Service, Satellite, RPC, Specialized)	FULL SERVICE
Updated (YYYY/MM/DD)	2018/12/03
Interrelated Offices:	

Personnel		
	NAME	MITNET
MPM: D/MPM: Area Director: GCMS Manager: BVO: RAO: eTA SPOC (Single Point of Contact): HOM: GAC Regional Director: CBSA LO: MOF: IEC SPOC: P&R SPOC: Litigation SPOC: CBS Names:	Marcel Lebleu TBC RMO Ottawa N/A	316-3200

Migration Office: Bogota Area: Latin America and the Caribbean  
Operational Risk Rating: C

**Total # : 8****LES**

DMO # : 0

DMO(TR)#:0

Other support staff # : 19

**Total # : 19****Emergency LES**

Total number of weeks in 2018: 130

**TD**

Total number of weeks in 2018: 12 (FSDP trainees)

Migration Office: Bogota Area: Latin America and the Caribbean  
 Operational Risk Rating: C

## 2. TERRITORY OVERVIEW

### TERRITOIRE DE RESPONSABILITÉ

Pays/Territoire	Niv. de Risque lié à l'Environnement Opérationnel EIU	Population	Exempté de visa? (X)	Nbre de demandes de RP reçues (par pays de résidence, 1 janvier - 31 août)	Nbre de demandes de RT reçues (par pays de résidence, 1 janvier - 31 août)	AVE (X)	# de CRDV	EIC (X)	Arrangements pour impression à distance? (X)	Programmes de facilitation et spéciaux (noms et/ou codes seulement)
Colombia	C	47,698,524		278	28455		1			
Ecuador	C	16,290,913		2	5780		1		X	
Other	#N/A	#N/A		12	63					
<b>TOTAL:</b>				<b>292</b>	<b>34,298</b>		<b>2</b>			

### APERÇU DES RISQUES DU TERRITOIRE

Niveau de risque associé aux dossiers à traiter				Niveau de risque lié à l'environnement opérationnel				
Pays/territoire	CPI/IPC	% de la charge de travail RP	% de la charge de travail RT	Emplacement du bureau responsable des RP	Emplacement du bureau responsable des RT	Voyages de zone prévus? (O/N) **	Si aucun voyage, indiquez les pays tiers visités pour entrevues, rencontres, etc. **	Remarques
Colombia	37	95.2%	83.0%					

Migration Office: Bogota Area: Latin America and the Caribbean  
Operational Risk Rating: C

Ecuador	32	0.7%	16.9%
Other	#N/A	4.1%	0.2%

*\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1*

Les couleurs utilisées dans les tableaux sont basés sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### CLÉS POUR LES NIVEAUX DE RISQUE ASSOCIÉS AUX DOSSIERS À TRAITER ET LIÉS À L'ENVIRONNEMENT OPÉRATIONNEL

CLÉ : Niveau de risque associé aux dossiers à traiter (Index des perceptions sur la corruption [IPC] de Transparency International)		CLÉ : Niveau de risque lié à l'environnement opérationnel (Cote de risque de l'unité du renseignement du magazine The Economist - Évaluation globale)	
	Aucun classement		Aucun classement
Très faible	Résultat à l'IPC de TI : 80 - 100	Très faible	Évaluation globale: A
Faible	Résultat à l'IPC de TI : 60 - 79	Faible	Évaluation globale: B
Modéré	Résultat à l'IPC de TI : 40 - 59	Modéré	Évaluation globale: C

s.16(1)(b)

s.16(1)(c)

Migration Office: Bogota Area: Latin America and the Caribbean  
 Operational Risk Rating: C

Élevé	Résultat à l'IPC de TI : 20 - 39	Élevé	Évaluation globale: D
Très élevé	Résultat à l'IPC de TI : 0 - 19	Très élevé	Évaluation globale: E

### 3. PERMANENT RESIDENT OVERVIEW

## Résident permanent

### Bogota

Année	Catégorie	Cible (#)	Demandes traitées (#)	Délais de traitement moyens (mois)	Année	Activité	Activités (#)	Vignettes d'un autre bureau (# imprimées)*	Demandes du PVV (#)
2018 (Jan -Aug)	Économique	8	10	80	2018 (Jan -Aug)	Événements			
	Regroupement familial	676	541	18		Vérifications			
	Humanitaire	103	73	28		C&H			
	<b>TOTAL</b>	<b>787</b>	<b>624</b>			Fausse déclaration			
					<b>TOTAL</b>		<b>330</b>	<b>0</b>	
2017	Économique	17	17	53	2017	Événements			
	Regroupement familial	759	759	18		Vérifications			
	Humanitaire	407	407	24		C&H			
	<b>TOTAL</b>	<b>1,183</b>	<b>1,183</b>			Fausse déclaration			
					<b>TOTAL</b>		<b>11</b>	<b>0</b>	
2016	Économique	12	12	72	2016	Événements			
	Regroupement familial	832	832	17		Vérifications			
	Humanitaire	319	319	18		C&H			

Migration Office: Bogota Area: Latin America and the Caribbean  
Operational Risk Rating: C

TOTAL	1,163	1,163
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Fausse déclaration	20	0
TOTAL		

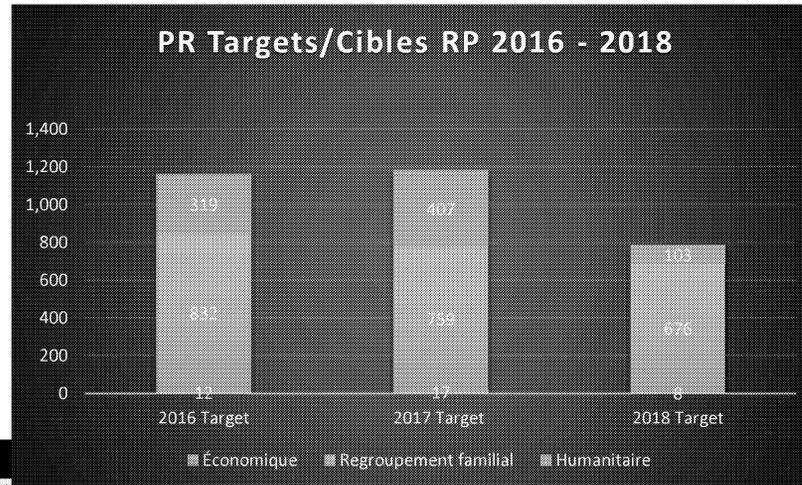
\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

**GUIDE:**

For the following three categories, FD targets are only indicative and outputs are measured in actual admissions :

- Government-assisted refugees (GARs)
- Privately-sponsored refugees (PSRs)
- Blended Visa-office-referred refugees (BVRs)

Application Type	2016 Target	2017 Target	2018 Target
Économique	12	17	8
Regroupement familial	832	759	676
Humanitaire	319	407	103



**PR Trends/Issues**

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Bogota Area: Latin America and the Caribbean

Operational Risk Rating: C

**Trends:**

- Bogotá primary PR caseload is family class, with a 2018 target of 517 FCP; and 214 FC4/7.
- The processing of the FC spousal caseload remains heavy on resources. Bogotá will have done close to [redacted] interviews in 2018,

**Average processing times:**

- Average processing times for FCP cases are below the Ministerial commitment of 12 months, despite Bogotá having focused on old caseload in the last year. FC5 and FC9s tend to have longer processing times, as they usually require further checks. Many of the files that are cohort 1 files are either on hold or highly complex, with a few recently adding a new dependent child. Bogotá will continue to empty the cohort 1 inventory, standing at 28 clients as of December 2018.

**Efforts not counted/unattributed:**

1. Colombian background checks (similar to police records): Bogotá receives all the background checks for Colombian nationals, regardless of processing office. We input the information in GCMS, [redacted] Up to December 2018, we had received and uploaded into GCMS 1497 background checks in calendar year 2018, including 939 for applications processed in other offices.
2. Colombian background check results include pending and archived allegations and investigations, in addition to convictions. [redacted] Many of the necessary activities by staff are not captured in GCMS, something that Bogotá is going to fix in the near future.
3. The unit is moving towards a dual processing/non-processing role. In the unit, we have attributed new leads to LES and CBOs, with staff becoming experts on: Ecuador inadmissibility, Colombian inadmissibility, Presentation of PGWP and EE, SMART, Francophone promotion, and Colombian labour market analysis. Those efforts are important to make the transition to the <migration office of the future>.

Migration Office: Bogota Area: Latin America and the Caribbean  
 Operational Risk Rating: C

s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

#### 4. TEMPORARY RESIDENT OVERVIEW

### Résident temporaire

Bogota

Année	Catégorie	Demandes traitées (#)	Taux d'approbation (%)	Délais de traitement moyens (jours)
2018 (Jan - Aug)	Visiteur	29558		15
	Étudiant	2686		26
	Travailleur	711		28
	AVE	1		0
	<b>TOTAL</b>	<b>32956</b>		
2017	Visiteur	34124		15
	Étudiant	3058		32
	Travailleur	575		38
	AVE	1		56
	<b>TOTAL</b>	<b>37758</b>		
2016	Visiteur	29482		11
	Étudiant	2159		27
	Travailleur	385		34
	AVE	0		0
	<b>TOTAL</b>	<b>32026</b>		

Année	Activité	Activités (#)	Vignettes d'un autre bureau (# imprimées)*
2018 (Jan - Aug)	Événements		
	Vérifications		
	Fausse déclaration		
	<b>TOTAL</b>		<b>202</b>
2017	Événements		
	Vérifications		
	Fausse déclaration		
	<b>TOTAL</b>		<b>140</b>
2016	Événements		
	Vérifications		
	Fausse déclaration		
	<b>TOTAL</b>		<b>69</b>

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

### TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize E-apps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Bogota Area: Latin America and the Caribbean

Operational Risk Rating: C

**• Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.**

As of November 30 2018:

- BGOTA has finalized 42,563 TR applications more than during all of 2017 (37,758).
- Student output has increased to 3,471, more than all of 2017 (3058).
- Worker output has increased to 947, close to double the output in 2017 (575).

The increasing volumes in tandem with the biometric requirement have resulted in processing times generally slightly outside the standard of 14 days. Bogotá did not receive any TD support in 2018 but remote assistance was very helpful. It is also interesting to note that in 2018 while volumes have gone up substantially, processing times have actually declined in comparison with 2017.

In 2017 IRCC BGOTA processed 654 VH-1 applications. That number has already nearly tripled in 2018 to 1600. While a transit TRV application is in effect simply a TRV application

**• What are the principal factors contributing to application refusals?**

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Bogota Area: Latin America and the Caribbean

Operational Risk Rating: C

**• What procedure is in place to prioritize E-apps over VAC cases?**

Given increasing volumes in Bogotá, work has been shared in the form of e-apps \ This allows us to maintain a slightly better processing time on e-apps over paper applications but challenges remain with the need for biometrics delaying decisions on E-apps. For paper application biometrics are done at the time of submission. E-apps generate a letter to applicants at the time of application online providing 30 days to comply. The new appointment system with VACs under the new VAC contract tends to stretch out this period to enroll biometrics even further.

**• What procedure is in place to identify and process urgent/high profile/OGD-referred cases?**

Bogotá has a referral system in place within the embassy to identify cases of interest to Canada to facilitate their processing. Bogotá also has agreements under a Business Express program (BEP) with twelve companies/organizations in Colombia (an increase of one company over 2017). The intake of applications under the BEP is minimal (44 applications in 2017).

**• Please describe your eTA caseload if applicable.**

Very few eTAs are referred to Bogotá. Cases that have been referred rarely result in any contact with client as it appears clients choose to resolve the issue on return to their home country.

**• If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office**

As previously mentioned we have received help on E-apps

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Bogota Area: Latin America and the Caribbean  
Operational Risk Rating: C

## 5. OTHER APPLICATIONS OVERVIEW

### Autres secteurs d'activité

Bogota

Année	Catégorie	Demandes reçues	Taux d'approbation (%)	Délais de traitement moyens (jours)
2018 (Jan-Aug)	TVRP	246		14
	Renonciation	47		12
	PST	1		-
	ARC	21		606
	Réhabilitation	5		-
	<b>Total</b>	<b>320</b>		
2017	TVRP	310		23
	Renonciation	78		20
	PST	8		-
	ARC	32		203
	Réhabilitation	8		-
	<b>Total</b>	<b>436</b>		
2016	TVRP	332		20
	Renonciation	59		22
	PST	10		38
	ARC	21		497
	Réhabilitation	4		-
	<b>Total</b>	<b>426</b>		

\*Stats supplied by OPPB

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

s.21(1)(b)

Migration Office: Bogota Area: Latin America and the Caribbean  
 Operational Risk Rating: C

- Most ARCs processed at the office are linked to the PR/Family Class caseload.
- The intake for other lines of business is similar to past years.
- When clients apply for TR but require a PRTD, clients are contacted by the office to inform of the PRTD and PR renunciation applications process. Usually, the mission emails them, but remains attentive to questions, and in some circumstances, an assistant may contact the clients to provide further information.
- Officers are generally the ones flagging to DMPM or MPM the need for a TRP, unless the message comes directly from NHQ.

6. ENVIRONMENTAL OVERVIEW

**Environmental Overview - Outreach / Aperçu de l'environnement - Engagement**

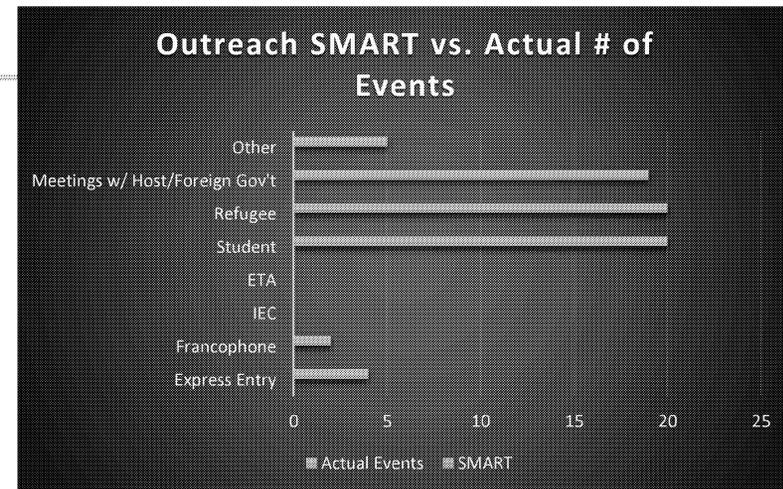
Instructions: Information from the SMART calendar for your mission has been pre-populated. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate.  
 Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

**Bogota**

**SMART (For Reference Only)**

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)		IEC Events (Jan-Oct 2018 in SMART)		Student Events (Jan-Oct 2018 in SMART)		Refugee Events (Jan-Oct 2018 in SMART)		Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)	Other
	Francophone Events (Jan-Oct 2018 in SMART)	Other	Francophone Events (Jan-Oct 2018 in SMART)	Other	Francophone Events (Jan-Oct 2018 in SMART)	Other	Francophone Events (Jan-Oct 2018 in SMART)	Other		
<b>Conference</b>										
<b>Meeting</b>										



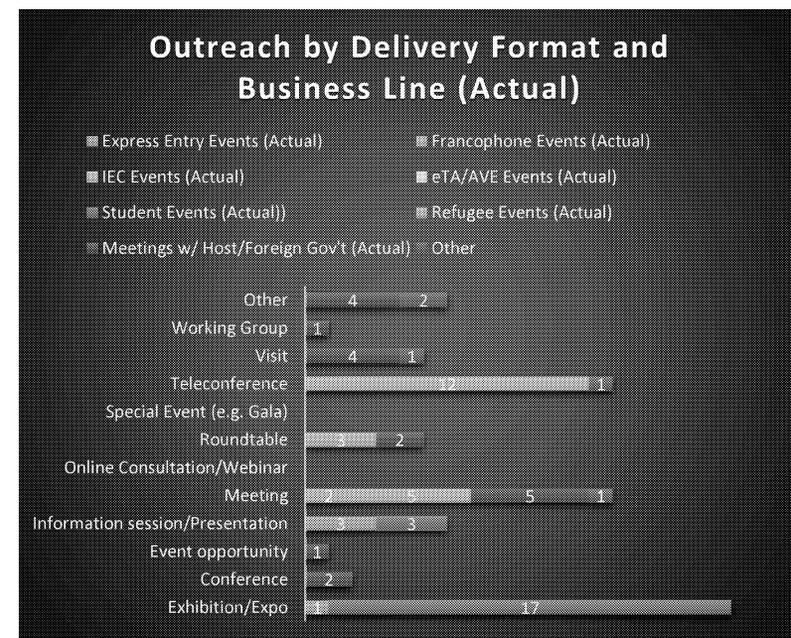
Migration Office: Bogota Area: Latin America and the Caribbean  
 Operational Risk Rating: C

<b>Working group</b>							
Information session/Presentation							
<b>Total</b>	<b>0</b>						

**Actual Events (Please indicate the actual # of events performed)**

Delivery Format /Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/Expo	1						17	
Conference								2
Event opportunity								1
Information session/Presentation	3				3			
Meeting		2				5	5	1
Online Consultation/Webinar								
Roundtable						3	2	
Special Event (e.g. Gala)								
Teleconference						12		1
Visit							4	1
Working Group								1
Other							4	2
<b>Total</b>	<b>4</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>20</b>	<b>19</b>	<b>5</b>

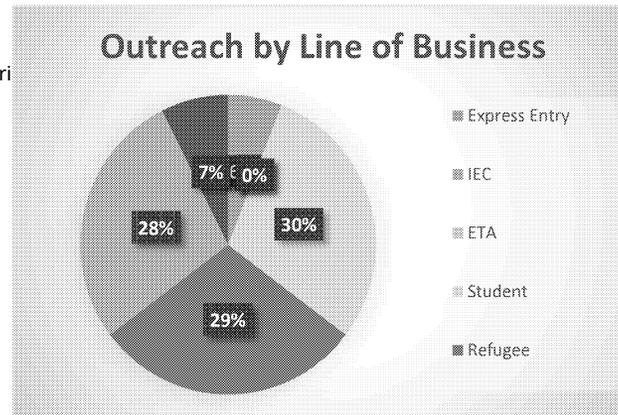
Business Line	SMART	Actual Events
Express Entry	0	4
Francophone	0	2
IEC	0	0



s.15(1)(i)  
 s.17  
 s.21(1)(b)

Migration Office: Bogota Area: Latin America and the Caribbean  
 Operational Risk Rating: C

ETA	0	0
Student	0	20
Refugee	0	20
Meetings w/ Host/Foreign Gov't	0	19
Other	0	5
<b>Total</b>		<b>70</b>



student fairs by [redacted] entered.  
 3 shadow session entered  
 1 UK shadow entered

sheet provided by [redacted] entered  
 Sheet by [redacted] entered.

**Migration Diplomacy / Outreach (RIO, RM)**

- Describe the type and frequency of contact with local officials.
  - Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
  - Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
  - Describe participation in local and international fora.
  - Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

**COLOMBIA:**  
**HOST GOVERNMENT:**

- The Colombian Cancillería (Ministry of Foreign Affairs) sets migration and visa policy. The Migration department (Migración Colombia) is an administrative unit reporting to the Cancillería.
- IRCC Minister Hussen was invited for an official visit by Colombia in October 2017. While Minister Hussen has not yet been able to visit Colombia in person he co-chaired a meeting hosted by the Colombian government on the margins of UNGA to address the Venezuelan migration crisis. Minister Hussen met with Colombian Foreign Affairs Minister Trujillo in Marrakech on December 10, 2018 while attending the signing of the UN Compact on Safe, Orderly and Regular Migration.
- Bilateral consultations between Canada and Colombia have taken place on a close to annual basis and include a substantial mobility discussion. The previous IRCC ADM Operations both met with the Colombian Ambassador to Canada and visited Colombia regularly. BGOTA MPM and ambassador have met frequently with local authorities to discuss migration trends and bilateral relationship. In total, MPM attended 5 meetings, 1 conference, 2 roundtables, 3 visits and 1 working group, with host government.
- In 2014, an arrival tax was imposed on Canadians travelling to Colombia when Colombia was the only country in South America required to provide biometrics.

s.15(1)(i)  
s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

Migration Office: Bogota Area: Latin America and the Caribbean  
Operational Risk Rating: C

- Canada is well regarded in Colombia. According to the 2016 Census there is an active diaspora of over 70,000 Colombians in Canada.
- Under the GAC funded Anti-Crime Capacity Building Program (ACCBP) CBSA provided technical assistance to Colombian migration officials from 2012 to 2015. There is currently another proposal for technical assistance under consideration under the ACCBP Colombia continues to seek Canadian technical assistance on migration management.
- RAO participated in a regional passport integrity workshop in Colombia in March 2018 organized by IRCC (IIR) and IOM.

#### IRREGULAR MIGRATION TO CANADA:

- 
- Domestic Network Coordination Unit visited Bogotá November 7-22, 2018. He met with US and GAC officials and civil society representatives.

#### ISSUES – other than the Venezuelan migration crisis, in separate section below- EXPECTED TO AFFECT MIGRATION TRENDS:

- Apart from the Venezuelan migration crisis, Colombia is in the midst of the peace process implementation with the FARC (*Fuerzas Armadas Revolucionarias de Colombia*); and for now has stopped the peace negotiations with the ELN (*Ejército de Liberación Nacional*). Some ex-members of the FARC have left the peace process, becoming dissidents and returning to illegal activities. FARC dissidents, the ELN, and other criminal gangs are involved in narco-trafficking, illegal mining, human smuggling, and other activities. In the past 2 years, many social leaders - specifically the ones involved in the substitution of crops- and journalists have been threatened, attacked, kidnapped, or killed. It is important to note that while Colombia is in a post-peace accord with the FARC, it is not yet a post-conflict environment, given the ongoing conflict with the ELN and other groups. The Colombian context complicates current migration flows.

#### COLOMBIAN LIAISON ACTIVITIES:

s.13(1)(a)

s.15(1)(i)i

s.20(1)(c)

s.21(1)(b)

Migration Office: Bogota Area: Latin America and the Caribbean

Operational Risk Rating: C

- MPM informally meets with US counterpart weekly. MPM, DMPM and RAO met with US counterparts and other M5 counterparts at the US embassy on September 26. RAO and DMPM meet periodically with counterparts, with a focus on M5 partners and regional migration authorities.
- MPM represented IRCC BGOTA the DG level High-Level Dialogue on Mobility (HLDM) and Bilateral Consultations in Colombia on May 2<sup>nd</sup> between IRCC led by Canadian Ambassador, DG IIR, and DG Admissibility with the Colombian Foreign Ministry.
- IRCC BGOTA has hosted 3 visits from US, UK and France migration staff shadowing the work of TRU officers, as part of an exchange. UK manager also met with DMPM as part of one of those visits, to discuss the office of the future,
- IRCC BGOTA participated in a visa processing and risk assessment unit job shadowing at the UK embassy.
- MPM, DMPM, and FS-02 engaged with IOM Bogotá on August 30, 2018, to discuss activities and Venezuelan migration.
- MPM and DMPM met with UNHCR, IOM and the development section on August 31, to discuss the evolving Venezuelan migrant crisis.
- DMPM and FS-02 met with responsible for adoption cases in Colombia, on September 24, 2018.
- On September 26, Canadian Ambassador invited migration contacts to <Canada Day 2> at the Official Residence. MPM, DMPM, RAO and FSDP trainee attended the event.
- FSDP in training/ met with UNHCR representative to discuss Colombian returnees from Venezuela, in December 2018.
- MPM has met with Trade colleagues and the Ambassador several times with and the host government, as Colombia was drafting a new transportation agreement.
- The mission has been active in its liaison with other airlines. Avianca has announced direct flights to Montreal as of summer 2019.
- 

#### **ECUADOR:**

- The Ecuadorian population in Canada is about 15,000 mostly residing in the Toronto region. Ecuador represents about 20% of the program caseload.
- Ecuador is a country of transit and increasingly a destination for migrants. Ecuador's liberal visa policy has resulted in a movement of East and South Asians as well as West, Central, and East Africans entering Mexico and then transiting Colombia en route to Central and North America.
- From within South America Ecuador has continued to be a destination of choice for displaced Colombians seeking safety while 200,000 Venezuelans have also sought to remain in Ecuador indefinitely.
- IRCC BGOTA has a close working relationship with political, trade, and consular sections in QUITO, but the new Head of Mission in Quito has yet to be announced since summer 2018.
- 
- MPM met with the government on May 18, as part of the Canada-Ecuador Bilateral Consultations.

s.15(1)(i)

s.21(1)(b)

Migration Office: Bogota Area: Latin America and the Caribbean

Operational Risk Rating: C

- Ecuadorian officials attended the Passport Integrity Workshop hosted by IRCC and IOM in Bogotá in March 2018
- DMPM met with Subsecretaria de Migración at the Ibero-American Congress of Migration Authorities, in November.
- A visit by BVO and DMPM is planned with plans to meet with the Ecuadorian Cancillería.
- The MPM has had meetings with the Representatives for Ecuador from both UNHCR and IOM.
- 
- IRCC BGOTA participated in 3 student fairs in Ecuador.

#### **REGIONAL ISSUES:**

##### **VENEZUELAN MIGRATION CRISIS:**

- IRCC BGOTA recognizes that understanding migration trends and impacts from a regional perspective is essential in the current context. Bogotá is therefore reframing its efforts to develop a regional expertise, focusing mainly on Colombia, Ecuador and Venezuela.
- Colombia, Ecuador, Peru and other countries in Latin America have borne the brunt since the beginning of 2015, when the massive Venezuelan regional outmigration began.
- Over the last year, this migration has accelerated, with more Venezuelans coming in every day,

As such, IRCC

BGOTA has become heavily involved in monitoring and reporting the migration situation.

- As of September 2018, there were roughly 30,000 Venezuelans crossing the border into Colombia every day. The vast majority cross back into Venezuela after buying goods and food; however, it is estimated that between 3,000 and 5,000 decide to stay in Colombia or continue onward to Ecuador or Peru. As of September 30, 2018, there were 1,032,016 Venezuelan long term migrants in Colombia. The government of Colombia projections to 2021 estimate that between 1,800,000 to 4,000,000 Venezuelans could reside in Colombia. Upwards of 700,000 Venezuelans have transited Colombia heading toward Ecuador, Peru, and other parts of the continent. GAC has the lead on providing humanitarian relief, and looking at other possible relief funding mechanisms. On migration issues though it is IRCC BGOTA that is the lead on liaison, and providing reporting and analysis for IRCC HQ and other partners and stakeholders.
- In the last few months, MPM, DMPM and RAO have attended meetings locally and regionally with IOM, UNHCR and local and regional authorities, on the Venezuelan migration crisis.
- MPM represented IRCC at a roundtable chaired by Treasury Board President Scott Brison in August discussing the Venezuela crisis with UN Resident Coordinator, and Country heads of UNHCR, IOM, and ICRC.

##### **RAO REGIONAL COVERAGE:**

s.16(1)(b)

s.16(1)(c)

s.20(1)(c)

s.21(1)(b)

Migration Office: Bogota Area: Latin America and the Caribbean

Operational Risk Rating: C

- The move of the RAO position means that the RAO in IRCC BGOTA covers countries
- The RAO has travelled extensively in 2018, including to Ecuador, Peru, Argentina, and Brazil taking the opportunity to engage the 4 IRCC offices in a variety of risk assessment and program integrity exercises.
- The RAO participated in a regional anti-fraud meeting hosted in Lima in January, also taking advantage of the opportunity to meet with IOM, UNHCR, Migration Department of Peru, National Police of Peru and the US Embassy in Lima.
- In February the RAO visited Quito in order to meet with Canadian consular staff, US counterparts, IOM, and UNHCR.
- On March 13-15, the RAO represented Canada at the 'Passport Integrity' workshop hosted by Canada and the IOM in Bogotá for South American migration authorities. All countries of the region were represented,
- Within Colombia the RAO has conducted outreach with contacts on the Atlantic coast in Cartagena, Santa Marta, and Barranquilla.

**REML:**

- DMPM is currently Regional Economic Migration Liaison (REML) back-up for Latin American and the Caribbean. Bogotá is building expertise, starting with Colombia, and focusing on gathering intelligence on 4 industries for the current fiscal year.
- DMPM met with Colombia, in the fall of 2018.
- IRCC Bogota met with Trade colleagues to discuss the aerospace industry in December 2018.
- IRCC Bogota also attended GAC teleconference Fair Trade Manitoba, as part of the economic migration mandate

**OTHER LIAISON/REGIONAL ACTIVITIES:**

- MPM represented IRCC at Meeting of Ad-Hoc Working Group on Extra-regional Migrants organized under the Puebla Process in Panama City early in June.
- MPM met with the World Refugee Council in July as part of its consultations in Colombia in addition to participating in other WRC meetings with the UN Humanitarian Country team and other civil society humanitarian organizations.
- IRCC Bogota attended GAC teleconference Fair Trade Manitoba, as part of our economic migration mandate.
- FS-02 officers from Bogota replaced MPM during an extended absence from post.
- IRCC Bogota went to for a refugee interview, on behalf of
- DMPM is part of GAC's Migration in the Americas Working Group.
- The aim is to provide visa officials with insight into the visa implications on a state's program delivery by analyzing migration threat environments, with a focus on processes for temporary residents.

Migration Office: Bogota Area: Latin America and the Caribbean  
Operational Risk Rating: C

## Promotion and Recruitment (RM)

### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

- **Describe the local labour market in Colombia/Ecuador**

Bogotá is currently starting work on the labour market in Colombia and Ecuador.

- **Identify priority sectors and regions for P&R activities in your territory.**

IRCC BGOTA has identified 3 interconnecting areas for the focus of its promotion for 2018-2019, for both Colombia and Ecuador:

1. Students - TR to PR pathways
2. Promotion of French immigration outside of Quebec
3. Building expertise to do more promotion linked to Economic Migration

### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
- Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

#### **STUDENTS:**

IRCC participated in 17 study fairs in Colombia and Ecuador, in 2018. Most of them are under the EduCanada, Explore Canada or Come to Canada programs.

An Express Entry presentation was also made at the Come to Canada fair.

Migration Office: Bogota    Area: Latin America and the Caribbean  
 Operational Risk Rating: C

Location	Dates
<b>FPP (EduCanada)</b>	
Pereira	Feb-25
Medellin	Feb-27
Bucaramanga	Mar-01
Bogotá	Mar-03
Bogotá	Mar-04
Quito	Mar-06
Guayaquil	Sep-10
Quito	Sep-11
Bogotá	Sep-15
Bogotá	Sep-16
Bogotá (Embassy)	Sep-17
Medellin	Sep-18
Cali	Sep-20
<b>Explore Canada</b>	
Medellin	Mar-06
Bucaramanga	Mar-07
Bogotá	Mar-10

Migration Office: Bogota Area: Latin America and the Caribbean  
 Operational Risk Rating: C

<b>Come to Canada</b>	
Bogotá	Sep-08

**STUDENTS, TR to PR pathways (SP, PGWP, EE presentations):**

- The Section has developed, with the lead of the Trade Section in Bogotá, a series of 8 information sessions at the embassy, for potential students recruited on social media. Sessions started on November 29, and will run through March 19. Presentations are two-fold: 1- Trade Section promoted Canada and Canadian Institutions; 2- IRCC presents on study permit applications and PGWP, with a smaller section on Express Entry.

**FRENCH IMMIGRATION PROMOTION:**

- DMPM and LE-05 met, along with TRADE, the director of Alliance Française on December 10. IRCC BGOTA will work with Alliance Française to work on promotion through information sessions and social media outreach activities over the next few weeks.
- IRCC BGOTA plans to expand its Francophone immigration promotion by meeting with key representatives of universities in Colombia that are part of the Agence Universitaire de la Francophonie.

**ECONOMIC Migration:**

- DMPM is REML back up for LAC.
- This is a new area of expertise with high potential for Bogotá
- The Mission has given itself an objective of building expertise in 4 industries between now and the end of fiscal year: DMPM will look at IT industry, while FS-02 will look at the aerospace industry. The other two industries will be chosen in partnership with colleagues from the Trade Section who very open to collaborating with IRCC BGOTA on those initiatives.
- DMPM met with I on November 7. This was a first exercise towards building this type of expertise and outreach for the mission.

**SOCIAL MEDIA: See section on client service.**

**Records Management (RIS)**

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.

Migration Office: Bogota Area: Latin America and the Caribbean  
Operational Risk Rating: C

- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

**Destruction And Repatriation:**

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- 
- IRCC is planning a repatriation exercise for January 2019.

**Storage and Mitigating Strategies:**

- IRCC BGOTA has seen an increase in TR volumes in the past 2 years, leading to an increase in need for storage space.
- IRCC BGOTA recently reviewed and updated required document checklists for all TR applications to reduce receipt of unnecessary documents and to align with regional standards. Fewer documents will be retained on files following decisions reducing file size by 50% alleviating future storage requirements.
- 

The TR section has also implemented a thin file policy similar to the one adopted in Mexico.

**FILES RECEIVED BY Other Offices:**

- IRCC BGOTA received 419 files from CPC-M in 2018.
- IRCC BGOTA received 67 appeals and JR files, , in 2018, received mainly from Montreal and Toronto, with smaller numbers from Calgary, Edmonton, Ottawa and Vancouver.

**Files Sent To Canada:**

- An estimated 50 files were sent to Canada as a result of litigation.

Migration Office: Bogota Area: Latin America and the Caribbean  
Operational Risk Rating: C

### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

#### Mission committees:

- MPM is a member of the Committee on Mission Management (CMM), meeting biweekly; and of Operations Committee meeting weekly. He is the chair of the Housing Committee.
- DMPM is a member of the International Assistance Committee, meeting quarterly. She is also a member of the Communication/Public Diplomacy Committee.
- BVO is a member of the Housing Committee
- RAO is on the Security and Emergency Management Committee, meeting quarterly. He is also co-chair of the Occupational Health and Safety Committee.
- FS-02 is a member of the Learning Committee. She is also a member of the Social Committee.
- FSDP is the chair of the Social Committee and a member of the Occupational Health and Safety Committee.
- FSDP and one LES are both members of the Greening Committee. FSDP is also a member of the Social Committee, along with another LES.
- One LES is sitting on the Canada Fund for Local Initiatives (CFLI) Committee.
- An LES is on the Locally-Engaged Staff Management Consultation Board (LESMCB), and the Learning Committee.
- One LES is a member of the Communication/Public Diplomacy Committee, as the IRCC social media expert.

#### IRCC/NHQ visits:

- IIR delegation visited Bogotá in February/March.
- IIR & Admissibility delegation visited Bogotá in May.
  
- DN/Irregular migration expert visited in November 2018

#### Other visits at mission:

- World Refugee Council (WRC) chaired by Privy Councillors Lloyd Axworthy and Allan Rock visited in July.
- TB President Brison visited the mission in August to attend Colombian Presidential inauguration.
- GAC ADM Michael Grant visited the embassy on October 30.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Bogota Area: Latin America and the Caribbean  
Operational Risk Rating: C

### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

- **Please describe VAC oversight in your region including inspections and any challenges.**

BVO in Bogota covers all of South America except VAC. Significant requirement for travel so far in latter half of 2018 and same is expected in first half of 2019 which affects BVO role as Temporary Resident Unit supervisor as BVO must rely heavily on a more junior FS02 for day to day unit supervision. Biometric expansion and new VAC contract is having an impact on application intake given need to apply online for biometric appointments thus staggering applications received by Visa Office. VLO has taken over work required for for comprehensive visit under new VAC contract given large number of VACs under Bogota.

- **What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?**

No closures but there are new VACs in region. Some teething in getting new VACs up and operational as well as addition of biometric booths.

- **Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?**

Expansion will take effect in Ecuador representing 20% of IRCC BGOTA caseload. Technically no issues are expected as yet

While Ecuadorians are accustomed to the need for biometrics as most of them have applied for USNIVs; unlike Canada the US operates a fully functioning consulate in Guayaquil that includes a visa section.

### Other

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

#### Risk Assessment Program (RAO):

s.19(1)

s.21(1)(b)

s.21(1)(d)

Migration Office: Bogota Area: Latin America and the Caribbean

Operational Risk Rating: C

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

#### FSDPs

- Bogotá hosted two FSDP trainees in the fall of 2018.
- Bogotá has 2 FSDPs on posting in Bogotá occupying both and FS02 and FS01 position.

#### Anticipated LWOP – LES

- Bogotá has therefore done an LE-04 and an LE-05 competition in Nov-Dec 2018 to identify an inventory of candidates eligible for indeterminate, term, and emergency employment to fill these gaps and other needs during 2019. With the steady high annual growth in volumes, growing use of online applications, expected high staff turnover in 2019, new outreach and diplomacy responsibilities IRCC BGOTA anticipates

#### RAU: Need for further resources

- The Risk Assessment unit is composed of 1 LE-05 and one RAO.
- Much of the reporting and analysis require high competence in Spanish and Portuguese. The RA assistant has to maintain contacts among officials across the territory in addition to being a specialist in local risk environments; moreover he functions as the corporate memory both in terms of outreach and also data and risk analysis.
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### Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)

s.16(1)(c)

s.21(1)(b)

Migration Office: Bogota Area: Latin America and the Caribbean  
Operational Risk Rating: C

• What steps have you taken to address these challenges?

- IRCC BGOTA has seen a steep increase in TR application intake. IRCC BGOTA received no TD in 2018, but did have one additional officer position added in 2017. The program delivery high season starts in March and ends August-September coinciding with the CBS posting cycle. During this period overtime becomes essential, putting pressure on LES and CBOs alike.
- At the same time there is growing need to dedicate more time to migration diplomacy, reporting, and promotion and outreach. IRCC BGOTA has distributed around 30 BGOTA reports this year versus 15 in 2017 and 7 in 2016. This has meant that LES and CBOs resources are stretched to meet the needs of both migration diplomacy and program delivery.
- 
- On December 7, 2018, IRCC BGOTA conducted a retreat of the immigration section. The retreat encompassed a series of activities, including RIRT's <Working together> training, facilitated by DMPM. The day also had 1.5 hours dedicated in a brainstorm session of what is difficult for staff, and what would be the tools or coping/mitigating mechanisms already used by members of the team to help others with those difficult elements of their work.
- Biweekly, the section does an active pause activity, with a trainer coming in to do stretching exercises with staff.
- A weekly mission-wide yoga session is planned by the Social Committee, for those interested.
- The Social Committee is comprised of many members from IRCC BGOTA and has been very active in promoting team building activities after hours across both LES and CBS communities.

8. RISK MANAGEMENT (RIC, IRG)

**2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019**

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.  
*Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.*

s.16(1)(b)

s.16(1)(c)

Migration Office: Bogota Area: Latin America and the Caribbean  
 Operational Risk Rating: C

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice

**s.16(1)(b)**

**s.16(1)(c)**

Migration Office: Bogota Area: Latin America and the Caribbean  
Operational Risk Rating: C



**s.16(1)(b)**

**s.16(1)(c)**

Migration Office: Bogota Area: Latin America and the Caribbean  
Operational Risk Rating: C

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Bogota Area: Latin America and the Caribbean

Operational Risk Rating: C

## Risk Assessment

### Mission Specific:

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? [*Non-RAO offices please report any ad hoc RA activities.*]
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

### • What fraud challenges / trends exist in your region of responsibility?

#### Irregular migration of Colombians

- 
- Colombians have a long history of resettlement and asylum in Canada either accessing refugee determination on or after entry through a POE, or through the Source Country Class PR program administered by IRCC BGOTA until about a decade ago.
- While Colombia is more peaceful the country suffers from some of the worst economic inequality on the continent compounded by the lowest rankings for social mobility. There is also uncertainty about the future with an uneven peace process and the massive influx of Venezuelans migrants.
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Migration Office: Bogota Area: Latin America and the Caribbean  
 Operational Risk Rating: C

- 

**Resources**

- 

**Other**

- 
- 

- **RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? [Non-RAO offices please report any ad hoc RA activities.]**
  - Reports have been drafted to inform decision makers in BGOTA and other offices about current migration patterns. In addition, new staff and temporary staff receive training delivered by both RAU members in different elements
- **Have RA activities resulted in visa processing/triaging updates in your office?**
  - CAN+ categories and sub-categories are being refined
- **Has your office identified any low-risk movements in 2018?**
  -

**Resources/Tools:**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

Migration Office: Bogota Area: Latin America and the Caribbean

Operational Risk Rating: C

**• Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?**

- Risk Assessment: FS-03, is the IRCC BGOTA RAO. He is supported by one program assistant/case analyst (LE-05) assigned to the RAU. An experienced immigration officer has also worked on contract for about six months during the last two years.

**• What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?**

- As explained above, with the regional responsibilities expected from the RAO especially in the current situation with massive migration within Latin America from Venezuela, and with countries covered being a source of irregular migration to Canada, the RAU would benefit greatly from having additional resources – at this time replacing the LE05 with an LE06 level position and providing full time LE-04 support.

**• Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?**

- Given the modest resources available to the RAU both TR and the PR sections regularly work with the RAU on QAs and other related exercises.

## 9. INNOVATION & CLIENT SERVICE (RIC, RIO)

### Client Service

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

Migration Office: Bogota Area: Latin America and the Caribbean  
 Operational Risk Rating: C

**SOCIAL MEDIA:**

- IRCC Bogota posts daily to mission social media accounts. Mission has Facebook and Twitter accounts in English, Spanish and French, with more than 45K following in Spanish, 4K followers in English, and 20K followers in French.
- IRCC Bogota also responds to an average of 40 messages on social media per day.
- On December 12, the mission recorded its first video responding to questions from social media, which was posted on Facebook and YouTube in December 2018.

**CLIENT SERVICE:**

- In October 2018, a client service sub-unit was created, spearheaded by FS-02 and supported by 2 LE-04 and 1 LE-05 from the PR and TR units with the goal of developing innovative client service practices for the section.
- In 2017, Bogotá sent 18,100 email responses to clients.
- 

RCC Bogota will look at potential trends in client uptake. This will permit focusing promotion strategies on clients who are likely to be approved all along the continuum from TR to PR status. The initiative will run from January to December 2019.

**Client Service Initiatives**

Country	Brief description of initiative	Expected outcomes*	Implementation Date
Colombia			

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

Migration Office: Bogota Area: Latin America and the Caribbean  
Operational Risk Rating: C

**Work-Sharing Arrangements**

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

RAO:

- 
- 

Work-Sharing Arrangements							
Country	Brief description of program	Office (IN/CN and name)	TR or PR?	E-app or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date
COLOMBIA	Reduce processing times		TR	e-apps	Burden sharing of e-apps to keep processing times close to standard of 14 days		Aug-Oct 18
COLOMBIA	Reduce processing times		TR	e-apps	Burden sharing of e-apps to keep processing times close to standard of 14 days		Jun-Dec 18
COLOMBIA	Reduce processing times		TR	e-apps	Burden sharing of e-apps to keep processing times close to standard of 14 days		June –Aug18 Oct-Dec 18

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

Migration Office: Bogota Area: Latin America and the Caribbean  
Operational Risk Rating: C

### Other Innovations/ Best Practices

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.
  - IRCC BGOTA has been testing the Chinook tool and training officers on its use.
  - IRCC Bogota has been involved in 2 testing exercises with the GCMS team, mostly linked to correspondence
  - .
  - .

### 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

#### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Type your answer here:

Migration Office: Bogota Area: Latin America and the Caribbean  
Operational Risk Rating: C

### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

Type your answer here:

### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

Migration Office: Bogota Area: Latin America and the Caribbean  
Operational Risk Rating: C

Type your answer here:

### Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

Type your answer here:

Migration Office: Bucharest Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: B

1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	IRCC-Bucharest
Area:	Southern Europe and the Maghreb
Office Type:	Satellite
Updated (YYYY/MM/DD)	2018/12/15
Interrelated Offices:	

Personnel		
	NAME	MITNET
MPM:		
D/MPM:		
Area Director:		
GCMS Manager:		
BVO:		
RAO:		
eTA SPOC (Single Point of Contact):		
HOM:	HAMILTON, Kevin	371-3200
GAC Regional Director:		
CBSA LO:		
MOF:		
IEC SPOC:		
P&R SPOC:		
Litigation SPOC:		
CBS		
Total # : 2		
LES		

Migration Office: Bucharest Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: B

DMO # : 2 DMO(TR)#: 0 Other support staff # : 6 <b>Total # :</b> <b>Emergency LES</b> Total number of months in 2018: 3 <b>TD</b> Total number of weeks in 2018: 0
---

## 2. TERRITORY OVERVIEW

### TERRITOIRE DE RESPONSABILITÉ

Pays/Territoire	Niv. de Risque lié à l'Environnement Opérationnel EIU	Population	Exempté de visa? (X)	Nbre de demandes de RP reçues (par pays de résidence, 1 janvier - 31 août)	Nbre de demandes de RT reçues (par pays de résidence, 1 janvier - 31 août)	AVE (X)	# de CRDV	EIC (X)	Arrangements pour impression à distance? (X)	Programmes de facilitation et spéciaux (noms et/ou codes seulement)
Romania	B	21,529,967	X	42	417	X	1			Visas RT obligatoires pour détenteurs de passeports non électroniques
Bulgaria	B	7,101,510	X	17	85	X	1			
Moldova	C	3,474,121		46	1091		1			CAN+

s.15(1)(i)

s.16(1)(c)

Migration Office: Bucharest Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

Other			
<b>TOTAL:</b>	<b>105</b>	<b>1,593</b>	<b>3</b>

**APERÇU DES RISQUES DU TERRITOIRE**

Niveau de risque associé aux dossiers à traiter				Niveau de risque lié à l'environnement opérationnel			Remarques
Pays/ territoire	CPI/IPC	% de la charge de travail RP	% de la charge de travail RT	Emplacement du bureau responsable des RP	Emplacement du bureau responsable des RT	Voyages de zone prévus? (O/N) **	
Romania	48	40.0%	26.2%	Centralized	Bucarest	oui	
Bulgaria	43	16.2%	5.3%	Centralized	Bucarest	oui	
Moldova	31	43.8%	68.5%	Paris	Bucarest	oui	
Other	#N/A						

Migration Office: Bucharest Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

Les couleurs utilisées dans les tableaux sont basés sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### CLÉS POUR LES NIVEAUX DE RISQUE ASSOCIÉS AUX DOSSIERS À TRAITER ET LIÉS À L'ENVIRONNEMENT OPÉRATIONNEL

Clé : Niveau de risque associé aux dossiers à traiter (Index des perceptions sur la corruption (IPC) de Transparency International)		Clé : Niveau de risque lié à l'environnement opérationnel (Cote de risque de l'unité de renseignement du magazine The Economist - Évaluation globale)	
	Aucun classement		Aucun classement
Très faible	Résultat à l'IPC de TI : 80 - 100	Très faible	Évaluation globale: A
Faible	Résultat à l'IPC de TI : 60 - 79	Faible	Évaluation globale: B
Modéré	Résultat à l'IPC de TI : 40 - 59	Modéré	Évaluation globale: C
Élevé	Résultat à l'IPC de TI : 20 - 39	Élevé	Évaluation globale: D
Très élevé	Résultat à l'IPC de TI : 0 - 19	Très élevé	Évaluation globale: E

s.16(1)(b)

s.16(1)(c)

Migration Office: Bucharest Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: B

3. PERMANENT RESIDENT OVERVIEW

**Résident permanent**

Bucharest

Année	Catégorie	Cible (#)	Demandes traitées (#)	Délais de traitement moyens (mois)
2018 (Jan -Dec)	Économique	410	410	23
	Regroupement familial	1,171	1,171	16
	Humanitaire	1	1	0
	<b>TOTAL</b>	<b>1,582</b>	<b>1,582</b>	
2017	Économique	777	777	22
	Regroupement familial	1,152	1,152	20
	Humanitaire	14	14	18
	<b>TOTAL</b>	<b>1,929</b>	<b>1,943</b>	
2016	Économique	1,561	1,561	18
	Regroupement familial	799	816	22
	Humanitaire	12	10	31
	<b>TOTAL</b>	<b>2,372</b>	<b>2,387</b>	

Année	Activité	Activités (#)	Vignettes d'un autre bureau (# imprimées)*	Demandes du PVV (#)
2018 (Jan -Dec)	Événements			
	Vérifications			
	C&H			
	Fausse déclaration			
	<b>TOTAL</b>		<b>15</b>	<b>0</b>
2017	Événements			
	Vérifications			
	C&H			
	Fausse déclaration			
	<b>TOTAL</b>		<b>168</b>	<b>0</b>
2016	Événements			
	Vérifications			
	C&H			
	Fausse déclaration			
	<b>TOTAL</b>		<b>240</b>	<b>2</b>

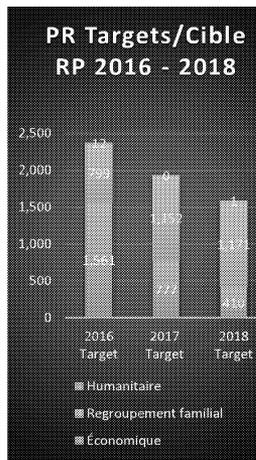
\*Stats supplied by ORP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

GUIDE:

Migration Office: Bucharest Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: B

For the following three categories, FD targets are only indicative and outputs are measured in actual admissions :

- Government-assisted refugees (GARs)
- Privately-sponsored refugees (PSRs)
- Blended Visa-office-referred refugees (BVORs)



Application Type	2016 Target	2017 Target	2018 Target
Économique	1,561	777	410
Regroupement familial	799	1,152	1,171
Humanitaire	12	14	1

**s.21(1)(b)**

Migration Office: Bucharest Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

**PR Trends/Issues**

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

As of November 2018, IRCC-Bucharest is no longer receiving PR applications. At the beginning of 2019, IRCC Bucharest will have the following 640 cases (persons) left in its inventory.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Bucharest Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: B

4. TEMPORARY RESIDENT OVERVIEW

ÉBAUCHE

**Résident temporaire**

Bucharest

Année	Catégorie	Demandes traitées (#)	Taux d'approbation (%)	Délais de traitement moyens (jours)
2018 (Jan - Dec)	Visiteur	2553		7
	Étudiant	210		32
	Travailleur	201		48
	AVE	547		43
	<b>TOTAL</b>	<b>3511</b>		
2017	Visiteur	8661		8
	Étudiant	449		17
	Travailleur	322		19
	AVE	29		27
	<b>TOTAL</b>	<b>9461</b>		
2016	Visiteur	12630		8
	Étudiant	133		24
	Travailleur	318		24
	AVE	2		160
	<b>TOTAL</b>	<b>13083</b>		

Année	Activité	Activités (#)	Vignettes d'un autre bureau (# imprimées)*
2018 (Jan - Dec)	Événements		
	Vérifications		
	Fausse déclaration		
	<b>TOTAL</b>		<b>15</b>
2017	Événements		
	Vérifications		
	Fausse déclaration		
	<b>TOTAL</b>		<b>62</b>
2016	Événements		
	Vérifications		
	Fausse déclaration		
	<b>TOTAL</b>		<b>91</b>

**s.15(1)(i)**

**s.16(1)(c)**

Migration Office: Bucharest Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

**s.21(1)(b)**

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

**TR Trends/Issues**

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

IRCC-Bucharest is covering Romania, Bulgaria and the republic of Moldova. Of these countries, only the Republic of Moldova is visa required. To be noted, holders of Romanian Temporary Passport or of non-electronic regular passport (the last passports of this series to disappear by December 2019) are not eligible to the eTA and must apply for a visa.

The volume of Moldovan applications is relatively low, about 1200 applications per year

Due to very low salary and poor employment prospects, a large segment of the population is looking for opportunities to go work abroad. The possibility for a large segment of the population to have access to Romanian citizenship (estimated at more than 1 million) opened the doors to Europe when Romania joined the EU in 2007. Another segment, mainly coming from the Russian speaking population is turning towards Russia.

The proportion of eApps versus paper application is about 70-30, which is fairly good considering Moldovans limited access to computers. No special measures exist to promote one over the other, mainly because of the latter. This said, the VAC is still accepting fee payment through a local bank. Less and less of our applicants using this method,

There is no fast track procedure for urgent cases or VIP based on the very low volume of application received by IRCC-Bucharest.

Migration Office: Bucharest Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

## 5. OTHER APPLICATIONS OVERVIEW

*Please refer to Tab IV in the attached Excel sheet.*

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

**s.15(1)(i)**

**s.21(1)(b)**

Migration Office: Bucharest Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

eTA: 1

To be noted, Air Canada offers a direct flight to Montreal and Toronto on a seasonal basis.

Migration Office: Bucharest Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

#### Bucharest

##### SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan-Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)	Other
	<b>Conference</b>							
<b>Event Opportunity</b>						<b>1</b>		
<b>Information session/Presentation</b>	<b>1</b>							
<b>Meeting</b>						<b>2</b>	<b>29</b>	<b>2</b>
<b>Online Consultation/Webinar</b>								<b>1</b>
<b>Roundtable</b>						<b>1</b>		
<b>Special Event (e.g. Gala)</b>							<b>1</b>	
<b>Teleconference</b>								<b>1</b>
<b>Visit</b>								<b>2</b>

Migration Office: Bucharest Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

Working Group										1
<b>Total</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>31</b>	<b>7</b>	

**Actual Events (Please indicate the actual # of events performed)**

Delivery Format / Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/Expo								
Conference								
Event opportunity								
Information session/Presentation								
Meeting								
Online Consultation/Webinar								
Roundtable								
Special Event (e.g. Gala)								
Teleconference								
Visit								
Working Group								
Other								
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Business Line	SMART	Actual Events
Express Entry	1	0
Francophone	0	0
IEC	0	0
ETA	0	0
Student	0	0
Refugee	4	0

s.17

Migration Office: Bucharest Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: B

Meetings w/ Host/Foreign Gov't	31	0
Other	7	0
<b>Total</b>	<b>43</b>	<b>0</b>

SMART EVENT Names
BUCST
Conference
BUCHAREST - EU 101 training course Brussels
Event opportunity
BUCHAREST - World Refugee Day event
Information session/Presentation
BUCST - EE session in Chisinau
Meeting
BUCHAREST - Meeting at the US Embassy
BUCHAREST - Meeting with Moldovan MFA - Mr. Sergiu Odainic
BUCHAREST - Meeting with Romanian MFA
BUCHAREST - Meeting with the Romanian Border Police
Bucharest - Meeting with the Romanian MFA
Bucharest - visit from Québec International reps
BUCST - Meeting at the General Directorate for Passports
BUCST - Debriefing with
BUCST - Lunch with Katy Estes, Consul General at US Embassy
BUCST - Meeting at MFA Consular Department
BUCST - Meeting at MFA HQ
BUCST - Meeting with Air Canada representative
BUCST - Meeting with CBSA, RCMP and Romanian Border Police and Passports Office
BUCST - Meeting with CBSA, RCMP and Romanian MFA, Border Police and Passports Office

**s.17**

**s.19(1)**

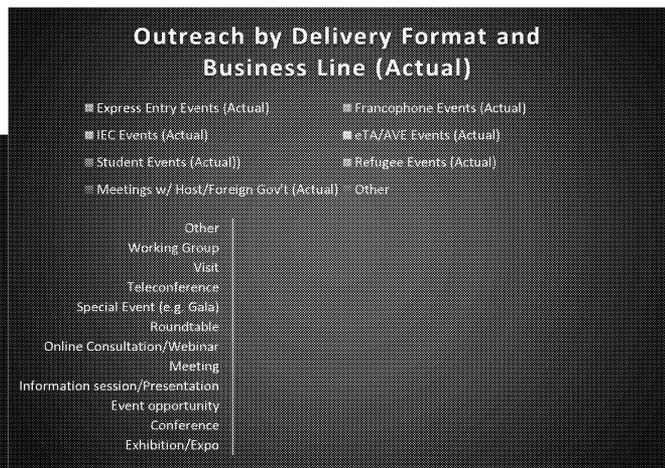
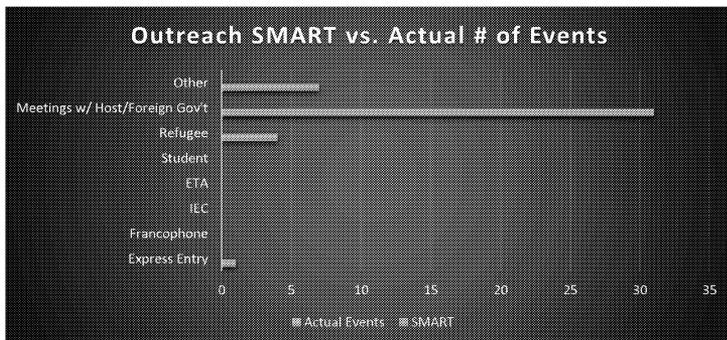
Migration Office: Bucharest Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: B

BUCST - Meeting with [redacted]
BUCST - Meeting with IOM Moldova Chief of Mission
BUCST - Meeting with Japan Embassy
BUCST - Meeting with [redacted] Regional Security and Investigations Manager, Air Canada
BUCST - Meeting with [redacted]
BUCST - Meeting with M. Traian Turcanu, Head of National Office UNHCR Moldova
BUCST - Meeting with MFA Re: visa follow-up
BUCST - Meeting with MFA rep in Moldova
BUCST - Meeting with MFA Secretary of State George Ciamba & Consular directorate & HOM
BUCST - Meeting with Ms. Alexandra Gaunt, Consul, UK Embassy in Moldova
BUCST - Meeting with new Security Liaison Officer in Rome
BUCST - Meeting with [redacted]
BUCST - Meeting with [redacted] Moldovan National Agency for the Occupation of Workforce
BUCST - Meeting with Romanian MFA and HOM
BUCST - meeting with the rep of the Permanent Secretariat of the National Committee to Combat Trafficking in Human Beings.
BUCST - Meeting with US Embassy in Chisinau representative
BUCST - Meeting with US Embassy representatives in Moldova
BUCST - visit to the Emergency Transit Centre in Timisoara
BUCST - Visit to VAC Chisinau

<b>Online Consultation/Webinar</b>
Webinar Presentation Integrating Newcomers
<b>Roundtable</b>
BUCST - Anti-Fraud / Irregular Migration Discussion and Networking Lunch
<b>Special Event (e.g. Gala)</b>
BUCHAREST - Cocktail reception at the US Embassy
<b>Teleconference</b>
BUCST - Call with [redacted]

Migration Office: Bucharest Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: B

<b>Visit</b>
BUCST - Visit to VAC Chisinau
BUCST: VAC unannounced visit
<b>Working Group</b>
BUCST - MPM Meeting in Bucharest



#### Migration Diplomacy / Outreach (RIO, RM)

- Describe the type and frequency of contact with local officials.
- Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
- Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.

**s.15(1)(i)i)**

**s.16(1)(c)**

Migration Office: Bucharest Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

**s.21(1)(b)**

- Describe participation in local and international fora.
- Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?  
(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

Relations with the Romanian officials are generally very good. Relations with the Bulgarian and Moldovan officials are also good but more limited as we do not have a presence in these countries.

said, Bulgarian authorities were delighted to see how well the eTA has been going since the lift, with only a minimal number of infractions. This being

As written above, Moldova remains the poorest country in Europe and is currently experiencing a period of political uncertainty as the population hesitates between allegiance to the EU or to Russia.

. Russia retains major interests in Moldova where it maintains troops in the separatist region of Transnistria.

IRCC-Bucharest maintains excellent relations with the US consulates in the area. We communicate regularly and meet at least 2-3 times per year. Although we do meet as much with other friendlies, we are trying to maintain a network of contacts

IOM and the UNHCR are regular contacts in each of the country we are covering. We do meet a minimum of 2-3 times a year with each representative. With the new role that IRCC-Bucharest will be playing in 2019, we are planning on increasing the liaison, particularly with IOM, a very well connected player for promotion and recruitment.

GRSI: 1

IRCC-Bucharest will liaise with the local authorities to explore how this could develop into something bigger.

s.15(1)(i)

Migration Office: Bucharest Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

s.21(1)(b)

### Promotion and Recruitment (RM)

#### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

**Labour market:** according to recent stats published by the Romanian gov't, while Romania is importing workers from Asia, one valid Romanian worker out of four is working abroad.

Many Moldovans using their Romanian citizenship to go abroad, it is more difficult for us to assess the percentage.

A declaration made by the Romanian minister of Finance in November suggested that Romanians working abroad should have limited contracts, in duration and number of contracts. Even though this proposal was rejected by the president of the country and by the EU, it gives an idea on the position of the gov't regarding this topic.

**Immigration francophone:** Both Romania and Moldova are full members of the Francophonie, but Moldova appears to be the one where French is more spoken. Quebec is successfully recruiting in Moldova to a point where the MFA announced this year its intent to open a Consulate General in Montreal to better serve the Moldovans living in the province of Quebec. There is a market for educated Francophones that is worth exploring and IRCC-Bucharest will hold Promotion and Recruitment activities in Moldova in 2019.

IRCC-Bucarest travaille en relation avec IRCC-Paris sur l'immigration francophone et, pour la deuxième année consécutive, a participé à l'évènement Destination Canada. IRCC-Bucarest prendra également part à la tournée de liaison au Canada étant donnée l'intérêt démontré pour notre territoire par les provinces lors d'échanges pendant Destination Canada. IRCC-Bucarest compte développer une approche similaire, bien qu'à une échelle plus réduite, à celle de Paris afin de créer un milieu propice et favoriser un accès privilégié aux Provinces et aux employeurs francophones.

#### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
  - Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
  - Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

s.16(2)

s.21(1)(b)

Migration Office: Bucharest Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

Express Entry sessions were held in Moldova this year. Bucharest will be more active on the promotion and recruitment, especially on Immigration francophone. We have contacted l'Agence Universitaire de la Francophonie in order to establish a partnership, or at least, build a database of potential universities we could visit in Romania. IRCC-

We are working regularly with the province of QC representative and since this summer, with Québec International. Québec International recognised the potential and visited twice in 2019. We continue to offer support to New Brunswick when they come (1-2 a year). Contacts were also established with NS, YK, and private companies when MPM participated to Destination Canada in November 2018. There is definitely an interest (and a potential) in Romania and Moldova that needs to be explored for immigration Francophone but also Express Entry through Provincial Nominations. Truck drivers and mechanics are trades where a good potential exist.

The situation that followed the visa lift in Romania and the cut of personnel resulted in a shift of priorities in 2018. With the transfer of our PR caseload to Paris, we intend to reorganise our activities and emphasize on Promotion and Recruitment.

#### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
  - Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
  - Describe issues or challenges with file destruction.
  - Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
  - Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.
- TRV applications with received date prior to April 2016 have already been destroyed. Approved PR applications with final decision date up to June 2013 have been repatriated. We have approximately 4,500 files for repatriation by the end of fiscal year 2018-19.
  - Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as micro-filming or scanning.) -> No particular issues/challenges.
  - Describe issues or challenges with file destruction. -> No particular issues/challenges.
  - Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN. ->
  - Estimate the number of files sent to Canada as a result of requests from litigation. Describe the method you use to send these files. -> Approximately 13 PR files and 15 PRTD files per year. Method use:

s.15(1)(i)

s.16(2)

s.21(1)(b)

Migration Office: Bucharest Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

**Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)**

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.
- Staff is requested to replace the reception clerk on a regular basis. Staff is also asked to contribute in the organisation of Canada Day. We contribute to diverse committee on a pro rata of our size.
- The migration unit is providing support to IRCC, CBSA visitors as requested. The migration office had to organise the MPM regional meeting in February 2018.
- We have lots of space and do not mind sharing with other programs, without interrupting our services. We believe that offering an office space to CBSA LO contributes to greater possibilities for exchange, team work and learning for all.

**VACs & Biometrics:**

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

Mainly because of the visa lift, the volume of applicants using the VACs in Romania, Bulgaria, and Moldova are very low. The VAC in Bucharest recently moved locations and significantly decreased in size, and this move has had minimal impact on client service. It is reasonable to assume that any further change of VAC location/contractor would have a similarly low impact on client service.

Since the implementation of the Biometrics expansion, we have not experienced any issues in our territory.

**Other**

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

Type your answer here:

Migration Office: Bucharest Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

s.15(1)(i)

s.21(1)(b)

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, e\*c.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?
- With the visa lift, Bucharest had to let go 4 LES (3 LE04, 1 LE05). One of the 3 CBS positions was also relocated in summer 2018.
- Staff vacancies:
- GCMS training in using viewers and other tools to accelerate processing will be greatly appreciated by the staff.
- Based on your knowledge of workload pressures and resource needs at your mission, propose CBS and LES staffing changes that would be required/needed in the coming 5 years. Impossible to answer to this question.

### Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

Migration Office: Bucharest Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: B

**s.21(1)(b)**

• 2019 will be a crucial year.

The office is trying to organise as many team events as possible to maintain the moral. Manager is always available to discuss the situation with employees. MPM invites all staff to a dinner party at his SQ once a year. This is a good opportunity for all to see each other from a different angle. It certainly improves the team cohesion. All birthdays are underlined with a cake and a mini celebration. MPM also treats the staff with a regular Pizza-Friday.

An event was also organized to underline the World refugee day, with the presentation of a documentary followed by an exchange with the head of the local UNHCR.

It is more than an operational change that is happening here, it is a change in the culture and the approach to work. LES very much appreciated the visit of the Conflict resolution team. On top of the presentation, each employee was able to have a one on one discussion with a team member.

**8. RISK MANAGEMENT (RIC, IRG)**

**2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019**

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.  
 Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AP) / Type d'exercice (AQ/CQ/LP)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de

Migration Office: Bucharest Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: B

									l'exercice
EXAMPLE: Student Pilot Project	To determine the level of compliance to the program by confirming whereabouts of students after their study program concluded	QA	TR	Study Permit	N/A	South America	Mexico	J.Smith/LE-5/40hours	Sept - Oct 2018

**Risk Assessment**

**Mission Specific:**

- What fraud challenges / trends exist in your region of responsibility?

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Bucharest Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? *[Non-RAO offices please report any ad hoc RA activities.]*
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

s.17

s.21(1)(b)

Migration Office: Bucharest Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

**Resources/Tools:**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?

- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?

**9. INNOVATION & CLIENT SERVICE (RIC, RIO)**

**Client Service**

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

s.15(1)(i)

s.21(1)(b)

Migration Office: Bucharest Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

The BUCST inbox is monitored by a central person; this person sends client enquiries to the program assistant who is responsible for the file (ie. if the enquiry is on a permanent resident file assigned to a particular officer, the enquiry is sent to the program assistant responsible for that officer's files). The program assistant is then responsible to triage the enquiry. If the enquiry is standard, the program assistant responds appropriately. If the enquiry is deemed by the program assistant to require officer input, an officer is consulted before the reply is sent. In this way, clients receive accurate information on their file, and the time-resources of IRCC are used effectively.

An officer in the migration section has access to the embassy Facebook page. Upcoming promotion and recruitment events are published on the Facebook page as appropriate. Changes to visa-requirements, and reminders on visa/eTA requirements are periodically published as appropriate. The Facebook page is an effective tool in disseminating relevant information, and keeping clients up to date. As Twitter is not widely used in Romania, and is therefore not an effective tool of communication, our office rarely participates in the mission Twitter page.

NEW VAC CONTRACT & BIOMETRICS EXPANSION:

It appears unlikely that the new VAC contract will change anything here.

. Currently the volume of applicants using the VACs in Romania, Bulgaria, and Moldova are very low. The VAC in Bucharest recently moved locations and significantly decreased in size, and this move has had minimal impact on client service. It is reasonable to assume that any further change of VAC location/contractor would have a similarly low impact on client service.

In our region, we have a significant clientele who are parents and grandparents. Many of these persons live in rural locations, and the journey to the capital city can be expensive and inconvenient. When bio-metrics became mandatory, we expected that many of these clients would find it difficult to travel to the VAC to submit their bio-metrics. None of this appear to happen and everything went without a flaw.

As a mitigation strategy, it will be important to conduct an effective information campaign on the new bio-metrics requirement so that applicants can plan in advance to travel to the VAC for submission.

Migration Office: Bucharest Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: B

**Client Service Initiatives**

Country	Brief description of initiative	Expected outcomes*	Implementation Date
Moldova	Can +	Gain productivity	2018

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

**s.21(1)(b)**

Migration Office: Bucharest Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: B

**Work-Sharing Arrangements**

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

With the loss of its PR target, IRCC-Bucharest has no more formal work sharing agreement.

were created for our officers.

Local GCMS accounts

**Work-Sharing Arrangements**

Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date
			TR	eApp	Gain productivity		

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

Migration Office: Bucharest Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

### Other Innovations/ Best Practices

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

Type your answer here:

### 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

#### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Migration Office: Bucharest Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

Type your answer here:

#### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

Type your answer here:

#### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?

Migration Office: Bucharest Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

Type your answer here:

#### Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

Type your answer here:

Migration Office: Buenos Aires Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: B

## 1. APERÇU DU BUREAU DE MIGRATION

Information sur le bureau	
<b>Bureau de migration:</b>	Buenos Aires
<b>Zone:</b>	Amérique latine et Caraïbes
<b>Type de bureau: (Offrant des services complets, CRP, Satellite, Spécialisé)</b>	Services complets mais surtout RT
<b>Mise à jour : (AAAA/MM/JJ)</b>	2018/12/14
<b>Bureaux connexes:</b>	Mexico, Bogota, Lima, Sao Paulo

Personnel		
	NOM	MITNET
<b>Gestionnaire du programme de migration (GPM):</b>		
<b>GPM adjoint:</b>		
<b>Directeur de zone:</b>		
<b>Gestionnaire du SMGC:</b>		
<b>Agent des visas biométriques:</b>		
<b>Agent d'examen des risques (AER):</b>		
<b>Point de contact unique (PCU) de l'AVE:</b>		
<b>Chef de Mission:</b>	David Usher	
<b>Directeur régional d'AMC:</b>		
<b>Agent de liaison de l'ASFC:</b>		
<b>Médecin agréé (MOF) :</b>		
<b>PCU de l'Expérience Internationale Canada (EIC):</b>		
<b>PCU de la P et R (promotion et recrutement) :</b>		
<b>PCU pour le litige:</b>		
<b>EC</b>		
Noms:		
<b>Nombre total:2</b>		
<b>Employés recrutés sur place (ERP)</b>		
N <sup>bre</sup> d'AMD: 0		
AMD (résidence temporaire): 0		
Autres membres du personnel de soutien (nombre): 3		

Migration Office: Buenos Aires Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: B

**Nombre total: 3**

ERP d'urgence

Nombre de mois en 2018:6

DT

Nombre de semaines en 2018:6

## 2. APERÇU DU TERRITOIRE

### TERRITOIRE DE RESPONSABILITÉ

Pays/Territoire	Niv. de Risque lié à l'Environnement Opérationnel EIU	Population	Exempté de visa? (X)	Nbre de demandes de RP reçues (par pays de résidence, 1 janvier - 31 août)	Nbre de demandes de RT reçues (par pays de résidence, 1 janvier - 31 août)	AVE (X)	# de CRDV	EIC (X)	Arrangements pour impression à distance? (X)	Programmes de facilitation et spéciaux (noms et/ou codes seulement)
Argentina	C	44,293,293			16438		2			Global CAN+
Paraguay	C	6,943,739			694		1			Global CAN+
Uruguay	B	3,360,148			1878		1		X	Global CAN+
Chile	B	17,789,267	X		813	X	1		X	eTA
Other	#N/A	#N/A			57					Global CAN+
<b>TOTAL:</b>				<b>0</b>	<b>19,880</b>		<b>5</b>			

### APERÇU DES RISQUES DU TERRITOIRE

Migration Office: Buenos Aires Area: Latin America and the Caribbean  
Operational Environment Risk Rating: B

Niveau de risque associé aux dossiers à traiter				Niveau de risque lié à l'environnement opérationnel				
Pays/ territoire	CPI/IPC	% de la charge de travail RP	% de la charge de travail RT	Emplacement du bureau responsable des RP	Emplacement du bureau responsable des RT	Voyages de zone prévus? (O/N) **	Si aucun voyage, indiquez les pays tiers visités pour entrevues, rencontres, etc. **	Remarques
Argentina	39		82.7%	Mexico	Buenos Aires	O		
Paraguay	29		3.5%	Mexico	Buenos Aires	O		
Uruguay	70		9.4%	Mexico	Buenos Aires	O		
Chile	67		4.1%	Mexico	Buenos Aires	O		

*\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1*

Les couleurs utilisées dans les tableaux sont basés sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

## CLÉS POUR LES NIVEAUX DE RISQUE ASSOCIÉS AUX DOSSIERS À TRAITER ET LIÉS À L'ENVIRONNEMENT OPÉRATIONNEL

CLÉ : Niveau de risque associé aux dossiers à traiter (Index des perceptions sur la corruption [IPC] de Transparency International)	CLÉ : Niveau de risque lié à l'environnement opérationnel (Cote de risque de l'unité de renseignement du magazine The Economist - Évaluation globale)
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Migration Office: Buenos Aires Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: B

	Aucun classement		Aucun classement
Très faible	Résultat à l'IPC de TI : 80 - 100	Très faible	Évaluation globale: A
Faible	Résultat à l'IPC de TI : 60 - 79	Faible	Évaluation globale: B
Modéré	Résultat à l'IPC de TI : 40 - 59	Modéré	Évaluation globale: C
Élevé	Résultat à l'IPC de TI : 20 - 39	Élevé	Évaluation globale: D
Très élevé	Résultat à l'IPC de TI : 0 - 19	Très élevé	Évaluation globale: E

### 3. APERÇU – RÉSIDENTS PERMANENTS

#### Résident permanent

##### Buenos Aires

Année	Catégorie	Cible (#)	Demandes traitées (#)	Délais de traitement moyens (mois)
2018 (Jan -Aug)	Économique	0	-	-
	Regroupement familial	4	5	16
	Humanitaire	0	0	0
	<b>TOTAL</b>	<b>4</b>	<b>5</b>	

Année	Activité	Activités (#)	Vignettes d'un autre bureau (# imprimées)*	Demandes du PVV (#)
2018 (Jan - Aug)	Événements			
	Vérifications			
	C&H			
	Fausse déclaration			

s.16(1)(b)

s.16(1)(c)

Migration Office: Buenos Aires Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: B

2017	Économique	0	-	-
	Regroupement familial	7	7	21
	Humanitaire	8	8	1
	<b>TOTAL</b>	<b>15</b>	<b>15</b>	
2016	Économique	0	-	-
	Regroupement familial	6	7	15
	Humanitaire	1	2	21
	<b>TOTAL</b>	<b>7</b>	<b>9</b>	

2017	<b>TOTAL</b>	<b>59</b>	<b>0</b>
	Événements		
	Vérifications		
	C&H		
2016	Fausse déclaration	<b>1</b>	<b>0</b>
	<b>TOTAL</b>	<b>2</b>	<b>0</b>
	Événements		
	Vérifications		
2016	C&H		
	Fausse déclaration		
	<b>TOTAL</b>	<b>2</b>	<b>0</b>

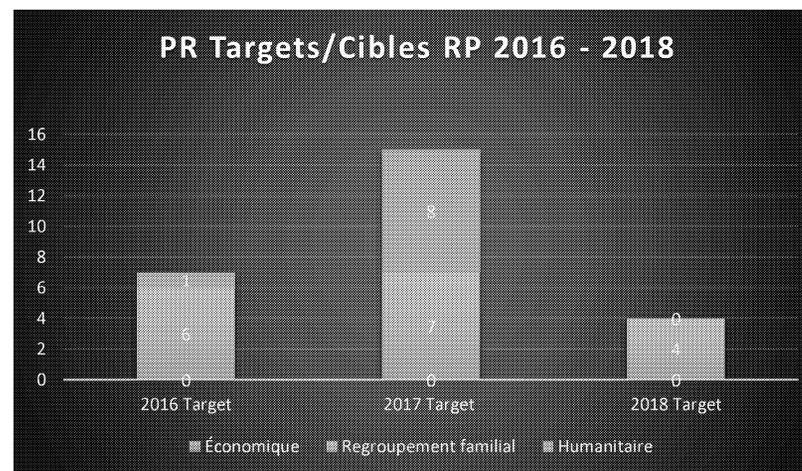
\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

**GUIDE:**

For the following three categories, FD targets are only indicative and outputs are measured in actual admissions :

- Government-assisted refugees (GARs)
- Privately-sponsored refugees (PSRs)
- Blended Visa-office-referred refugees (BVORs)

Application Type	2016 Target	2017 Target	2018 Target
Économique	0	0	0
Regroupement familial	6	7	4
Humanitaire	1	8	0



s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Buenos Aires Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: B

### Tendances/problèmes relatifs aux résidents permanents (RP)

- Veuillez donner un aperçu des caractéristiques/tendances d'importance observées dans les mouvements des RP et recenser toutes les difficultés pouvant avoir des répercussions sur les délais de traitement.
- Quels sont les principaux critères de recommandation par suite d'une entrevue (recevabilité, admissibilité, assurance de la qualité, autre)?
- Quels sont les principaux facteurs qui contribuent au refus des demandes?
- S'il y a lieu, veuillez expliquer tout écart entre les activités consignées dans le SMGC et celles qui sont réellement menées par votre bureau.

Avec une cible de seulement 4 dossiers FC pour 2018, le bureau de Buenos Aires est surtout spécialisé dans les RT. Les dossiers de RP sont traités au bureau régional de  
 Avec ce transfert, il est envisageable que le bureau de Buenos Aires n'ait pas de cible pour 2019.

## 4. APERÇU – RÉSIDENTS TEMPORAIRES

### Résident temporaire

#### Buenos Aires

Année	Catégorie	Demandes traitées (#)	Taux d'approbation (%)	Délais de traitement moyens (jours)	Année	Activité	Activités (#)	Vignettes d'un autre bureau (# imprimées)*
2018 (Jan - Aug)	Visiteur	18713		4	2018 (Jan - Aug)	Événements		
	Étudiant	267		15		Vérifications		
	Travailleur	336		14		Fausse déclaration		
	AVE	18		186				

**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

Migration Office: Buenos Aires Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: B

2017				2016			
	<b>TOTAL</b>	<b>19334</b>			<b>TOTAL</b>	<b>484</b>	
	Visiteur	20796	5		Événements		
	Étudiant	278	24		Vérifications		
	Travailleur	478	16		Fausse déclaration		
	AVE	15	105		<b>TOTAL</b>	<b>69</b>	
	<b>TOTAL</b>	<b>21567</b>			Événements		
	Visiteur	16679	4		Vérifications		
	Étudiant	244	13		Fausse déclaration		
	Travailleur	387	15		<b>TOTAL</b>	<b>30</b>	
	AVE	2	53				
	<b>TOTAL</b>	<b>17312</b>					

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

### Tendances/problèmes relatifs aux RT

- Veuillez donner un aperçu des caractéristiques/tendances d'importance observées dans les mouvements des RT et recenser toutes les difficultés pouvant avoir des répercussions sur les délais de traitement.
- Quels sont les principaux facteurs qui contribuent au refus des demandes?
- Quelle est la procédure à suivre afin d'établir l'ordre de priorité des demandes électroniques par rapport aux cas des centres de réception des demandes de visa (CRDV)?
- Quelle est la procédure à suivre afin de repérer et de traiter les cas urgents, fortement médiatisés ou transmis par d'autres ministères?
- Veuillez décrire votre charge de travail lié aux AVE, le cas échéant.
- S'il y a lieu, veuillez expliquer tout écart entre les activités consignées dans le SMGC et celles qui sont réellement menées par votre bureau.

**s.15(1)(i)ii**  
**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

Migration Office: Buenos Aires Area: Latin America and the Caribbean  
Operational Environment Risk Rating: B

Grande majorité des dossiers présentés par des citoyens argentins.

Les citoyens de l'Uruguay et du Paraguay bénéficient également

Les de la clientèle font partie du programme de facilitation CAN+ global.

Les citoyens chiliens sont exemptés du visa et bénéficient de l'AVE.

Environ 40% de nos demandes sont soumises en ligne. Elles sont pré-évaluées par l'Unité de soutien à la région  
l'Uruguay et de l'Argentine sont Les autres demandes en ligne sont finalisées

Les demandes en ligne CAN+ des citoyens de

Un protocole de « références » est en place au profit de mes partenaires de l'AMC dans les missions c  
traitement hors-pair, le recours aux références est minime.

Cependant, vu nos temps de

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Buenos Aires Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: B

## 5. APERÇU DES AUTRES DEMANDES

V

ÉBAUCHE

### Autres secteurs d'activité

Buenos Aires

Année	Catégorie	Demandes reçues	Taux d'approbation (%)	Délais de traitement moyens (jours)
2018 (Jan-Aug)	TVRP	111		5
	Renonciation	56		3
	PST	8		-
	ARC	14		12
	Réhabilitation	1		-
	<b>Total</b>	<b>190</b>		
2017	TVRP	130		6
	Renonciation	52		3
	PST	0		-
	ARC	24		35
	Réhabilitation	1		-
	<b>Total</b>	<b>207</b>		
2016	TVRP	123		11
	Renonciation	43		4
	PST	0		-
	ARC	11		97
	Réhabilitation	1		-
	<b>Total</b>	<b>178</b>		

Migration Office: Buenos Aires Area: Latin America and the Caribbean  
Operational Environment Risk Rating: B

\*Stats supplied by OPPB

- Veuillez donner un aperçu des caractéristiques/tendances d'importance observées dans les autres secteurs d'activité et recenser toutes les difficultés pouvant avoir des répercussions sur les délais de traitement.
- Quelles sont les procédures à suivre afin de repérer les demandes exigeant de prendre en compte un permis de séjour temporaire?
- Quelles sont les procédures à suivre afin d'aiguiller un client qui est un RT (ou un RP) à l'égard d'une demande de titre de voyage pour résident permanent (TVRP) ou d'une évaluation de la renonciation au besoin?
- Veuillez expliquer tout écart entre les activités consignées dans le SMGC et celles qui sont réellement menées par votre bureau.

Les dossiers nécessitant un PST ou une ARC sont portés à l'attention du GPM par l'agent.

Les dossiers RT nécessitant un TVRP ou une renonciation au statut RP sont identifiés par les employés de soutien au programme et portés à l'attention de l'agent.

Migration Office: Buenos Aires Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: B

## 6. APERÇU DU CONTEXTE

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate.

Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

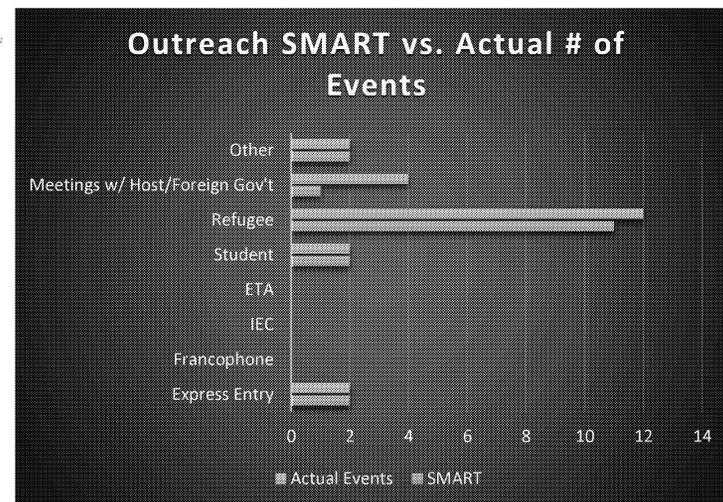
Instructions: Les informations du calendrier SMART pour votre mission sont préremplies. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

#### Buenos Aires

SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)		IEC Events (Jan-Oct 2018 in SMART)		Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)		Other
	Francophone Events (Jan-Oct 2018 in SMART)	Other	eTA/AVE Events (Jan-Oct 2018 in SMART)	Other		Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)	Other	
Information Session	1							
Exhibition/Expo					1			
Conference								1
Meeting						4		
Roundtable						1		
Special Event (e.g. Gala)						3		
Teleconference						1		
Visit						1	1	
Workshop						1		1
<b>Total</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>11</b>	<b>1</b>	<b>2</b>

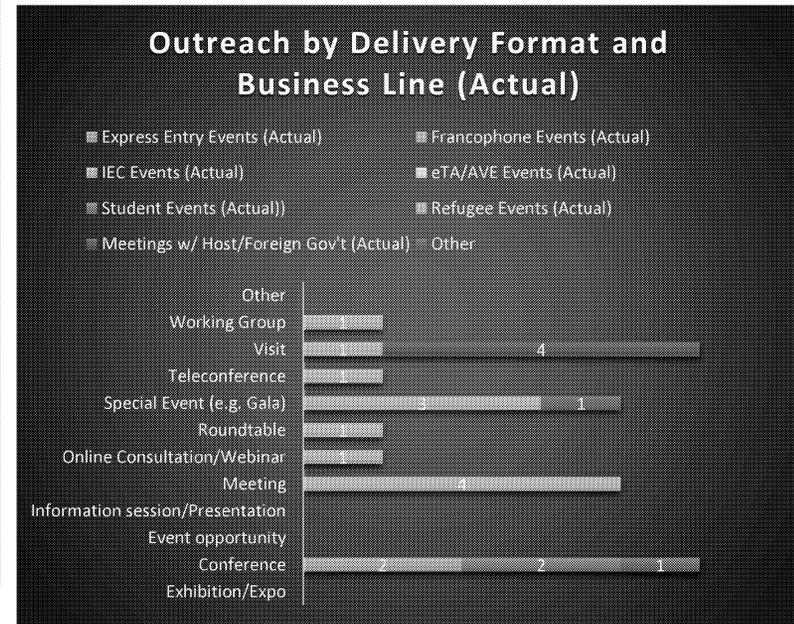
Actual Events (Please indicate the actual # of events performed)



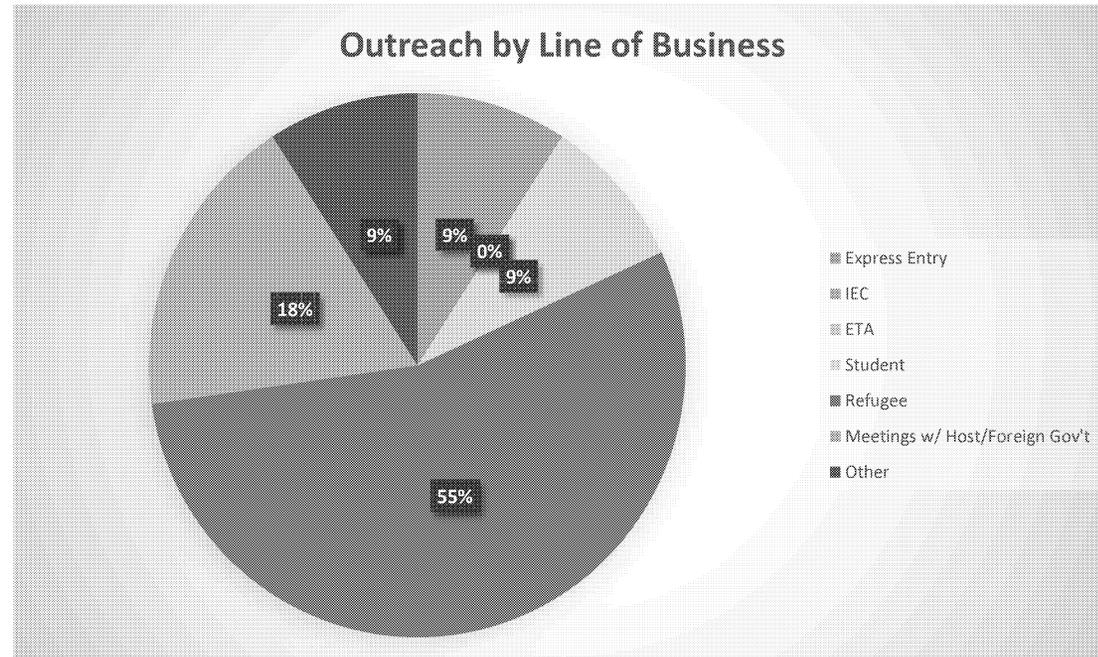
Migration Office: Buenos Aires Area: Latin America and the Caribbean  
Operational Environment Risk Rating: B

Delivery Format /Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/Expo								
Conference	2					2		1
Event opportunity								
Information session/Presentation								
Meeting							4	
Online								
Consultation/Webinar							1	
Roundtable							1	
Special Event (e.g. Gala)							3	1
Teleconference							1	
Visit							1	4
Working Group							1	
Other								
<b>Total</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>12</b>	<b>4</b>	<b>2</b>

Business Line	SMART	Actual Events
Express Entry	2	2
Francophone	0	0
IEC	0	0
ETA	0	0
Student	2	2
Refugee	11	12
Meetings w/ Host/Foreign Gov't	1	4
Other	2	2
<b>Total</b>	<b>18</b>	<b>22</b>



Migration Office: Buenos Aires    Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: B



SMART EVENT Names
MISSIONS
BAIRS
Conference
BAIRS - British Council Programa Siria Language for Resilience
Exhibition / Expo
BAIRS - EduExpo
Information session/Presentation
BAIRS - EE Info Session
Meeting
BAIRS - CAREF/CFLI Meeting
BAIRS - GRSI meetings
BAIRS - Migraciones Meeting
BAIRS - UNHCR Meeting
Roundtable
BAIRS - GRSI Roundtable
Special Event (e.g. Gala)
BAIRS - GRSI Reception
BAIRS - Migraciones Aniversario
BAIRS - Refugee Festival
Teleconference
BAIRS - GRSI Conference Call
Visit
BAIRS - Joint Engagement Trip with ACNUR
Workshop
BAIRS - Travel Agent Workshop
BAIRS - UNHCR Workshop

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Buenos Aires Area: Latin America and the Caribbean

Operational Environment Risk Rating: B

### Diplomatie des migrations / Activités de sensibilisation [RIO, RM]

- Décrivez le type et la fréquence de vos rapports avec des représentants locaux.
  - Indiquez les problèmes actuels ou éventuels avec des gouvernements hôtes, notamment les secteurs de coopération, ainsi que les irritants liés à la relation découlant des politiques ou des opérations d'IRCC.
  - Décrivez les activités de liaison avec les partenaires du M5, les OIG/ONG et les autres intervenants portant sur les programmes d'IRCC et son programme international.
  - Décrivez la participation à des forums nationaux et internationaux.
  - Recensez les événements et les faits nouveaux dans votre région de responsabilité qui sont susceptibles d'avoir une forte incidence sur les tendances en matière de migration.
- (N'OUBLIEZ PAS DE SAISIR L'INFORMATION SUR L'ENSEMBLE DES RÉUNIONS/ACTIVITÉS/ÉVÉNEMENTS DANS L'OUTIL SMART.)

Depuis le transfert des cas de RP  
activités de sensibilisation.

le bureau de Buenos Aires se consacre davantage aux

Environ une fois par mois, rencontre avec *Migraciones* et son directeur des affaires internationales.

À une fréquence un peu moins élevée, rencontre avec la Directions des affaires internationales et stratégiques au Bureau de Chef de Cabinet des Ministres.

Les autorités argentines soulèvent régulièrement leur désir d'assouplissement des règles de visa à leur égard, soit par la levée du visa (comme le Chili), soit par l'expansion de l'AVE hybride 2.0 (comme le Brésil) ou encore par la signature d'un accord de mobilité pour les jeunes (EIC) (comme le Chili).

Participation régulière à des forums internationaux. Exemples en 2018 :

- Conférence régionale du HCR sur l'éradication de l'apatridie (Santiago du Chili).
- Table ronde régionale sur le rétablissement (organisé conjointement par l'OIM et le HCR.) Buenos Aires.
- Forum sur les Migrants, l'Innovation et la Productivité (OIM); Montevideo.

Engagement constant avec le HCR et OIM, notamment dans le cadre de la promotion de l'IMPR (Initiative Mondiale de Parrainage de Réfugiés.).

Synergie avec les autres secteurs du Ministère afin de livrer des messages-clés consistants : Par exemple IIR (Relations internationales et Intergouvernementales) lors de la préparation de la Conférence régionale sur les meilleures pratiques des opérations de visas menant à l'élaboration de politiques (prévue à la fin mars 2019 dans le territoire de responsabilité de Buenos Aires.)

### Promotion et recrutement [RM]

#### Vue d'ensemble du marché du travail/des secteurs clés

- Décrivez le marché du travail local dans le cadre de votre secteur de responsabilité.

s.15(1)(i)ii)

s.21(1)(b)

Migration Office: Buenos Aires Area: Latin America and the Caribbean  
Operational Environment Risk Rating: B

- Indiquez les secteurs et les régions prioritaires pour les activités de P et R sur votre territoire.

#### Activités

- Décrivez brièvement les activités de P et R liées à Entrée express, aux programmes pour les étudiants, à Expérience internationale Canada (EIC) ou à d'autres programmes ou politiques.
- Présentez une brève analyse des interactions avec les provinces/territoires, les établissements d'enseignement, les chambres de commerce ou d'autres intervenants.
- Relevez les débouchés sur le marché du travail local pour le Réseau de liaison avec les employeurs et obtenez l'information nécessaire auprès du Réseau de liaison avec les employeurs afin de contribuer aux activités de P et R.

(N'oubliez pas de saisir l'information sur l'ensemble des réunions/activités/événements dans l'outil SMART.)

Entrée Express : Sessions d'information tenues à l'Ambassade environ quatre fois par année. Chaque session attire environ 50 personnes, essentiellement de jeunes professionnels ou des étudiants en dernière année d'université.

Étudiants : Foires EduCanada où on participe conjointement avec la Section Commerciale. Efforts d'attirer un plus grand nombre d'établissements canadiens.

EIC : Intérêt de la part des Argentins bien qu'un Accord de mobilité ne soit pas encore conclu.

Réseau de liaison avec les employeurs : Opportunités à surveiller (secteur minier ou manufacturier) et secteur des services pour les vénézuéliens nouvellement arrivés au Chili ou en Argentine.

Discussions avec le MIDI (Ministère québécois de l'Immigration, de la Diversité et de l'Inclusion) sur des initiatives de P et R : consolider partenariats avec l'Alliance Française ou les Bureaux de placement, en gardant dans la ligne de mire la promotion de l'immigration francophone.

s.16(2)

Migration Office: Buenos Aires Area: Latin America and the Caribbean  
Operational Environment Risk Rating: B

### Gestion des documents [RIS]

- Précisez le statut lié à la destruction et au rapatriement des dossiers (date actuelle des dossiers devant être détruits ou rapatriés)
- Indiquez les problèmes ou les défis liés au stockage des dossiers dans votre bureau (espace, sécurité de l'information, accès aux dossiers stockés) ainsi que tout autre aspect propre à l'entreposage des dossiers (comme la numérisation ou le microfilmage).
- Décrivez les problèmes ou les défis liés à la destruction des dossiers.
- Décrivez la méthode (p. ex. service de messagerie commercial, sac blanc, sac rouge) au moyen de laquelle vous recevez des dossiers du Réseau centralisé (RC).
- Estimez le nombre de dossiers envoyés au Canada par année en raison des demandes de litiges. Décrivez la méthode que vous utilisez afin d'acheminer ces dossiers.

Dossiers RT conservés 24 mois et ensuite détruits au fur et à mesure.

Espace d'entreposage adéquat.

Pas plus de 10 demandes de litige par année; dossiers envoyés

### Gestion de la mission/Collaboration avec les autres ministères/Accueil des délégations [RIO]

- Décrivez la participation du personnel et le temps consacré à l'appui des objectifs généraux de la mission (visites ministérielles ou visites médiatisées, soutien aux sections consulaires ou autres et participation aux comités de mission).
- Décrivez les autres activités d'appui des objectifs du gouvernement du Canada qui utilisent des ressources des activités de base.
- Décrivez la participation du personnel et le temps consacré aux préparatifs et à l'accueil des délégations d'IRCC ou liées à la migration.

Rencontre des Chefs d'État du G20 en novembre 2018 : l'ACE a coordonné le groupe de travail sur le programme de l'épouse du Premier Ministre; participation avec le CDM et les collègues d'AMC aux préparatifs.

Participation hebdomadaire du GPM au Comité de gestion de la mission.

Le GPM est aussi l'Agent Responsable des Langues Officielles à la mission et membre du Comité de sécurité.

L'ACE est membre du Comité social.

Participation de toute l'équipe à la Campagne de charité en milieu de travail par l'organisation annuelle d'un petit-déjeuner crêpes bénéfice.

Visite d'une délégation GRSI en mars 2018 et octobre 2018 impliquant une bonne partie de l'équipe.

Migration Office: Buenos Aires Area: Latin America and the Caribbean  
Operational Environment Risk Rating: B

Préparatifs en vue de la visite du Ministre d'IRCC qui était prévue pour octobre 2018.

#### CRDV et biométrie:

- Veuillez décrire la supervision exercée sur les CRDV dans votre région, notamment les inspections et les problèmes.
- Quels défis liés au service à la clientèle avez-vous connus ou prévu en raison des fermetures de CRDV et des changements liés aux personnes-ressources?
- Éprouvez-vous (ou prévoyez-vous) des problèmes liés à l'élargissement de la biométrie?

Depuis novembre 2018, deux nouveaux CRDV ont vu le jour afin d'offrir une présence adéquate pour la collecte de biométrie : Mendoza, Argentine et Santiago, Chili. Visites régulières dans tous nos CRDV.

D'après les réactions positives de mes démarches d'engagement sur la communication de l'expansion de la biométrie ainsi que nos campagnes publiques de médias sociaux ou d'engagement avec les partenaires, nous n'anticipons pas de problèmes au déploiement de la biométrie.

#### Autres

- Décrivez les problèmes (ou les possibilités) qui se présentent à votre bureau de migration et qui ne sont pas mentionnés ailleurs (p. ex. environnement de travail, problèmes de bande passante, services/appui des autres ministères).

Entrez votre réponse ici.

## 7. GESTION DE L'EFFECTIF [RIR, RIS, RIO]

### Dotation et formation

- Est-ce que des postes vacants sont à prévoir en 2019?
- Pensez-vous qu'il sera nécessaire de modifier la dotation des employés canadiens et des ERP dans les cinq prochaines années?
- Décrivez les besoins en formation de votre personnel en indiquant s'ils concernent l'ensemble de l'effectif ou des unités en particulier (p. ex. valeurs et éthique, SMGC, *Loi sur l'immigration et la protection des réfugiés* [LIPR], etc.).
- Quels sont les autres défis que vous devez relever (p. ex. défi organisationnel, absences du personnel, congés non payés, etc.)?

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Buenos Aires Area: Latin America and the Caribbean  
Operational Environment Risk Rating: B

À la suite de la suppression de deux postes en juin 2018, un ERP9 Agent désigné et un ERP4 commis aux visas, l'équipe de Buenos Aires est considérablement réduite.

L'aide de [redacted] pour la préparation des demandes en lignes et la finalisation des dossiers en ligne CAN+ des citoyens d'Argentine et de l'Uruguay nous permet de maintenir de bons temps de traitement sans arriéré de travail.

Dans un esprit d'accroissement de nos activités de promotion et recrutement, je recommanderai de reclassifier les deux postes ERP4 au niveau ERP5. Cela permettra aux employés d'assister les agents dans les activités de production de rapport et de liaison et de promotion et recrutement.

Nous avons un excellent taux de rétention et l'équipe est très bien formée.

#### Mieux-être: Promouvoir un milieu de travail sain et diversifié

- À quels problèmes liés au mieux-être votre bureau de migration est-il confronté (p. ex. les heures supplémentaires, les absences/congés prolongés, le moral des employés, les différences interculturelles/interpersonnelles, la diversité des genres, etc.)
- Quelles mesures prenez-vous afin de relever ces défis?

Sur le plan positif, la semaine de travail comprimée (fermeture de l'Ambassade le vendredi à 14 :00) est fortement appréciée du personnel et contribue à leur mieux-être.

s.16(1)(b)

s.16(1)(c)

Migration Office: Buenos Aires Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: B

8. GESTION DES RISQUES [RIC, DGORI]

**2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019**

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.  
 Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice
Citoyens de pays tiers			RT						
CAN+ Global			RT						

**Évaluation des risques**

**Activités propres à la mission :**

- Quels sont les défis/tendances en matière de fraude dans votre région de responsabilité?
- Bureaux d'AER : Quelles sont les activités réalisées afin d'informer les décideurs (p. ex. la formation, les ateliers régionaux, les téléconférences, les bulletins, etc.)? [Bureaux autres que les AER, veuillez indiquer toutes les activités particulières d'évaluation des risques.]

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Buenos Aires Area: Latin America and the Caribbean  
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- En quoi les activités d'évaluation des risques contribuent-elles à la mise à jour du triage et du traitement des demandes de visas dans votre bureau?
- Votre bureau a-t-il identifié des mouvements à faible risque en 2018?

Grande majorité des dossiers présentés par des citoyens argentins

Les citoyens de l'Uruguay et du Paraguay bénéficient également

Les de la clientèle font partie du programme de facilitation CAN+ global.

Les citoyens de tiers pays sur mon territoire

**Ressources/outils :**

- Qui effectue le travail d'évaluation des risques dans votre bureau (nom des employés canadiens/ERP)?
- Quel soutien clé recevez-vous de votre AER régional ou d'autres ressources? Avez-vous besoin de soutien supplémentaire (le cas échéant)?
  - Est-ce que certaines pratiques exemplaires d'évaluation des risques pourraient être utiles dans d'autres missions (veuillez indiquer les outils, comme la Matrice des risques, les outils et les critères de triage, la stratégie et les procédures d'évaluation des risques du bureau)?

L'AER régional offre une perspective régionale utile. Il a effectué une visite en novembre 2018. Il a effectué plusieurs rencontres conjointes avec le GPM (Migraciones, RENAPER, IOM, HCR, Consulat du Chili, Consulat de France). À ma demande, il a également offert une présentation à tous les Canadiens de l'Ambassade sur le mouvement migratoire régional des Vénézuéliens, ainsi qu'offert une présentation à toute l'équipe sur les meilleures pratiques de rapports d'assurance de la qualité.

**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

Migration Office: Buenos Aires Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: B

## 9. INNOVATION ET SERVICE À LA CLIENTÈLE [RIC, RIO]

### Service à la clientèle

- Quels sont les principaux problèmes liés au service à la clientèle dans votre région?
- Décrivez la façon dont votre bureau gère les demandes de renseignements des clients.
- Décrivez la façon dont votre bureau gère ou utilise les médias sociaux.
- Indiquez (dans le tableau ci-dessous) les initiatives en matière de service à la clientèle en cours ou proposées à votre bureau.

Les temps de traitement étant excellents et en nous assurant de ne pas avoir d'inventaire, nous recevons peu de représentations des clients.

Les demandes de renseignements généraux sont reçus sur notre boîte organisationnelle (BAIRS IMMIGRATION) qui est gérée par l'employée d'assistance au programme (ERP5) qui peut répartir les questions aux employés de soutien au programme (ERP4).

Médias sociaux : Deux campagnes hebdomadaires sur les comptes Facebook et Twitter de nos missions en Argentina, Uruguay, Paraguay et Chili : Les mercredis *#3reasons* pour promouvoir l'immigration au Canada; les vendredis *#VisaTip* pour promouvoir les demandes VRT en ligne, informer sur le nouveau réseau de CRDV ou l'expansion de la biométrie. Excellente collaboration avec l'équipe d'AMC à la mission.

### Initiatives en matière de service à la clientèle

Pays	Brève description de l'initiative	Résultats attendus*	Date de mise en œuvre
Argentine, Paraguay, Uruguay, Chili	Campagne <i>#VisaTip</i> . Message différent tous les vendredis sur nos compte Twitter et Facebook	Amélioration du service à la clientèle.	Avril 2018
Argentine		Gain de productivité	

\*Exemples de résultats attendus : diminution du temps de traitement, amélioration du service à la clientèle, gain de productivité, autre – veuillez préciser.

**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

Migration Office: Buenos Aires Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: B

### Ententes de travail partagé

- Décrivez (dans le tableau ci-dessous) les ententes de travail partagé en cours qui ont été conclues avec d'autres bureaux ou réseaux (par activité ou par charge de travail).
- Si vous êtes partie prenante, à l'heure actuelle, à des ententes de travail partagé, comment gérez-vous les risques ou le transfert du savoir?
- Indiquez toute tâche (par activité ou par charge de travail) qui pourrait être traitée ailleurs (par le RI ou le RC). Expliquez la façon dont vous l'avez ciblée et précisez le volume de travail escompté en cause ainsi que les activités d'AQ connexes qui pourraient être mises en œuvre afin de gérer les risques (si votre mission a des suggestions relatives à la répartition de la charge de travail, veuillez communiquer avec RIC afin de débiter les discussions).

--

### Ententes de travail partagé

Pays	Brève description du programme	Bureau (RI/RN et nom)	RT ou RP?	Demande électronique ou papier?	Résultats attendus*	Activités de gestion des risques (AQ)	Date de mise en œuvre
Argentine	CAN+ EAPPS		RT	Électronique	Gain de productivité	Effectué par <u>avec rétroaction de mon bureau.</u>	Juillet 2018
Uruguay	CAN+ EAPPS		RT	électronique	Gain de productivité	Effectué par <u>avec rétroaction de mon bureau.</u>	Juillet 2018

\*Exemples de résultats attendus : diminution du temps de traitement, amélioration du service à la clientèle, gain de productivité, autre – veuillez préciser.

### Autres innovations/ Pratiques exemplaires

Indiquez les autres innovations/pratiques exemplaires se rapportant :

- À Chinook, notamment les gains d'efficacité ou les améliorations apportées à la prise de décisions fondée sur des données probantes;
- Au SMGC, y compris les requêtes, les tableaux de bord, les organisations/activités, les groupes, etc.;
- Aux vidéoconférences pour les entrevues ou d'autres activités;
- À l'efficacité du traitement, dont l'utilisation des CRDV, le triage, etc.;
- À la gestion des limites relatives à la bande passante et des volumes (p. ex. recours à des horaires variables);
- Autres.

Migration Office: Buenos Aires Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: B

L'usage de **Chinook** pour trier, préparer et traiter nos demandes en ligne (CAN+) nous fait gagner un temps énorme. Le courriel de synthèse des cas envoyé quotidiennement par permet à l'agent de bien saisir l'aperçu des cas et de rendre des décisions rapidement.

## 10. APERÇU DE LA ZONE (À REMPLIR PAR LES DIRECTEURS DE ZONE SEULEMENT)

### Faits saillants

- Indiquez les principaux changements qui ont été apportés en 2018 à votre environnement opérationnel et à la prestation des programmes. Ces éléments pourraient inclure les tendances régionales, les innovations, les initiatives en matière de service à la clientèle, les questions nouvelles, etc. que vous voulez mettre en évidence auprès de l'administration centrale (AC).
- **RP** : Indiquez les tendances de la charge de travail relative aux RP et donnez votre avis sur les facteurs ayant une incidence sur le taux d'approbation, les délais de traitement et la capacité d'atteindre les objectifs ainsi que de se conformer aux normes de service (fraude, taux d'entrevue, non-conformité, inadmissibilité, analyse d'ADN, biométrie pour les réfugiés, etc.).
- **RT** : Indiquez les tendances de la charge de travail relative aux RT (réception des demandes, modes d'acheminement des demandes) et donnez votre avis sur les facteurs ayant une incidence sur le taux d'approbation, les délais de traitement et la capacité de se conformer aux normes de service (fraude, admissibilité, contrôle de sécurité, biométrie, diffusion de renseignements, etc.). Commentez l'expérience liée à l'AVE.
- **Autre** : Indiquez les tendances liées à la charge de travail relatives à d'autres programmes et donnez votre avis sur les facteurs ayant une incidence sur le taux d'approbation et les délais de traitement.

Entrez votre réponse ici.

### Répartition régionale des tâches, périodes de devoir temporaire (DT) stratégique, gestion des cibles

- Décrivez les initiatives dans votre zone qui tirent parti du SMGC et du réseau intégré d'IRCC afin d'augmenter davantage les gains de productivité, de réduire les délais de traitement et d'améliorer le service à la clientèle. Cela comprend les ententes régionales sur le partage du travail, qu'elles soient temporaires ou en cours.
- Décrivez les plans régionaux pour le DT stratégique : les déplacements afin de diffuser des connaissances pour appuyer les échanges de travail ou les déplacements afin de partager une expertise, d'appuyer le traitement efficace dans toute la région, ainsi que le « DT stratégique » dont les objectifs vont au-delà de la capacité de traitement temporaire.
- Décrivez votre gestion des cibles de RP de la zone en 2018, dont la réaffectation au sein de la zone et les communications avec l'administration centrale du Réseau international (ACRI).

Migration Office: Buenos Aires Area: Latin America and the Caribbean  
Operational Environment Risk Rating: B

Entrez votre réponse ici.

### Programmes Mondiaux de Facilitation

- Décrivez le statut courant du programme CAN+ dans votre région. A-t-il généré des gains de productivité, et avez-vous identifié des défis particuliers?
- Décrivez les opportunités et défis prévus dans votre région si les programmes comme le Statut de destination approuvée / Volet direct pour les visiteurs, Volet direct pour les gens d'affaires, ou Volet direct pour les études (VDE), devaient être déployés à l'échelle mondiale.

Entrez votre réponse ici.

Migration Office: Buenos Aires Area: Latin America and the Caribbean  
Operational Environment Risk Rating: B

### Horizon

- Indiquez les éléments clés dans votre zone (problèmes et/ou possibilités) qui sont susceptibles d'avoir une incidence sur le mandat d'IRCC (politiques ou opérations) à court ou à moyen terme (d'ici deux à cinq ans).
- Indiquez une ou deux mesures concrètes que les bureaux de migration dans votre zone peuvent prendre, avec l'aide de l'AC le cas échéant, afin d'« atténuer les risques » ou de « profiter des possibilités ».

Entrez votre réponse ici.

s.17

Migration Office: Canberra Area: North Asia and Oceania  
 Operational Environment Risk Rating: A

1. MIGRATION OFFICE OVERVIEW

Office Details		
Migration Office:	Canberra	
Area:	North Asia and Oceania	
Office Type: (Full Service, Satellite, RPC, Specialized)	Specialized	
Updated (YYYY/MM/DD)	2018/11/26	
Interrelated Offices:	Sydney, Manila (MANIL re certain Pacific Islands)	
Personnel		
	NAME	MITNET
MPM:	Kirsten Mlačak	342-3400
D/MPM:	N/A	
Area Director:		
GCMS Manager:	N/A	
BVO:	N/A	
RAO:	N/A	
eTA SPOC (Single Point of Contact):	N/A	
HOM:	Paul Maddison	342-3200
GAC Regional Director:	Bez Babakhan (Director, Northeast Asia & Oceania Division, OPA)	343-203-3366
CBSA LO:	Connie Terreberry	342-3530
MOF:	N/A	
IEC SPOC:	SYDNY Logann McNamara	
P&R SPOC:	SYDNY Logann McNamara	
Litigation SPOC:	N/A	
<b>CBS</b> Names: <b>Kirsten Mlačak</b>		
<b>Total #: 1</b>		
<b>LES</b> DMO #: N/A DMO(TR)#: N/A Other support staff #: 1 <b>Total #: 1</b>		
<b>Emergency LES</b> Total number of months in 2018: 0		
<b>TD</b> Total number of weeks in 2018: 0		

Migration Office: Canberra Area: North Asia and Oceania  
 Operational Environment Risk Rating: A

## 2. TERRITORY OVERVIEW

### TERRITORY OPERATIONAL OVERVIEW

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Australia	A	23,232,413								
<b>TOTAL:</b>				<b>0</b>	<b>0</b>		<b>0</b>			

### TERRITORY RISK OVERVIEW

Caseload Risk				Operational Environment Risk				
Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country/territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	Notes
Australia	77							

\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

Migration Office: Canberra Area: North Asia and Oceania  
 Operational Environment Risk Rating: A

Les couleurs utilisées dans les tableaux sont basés sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

KEY: Caseload Risk Level (Transparency International CPI)		KEY: Operational Environment Risk Level (Economist IU Risk Rating, Overall Assessment)	
	Not Rated		Not Rated
Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A
Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E

### 3. PERMANENT RESIDENT OVERVIEW

#### Permanent Resident

Migration Office: Canberra Area: North Asia and Oceania  
 Operational Environment Risk Rating: A

Canberra

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)
2018 (Jan - Aug)	Economic	-	-	-
	Family Class	-	-	-
	Humanitarian	-	-	-
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	
2017	Economic	-	-	-
	Family Class	-	-	-
	Humanitarian	-	-	-
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	
2016	Economic	-	-	-
	Family Class	-	-	-
	Humanitarian	-	-	-
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	

Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan -Aug)	Events	-		
	Verifications	-		
	H&C	-		
	Misrepresentation	-		
	<b>TOTAL</b>	<b>0</b>	-	-
2017	Events	-		
	Verifications	-		
	H&C	-		
	Misrepresentation	-		
	<b>TOTAL</b>	<b>0</b>	-	-
2016	Events	-		
	Verifications	-		
	H&C	-		
	Misrepresentation	-		
	<b>TOTAL</b>	<b>0</b>	-	-

\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

**GUIDE:**  
 For the following three categories, FD targets are only indicative and outputs are measured in actual admissions :
 

- Government-assisted refugees (GARs)
- Privately-sponsored refugees (PSRs)
- Blended Visa-office-referred refugees (BVORs)

Migration Office: Canberra Area: North Asia and Oceania  
 Operational Environment Risk Rating: A

**PR Trends/Issues**

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

N/A

**4. TEMPORARY RESIDENT OVERVIEW**

**Temporary Resident**

Canberra

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)
2018 (Jan - Aug)	Visitor	-	-	-
	Student	-	-	-
	Worker	-	-	-
	eTA	-	-	-
	<b>TOTAL</b>	<b>0</b>		
2017	Visitor	-	-	-
	Student	-	-	-
	Worker	-	-	-
	eTA	-	-	-
	<b>TOTAL</b>	<b>0</b>		
2016	Visitor	-	-	-

Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Events	-	
	Verifications	-	
	Misrepresentation	-	
	<b>TOTAL</b>	<b>0</b>	-
2017	Events	-	
	Verifications	-	
	Misrepresentation	-	
	<b>TOTAL</b>	<b>0</b>	-
2016	Events	-	

Migration Office: Canberra Area: North Asia and Oceania  
Operational Environment Risk Rating: A

Student	-	-	-
Worker	-	-	-
eTA	-	-	-
<b>TOTAL</b>	<b>0</b>		

Verifications	-		
Misrepresentation	-		
<b>TOTAL</b>	<b>0</b>	-	

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

### TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

N/A

## 5. OTHER APPLICATIONS OVERVIEW

### Other Applications

Canberra

Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	-	-	-
	PR renunciation	-	-	-
	TRP	-	-	-

Migration Office: Canberra Area: North Asia and Oceania  
 Operational Environment Risk Rating: A

	ARC	-	-	-
	Rehabilitation	-	-	-
	<b>Total</b>	<b>0</b>		
	PRTD	-	-	-
	PR renunciation	-	-	-
<b>2017</b>	TRP	-	-	-
	ARC	-	-	-
	Rehabilitation	-	-	-
	<b>Total</b>	<b>0</b>		
	PRTD	-	-	-
<b>2016</b>	PR renunciation	-	-	-
	TRP	-	-	-
	ARC	-	-	-
	Rehabilitation	-	-	-
	<b>Total</b>	<b>0</b>		

\*Stats supplied by OPPB

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

N/A

Migration Office: Canberra Area: North Asia and Oceania  
 Operational Environment Risk Rating: A

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

#### Canberra

##### SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan-Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)	Other
	<b>Information Session</b>						3	3
<b>Exhibition/Expo</b>								
<b>Conference</b>						2		3

Migration Office: Canberra Area: North Asia and Oceania  
 Operational Environment Risk Rating: A

<b>Meeting</b>							<b>8</b>	<b>18</b>	<b>11</b>
<b>Roundtable</b>									
<b>Special Event (e.g. Gala)</b>							<b>3</b>		<b>2</b>
<b>Teleconference</b>									<b>4</b>
<b>Visit</b>									
<b>Workshop</b>							<b>1</b>	<b>1</b>	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17</b>	<b>22</b>	<b>25</b>

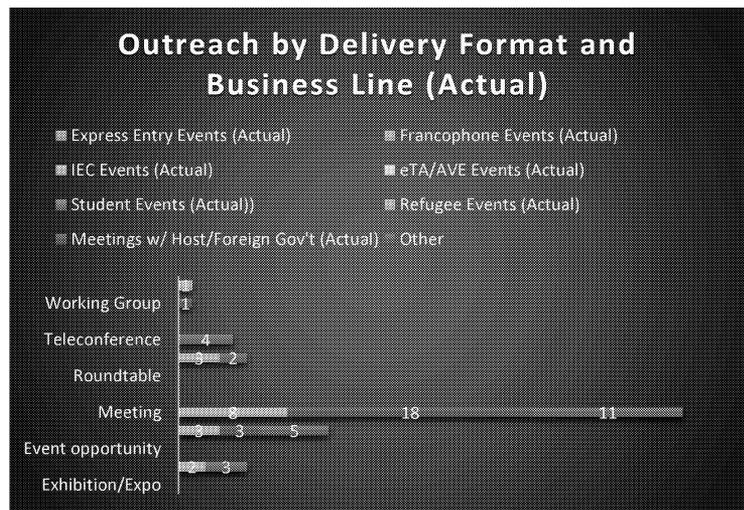
**Actual Events (Please indicate the actual # of events performed)**

Delivery Format / Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/Expo								
Conference						<b>2</b>		<b>3</b>
Event opportunity Information session/Presentation						<b>3</b>	<b>3</b>	<b>5</b>
Meeting						<b>8</b>	<b>18</b>	<b>11</b>
Online Consultation/Webinar								

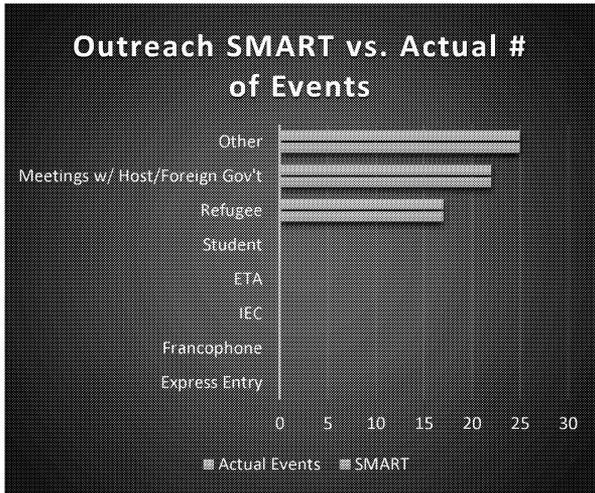
Migration Office: Canberra Area: North Asia and Oceania  
 Operational Environment Risk Rating: A

Roundtable									
Special Event (e.g. Gala)						3			2
Teleconference									4
Visit									
Working Group									1
Other						1			
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17</b>	<b>22</b>	<b>25</b>

Business Line	SMART	Actual Events
Express Entry	0	0
Francophone	0	0
IEC	0	0
ETA	0	0
Student	0	0
Refugee	17	17
Meetings w/ Host/Foreign Gov't	22	22
Other	25	25
<b>Total</b>	<b>64</b>	<b>64</b>



Migration Office: Canberra Area: North Asia and Oceania  
 Operational Environment Risk Rating: A



SMART EVENT Names
CNBRA- Migration consultants teleconference
CNRBA - Meeting with Productivity Commission
CNBRA - Meeting with INZ

Migration Office: Canberra Area: North Asia and Oceania  
Operational Environment Risk Rating: A

CNBRA - DFAT Briefing to Dip Corps on TSS visa
CNBRA - Meeting with ICRC
CNBRA - Meeting with UNHCR
CNBRA- Meeting with Home Affairs
CNBRA - Meeting with Home Affairs
CNBRA - Analytics and automation legal framework - teleconference
CNBRA - Sydney University Citizenship Conference
CNBRA - Scanlon Foundation Private dinner

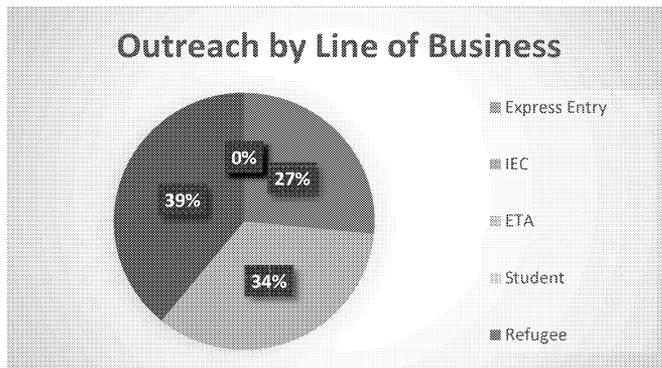
Migration Office: Canberra Area: North Asia and Oceania  
 Operational Environment Risk Rating: A

CNBRA - The third Annual Welcoming Cities Symposium
CNBRA - Meeting with Home Affairs and DSS - GRSI
CNBRA- Parliamentary Briefing - GRSI
CNBRA - Meeting with Sponsorship Organisations - GRSI (NZ)
CNBRA - Meeting with NZ Immigration Minister - GRSI (NZ)
CNBRA - Parliamentary event - Building Welcoming Communities: Community Sponsorship of Refugees
CNBRA - GRSI Reception hosted at WLGTON
CNBRA- Meeting with INZ officials - GRSI (NZ)
CNBRA- UNHCR Public Lecture: Navigating turbulent waters: Refugee situations in the Asia-Pacific region
CNBRA - ANU hosted launch of World Bank Report on Australia's Seasonal Worker Programme
CNBRA - GRSI Workshop - London
CNBRA - Meeting with INZ
CNBRA - Meeting with SCoA
CNBRA - Meeting with IOM
CNBRA - PIDC annual meeting (Fiji)
CNBRA - Meeting with UNHCR
CNBRA - Meeting with IOM
CNBRA - Meeting with UNHCR
CNBRA - ANU-hosted UNHCR public lecture Australia's Role within the International Refugee Protection System
CNBRA - Kaldor Centre hosted public lecture: Community-led refugee sponsorship What can Australia learn from the UK experience?
CNBRA - Meeting with Home Affairs
CNBRA - Meeting with INZ
CNBRA - Powhiri, Minister Hussen and incoming refugees welcoming event (NZ)
CNBRA - Bilateral meeting IRCC Minister and NZ Minister of Workplace Relations and Safety, ACC, and of Immigration (NZ)
CNBRA - Bilateral meeting IRCC Minister and NZ Minister of Internal Affairs and Minister Responsible for Passport and Citizenship (NZ)
CNBRA - INZ Showcase Innovation in Migration Management (NZ)
CNBRA - IRCC Minister Speaking Event at Victoria University of Wellington (NZ)
CNBRA - Five Country Ministerial
CNBRA - Meeting with Home Affairs

Migration Office: Canberra Area: North Asia and Oceania  
Operational Environment Risk Rating: A

CNBRA- Migration consultants teleconference
CNBRA - Meeting with UNSW Forced Migration research team
CNBRA - Meeting with UNCHR
CNBRA - International Metropolis Conference
CNBRA- Meeting with Centre for Global Pluralism & Human Rights Law Centre
CNBRA- Meeting with University of Melbourne Professor
CNBRA - Meeting with SCoA
CNBRA - Meeting with DSS
CNBRA - Home Affairs Industry Summit 2018
CNBRA - Meeting with Welcoming Cities
CNBRA - CBR 'live gates' demonstration
CNBRA - Meeting with IOM
CNBRA - IOM regional planning meeting session: State of the Pacific – what the future holds.
CNBRA - Kaldor Centre for International Refugee Law Annual Conference
CNBRA - Meeting with Digital Transformation Agency
CNBRA - Meeting with DFAT Identity Resolution Unit
CNBRA - Tour of SmartGate facilities at Canberra Airport and lab
CNBRA - Meeting with DFAT Passport Policy & Integrity Branch
CNBRA - ICAO ICBWG (NZ)
CNBRA - Meeting with INZ (NZ)
CNBRA- Trilateral Discussion Forum on Eol Immigration Systems teleconference
CNBRA - Meeting with INZ (NZ)
CNBRA - Meeting with INZ (NZ)
CNBRA - Meeting with Amnesty International NZ (NZ)
CNBRA - Meeting with ANU Researcher

Migration Office: Canberra Area: North Asia and Oceania  
Operational Environment Risk Rating: A



#### Migration Diplomacy / Outreach (RIO, RM)

- Describe the type and frequency of contact with local officials.
  - Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
  - Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
  - Describe participation in local and international fora.
  - Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

s.21(1)(b)

Migration Office: Canberra Area: North Asia and Oceania  
Operational Environment Risk Rating: A

Type and frequency of contact with local officials

- *IRCC CNBRA fosters relationships and engages with officials, foreign government representatives, and other actors in the AoR (Australia, New Zealand, Pacific Island countries [PICs]) to collaborate, exchange experience, gather business intelligence and advance IRCC priorities*
- *Regular contact and communication with Australian and NZ government officials will be ongoing to gain understanding of their immigration, passport and citizenship programs, and to provide information to those officials on corresponding IRCC programs (eg biometrics; visa service business models automation and advanced analytics; refugee resettlement; settlement and integration; digital identity management).*
- *IRCC presence in Canberra, the seat of Australian Government, ensures ongoing dialogue and strong collaboration between IRCC and the Department of Home Affairs, Department of Social Services, Department of Foreign Affairs and Trade (passport) as well as key migration partners such as IOM and UNHCR which both have their regional representation in Canberra. CNBRA MPM undertakes regular liaison activities with Australian and NZ immigration and foreign affairs departments, including assisting IRCC SYDNY, where needed, to resolve immigration matters that are raised via diplomatic or official channels. The HoMs in Canberra and Wellington are also provided advice and background information regarding migration matters for their dealings with foreign governments.*

Ongoing/potential issues (areas of cooperation and irritants)

- *Both AU and NZ represent dynamic migration environments – both are policy incubators for IRCC and innovating in program delivery in particular **end-to-end automation, digital service delivery, visa processing and client platforms**, as well as **use of the private sector**. **Risk/threat assessment and management** together with **advanced analytics** are areas where we can continue to learn and share experience.*
- ***E-visas, biometrics, and centralization/worksharing, service excellence** and building a **'seamless' traveller experience** also constitute areas where reporting will continue to focus given growing TR volumes and IRCC's Forward Plan for Visitors, International Students and Temporary Workers.*
- *Continue shared learning with AU & NZ in support of the **Passport Program Modernization Initiative**. Experience with technology solutions and digital identity management in both AU and NZ such as online applications, information-sharing with security partners and facial recognition can support objectives of PPMI to strengthen program security and integrity, improve service delivery and accessibility and increase program efficiencies.*
- *Both AU and NZ are moving ahead with **community refugee sponsorship** programs modeled on Canada's PSR program and there is scope in the year ahead to develop and deepen formal partnership with **GRSI***
- *In the current context of a rapidly changing world CA and AU are well-positioned to examine and embark upon a joint discussion of, emerging trends affecting **social cohesion**, including challenges as well as opportunities for*

s.15(1)(i)

s.16(1)(b)

s.21(1)(b)

Migration Office: Canberra Area: North Asia and Oceania  
Operational Environment Risk Rating: A

*further government action. While both countries continue to be open to diversity and welcoming of immigrants,*

*CA and AU each have foundational policies, programs, and frameworks that facilitate social cohesion and have also begun exploring opportunities for future action to address challenges in this area including how to maintain community support for a non-discriminatory immigration program. [IRCC DM is co-chair of the DM Task Force on Diversity and Inclusion and will co-lead on a related item at the January 2019 Canada-Australia Public Policy Initiative retreat in Sydney, AU]*

- *AU, NZ and CA increasingly rely on **labour migration** (temporary and permanent; skilled, semi-skilled, low skilled as well as non-work-related categories with work rights eg IEC, international students) in the context of demographic ageing. Policies and programs related to effective labour migration - **expression of interest systems, temporary foreign workers, pathways to permanence, regional/rural migration** - will continue to evolve as each country endeavours to meet work force requirements that cannot be met through domestic labour supply in a reasonable timeframes.*

- ***Biometrics expansion** can be expected to have implications for Pacific Island Countries (PICs).*

*. CNBRA, SYDNY and MANIL (and to a lesser extent PARIS re PICs [French Polynesia and New Caledonia]) will continue to coordinate to manage the roll-out including HoM briefings, communications and outreach, etc. It is expected that HoMs will continue to press for mitigation measures to address the challenges for PICs.*

- ***Engagement with PICs** is increasing in the context of broader Government of Canada priorities, and with increased HoM outreach, additional support and interest in migration issues in the region are expected to increase commensurately, especially as the aggravating effects of climate change such as rising sea levels and extreme temperatures force people from their homes as their traditional livelihoods are no longer possible.*
- *NZ and AU are largely like-minded and collaborate with Canada/IRCC in international migration fora. Through local contacts, CNBRA MO can continue to leverage collaboration with AU and NZ in support of implementation of the Global Compacts (on Refugees and Migration) in 2019-20 as Canada is an important political ally to IOM and UNHCR in championing international refugee protection, supporting multilateralism, rejecting xenophobia, promoting integration, and demonstrating a commitment to international cooperation and responsibility sharing.*

Liaison with M5 partners, IGOs/NGOs and other stakeholders

- *Continuing to use the Migration 5 fora and partners to advance Canadian/IRCC migration priorities is central to CNBRA MO value-added given coverage of two of the partners. NZ chairs - and hosts - along with other 'face-to-face' M5/Border5 meetings in 2019. M5 partners have prioritized quality and effective data-sharing across the travel continuum to leverage data to improve each country's*

**s.15(1)(i)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Canberra Area: North Asia and Oceania  
Operational Environment Risk Rating: A

*immigration decisions. M5 partners will continue to collaborate in the AoR and CNBRA MPM will participate in relevant M5 working groups (eg Data Sharing Working Group) and informal anti-fraud meetings. CNBRA MPM will also prioritize liaison with the NZ-based M5 Secretariat in 2019 to support Canada's year as M5 Chair in 2020.*

- *As noted above, ongoing engagement with IOM and UNHCR regional representatives along with key actors in the academic, think tank and civil society sectors (Kaldor Centre for International Refugee Law, Amnesty International [AU & NZ branches], Refugee Council of Australia, NZ Red Cross, Settlement Services International, NZ Initiative, Regional Australia Institute, etc) will support reporting on and advancing departmental priorities.*

Participation in local/international fora

- *As noted above, participation in M5 fora including any F2F meetings taking place in AU and/or NZ, as needed.*
- *Other related events in AoR include:*
  - *AU: Department of Home Affairs Industry Summit; Welcoming Cities Symposium; Kaldor Centre for International Refugee Law Annual Conference*
  - *Pacific Immigration Development Community annual meeting*
- *CNBRA MPM will continue to participate in and contribute to the International Steering Committee to inform reporting and liaison/migration diplomacy function and support NHQ strategic advice to IRCC senior management on international engagement.*
- *Australia-Canada Economic Leadership Forum will take place in Melbourne, AU in Feb 2020. This would likely also include a bilateral program and whole-of-mission support as well as specific IRCC-related meetings or event(s).*

Current events/developments that may have a significant impact on migration trends

- *AU will have federal elections before mid-May 2019. Any change of government or ministry will impact migration policies and programs. Immigration policy, including offshore processing of asylum seekers, will be a central issue. The political dynamics of the immigration portfolio are subject to change as the public is becoming unhappy with the size of the legal immigration program while public opposition to irregular migration by boats remains overwhelming.*
-

s.16(1)(c)

s.21(1)(b)

Migration Office: Canberra Area: North Asia and Oceania  
Operational Environment Risk Rating: A

- *AU and NZ face many of the same migration, demographic, and labour market challenges as CA. All three countries admit tens of thousands of immigrants per year (mainly in the skilled stream), and significant numbers of temporary foreign workers and students, however most of these immigrants are concentrating in just a few large, urban centres, depriving rural and smaller communities of skilled workers, professionals, and new immigrants in general, while placing a strain on public services, infrastructure, transit, and housing in large cities. Initiatives exist and new ones are being developed using targeted immigration programs to encourage newcomers to settle in areas with declining populations and labour shortages.*
- *AU and NZ, like CA, are grappling with the tension between facilitating travel and migration – providing less intrusive, more seamless and faster processing for travellers – and continuing to ensure strong borders as the basis for orderly, managed migration that supports global economic linkages, social cohesion, public trust and humanitarian values. Deployment of digital systems, e-visas, and partnering with the private sector are areas where changes are anticipated that can transform visa service delivery. AU is often cited as the leader in end-to-end digital travel authorization intake, processing and issuance. Currently, most classes of Australian travel authorizations (eTAs, e-Visitor, Visa) are issued digitally and do not require the submission of a physical passport, nor issuance of a physical counterfoil in clients' passports. As a smaller country, NZ can be nimble, innovating with digital platforms, implementing changes to their service delivery model and working to deliver increased and consistent quality, productivity and efficiency gains across INZ offices and visa types – areas where IRCC may benefit from their experience.*
- 

## Promotion and Recruitment (RM)

### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

*SYDNEY MO takes the lead on promotion and outreach. CNBRA MO is active in promoting biometrics expansion, eTA, IEC., GSS, and other programs whenever it makes sense to add these elements to other liaison work. CNBRA MO will continue to support where possible, including through participation at the 2019 Pacific Immigration Development Community annual meeting.*

### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.

Migration Office: Canberra Area: North Asia and Oceania  
Operational Environment Risk Rating: A

- Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

*With SYDNY, CNBRA engages with partners on IEC outreach including participating in the SYDNY-led Working Holiday Working Group, and supporting meetings with relevant government officials in Canberra.*

### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

N/A

### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

s.15(1)(i)

s.21(1)(b)

Migration Office: Canberra Area: North Asia and Oceania  
Operational Environment Risk Rating: A

- *CNBRA MO supports a variety of initiatives that are run or coordinated by the mission or GAC, including Canada Day, high profile visits eg APEC etc.*
- *CNBRA MPM is a member of two mission management committees: Occupational Health and Safety, and the Canada Fund for Local Initiatives. The Immigration Program Assistant (IPA) is on the Employee Recognition Committee, the Social Committee and is a Floor Emergency Officer.*
- *MPM provides guidance and talking points to the HoM in preparation for media interviews that pertain to migration issues. CNBRA MO provides input to briefing materials for HoM travel and for other high-level meetings/visits in the AoR.*
- *CNBRA MO anticipates several IRCC visitors (DG or above) in the coming year eg M5 Plenary (New Zealand, November 2019)*
- *CNBRA is host to a number of OGDs with on-site and off-site liaison officers (LOs): on-site are CBSA, RCMP, DND, PS.*

#### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

See above section on Migration diplomacy - C

#### Other

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

s.16(2)  
s.21(1)(b)

Migration Office: Canberra Area: North Asia and Oceania  
Operational Environment Risk Rating: A

*CNBRA and SYDNY Migration Offices collaborate closely with visa and operational issues channeled to SYDNY and CNBRA handling government-to-government relations as well as information-gathering on program/policy developments. The configuration optimizes the value-added each office brings to achieving departmental objectives and recognition of the importance of AU and NZ relationships. The CNBRA-SYDNY case-related communications protocol and SYDNY effectiveness in handling individual/urgent cases referred from CNBRA contributes to the functionality of the two offices.*

Chancery renovation

- 

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
  - Do you anticipate a need for CBS and LES staffing changes in the next five years?
  - Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
  - What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?
- *No staff vacancies are foreseen at time of writing.*
- *Group training takes place on topics of general interest/need ie First Aid, Mental Health Matters. Of more direct interest to support the learning and professional development of the Immigration Program Assistant is French and writing skills – the latter will be included in the budget proposal. Most training is done online and at no additional cost. The IPA has done all appropriate online training offered by GAC (eg Values and Ethics, Access to Information). The IPA can accompany the MPM to meetings/events/teleconferences as an additional form of training and professional development.*
- *Accommodation continues to present some challenges in CNBRA*

Migration Office: Canberra Area: North Asia and Oceania  
 Operational Environment Risk Rating: A

- *Canberra's role is critical in managing two of the key Migration 5 relationships with high level visits and strategic meetings covered out of the CNBRA liaison role all of which further Canada's effective and productive relationships with these key partners. As such, continuing to maintain current CNBRA MO staffing levels is worthwhile and value-added.*
- *Given the critical importance of a trusted network of contacts for optimal results in a reporting and liaison post, and the time that it takes to build such a person-to-person network, consideration should be given to lengthening the duration of a Foreign Assignment to a position like CNBRA MPM.*

#### Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?
- *No wellness issues. Pro-active efforts to support work-life balance, and open communications provide opportunities to raise and address issues should they arise.*

### 8. RISK MANAGEMENT (RIC, IRG)

#### 2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress. *Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.*

Migration Office: Canberra Area: North Asia and Oceania  
Operational Environment Risk Rating: A

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Project Start & End Dates / Date prévue de début et de fin de l'exercice
<i>EXAMPLE: Student Pilot Project</i>	<i>To determine the level of compliance to the program by confirming whereabouts of students after their study program concluded</i>	<i>QA</i>	<i>TR</i>	<i>Study Permit</i>	<i>N/A</i>	<i>South America</i>	<i>Mexico</i>	<i>J.Smith/LE-5/40hours</i>	<i>Sept - Oct 2018</i>

**Risk Assessment**

**Mission Specific:**

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? [Non-RAO offices please report any ad hoc RA activities.]
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

**s.21(1)(b)**

Migration Office: Canberra Area: North Asia and Oceania  
 Operational Environment Risk Rating: A

N/A

**Resources/Tools:**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

N/A

**9. INNOVATION & CLIENT SERVICE (RIC, RIO)**

**Client Service**

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

refer to challenges/mitigation strategies related to Biometrics Expansion/VACs  
 SYDNY and CNBRA MOs are coordinating social media for Biometrics expansion and other communications needs.

**Client Service Initiatives**

Country	Brief description of initiative	Expected outcomes*	Implementation Date

Migration Office: Canberra Area: North Asia and Oceania  
Operational Environment Risk Rating: A

*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.			

Migration Office: Canberra Area: North Asia and Oceania  
Operational Environment Risk Rating: A

### Work-Sharing Arrangements

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

N/A

### Work-Sharing Arrangements

Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

### Other Innovations/ Best Practices

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

N/A

Migration Office: Canberra Area: North Asia and Oceania  
Operational Environment Risk Rating: A

## 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Type your answer here:

### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

Migration Office: Canberra Area: North Asia and Oceania  
Operational Environment Risk Rating: A

### Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

Type your answer here:

s.17

Migration Office: Chandigarh Area: South Asia  
 Operational Environment Risk Rating: C

1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	Chandigarh
Area:	South Asia
Office Type: (Full Service, Satellite, RPC, Specialized)	Satellite
Updated (YYYY/MM/DD)	2018/11/26
Interrelated Offices:	New Delhi, Bangalore, Colombo

Personnel		
	NAME	MITNET
<b>MPM:</b> <b>D/MPM:</b> <b>Area Director:</b> <b>GCMS Manager:</b> <b>BVO:</b> <b>RAO:</b> <b>eTA SPOC (Single Point of Contact):</b> <b>HOM:</b> Mia Yen 532-3200 <b>GAC Regional Director:</b> <b>CBSA LO:</b> <b>MOF:</b> <b>IEC SPOC:</b> <b>P&amp;R SPOC:</b> <b>Litigation SPOC:</b>		
<b>CBS</b>		
Names:		
<b>Total # :3</b>		
<b>LES</b>		
DMO # : 1 position, currently vacant DMO(TR)#: Other support staff # : 17 <b>Total # : 18</b>		

Migration Office: Chandigarh Area: South Asia  
Operational Environment Risk Rating: C

<b>Emergency LES</b>
Total number of months in 2018: 20 (to end calendar year 2018)
<b>TD</b>
Total number of weeks in 2018: 53 (In addition there were 818 weeks of 'ad hoc' TDs sourced from other missions in the South Asia Network from Sept. to end Dec. 2018.)

## 2. TERRITORY OVERVIEW

### TERRITORY OPERATIONAL OVERVIEW

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
India	C	1,281,935,911			54896		2			Study Direct Stream, Business Express Program, CAN+, Kabbadi Pilot, Religious Workers
Other	#N/A	#N/A			83					
<b>TOTAL:</b>				<b>0</b>	<b>54,979</b>		<b>2</b>			

### TERRITORY RISK OVERVIEW

Caseload Risk				Operational Environment Risk				
Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country/territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings,	Notes

Migration Office: Chandigarh Area: South Asia  
Operational Environment Risk Rating: C

					etc. for this caseload **
India	40	99.8%	New Delhi	Chandigarh, New Delhi, Bangalore	Y
Other	#N/A	0.2%			

\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

Les couleurs utilisées dans les tableaux sont basées sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

KEY: Caseload Risk Level (Transparency International CPI)		KEY: Operational Environment Risk Level (Economist I.U. Risk Rating, Overall Assessment)	
Not Rated	Not Rated	Not Rated	Not Rated
Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A
Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D

s.16(1)(b)

s.16(1)(c)

Migration Office: Chandigarh Area: South Asia  
Operational Environment Risk Rating: C

Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E
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### 3. PERMANENT RESIDENT OVERVIEW

#### Permanent Resident

Chandigarh

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)
2018 (Jan - Aug)	Economic	-	-	-
	Family Class	-	-	-
	Humanitarian	-	-	-
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	
2017	Economic	-	-	-
	Family Class	-	-	-
	Humanitarian	-	-	-
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	
2016	Economic	-	-	-
	Family Class	-	-	-
	Humanitarian	-	-	-
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	

Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Events			
	Verifications			
	H&C			
	Misrepresentation			
<b>TOTAL</b>			<b>4</b>	<b>0</b>
2017	Events			
	Verifications			
	H&C			
	Misrepresentation			
<b>TOTAL</b>			<b>1</b>	<b>0</b>
2016	Events			
	Verifications			
	H&C			
	Misrepresentation			
<b>TOTAL</b>			<b>4</b>	<b>0</b>

\*Stats supplied by ODP. 2018 targets current as of August 1st, 2018 and do not reflect up coming adjustments.

**GUIDE:**

- For the following three categories, FD targets are only indicative and outputs are measured in actual admissions :
- Government-assisted refugees (GARs)
  - Privately-sponsored refugees (PSRs)
  - Blended Visa-office-referred refugees (BVORs)

**s.16(1)(b)**

**s.16(1)(c)**

Migration Office: Chandigarh Area: South Asia  
Operational Environment Risk Rating: C

#### PR Trends/Issues

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

Processing of PR applications for India is done in New Delhi. The Chandigarh office supports PR processing by printing PR visas for passports received at the Chandigarh VAC (work sharing arrangement with New Delhi began Oct. 26, 2018) and Jalandhar VAC (as of Nov. 26, 2018). Chandigarh supports PR program integrity by completing a verification of passport data prior to COPR and visa printing. Errors are corrected and referred to a CBO if required.

The resources of the Risk Assessment Unit are also available to the New Delhi PRU team if the need arises. Chandigarh completed \_\_\_\_\_ for PR applications in 2017.

s.16(1)(b)

s.16(1)(c)

Migration Office: Chandigarh Area: South Asia  
 Operational Environment Risk Rating: C

4. TEMPORARY RESIDENT OVERVIEW

Temporary Resident

Chandigarh

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)	Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Visitor	40507		25	2018 (Jan - Aug)	Events		
	Student	17272		37		Verifications		
	Worker	462		124		Misrepresentation		
	eTA	2		0		TOTAL		608
	TOTAL	58243						
2017	Visitor	68187		24	2017	Events		
	Student	45286		32		Verifications		
	Worker	736		113		Misrepresentation		
	eTA	3		315		TOTAL		67
	TOTAL	114212						
2016	Visitor	39957		27	2016	Events		
	Student	23899		20		Verifications		
	Worker	800		193		Misrepresentation		
	eTA	1		231		TOTAL		6,965
	TOTAL	64657						

\*The number of TR counterfoils (TRV, SP, WP, PRD, TRP) printed by office, in 2018, where the final decision was by a different office  
 \*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?

**s.15(1)(i)**

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Chandigarh Area: South Asia  
Operational Environment Risk Rating: C

- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

Again in 2018, the Chandigarh and Jalandhar VACs have seen tremendous growth with both VACs reporting year over year increases of over 80% in TR applications received in 2018 as of October. Due to the levels of growth in 2017 and 2018, coupled with reductions in officer resources, Chandigarh is no longer able to process all or even a majority of applications received at the Chandigarh and Jalandhar VACs as it has traditionally.

Chandigarh will continue to work on innovative measures (including the Digitization Pilot Project, see innovation section below) and with other offices in order to address increased volumes and maintain client service.

Chandigarh continues to receive all 'Emergency Cases' (received at the Chandigarh VAC on a daily basis) and the VACs ensure that these cases are forwarded to Chandigarh for processing. These applications are processed in an expedited manner

There is a large, well connected diaspora of Punjabis established outside of India. In Canada, there are large Punjab populations predominantly in BC (Surrey, Abbotsford, Vancouver) and Ontario (Toronto, Brampton).

Chandigarh processes a relatively high number of PPTRV applications. We have aligned our process with that of Delhi and the MPM actively monitors the caseload and works

**s.15(1)(i)i)**

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Chandigarh Area: South Asia  
Operational Environment Risk Rating: C

closely with Delhi and GAC colleagues in order to ensure quick processing times when in our control.

Chandigarh, like other Indian missions, has well-defined procedures centralized in Delhi in place for referrals from GAC and other OGDs. The Consul General in Chandigarh was briefed shortly after her arrival in Nov. 2018 and has given access to the referral tool. The MPM and Consul General maintain open lines of communication regarding migration questions and cases.

Chandigarh takes a lead on the Religious Workers Special Program although Delhi is also involved in the processing of applications. This special program involves communicating with inviting Gurudwara in Canada, monitoring applications received and completing verifications with the host Gurudwara, processing the applications, and monitoring compliance via the 'return back' process.

The Punjab has long been a significant source of study permit applications from India and volumes continue to increase significantly. Chandigarh is actively promoting responsible recruiting, the Study Direct Stream (SDS) program and e-Apps when meeting with representatives of Canadian institutions. We view the implementation of SDS in 2018 as a positive step forward in ensuring a higher standard for study permit applications from which we expect to reap gains in efficiency. We also expect that clients meeting the SDS criteria will allow for greater predictability in outcomes from the perspective of Canadian institutions. The higher uptake of e-Apps would reduce the significant paper burden on the office described in more detail below.

Chandigarh receives a relatively small number of work permit applications. Despite the small number these applications tend to be relatively complex.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Chandigarh Area: South Asia  
Operational Environment Risk Rating: C

5. OTHER APPLICATIONS OVERVIEW

**Other Applications**

Chandigarh				
Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	466		25
	PR renunciation	65		0
	TRP	17		1
	ARC	2		-
	Rehabilitation	-		-
	<b>Total</b>	<b>550</b>		
2017	PRTD	956		38
	PR renunciation	140		0
	TRP	27		0
	ARC	0		-
	Rehabilitation	-		-
	<b>Total</b>	<b>1,123</b>		
2016	PRTD	1,782		12
	PR renunciation	128		0
	TRP	96		0
	ARC	7		-
	Rehabilitation	-		-
	<b>Total</b>	<b>2,013</b>		

\*Stats supplied by OPPB

**Other Lines of Business Trends/Issues**

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Chandigarh Area: South Asia  
Operational Environment Risk Rating: C

Chandigarh receives a significant number of applications for PRTDs. We endeavour to process these applications as quickly as possible with complex cases taking significantly longer to process than straightforward cases. In Oct. 2018, we implemented a system whereby these applications are first pre-assessed by an LE-6 case analyst before officer review. This will enable the officer to process the applications more quickly.

A significant number of PRTD applications received are instances where the 730 day residency requirement has not been met but where the client submits humanitarian and compassionate grounds for consideration. Often these are elderly clients who landed in Canada, did not establish in any significant way, returned to India and now wish to return to Canada because their children or other family members are there. Chandigarh has standard templates to provide to clients should a TR client require a PRTD or renunciation assessment.

The majority of the TRPs processed by Chandigarh reduction is no doubt due to Chandigarh's implementation of an compassionate grounds are at play. Cases where a TRP might be warranted but where the requirements for a TRV are not met are brought to the attention of the MPM by officers.

The number of these applications has been reduced significantly. A degree of this processing of TRVs where significant humanitarian and

Chandigarh processes a small number of ARC applications. However, these tend to be complex cases, often requiring that a verification of departure be completed.

Migration Office: Chandigarh Area: South Asia  
 Operational Environment Risk Rating: C

6. ENVIRONMENTAL OVERVIEW

**Environmental Overview - Outreach / Aperçu de l'environnement - Engagement**

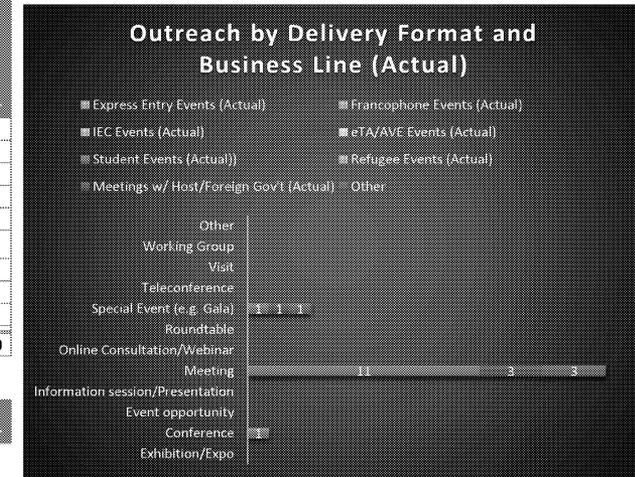
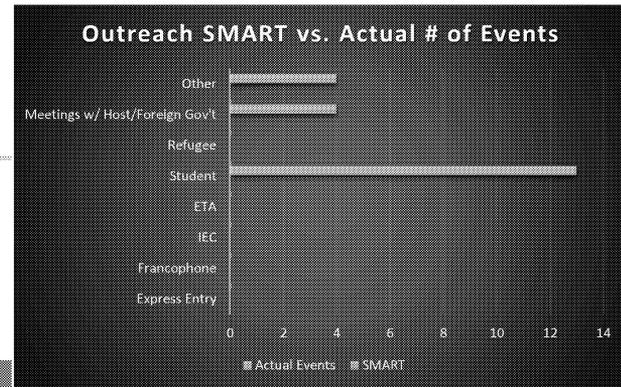
Instructions: Information from the SMART calendar for your mission has been pre-populated. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

**Chandigarh**

SMART (For Reference Only)

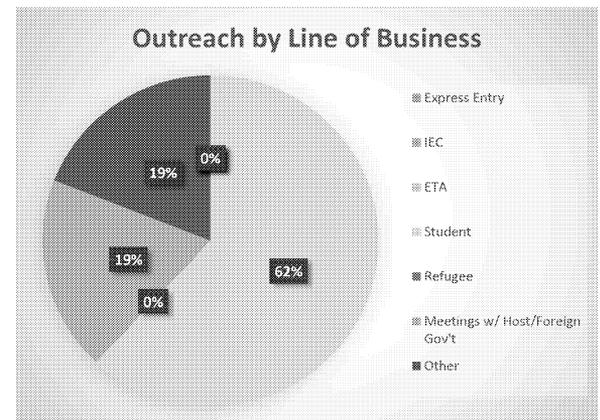
Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)		IEC Events (Jan-Oct 2018 in SMART)		eTA/AVE Events (Jan-Oct 2018 in SMART)		Student Events (Jan-Oct 2018 in SMART)		Refugee Events (Jan-Oct 2018 in SMART)		Meetings w/ Host/Foreign Gov't (Jan-Oct 2018 in SMART)	Other
	Express Entry	Francophone	IEC	eTA/AVE	Student	Refugee						
Information Session												
Exhibition/Expo												
Conference												
Meeting												
Roundtable												
Special Event (e.g. Gala)												
Teleconference												
Visit												
Workshop												
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Actual Events (Please indicate the actual # of events performed)</b>												
Delivery Format / Format de livraison	Express Entry	Francophone Events	IEC Events	eTA/AVE Events	Student Events	Refugee Events	Meetings w/ Host/Foreign	Other				



Migration Office: Chandigarh Area: South Asia  
Operational Environment Risk Rating: C

Events (Actual)	(Actual)	(Actual)	(Actual)	(Actual)	(Actual)	Gov't (Actual)
Exhibition/Expo						
Conference				1		
Event opportunity						
Information session/Presentation						
Meeting				11		3
Online						3
Consultation/Webinar						
Roundtable						
Special Event (e.g. Gala)				1		1
Teleconference						
Visit						
Working Group						
Other						
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13</b>	<b>0</b>
						<b>4</b>
						<b>4</b>

Business Line	SMART	Actual Events
Express Entry	0	0
Francophone	0	0
IEC	0	0
ETA	0	0
Student	0	13
Refugee	0	0
Meetings w/ Host/Foreign Gov't	0	4
Other	0	4
<b>Total</b>	<b>0</b>	<b>21</b>



s.15(1)(i)

s.16(1)(c)

s.21(1)(b)

Migration Office: Chandigarh Area: South Asia  
Operational Environment Risk Rating: C

#### Migration Diplomacy / Outreach (RIO, RM)

- Describe the type and frequency of contact with local officials.
- Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
- Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
- Describe participation in local and international fora.
- Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

Chandigarh currently has very limited contact with local officials. There is limited state government engagement in migration issues which therefore creates challenges in engagement on this topic. Given that the national government is based in Delhi, the visa office there maintains the relationship at that level.

The MPM has begun to reach out to local academics and researchers active in this area in order to strengthen our knowledge of migration flows from the region. However, initial activities indicate that there may be limited opportunities locally. Chandigarh will continue to seek to develop a network of contacts where opportunities exist to fulfil its migration diplomacy objectives. The RAO will also seek to develop and strengthen relationships that will assist in our verification and program integrity activities including those that combat agent fraud.

The RAO has and will continue to participate in M5 conferences hosted in Delhi both in person and via video conference. We will also take advantage of any visits to the area by partner representatives to engage them and strengthen our relationships.

#### Promotion and Recruitment (RM)

##### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

s.16(1)(b)

s.16(1)(c)

s.20(1)(c)

s.21(1)(b)

Migration Office: Chandigarh Area: South Asia  
Operational Environment Risk Rating: C

There are few major companies headquartered in Chandigarh and, therefore, there are limited opportunities to engage companies of this scale.

The area is a strong source of international students for Canadian institutions. Many Canadian institutions, especially smaller, private colleges, recruit heavily in the area and send representatives from Canada frequently for this purpose. The MPM is often requested for meetings during these visits and uses them as an opportunity to learn about the institution's activities and to promote e-Applications, SDS, responsible recruitment, etc.

Chandigarh will take advantage of promotion and recruitment activities when they arise. We will specifically seek to strengthen relationships with a local presence (or agreements with Canadian institutions as well as those institutions that could be a source of high quality students for the Canadian market.

Chandigarh has, with the support of South Asia Area Director, sought the creation of an LE-07 Outreach officer position in Chandigarh. . . . . It would also allow for the exploration of other promotion, recruitment and engagement activities.

- Activities**
- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
  - Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
  - Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

s.16(2)

s.20(1)(c)

s.21(1)(b)

Migration Office: Chandigarh Area: South Asia  
Operational Environment Risk Rating: C

Chandigarh staff recently took training on the SMART tool and will begin using this to log engagement activities as well as using this tool to log outreach events since July 2018.

To date, Chandigarh's engagement activities have centred on meetings with visiting representatives of Canadian academic institutions and interaction with institutions that have a local presence. Large scale recruitment campaigns (e.g. study in Canada study fairs) do not seem to occur in the region. This may be due to the fact that the high level of demand from the region means that established Canadian institutions believe that significant recruiting efforts in the region are not required.

The MPM has worked with the local British Columbia trade representative and met with some representatives of BS-based institutions at his request.

Going forward, Chandigarh will focus its engagement efforts on gaining a deeper understanding of migration from the region (by engaging with academics and researchers in this area) and spreading information to potential clients. We will also explore promotion and recruitment activities aimed at attracting high quality students to Canada. Furthermore, we will seek to use local media and local languages to spread key information to our clientele.

#### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

Once a final decision is made on a paper application, Chandigarh makes a digital scan of the documents that must be retained according to the Retention and Disposition Schedule. The digital copy is then uploaded to the application in GCMS. This procedure was implemented given the lack of physical space in the mission to house the number of applications for storage.

s.16(2)

s.17

s.21(1)(b)

Migration Office: Chandigarh Area: South Asia  
Operational Environment Risk Rating: C

Chandigarh is up to date with the above process.

#### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

The MPM participates in weekly India-wide CIIC teleconference with management teams in all other India missions. The MPM also participates in weekly CMM meetings along with the HOM and MCO. The MPM has also taken on the role of Deputy Mission Security Officer given the size of the mission and his relative level of overseas experience. The MPM is a member of the Mission Security Committee that meets monthly along with two other LES representatives on the committee.

2 LES members represent the section on the LES/MCB committee.

Other mission committees have migration section representation given that the migration team makes up the majority of the mission.

Migration CBO has taken on the role as official language champion for the mission.

Members of the migration section participate in special events as part of a whole of government approach. For example, the section was represented at recent British Columbia Day and Remembrance Day events.

Team members also participate in mission-wide meetings, social events, training and retreats. The MPM has advised GAC colleagues of the preference to schedule these activities on Tuesday afternoons when there are frequent GCMS outages to reduce operational impact. The MPM also works closely with GAC colleagues to ensure that the frequency of such events does not have a disproportionate impact on the ability of the migration section to reach its goals.

Chandigarh is frequently visited by IRCC delegations from other offices (e.g. Delhi) and NHQ given the high profile nature of the mission and the relative ease by which it can be visited during visits to Delhi. Examples of visits by senior officials are Minister MacCallum's visit in 2017 and ADM Kochhar's visit in 2018.

s.21(1)(b)

Migration Office: Chandigarh Area: South Asia  
Operational Environment Risk Rating: C

**VACs & Biometrics:**

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

Much of the oversight of the VACs in Chandigarh and Jalandhar is provided by Delhi as part of a wider pan-India approach to the VACs. As such, Chandigarh maintains a close relationship with those Delhi officers tasked with VAC oversight and provides feedback on our experiences, makes requests, etc. Chandigarh also facilitates visits to the VACs.

The MPM and CBOs in Chandigarh maintain a close relationship to the regional VAC managers, especially those based in Delhi. Meetings with the VAC managers occur regularly and the migration section corresponds with them frequently on any issues, etc.

Previously, the VAC in Chandigarh faced significant and high profile challenges with space and client service. These issues have been resolved with the opening of a new and much larger VAC location in Chandigarh in Sept. 2018. The Chandigarh VAC is now located in the same building as the Consulate General which has created some confusion with clients and has had some impact on consulate staff due to the significant increase in foot traffic in the building. However, there has been no significant operational impact on the mission as we have worked closely with VAC and building management to resolve any issues and put additional security measures in place.

The VACs in Chandigarh and Jalandhar have both had their biometrics equipment installed and inspected by Delhi officers. We foresee no significant issues with biometrics expansion at this time

**Other**

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

Chandigarh continues to be the subject of strong interest by IRCC senior management and at the political level in Canada.

**7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)**

**Staffing and Training**

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?

s.16(1)(c)

s.21(1)(b)

s.21(1)(d)

Migration Office: Chandigarh Area: South Asia  
Operational Environment Risk Rating: C

- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

In 2017, the Canada based complement was reduced by 2 when these positions were transferred. In the summer of 2018, yet another CBO position was transferred. As such, the Canada Based Officer complement consists of three officer positions: the MPM, the RAO and an FS-2 Senior Migration Officer.

. Chandigarh's most significant processing contribution will therefore come in supporting the rest of the India network (see sections on work sharing and innovation below).

To support a growing program integrity function in Chandigarh the RAU has been further resourced with two additional LES positions (LE-5) being assigned to the unit in 2017.

**s.21(1)(b)**

Migration Office: Chandigarh Area: South Asia  
Operational Environment Risk Rating: C

Chandigarh currently has 4 LE-4 level positions and 3 LE-3 level positions.

Following an internal review that occurred in Chandigarh throughout 2018 and which focused on values and ethics, we have identified several training needs. The MPM has led values and ethics sessions at regular team meetings and will work with Workplace Investigations and Ethics to provide further training in this area.

**Wellness: Promoting a Healthy & Diverse Workplace**

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

**s.21(1)(b)**

**s.21(1)(d)**

Migration Office: Chandigarh Area: South Asia  
Operational Environment Risk Rating: C

Following the internal review of the office in 2018,

The pace of change in Chandigarh, including the staff complement and the nature of the work being performed, has been rapid in the second half of 2018.

Following the successful pilots of compressed work week options for staff in New Delhi and Bangalore in 2018, MPM Chandigarh has approached the incoming Consul General in Chandigarh and requested approval for the migration section to implement a pilot of a compressed work week option. It is hoped that this option would contribute to our wellness agenda by allowing more flexibility to staff while also potentially increasing production by allowing for increased overtime opportunities. The HOM is currently studying this option.

The MPM maintains an open door policy and frequently encourages staff to address wellness concerns with him. Various activities (such as group activities, lunches, etc.) that form part of a wellness/teambuilding agenda have been completed and will continue to be carried out when possible.

## 8. RISK MANAGEMENT (RIC, IRG)

### 2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019

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s.16(1)(b)

s.16(1)(c)

Migration Office: Chandigarh Area: South Asia  
Operational Environment Risk Rating: C

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.  
Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice
		QA			N/A	India	Chandigarh		

s.16(1)(b)

s.16(1)(c)

Migration Office: Chandigarh Area: South Asia  
Operational Environment Risk Rating: C

QA	N/A	India	Chandigarh
QA	N/A	India	Chandigarh
QA	N/A	India	Chandigarh

**Risk Assessment**

- Mission Specific:**
- What fraud challenges / trends exist in your region of responsibility?
  - RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? *[Non-RAO offices please report any ad hoc RA activities.]*
  - Have RA activities resulted in visa processing/triaging updates in your office?
  - Has your office identified any low-risk movements in 2018?

This region has many challenges however to highlight a few:

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Chandigarh Area: South Asia  
Operational Environment Risk Rating: C

The RAO take the following activities in order to inform decision makers:

- Providing up to date SOPs.
- Organizing a monthly meeting with staff as it relates to the RAU work and advising of trends.
- Providing ad hoc training sessions as needs arise
- Participating in teleconferences with other regional offices (Delhi, Bangalore, Colombo) regarding trends, processes and other identified concerns.
- Currently working on a monthly bulletin / newsletter and updating the

As trends or concerns become apparent, updates are provided for visa processing and triaging (i.e. Identify indicators to be aware of and additional actions to be taken).

A number of quality assurance activities are planned.

Low Risk Movements:

**s.16(1)(b)**

Migration Office: Chandigarh Area: South Asia  
Operational Environment Risk Rating: C

**s.16(1)(c)**

**s.17**

**Resources/Tools:**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

**Anti-Fraud / Risk Assessment Unit (RAU)**

Risk Assessment and Anti-Fraud work is done I

The RAU actively looks for trends, identifies fraudulent documents as part of processing and conducts risk analysis using available information and tools.

Support is received from New Delhi RAO as well as CBSA LO and their assistants, as well as IRGB together with the global RAO network. Additional liaison is done with Bangalore and Colombo CBOs as related to South Asia Network processing. The RAO participates in monthly teleconferences or meetings with M5 partners located in New Delhi.

Shared Information includes:

**9. INNOVATION & CLIENT SERVICE (RIC, RIO)**

**Client Service**

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

The informal client service unit consists of a case analyst and a registry (LE-3) team member on a rotational basis as well as the MPM PA. These staff members are tasked with managing the client inquiry mailboxes and responding by e-mail in a timely manner. The MPM and officer overseeing the registry share oversight of client service.

We remain conscious of the background and characteristics of much of our clientele (rural based, limited levels of education and literacy, often elderly). We adjust processes

s.16(1)(b)

s.16(1)(c)

Migration Office: Chandigarh Area: South Asia  
Operational Environment Risk Rating: C

where possible to applicants who are not well versed in technology and banking processes or other processes and who may live at quite a distance from the mission. We make every effort to explain processes, procedures, offer mission pick-up/drop off of passports/documents and take into account travelling time for the client in cases where expedited processing is warranted.

Urgent requests, high profile matters, matters outside of the usual requests/inquiries are brought to the attention of the MPM, who provides direction as to how to deal with the application, including response to clients, and directs that the client be contacted by telephone or come to the mission if the situation warrants.

The office in New Delhi has the lead on social media engagement. However, Chandigarh will seek to provide greater input of content to our outreach campaigns in our to better reach the key demographic in Chandigarh's region. This would be greatly facilitated by the creation of the LE-7 outreach officer as mentioned above.

In terms of client service initiatives, Chandigarh recently implemented a new automatic reply providing the client with valuable information and key links and which, in many cases, will mean that no further, specific response needs to be provided. Chandigarh will explore providing information to clients via local media channels (e.g. newspaper and radio) as well as on our social media channels in local languages.

The opening of the new VAC office in Chandigarh has improved the client service experience by providing a larger, more comfortable and modern location to clients. The VIP service options as well as the biometric scheduling system should also improve the client experience.

Client Service Initiatives			
Country	Brief description of initiative	Expected outcomes*	Implementation Date
India	Informative automated reply.	Improved information provided to client enquiries. Staff resource savings.	November, 2018
India	Local language information on various media channels.	Better information provided to larger number of clientele.	

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Chandigarh Area: South Asia  
Operational Environment Risk Rating: C

**Work-Sharing Arrangements**

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

Given the increase in volumes submitted to the Chandigarh and Jalandhar VACs coupled with the reduction of officer resources in Chandigarh, have been sharing the caseloads submitted to these VACs for some time. For the foreseeable future will be responsible for the processing applications submitted to the Jalandhar VAC and the majority of those submitted to the Chandigarh VAC.

Chandigarh recently began for passports submitted to the Chandigarh and Jalandhar VACs. Previously, this work was the responsibility of the office in New Delhi. This work requires close collaboration and communication between Chandigarh and the processing offices, to resolve issues with data errors, processing issues, etc. Chandigarh has been able to improve turnaround times as well as providing important program integrity reviews.

In November 2018, Chandigarh began digitizing TRV applications where the decision is being made by an officer Chandigarh continues to be responsible Applications where program integrity concerns or further screening requirements are identified prior to digitization continue

Work-Sharing Arrangements							
Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date
India		New Delhi and Chandigarh	TR	Paper			2017
India		Chandigarh, New Delhi, CPC-O	TR and PR	eApp and paper app			Sept.-Nov. 2018
India		Chandigarh, Colombo	TR	Paper App			Nov. 2018

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Chandigarh Area: South Asia  
Operational Environment Risk Rating: C

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

#### Other Innovations/ Best Practices

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

Chandigarh has implemented a system whereby all of our pre-assessments include a  
Chandigarh by officers

This facilitates the efficient processing of applications received at

Chandigarh has a CBO lead on Chinook implementation who participated in training on Module 1 in November 2018. Chandigarh will look to implement the Chinook  
s soon as possible.

#### 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

##### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).

Migration Office: Chandigarh Area: South Asia  
Operational Environment Risk Rating: C

- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

See Delhi's INIMP

#### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

See Delhi's INIMP

#### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

Type your answer here:

See Delhi's INIMP.

Migration Office: Chandigarh Area: South Asia  
Operational Environment Risk Rating: C

**Horizon**

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

See Delhi's INIMP

Migration Office: Colombo Area: South Asia  
 Operational Environment Risk Rating: C

1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	Colombo
Area:	South Asia
Office Type: (Full Service, Satellite, RPC, Specialized)	Full Service
Updated (YYYY/MM/DD)	2018-12-18
Interrelated Offices:	New Delhi (Area Director)

Personnel		
	NAME	MITNET
MPM:		
D/MPM:		
Area Director:		
GCMS Manager:		
BVO:		
RAO:		
eTA SPOC (Single Point of Contact):	David McKinnon	320-3200
HOM:		
GAC Regional Director:		
CBSA LO:		
MOF:	(Delhi)	
IEC SPOC:		
P&R SPOC:		
Litigation SPOC:		
CBS		

s.17

Migration Office: Colombo Area: South Asia  
Operational Environment Risk Rating: C

Names:
<b>Total # : 4</b>
LES DMO # : 1 DMO(TR)#: n/a Other support staff # : 16 <b>Total # : 17</b>
Emergency LES
Total number of months in 2018: 30 months
TD
Total number of weeks in 2018: 16 weeks (work sharing TD with India)

s.16(1)(b)

s.16(1)(c)

Migration Office: Colombo Area: South Asia  
 Operational Environment Risk Rating: C

2. TERRITORY OVERVIEW

**TERRITORY OPERATIONAL OVERVIEW**

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Sri Lanka	C	22,409,381		365	6319		1			
Maldives	#N/A	392,709			75					
India	C	1,281,935,911		1	572					
Other	#N/A	#N/A		21	13					
<b>TOTAL:</b>				<b>387</b>	<b>6,979</b>		<b>0</b>			

**TERRITORY RISK OVERVIEW**

Country/Territory	Caseload Risk			Operational Environment Risk			Notes
	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	
Sri Lanka	38	94.3%	90.5%	Colombo	Colombo		If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload ** Maldivian citizens have visa-free travel to Sri Lanka
Maldives	33	0.0%	1.1%	Colombo	Colombo	No	
India	40	0.3%	8.2%	New Delhi	New Delhi	No	
Other	#N/A	5.4%	0.2%				

\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

s.16(1)(b)

s.16(1)(c)

Migration Office: Colombo Area: South Asia  
 Operational Environment Risk Rating: C

Les couleurs utilisées dans les tableaux sont basés sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

**KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS**

KEY: Caseload Risk Level (Transparency International CPI)		KEY: Operational Environment Risk Level (Economist I.U. Risk Rating, Overall Assessment)	
	Not Rated		Not Rated
Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A
Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E

3. PERMANENT RESIDENT OVERVIEW

**Permanent Resident**

Colombo

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)	Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Economic	371	239	17	2018 (Jan - Aug)	Events			
	Family Class	1,184	839	24		Verifications			

s.16(1)(b)

s.16(1)(c)

Migration Office: Colombo Area: South Asia  
 Operational Environment Risk Rating: C

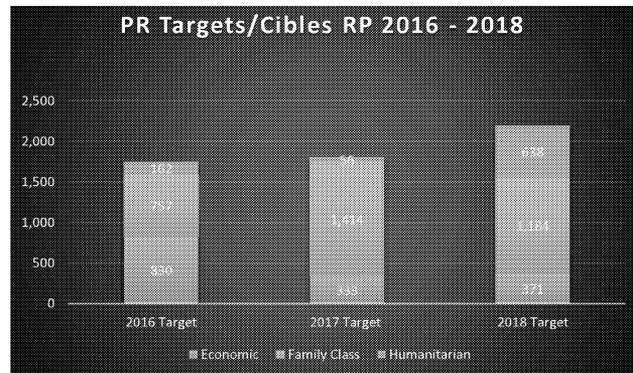
	Humanitarian	638	151	37
	<b>TOTAL</b>	<b>2,193</b>	<b>1,229</b>	
<b>2017</b>	Economic	333	409	21
	Family Class	1,414	1,225	25
	Humanitarian	56	250	31
	<b>TOTAL</b>	<b>1,803</b>	<b>1,884</b>	
<b>2016</b>	Economic	830	820	19
	Family Class	757	772	21
	Humanitarian	162	183	24
	<b>TOTAL</b>	<b>1,749</b>	<b>1,775</b>	

	H&C		
	Misrepresentation		
	<b>TOTAL</b>	<b>115</b>	<b>5</b>
<b>2017</b>	Events		
	Verifications		
	H&C		
	Misrepresentation		
	<b>TOTAL</b>	<b>151</b>	<b>0</b>
<b>2016</b>	Events		
	Verifications		
	H&C		
	Misrepresentation		
	<b>TOTAL</b>	<b>92</b>	<b>1</b>

\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments

**GUIDE:**  
 For the following three categories, FD targets are only indicative and outputs are measured in actual admissions:

- Government-assisted refugees (GARs)
- Privately-sponsored refugees (PSRs)
- Blended Visa-office-referred refugees (BVORs)



Migration Office: Colombo Area: South Asia  
Operational Environment Risk Rating: C

Application Type	2016 Target	2017 Target	2018 Target
Economic	830	333	371
Family Class	757	1,414	1,184
Humanitarian	162	56	638

## PR Trends/Issues

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Colombo Area: South Asia  
Operational Environment Risk Rating: C

• Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.

The PRs are moving along smoothly due to proper planning and use of processing resources.

CLMBO has been a refugee-processing office for several years.

• What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?

• What are the principal factors contributing to application refusals?

• If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

There appears to be some discrepancies in the statistics presented in this document than with the actual targets.

Migration Office: Colombo Area: South Asia  
Operational Environment Risk Rating: C

Dashboard statistics are much more in line with our current work.

<b>COLOMBO</b>			
<b>Target Achieved</b>			
Category	Target	Findex	%
1-Québec SW	125	125	100%
2-Québec Bus	0		
3-PNP	76	76	100%
4-Caregiver	0		
5-CEC			
6-Fed Bus	1	1	100%
7-FSW & FST	114	114	100%
8-Atlantic	0		
1-FCP	714	714	100%
2-PGP	411	411	100%
1-DR	179	179	100%
2-Ref-OVS	47	47	100%

Economic targets are 316, Family class are 1,125 and Humanitarian are 226.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Colombo Area: South Asia  
 Operational Environment Risk Rating: C

4. TEMPORARY RESIDENT OVERVIEW

Temporary Resident

Colombo

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)	Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Visitor	7282		17	2018 (Jan - Aug)	Events		
	Student	520		23		Verifications		
	Worker	153		39		Misrepresentation		
	eTA	7		11		<b>TOTAL</b>		<b>18</b>
	<b>TOTAL</b>	<b>7962</b>						
2017	Visitor	6867		21	2017	Events		
	Student	581		27		Verifications		
	Worker	130		36		Misrepresentation		
	eTA	5		56		<b>TOTAL</b>		<b>33</b>
	<b>TOTAL</b>	<b>7583</b>						
2016	Visitor	5309		21	2016	Events		
	Student	435		24		Verifications		
	Worker	116		49		Misrepresentation		
	eTA	0		0		<b>TOTAL</b>		<b>9</b>
	<b>TOTAL</b>	<b>5860</b>						

\*The number of TR counterfoils (TRV, SP, WP, PRD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

TR Trends/Issues

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Colombo Area: South Asia  
Operational Environment Risk Rating: C

• Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.

Although the caseload is small, growth has been proportionally high. 2016 saw a total of 5860 applications, while 2017 saw 7583 (a 29% increase) and 2018 has already seen 7962 in the first 8 months per the spreadsheet provided. \*  
A very large proportion of TRV applicants seek to travel to visit family members. I

• What are the principal factors contributing to application refusals?

Applications are most often refused on the following grounds:

• What procedure is in place to prioritize eApps over VAC cases?

CLMBO has not seen a significant increase in eApp applications over paper applications in 2018 and processing times are similar.

• What procedure is in place to identify and process urgent/high profile/OGD-referred cases?

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Colombo Area: South Asia  
Operational Environment Risk Rating: C

• Please describe your eTA caseload if applicable.

Sri Lanka and Maldives nationals do not qualify for eTA.

• If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

Activity reporting in GCMS is generally an accurate reflection of processing activities undertaken.

## 5. OTHER APPLICATIONS OVERVIEW

### Other Applications

Colombo

Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD			13
	PR renunciation			0
	TRP			0
	ARC			-
	Rehabilitation			-
	<b>Total</b>			
2017	PRTD			17
	PR renunciation			6
	TRP			1
	ARC			-
	Rehabilitation			-
	<b>Total</b>			
2016	PRTD			30
	PR renunciation			20
	TRP			-
	ARC			-
	Rehabilitation			-
	<b>Total</b>			

\*Stats supplied by OPPB

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Colombo Area: South Asia  
Operational Environment Risk Rating: C

#### Other Lines of Business Trends/Issues

• Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.

• What procedures are in place to identify applications requiring TRP consideration?

• What procedures are in place to direct TR (or PR) clients to PRD or renunciation assessment if required?

Applicants are able to self-identify as current or former Permanent Residents at the Visa Application Center. They are generally directed to apply for a PRD or renounce their PR status at that point.

• Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

Activity reporting in GCMS is generally an accurate reflection of processing activities undertaken.

#### 6. ENVIRONMENTAL OVERVIEW

##### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Migration Office: Colombo Area: South Asia  
Operational Environment Risk Rating: C

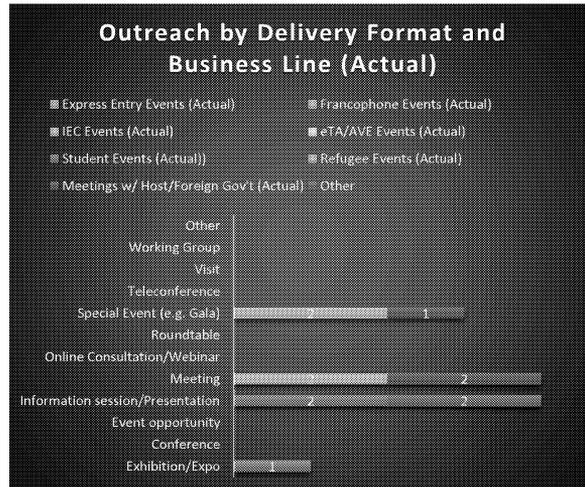
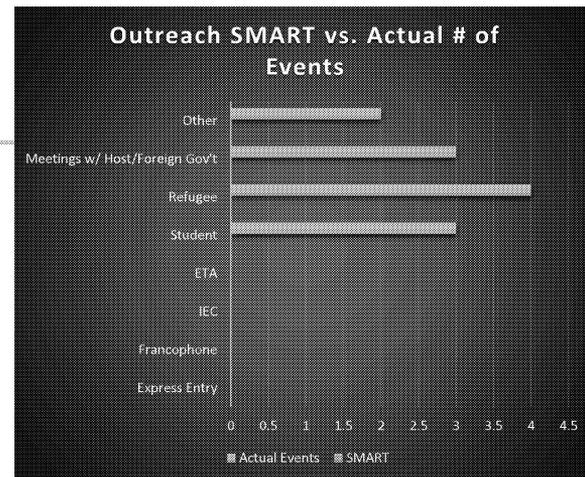
Instructions: Information from the SMART calendar for your mission has been pre-populated. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (p. ex. EE, Francophone).

**Colombo**

**SMART (For Reference Only)**

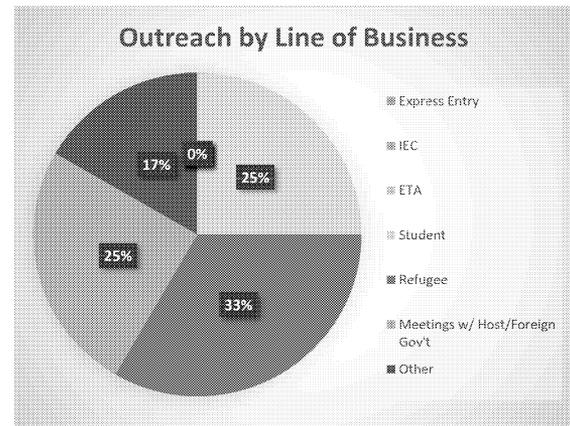
Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)		IEC Events (Jan-Oct 2018 in SMART)		eTA/AVE Events (Jan-Oct 2018 in SMART)		Student Events (Jan-Oct 2018 in SMART)		Refugee Events (Jan-Oct 2018 in SMART)		Meetings w/ Host/Foreign Gov't (Jan-Oct 2018 in SMART)		Other
	2018 in SMART	Oct 2018 in SMART	2018 in SMART	Oct 2018 in SMART	2018 in SMART	Oct 2018 in SMART	2018 in SMART	Oct 2018 in SMART	2018 in SMART	Oct 2018 in SMART	2018 in SMART	Oct 2018 in SMART	
Information Session													
Exhibition/Expo													
Conference													
Meeting													
Roundtable													
Special Event (e.g. Gala)													
Teleconference													
Visit													



Migration Office: Colombo Area: South Asia  
Operational Environment Risk Rating: C

Workshop								
Total	0	0	0	0	0	0	0	0
<b>Actual Events (Please indicate the actual # of events performed)</b>								
Delivery Format / Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/Expo					1			
Conference								
Event opportunity								
Information session/Presentation					2			2
Meeting						2		2
Online								
Consultation/Webinar								
Roundtable								
Special Event (e.g. Gala)						2		1
Teleconference								
Visit								
Working Group								
Other								
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>4</b>	<b>3</b>	<b>2</b>

Business Line	SMART	Actual Events
Express Entry	0	0
Francophone	0	0
IEC	0	0
ETA	0	0
Student	0	3
Refugee	0	4



Migration Office: Colombo Area: South Asia  
Operational Environment Risk Rating: C

Meetings w/ Host/Foreign		
Gov't	0	3
Other	0	2
<b>Total</b>	<b>0</b>	<b>12</b>

s.15(1)(i)i)

s.16(1)(b)

s.16(1)(c)

Migration Office: Colombo Area: South Asia  
Operational Environment Risk Rating: C

Migration Diplomacy / Outreach (RIO, RM)

- Describe the type and frequency of contact with local officials.

Contact with local officials is usually conducted through GAC and the MFA;

- Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations

- Describe liaison activities with MS partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.

CLMBO also has close working relationships with resettlement partners UNHCR and IOM.

- Describe participation in local and international fora.

Participated, along with CBSA, in meetings related to the Sri Lanka Integrated Border Management Strategy led by IOM and the Government of Sri Lanka.

- Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?

**Sri Lanka**

s.15(1)(i)i

s.21(1)(b)

Migration Office: Colombo Area: South Asia  
Operational Environment Risk Rating: C

The next national elections were due in 2020, however the President removed the Prime Minister (PM) from office on Oct 26<sup>th</sup> and swore in the former president as PM. As the President's power to remove the PM was specifically removed from the Constitution in 2015, the legality of the move is in question :

The Supreme Court issued an interim stay order, blocking the President's dissolution and halting preparations for snap elections and a non-confidence vote was passed on a voice vote in Parliament on Nov 14<sup>th</sup>.

Following a decision made by the Supreme Court on Dec 13<sup>th</sup> that the dissolution of parliament by the President was unconstitutional, the newly appointed PM resigned from his post on Dec 16<sup>th</sup> citing that he is paving the way for the President to take the country forward from the constitutional crisis. He was appointed as the new leader of opposition on Dec 18<sup>th</sup> when Parliament resumed sessions. On Dec 16<sup>th</sup>, the President swore-in the former PM stating that he had decided to reappoint him only because he respected parliamentary traditions.

As of the time of writing this report, the swearing in of the new cabinet has been delayed.

A motion to abolish the Executive Presidency by amending the constitution was presented on Dec 18<sup>th</sup>. A two-third majority is needed to pass the constitutional amendment. Indications are that it is short by about 23 members at the moment.

#### **The Maldives**

Recent political developments in Maldives have seen the opposition party win the September 2018 elections with close to 60% of the votes, against all odds. Following the vote, Transparency Maldives published a report indicating the vote appeared relatively free and fair and the Police and Military issued statements of their intention to uphold people's will. The Elections Commission confirmed the results on September 29. The inauguration has taken place on Nov 17<sup>th</sup> and the president vowed to end systematic corruption and promised to investigate alleged human rights abuses under his predecessor. Most politicians who were jailed during the former president's tenure were released following the election results.

**s.21(1)(b)**

Migration Office: Colombo Area: South Asia  
Operational Environment Risk Rating: C

**Promotion and Recruitment (RM)**

**Labour market overview / key sectors**

- Describe the local labour market in your area of responsibility.

Based on the 2016 annual Labour Force Survey, Roughly 27% of the labour force is in the agricultural sector, 26% in industry and 47% in the service sector, including 15% working in the public sector; the published unemployment rate is 4.4% overall but 21.6% for youth (ages 15 to 24).

Access to higher-level education is very limited; Education businesses offering foreign degrees (UK and Australia) in Sri Lanka are a growth industry, as are foreign universities offering professional programs in English, notably Singapore, China, Russia, Belarus, and Turkey.

English language skills are a major skills shortage that limits access to Canadian economic migration programs requiring high proficiency; English is widely spoken at a moderate level among educated Sri Lankans,

- Identify priority sectors and regions for P&R activities in your territory.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Colombo Area: South Asia  
Operational Environment Risk Rating: C

#### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.

The GAC Trade section is the priority partner for international student P&R; they coordinate the events in which IRCC frequently participates.

CLMBO will continue to participate in student related events with the Trade section.

CLMBO participated in a first-ever Edu-Canada event outside Colombo (in Jaffna) in March 2018.

- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.

- Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.

Sri Lanka has a well-developed hospitality service industry; it is already a source country for cooks, food service workers, and hotel workers;

#### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)

PR files

With the help of EMLES, CLMBO has completed the scanning, uploading and shredding of all visa issued cases and is working on a day to day basis for newly approved files. This ensures that no additional approved PR files are sent to the filing room.

s.16(2)

s.21(1)(b)

Migration Office: Colombo Area: South Asia  
Operational Environment Risk Rating: C

TR files

CLMBO is currently working at scanning and destroying TR files r

- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).

There are no other storage or space issues to be reported.

- Describe issues or challenges with file destruction

- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.

Files are received from by

- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

CLMBO sends appeal files to Canada (42 cases in 2018); and send judicial review files (less than 15 cases in 2018).

Because the mission responses to judicial review Rule 9 are sent by scanned copy to BCL and DOJ, but CLMBO must send copies to the Federal Court and to counsel for the applicant.

s.16(1)(c)

s.21(1)(b)

Migration Office: Colombo Area: South Asia  
Operational Environment Risk Rating: C

#### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).

Each officer sits on at least one mission committee, with varying time commitments. The MPM participates in weekly CLMBO ops meetings as well as the South Asia Network weekly ops meeting. In person CMMs tend to be rare as many decisions are dealt with electronically. The MPM spends on average 10 hours per month for these meetings and other CBS spend on average 2 hours per month for collaboration with OGDs (committees, etc.).

- Describe any other activities in support of GoC objectives that take resources away from core activities

CLMBO had no high profile or IRCC delegation visits in 2018 requiring IRCC staff time.

- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

CLMBO has spent some time preparing for a few visits in 2018, including visits from the AD, NHQ RIS Director and the Office of conflict resolution.

#### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.

The relationship with the VAC in Colombo

The MPM met with the VAC management team regularly to address specific issue or to generally touch base with the VAC staff.

The HOM was offered a tour of the VAC operation and inaugurated the new Premium lounge that came with the new VAC contract.

Migration Office: Colombo Area: South Asia  
Operational Environment Risk Rating: C

There was an unannounced VAC audit conducted in November and another visit planned for late December.

• What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?

There were initial hiccups in the implementation of the new VAC contract, but nothing major.

• Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

Sri Lankans have been biometric required since 2013. Maldivians will become biometric required on December 31<sup>st</sup> 2018.

No major issues are anticipated. CLMBO receives approximately 150 TR applications/year from residents of the Maldives, and they will need to travel to CLMBO or another VAC to complete biometrics.

**Other**

• Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

Bandwidth is an ongoing issue –

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Colombo Area: South Asia  
Operational Environment Risk Rating: C

ATIP requests are becoming a more regular occurrence and are time consuming.

The MPM has monthly bilateral meetings with the HOM, in addition to the weekly Operations Meeting, CMM and any other ad-hoc meetings when required. The relationship with the HOM is cordial and the same can be said with regards to other program managers in the mission.

There has been a very close collaboration between the MPM and the CBSA LO. The CBSA very often invites the MPM to attend meetings or presentations that would have an impact on IRCC operations or migration diplomacy.

Team meetings are held on an ad hoc basis when needed.

s.21(1)(b)

Migration Office: Colombo Area: South Asia  
Operational Environment Risk Rating: C

s.21(1)(d)

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?

There are 2 vacancies at the LE-03 level and a competition is underway to staff them permanently. No further vacancies are expected for 2019 at this time.

- Do you anticipate a need for CBS and LES staffing changes in the next five years?

- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).

- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

The MPM has been in contact with the Values and Ethics group to obtain training material and suggestions on activities that could be done on this topic for the South Asia Network.

s.21(1)(b)

s.21(1)(d)

Migration Office: Colombo Area: South Asia  
Operational Environment Risk Rating: C

**Wellness: Promoting a Healthy & Diverse Workplace**

• What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)

• What steps have you taken to address these challenges?

CLMBO continued to hold weekly tea breaks so that the entire section has a chance to get together in a non-work context.

Compressed work week and flexible hours have been in place in CLMBO since a very long time. This helps staff balance work and lives as many commute several hours per day to come to work. Traffic is particularly bad on Friday afternoons as well.

**8. RISK MANAGEMENT (RIC, IRG)**

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC /AF) Type d'exercice (AQ/CQ /LF)	LOS (TR/PR/ Refugee/Citizenship) Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice



**s.16(1)(b)**

**s.16(1)(c)**

Migration Office: Colombo Area: South Asia  
Operational Environment Risk Rating: C

**s.21(1)(b)**

• What fraud challenges / trends exist in your region of responsibility?

• RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? [*Non-RAO offices please report any ad hoc RA activities.*]

• Have RA activities resulted in visa processing/triaging updates in your office?

• Has your office identified any low-risk movements in 2018?

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Colombo Area: South Asia  
Operational Environment Risk Rating: C

**Resources/Tools:**

• Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?

• What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?

CLMBO falls under the RAO [redacted] the RAO shares regular reporting and risk assessment tips and tools, and is easily available for consultation. The RAO tries to visit CLMBO annually and a CLMBO officer tries to visit the [redacted] AU annually to share training and best practices.

• Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Colombo Area: South Asia  
Operational Environment Risk Rating: C

### 9. INNOVATION & CLIENT SERVICE (RIC, RIO)

#### Client Service

• What are the principal client service issues in your region?

Last minute visa applications, belief that knowing someone or being someone important will open all doors for you and several enquiries within service standards are the main client service issues.

• Describe your office's management of client enquiries.

Almost all case-specific client enquiries come in via e-mail; they are directed to the PA designated to handle emails that week, and a response is usually sent within 5 working days (the standard given in the office auto-answer).

• Describe your office's management/use of social media.

The FPDS section of the mission handles the mission Twitter account; IRCC provides content on an ad hoc basis when there are messages to be conveyed. The mission does not have a Facebook page.

• Identify (in the table below) any ongoing or proposed client service initiatives in your office.

#### Business Express Program

The MPM re-examined the possibility of introducing a BEP in Sri Lanka and the Maldives during the fall 2018. Consultations were conducted with the Trade and Political sections and the conclusion from all was The situation will be reviewed on a yearly basis.

#### Referral Program

A formal referral program was established in September 2018 which enables other sections program managers and the HOM to identify and refer visa applications that are of importance for the Government of Canada. It was widely welcomed and has worked very well since its implementation. A training session was also provided to all  
mission staff in November and was a huge success.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Colombo Area: South Asia  
Operational Environment Risk Rating: C

Client Service Initiatives			
Country	Brief description of initiative	Expected outcomes*	Implementation Date
Sri Lanka and Maldives	BEP review	Determine if a BEP would be useful	
Sri Lanka and Maldives			September 2018

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Colombo Area: South Asia  
Operational Environment Risk Rating: C

### Work-Sharing Arrangements

- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?

The operating environment at CLMBO has been stable over the past year, although local intake of TR applications continues to grow steadily.

- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Colombo Area: South Asia  
Operational Environment Risk Rating: C

Work-Sharing Arrangements							
Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date
Sri Lanka							
Sri Lanka							
Sri Lanka							
Sri Lanka							

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

**Other Innovations/ Best Practices**

Describe any other innovations / best practices related to:

- GCMS, including queries, dashboards, orgs/activities, groups, etc.;

CLMBO used Hiraya starting in December 2017. A transition to Chinook is underway as more TD officers come to CLMBO and a CLMBO officer went on Chinook training in Delhi in November. The officer provided a Chinook training session to CLMBO migration staff early December.

GCMS regional dashboards are used extensively to track progress; the availability of standardized dashboards has been very helpful.

- s.16(1)(b)
- s.16(1)(c)
- s.21(1)(b)

Migration Office: Colombo Area: South Asia  
Operational Environment Risk Rating: C

- Videoconferencing for interviews or other activities;

Weekly South Asia operations videoconference meetings help the offices in the Network stay connected, as do the weekly bilateral calls with the AD.

- Processing efficiencies including use of VACs, triaging, etc.;

The VAC uses colored file jackets to code different streams as follows:

#### 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

##### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).

Migration Office: Colombo Area: South Asia  
Operational Environment Risk Rating: C

- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

See INIMP Delhi

#### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

See INIMP Delhi

#### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

See INIMP Delhi

#### Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to "mitigate the risks" or "seize the opportunities".

See INIMP Delhi.

Migration Office: Colombo Area: South Asia  
Operational Environment Risk Rating: C

## 1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	Geneva
Area:	Northern Europe
Office Type: (Full Service, Satellite, RPC, Specialized)	Specialized
Updated (YYYY/MM/DD)	2018/12/20
Interrelated Offices:	IRCC Brussels, IRCC PRMNY

Personnel		
	NAME	MITNET
MPM:	Donald Cochrane	446-3400
D/MPM:	Susan Dragan	446-3418
Area Director:	Angela Gawel	
GCMS Manager:	n/a	
BVO:	n/a	
RAO:	n/a	
eTA SPOC (Single Point of Contact):	n/a	
HOM:	Rosemary McCarney	446-3200
GAC Regional Director:	n/a	
CBSA LO:	n/a	
MOF:	n/a	
IEC SPOC:	n/a	
P&R SPOC:	n/a	
Litigation SPOC:	n/a	
<b>CBS</b>		
Names:	Donald Cochrane Susan Dragan	
<b>Total # :</b>		
<b>LES</b>		
DMO # :	0	
DMO(TR)#:	0	
Other support staff # :	0.5	
<b>Total # :</b>		
<b>Emergency LES</b>		
Total number of months in 2018: 0		
<b>TD</b>		
Total number of weeks in 2018: 0		

## 2. TERRITORY OVERVIEW

**Not Applicable**

### 3. PERMANENT RESIDENT OVERVIEW

***Not Applicable***

#### PR Trends/Issues

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

N/A

### 4. TEMPORARY RESIDENT OVERVIEW

***Not Applicable***

#### TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

N/A

### 5. OTHER APPLICATIONS OVERVIEW

***Not Applicable***

#### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

N/A

## 6. ENVIRONMENTAL OVERVIEW

*Please refer to attached Excel sheet and complete Tab V.*

### Migration Diplomacy / Outreach (RIO, RM)

- Describe the type and frequency of contact with local officials.
- Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
- Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
- Describe participation in local and international fora.
- Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

IRCC Geneva is a specialized office which performs several key activities in support of IRCC's mandate.

- The United Nations High Commissioner for Refugees (UNHCR) is a principal partner organization for IRCC, as is the International Organization for Migration (IOM). By actively participating in the governing bodies of these two agencies and liaising with other states and organizations in Geneva, IRCC Geneva plays a key role in the maintenance of these relationships. As a member state of both, Canada also has a role to play in influencing the strategic direction of UNHCR and IOM. While the delivery of humanitarian aid is the responsibility of Global Affairs Canada, IRCC Geneva works closely with GAC colleagues in the management of the relationship.
- Given the presence of UNHCR and IOM in Geneva, there are a number of other bodies which have been established in Geneva and in which IRCC Geneva is an active participant. These include the Intergovernmental Consultations on Migration, Asylum and Refugees (IGC) and the Global Forum on Migration and Development (GFMD). Other bodies which have mandates of interest to IRCC are the World Health Organization (WHO), the International Labour Organization (ILO), the World Trade Organization (WTO), the High Commissioner for Human Rights, and the Human Rights Council. Reporting on the activities of all of these bodies assists IRCC in policy development and in understanding the broader global context.
- Canada also interacts with civil society organizations in Geneva which have migration and/or refugee issues as part of their mandate. Some of these are quite small, while others (such as the International Catholic Migration Commission (ICMC) and the Danish Refugee Council (DRC) are much larger and also assist IRCC in an operational capacity.
- IRCC Geneva is also well-placed to keep abreast of emerging issues in the field of migration and refugees and to quickly respond to requests for assistance. The mission

enjoys excellent access to senior officers in both the IOM and UNHCR and can always count on rapid responses to inquiries.

- Canada's system of managed migration is of considerable interest to other countries, and IRCC Geneva is often called upon to provide briefings and responses to questions concerning our experiences.
- IRCC Geneva also plays a role in providing opportunities for officers elsewhere in the network to gain exposure to reporting and liaison through short learning visits, assistance in preparation for major events, and dissemination of information. This will be of increasing interest to IRCC as the focus of its overseas network pivots more towards migration diplomacy.
- Following the adoption of the Global Compact for Migration and the Global Compact for Refugees, IRCC Geneva will be working closely with other member states, UNHCR, and the UN Migration Network in their implementation and follow-up.
- In mid-2019, Canada will assume the Chair of the IGC and will therefore have an opportunity to shape its program over the course of the following year.
- IRCC Geneva will also be working closely with UNHCR and IRCC/RAB on the development of the three-year resettlement strategy for the Agency.

## Promotion and Recruitment (RM)

### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

IRCC Geneva does not conduct any promotion and recruitment activities. IRCC Paris has operational responsibility for Switzerland.

### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
- Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

N/A

## Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

N/A

## Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

- IRCC Geneva has several incoming delegations each year, composed of IRCC and/or other government departments. The largest event each year, in terms of planning and size, is the UNHCR Executive Committee (delegates from IRCC, GAC, IRB, CBSA). In addition, the office hosts delegations related to the Intergovernmental Consultations on Migration, Asylum and Refugees, the Global Forum on Migration and Development, UNHCR and IOM governing body meetings, and others. IRCC Geneva is also requested to attend certain other events on behalf of IRCC as well as other departments (IRB, CBSA, ESDC) and to report back.
- This past year, IRCC Geneva also formed part of the delegation for Canada's Universal Periodic Review before the Human Rights Council, as well as for Canada's appearance before the Committee Against Torture.
- IRCC Geneva is occasionally called upon to support broader mission objectives, such as ministerial visits, though the time spent on this is minimal.
- The LES resource ( ) is also a back-up to the consular section and is therefore called away periodically to fulfill that role.
- The MPM sits on the Committee on Mission Management, which meets once every two weeks. This meeting is an opportunity to demonstrate that IRCC plays a role in mission management, and this is particularly true as the MPM position is one of the more senior at the mission.
- There is a broader UN staff meeting each week, which is attended by one or both IRCC officers, schedules permitting. While the focus of the meeting is very GAC-centric, there are intersecting activities and it is important for the rest of the mission to be apprised, even if on a very high level, of our activities.
- IRCC officers also participate in mission committees as requested – again, this draws minimal resources from our core activities.

s.21(1)(b)

s.21(1)(d)

### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

N/A

### Other

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

NIL

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

- 
- 
- 
- We have historically benefitted from having an intern in the section (shared between IRCC and GAC) but recent Treasury Board directives have meant that we can no longer take advantage of unpaid internships. We were fortunate in obtaining an intern for the fall of 2018 and will be dividing the cost of same with our GAC colleagues (the intern was paid on the basis of Government of Canada salaries for students at her level).
- There are occasions where IRCC Geneva is not able to cover every event or meeting which takes place, but in general the office is sufficiently resourced.
- Both IRCC officers in Geneva are assigned to positions at their substantive levels.
- 
- Both officers remain committed to professional development and, in this context, take advantage of any such opportunities.

## Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

- While IRCC Geneva is not subject to the stresses of an operational mission, there are occasionally periods of intensity during which long hours are required, in addition to work on weekends. Meetings occasionally stretch into the evenings.
- On balance, IRCC Geneva is able to function effectively while allowing staff to maintain an adequate work/life balance.
- Particular attention is paid to ensuring that work assignments are as varied and as interesting as possible to promote engagement. Opportunities for travel are distributed equitably.
- Maximum flexibility is offered to employees in order to accommodate personal commitments and child care responsibilities. The mission in Geneva will be adopting a 'gender pledge' very soon, which will mainstream considerations related to gender into the management and operations of the mission.

## 8. RISK MANAGEMENT (RIC, IRG)

***Not applicable***

### Risk Assessment

#### Mission Specific:

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? [*Non-RAO offices please report any ad hoc RA activities.*]
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

N/A

**Resources/Tools:**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

N/A

**9. INNOVATION & CLIENT SERVICE (RIC, RIO)**

**Client Service**

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

Type your answer here:

Client Service Initiatives			
Country	Brief description of initiative	Expected outcomes*	Implementation Date

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

## Work-Sharing Arrangements

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

N/A

## Work-Sharing Arrangements

Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

## Other Innovations/ Best Practices

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

N/A

## 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).

- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

N/A

### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

N/A

### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

N/A

### Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to "mitigate the risks" or "seize the opportunities".

N/A

Migration Office: Haiti Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: D

1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	PRNCE
Area:	Haiti
Office Type: [Full Service, Satellite, RPC, Specialized]	Hub and Spoke with Mexico
Updated (YYYY/MM/DD)	2018/12/13
Interrelated Offices:	Mexico

Personnel		
	NAME	MITNET
MPM:		
D/MPM:		
Area Director:		
GCMS Manager:		
BVO:		
RAO:		
eTA SPOC (Single Point of Contact):		
HOM:	Andre Frenette	310-3200
GAC Regional Director:		
CBSA LO:		
MOF:		
IEC SPOC:		
P&R SPOC:		
Litigation SPOC:		
CBS		
Names:		
<b>Total # : 2</b>		
LES		

Migration Office: Haiti Area: Latin America and the Caribbean  
Operational Environment Risk Rating: D

DMO # : 0 DMO(TR)# :0 Other support staff # : LE 6 x 1, LE 5 x 2, LE 4 x 3 <b>Total # :</b> <b>Emergency LES</b> Total number of months in 2018: 34 months (spread between 3 LES) <b>TD</b> Total number of weeks in 2018: 14 weeks
--

## 2. TERRITORY OVERVIEW

### TERRITOIRE DE RESPONSABILITÉ

Pays/Territoire	Niv. de Risque lié à l'Environnement Opérationnel EIU	Population	Exempté de visa? (X)	Nbre de demandes de RP reçues (par pays de résidence, 1 janvier - 31 août)	Nbre de demandes de RT reçues (par pays de résidence, 1 janvier - 31 août)	AVE (X)	# de CRDV	EIC (X)	Arrangements pour impression à distance? (X)	Programmes de facilitation et spéciaux (noms et/ou codes seulement)
Haiti	D	10,646,714		657	127					
Other	#N/A	#N/A		28	1					
<b>TOTAL:</b>				<b>685</b>	<b>128</b>		<b>0</b>			

### APERÇU DES RISQUES DU TERRITOIRE

Niveau de risque associé aux dossiers à traiter	Niveau de risque lié à l'environnement opérationnel
---	---

Migration Office: Haiti Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: D

Pays/ territoire	CPI/IPC	% de la charge de travail RP	% de la charge de travail RT	Emplacement du bureau responsable des RP	Emplacement du bureau responsable des RT	Voyages de zone prévus? (O/N) **	Si aucun voyage, indiquez les pays tiers visités pour entrevues, rencontres, etc. **	Remarques
Haiti	22	95.9%	99.2%					
Other	#N/A	4.1%	0.8%					

\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

Les couleurs utilisées dans les tableaux sont basés sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### CLÉS POUR LES NIVEAUX DE RISQUE ASSOCIÉS AUX DOSSIERS À TRAITER ET LIÉS À L'ENVIRONNEMENT OPÉRATIONNEL

CLÉ : Niveau de risque associé aux dossiers à traiter (Index des perceptions sur la corruption (IPC) de Transparency International)		CLÉ : Niveau de risque lié à l'environnement opérationnel (Cote de risque de l'unité de renseignement du magazine The Economist - Évaluation globale)	
	Aucun classement		Aucun classement
Très faible	Résultat à l'IPC de TI : 80 - 100	Très faible	Évaluation globale: A

s.16(1)(b)

s.16(1)(c)

Migration Office: Haiti Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: D

Faible	Résultat à l'IPC de TI : 60 - 79	Faible	Évaluation globale: B
Modéré	Résultat à l'IPC de TI : 40 - 59	Modéré	Évaluation globale: C
Élevé	Résultat à l'IPC de TI : 20 - 39	Élevé	Évaluation globale: D
Très élevé	Résultat à l'IPC de TI : 0 - 19	Très élevé	Évaluation globale: E

3. PERMANENT RESIDENT OVERVIEW

Résident permanent

Port-Au-Prince

Année	Catégorie	Cible (#)	Demandes traitées (#)	Délais de traitement moyens (mois)	Année	Activité	Activités (#)	Vignettes d'un autre bureau (# imprimées)*	Demandes du PVV (#)
2018 (Jan -Aug)	Économique	14	17	43	2018 (Jan -Aug)	Événements		178	0
	Regroupement familial	1,240	805	15		Vérifications			
	Humanitaire	115	64	31		C&H			
	<b>TOTAL</b>	<b>1,369</b>	<b>886</b>			Fausse déclaration			
2017	Économique	28	28	33	2017	Événements		178	0
	Regroupement familial	1,706	1,706	18		Vérifications			
	Humanitaire	278	278	37		C&H			
	<b>TOTAL</b>	<b>2,012</b>	<b>2,012</b>			Fausse déclaration			

s.16(1)(b)

s.16(1)(c)

Migration Office: Haiti Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: D

2016	Économique	71	45	37
	Regroupement familial	1,307	1,309	18
	Humanitaire	176	172	36
	<b>TOTAL</b>	<b>1,554</b>	<b>1,526</b>	

2016	<b>TOTAL</b>	<b>44</b>	<b>0</b>
	Événements		
	Vérifications		
	C&H		
	Fausse déclaration		
<b>TOTAL</b>	<b>35</b>	<b>0</b>	

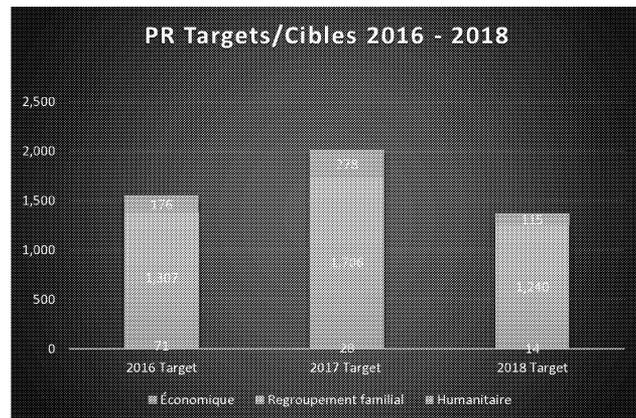
\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

GUIDE:

For the following three categories, FD targets are only indicative and outputs are measured in actual admissions :

- Government-assisted refugees (GARs)
- Privately-sponsored refugees (PSRs)
- Blended Visa-office-referred refugees (BVORs)

Application	2016 Target	2017 Target	2018 Target
Économique	71	28	14
Regroupement familial	1,307	1,706	1,240
Humanitaire	176	278	115



s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Haiti Area: Latin America and the Caribbean  
Operational Environment Risk Rating: D

#### PR Trends/Issues

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

**PR Trends:** Almost the entire caseload of PR files in Port-au-Prince is family class. The office also processes a small percentage

of DR2s.

The largest factor affecting processing times is files where security screening is required. Otherwise, processing times have been affected when there was a gap between the departure of the previous MPM and the arrival of the second officer, and transition time for the incoming MPM.

#### Interview Criteria:

#### Application refusals:

**GCMS activities vs Reality:** until recently PRNCE was not creating verification activities when the office was verifying the genuineness of documents. This has been changed and verification activities are now being recorded.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Haiti Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: D

4. TEMPORARY RESIDENT OVERVIEW

**Résident temporaire**

Année	Catégorie	Demandes traitées (#)	Taux d'approbation (%)	Délais de traitement moyens (jours)
2018 (Jan - Aug)	Visiteur	126		6
	Étudiant	2		29
	Travailleur	0		0
	AVE	-		-
	<b>TOTAL</b>	<b>128</b>		
2017	Visiteur	214		83
	Étudiant	2		105
	Travailleur	0		0
	AVE	-		-
	<b>TOTAL</b>	<b>216</b>		
2016	Visiteur	8956		31
	Étudiant	323		27
	Travailleur	27		48
	AVE	-		-
	<b>TOTAL</b>	<b>9306</b>		

Port-Au-Prince

Année	Activité	Activités (#)	Vignettes d'un autre bureau (# imprimées)*
2018 (Jan - Aug)	Événements		
	Vérifications		
	Fausse déclaration		
	<b>TOTAL</b>		<b>4,446</b>
2017	Événements		
	Vérifications		
	Fausse déclaration		
	<b>TOTAL</b>		<b>4,197</b>
2016	Événements		
	Vérifications		
	Fausse déclaration		
	<b>TOTAL</b>		<b>818</b>

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Haiti Area: Latin America and the Caribbean  
Operational Environment Risk Rating: D

#### TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

The only TR applications that are processed in PRNCE are official and diplomatic passports. Our office finalized 172 TRV applications for dips/officials in 2018

Migration Office: Haiti Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: D

## 5. OTHER APPLICATIONS OVERVIEW

### Autres secteurs d'activité

Port-Au-Prince				
Année	Catégorie	Demandes reçues	Taux d'approbation (%)	Délais de traitement moyens (jours)
2018 (Jan-Aug)	TVRP	4		-
	Renonciation	6		-
	PST	0		-
	ARC	2		-
	Réhabilitation	-		-
	<b>Total</b>	<b>12</b>		
2017	TVRP	5		-
	Renonciation	9		-
	PST	2		-
	ARC	0		-
	Réhabilitation	-		-
	<b>Total</b>	<b>16</b>		
2016	TVRP	307		20
	Renonciation	20		6
	PST	6		-
	ARC	2		-
	Réhabilitation	-		-
	<b>Total</b>	<b>335</b>		

\*Stats supplied by OPPB

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

PRNCE processes a low number of TRP and PRTD files, therefore, there are no specific procedures in place to identify these files. It is done by the officer or officer's assistant on a

Migration Office: Haiti Area: Latin America and the Caribbean  
Operational Environment Risk Rating: D

case-by-case basis.

Migration Office: Haiti Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: D

6. ENVIRONMENTAL OVERVIEW

**Environmental Overview - Outreach / Aperçu de l'environnement - Engagement**

Instructions: Information from the SMART calendar for your mission has been pre-populated, if available. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

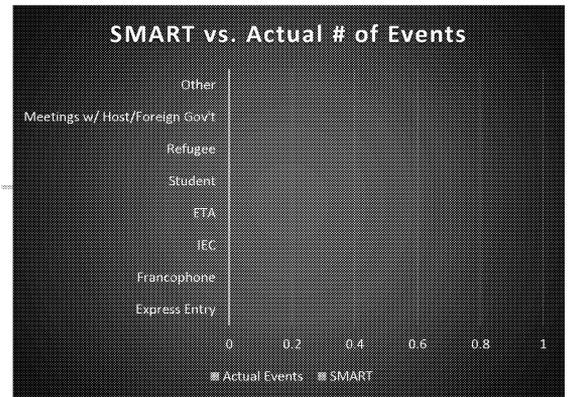
**Port-Au-Prince**

SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018)		IEC Events (Jan-Oct 2018)		Student Events (Jan-Oct 2018)		Refugee Events (Jan-Oct 2018)		Meetings w/ Host/Foreign Gov't (Jan - Oct 2018)	Other/Autre
	SMART	SMART	SMART	SMART	SMART	SMART	SMART	SMART		
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Actual Events (Please indicate the actual # of events performed)

Delivery Format / Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other/Autre
Exhibition/Expo								
Conference								



Migration Office: Haiti Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: D

Event opportunity									
Information session/Presentation									
Meeting									
Online Consultation/Webinar									
Roundtable									
Special Event (e.g. Gala)									
Teleconference									
Visit									
Working Group									
Other									
<b>Total</b>	<b>0</b>								

Business Line	SMART	Actual Events
Express Entry	0	0
Francophone	0	0
IEC	0	0
ETA	0	0
Student	0	0
Refugee	0	0
Meetings w/ Host/Foreign Gov't	0	0
Other	0	0
<b>Total</b>	<b>0</b>	<b>0</b>

**Migration Diplomacy / Outreach (RIO, RM)**

- Describe the type and frequency of contact with local officials.
- Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
- Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
- Describe participation in local and international fora.
- Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?

s.15(1)(i)

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Haiti Area: Latin America and the Caribbean  
Operational Environment Risk Rating: D

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

PRNCE MPM meets several times a year with colleagues from US, Germany, Spain, and France to discuss adoptions in Haiti.

IOM ceased providing Canadian Orientation Abroad (COA) sessions in 2018.

PRNCE has good working relationship with US colleagues and informal discussions are encouraged and well-received.

While the MPM does not often receive inquiries directly from local officials/government,

Historically, all diplomats and officials have been biometric exempt by the PRNCE office regardless of purpose of travel. The MPM intends to communicate with the Ministère des Affaires Étrangères that in 2019, as per IRCC policy, some diplomats and officials will be required to give biometrics. While this change is merely implementing an IRCC policy that has always existed, it could be perceived negatively. Therefore, it will be important to ensure that the message is communicated properly.

#### Promotion and Recruitment (RM)

##### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

The labour market in Haiti is extremely challenging for the young population. Unemployment is high and levels of education are generally low. The availability of trade/vocational schools, as well as universities, are limited in terms of cost and capacity. Even for those who are able to graduate, the prospects for internships or practical experience are competitive and limited. For example, there is a trade school in Port-au-Prince that is well-respected in the local market for solar panel construction; however, the school has great difficulty finding placements for its students upon graduation.

There are currently no P&R events/activities planned for the upcoming fiscal year.

##### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
- Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.

s.16(1)(c)

s.16(2)

s.21(1)(b)

Migration Office: Haiti Area: Latin America and the Caribbean  
Operational Environment Risk Rating: D

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

There are currently no P&R programs in Haiti planned for 2019. There has not been a student fair for more than 10 years and MPM confirmed with trade colleagues that none are planned for 2019.

#### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

The last file repatriation (23 boxes) was done in March 2018.

The most common method of receiving files from CN

PRNCE sent approx. 27 files resulting from litigation requests to Canada in 2018. They were sent

#### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

s.16(1)(c)

s.16(2)

s.21(1)(b)

Migration Office: Haiti Area: Latin America and the Caribbean  
Operational Environment Risk Rating: D

There are minimal staff resources spent on supporting broad mission objectives. One LES sits on the LES Committee, and one LES participates in the social committee. This office does not host many IRCC or migration-related delegations. The Migration Integrity Threat Assessment team and RAO will be coming in January 2019 and one LES has been involved with co-ordinating logistics for this visit. The CBSA-LO (Santo Domingo) was scheduled to visit in November 2018, however, the visit was cancelled due to security concerns.

Given the escalating security situation in Haiti during the second half of 2018 (see summary in "Other" section below), a significant amount of the MPM's time is spent on mission committees (CMM, ERT and security committee). The involvement of the MPM ranges from reviewing and making recommendations to the Travel Movement Protocol, decisions regarding CBS movements within the city and country decisions regarding travel outside the country, discussions regarding dependents at mission, earthquake procedures, calling tree and radio test schedules, and real-life exercises.

The 2018 INIMP indicated that approximately 60% of the MPMs time is spent processing files. This percentage was significantly less during the second half of 2018 and it is anticipated that the percentage will also be less than 60% in 2019.

#### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

There is one VAC in Haiti (Port-au-Prince). Under the new VAC contract (November 2, 2018), Haiti saw a change from CSC to VFS, which meant a change in VAC location. The MPM attended training in Mexico for biometrics installation and conducted the initial VAC inspection in Port-au-Prince.

We are also adjusting to the new hub-and-spoke model

Prior to the new VAC contract, PRNCE was scanning and uploading the paper applications

Under the old VAC contract, clients paid at the bank and used the receipt as proof of payment at the VAC. Under the new contract, clients can no longer pay at the bank – they can either pay online or at the VAC directly.

**s.16(2)**

**s.21(1)(b)**

Migration Office: Haiti Area: Latin America and the Caribbean  
Operational Environment Risk Rating: D

**Other**

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

**Security:** While Haiti has always faced security challenges, 2018 has resulted in a significant increase. Protests (many of them violent) have been increasing in frequency and duration, particularly in the second half of the year.

In addition to protests, the incidents of violent crime have also increased. Car-jacking and armed robberies, particularly against single women stuck in traffic, have spiked in November/December.

It was announced by GAC that as of December 12, 2018 dependents under 18 years old are not permitted on posting in PRNCE.

**Earthquakes:** Haiti experienced a 5.9 magnitude earthquake on October 6. The centre was in the north of the island but was felt in Port-au-Prince. No damage or injury to the embassy, staff or SQs were reported, however, it highlights the ongoing risk of earthquakes in the country. As the LES were all in Haiti during the 2010 earthquake, any subsequent earthquakes bring back negative memories.

**Technology:** Specific statistics are not available |

System changes and bandwidth upgrades have resulted in a noticeable improvements to the speed of GCMS.

**7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)**

**Staffing and Training**

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

**s.21(1)(b)**

Migration Office: Haiti Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: D

I do not anticipate any LES vacancies in 2018. The vacant LE 6 position was filled during 2018.

**Training needs:** The MPM plans to conduct a few “workshops” on specific GCMS functionality (e.g. using queries, entering verification activities etc). a values and ethics refresher is also planned. While there are no specific values and ethics concerns at present, the goal is to keep it that way!

**Wellness: Promoting a Healthy & Diverse Workplace**

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

it is likely a combination of the passage of time, addressing the issue directly in team meetings, and a successful team building activity. LES-driven suggestions have also lead to the start of monthly team breakfasts, a secret Santa gift exchange, and spontaneous celebrations for events such as birthdays. An immigration whatsapp group has also been created as a means of implementing our calling tree and also to facilitate communication after hours (e.g. MPM was able to account for all immigration staff after the earthquake within a very short period of time).

**8. RISK MANAGEMENT (RIC, IRG)**

**2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019**

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.  
 Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.

s.16(1)(b)

s.16(1)(c)

Migration Office: Haiti Area: Latin America and the Caribbean  
Operational Environment Risk Rating: D

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AP) / Type d'exercice (AQ/CQ/LP)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice
EXAMPLE: Student Pilot Project	To determine the level of compliance to the program by confirming whereabouts of students after their study program concluded	QA	TR	Study Permit	N/A	South America	Mexico	J.Smith/LE-5/40hours	Sept - Oct 2018

**Risk Assessment**

Mission Specific:

- What fraud challenges / trends exist in your region of responsibility?

s.16(1)(b)

s.16(1)(c)

Migration Office: Haiti Area: Latin America and the Caribbean  
Operational Environment Risk Rating: D

- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? [*Non-RAO offices please report any ad hoc RA activities.*]
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

s.16(1)(b)

s.16(1)(c)

Migration Office: Haiti Area: Latin America and the Caribbean  
Operational Environment Risk Rating: D

**Resources/Tools:**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

**9. INNOVATION & CLIENT SERVICE (RIC, RIO)**

**Client Service**

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

s.16(1)(b)

s.16(1)(c)

Migration Office: Haiti Area: Latin America and the Caribbean  
Operational Environment Risk Rating: D

Client enquiries are managed through one central immigration mailbox. The inbox is monitored by an LE 5 who distributes/responds to messages accordingly. The vast majority of client enquiries are responded to same day or next day.

The immigration section is open to the public two days per week for two hours each day. This is a decrease since 2016 when the section was open for full days twice a week. Local context requires that the office be open to the public for a limited number of hours each week in order to accept and return documents. A significant portion of our clients do not have internet access, therefore, scanning and emailing requested documents is not feasible. In addition, although local courier service does exist, many homes do not have addresses and there is a risk of documents that we send to clients not being delivered.

Social media for the mission is managed by GAC. Immigration related information/messages are posted on our behalf. In some instances, the person responsible for social media posts will approach the MPM in search of specific information to respond to an inquiry received over social media. In other instances (e.g. new VAC contract), the MPM will send communication messages to the GAC team to be posted on social media.

Client Service Initiatives			
Country	Brief description of initiative	Expected outcomes*	Implementation Date
Mexico			-fully implemented under VAC contract as of November 2, 2018; however, hub & spoke model has been evolving over the past approx. 2 years

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

s.16(1)(b)

s.21(1)(b)

Migration Office: Haiti Area: Latin America and the Caribbean  
Operational Environment Risk Rating: D

**Work-Sharing Arrangements**

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

Type your answer here:

**Work-Sharing Arrangements**

Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

**Other Innovations/ Best Practices**

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;

Migration Office: Haiti Area: Latin America and the Caribbean  
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- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

For FC cases which are triaged either by an officer or the case analyst as needing an interview:

- interviews are scheduled in batches to allow an officer to maximize time spent in an interview booth and also assists in managing LES time allotted for interpretation
- in general, a file needing more docs and/or interview is scheduled for interview rather than asking for docs first and risking that an interview will also be required, reduces the number of touches of a file
- a TD regularly spends the first week (approx.) triaging files and managing their own interview schedule, as a result, the TD is already familiar with the file prior to the interview

#### 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

##### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Type your answer here:

##### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

Migration Office: Haiti Area: Latin America and the Caribbean  
Operational Environment Risk Rating: D

Type your answer here:

**Global Facilitation Programs**

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

Type your answer here:

**Horizon**

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

Type your answer here:

1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	Havana
Area:	Latin America & Caribbean
Office Type: (Full Service, Satellite, RPC, Specialized)	Full Service
Updated (YYYY/MM/DD)	2018/12/15
Interrelated Offices:	Mexico & Lima

Personnel		
	NAME	MITNET
MPM:		
D/MPM:		
Area Director:		
GCMS Manager:		
BVO:		
RAO:		
eTA SPOC (Single Point of Contact):		
HOM:	Mona Yacoub (chargé)	389-3250
GAC Regional Director:		
CBSA LO:		
MOF:	N/A	
IEC SPOC:		
P&R SPOC:		
Litigation SPOC:		
CBS		
Names:		
<b>Total # : 2</b>		
LES		
DMO # :		
DMO(TR)#:		
Other support staff # : 7		
<b>Total # : 7</b>		

<b>Emergency LES</b>
Total number of months in 2018: 2
<b>TD</b>
Total number of weeks in 2018: 5

## 2. TERRITORY OVERVIEW

### TERRITORY OPERATIONAL OVERVIEW

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Cuba	C	11,147,407		357	4224					
Other	#N/A	#N/A		5	90					
<b>TOTAL:</b>				<b>362</b>	<b>4,314</b>		<b>0</b>			

### TERRITORY RISK OVERVIEW

Country/Territory	Caseload Risk			Operational Environment Risk				Notes
	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews,	

meetings, etc.  
for this  
caseload \*\*

Cuba	47	98.6%	97.9%
Other	#N/A	1.4%	2.1%

\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

Les couleurs utilisées dans les tableaux sont basés sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

KEY: Caseload Risk Level (Transparency International CPI)		KEY: Operational Environment Risk Level (Economist IU Risk Rating, Overall Assessment)	
Not Rated	Not Rated	Not Rated	Not Rated
Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A
Low	TI CPI score of 60 - 79	Low	Overall Assessment: B

s.16(1)(b)

s.16(1)(c)

Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E

### 3. PERMANENT RESIDENT OVERVIEW

#### Permanent Resident

#### Havana

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)
2018 (Jan - Aug)	Economic	2	0	0
	Family Class	555	392	13
	Humanitarian	49	17	25
	<b>TOTAL</b>	<b>606</b>	<b>409</b>	
2017	Economic	1	1	11
	Family Class	696	696	11
	Humanitarian	107	101	27
	<b>TOTAL</b>	<b>804</b>	<b>798</b>	
2016	Economic	7	7	47

Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Events			
	Verifications			
	H&C			
	Misrepresentation			
	<b>TOTAL</b>		<b>136</b>	<b>0</b>
2017	Events			
	Verifications			
	H&C			
	Misrepresentation			
	<b>TOTAL</b>		<b>114</b>	<b>0</b>
2016	Events			

s.16(1)(b)  
s.16(1)(c)

Family Class	887	886	11
Humanitarian	51	51	25
<b>TOTAL</b>	<b>945</b>	<b>944</b>	

Verifications	
H&C	
Misrepresentation	
<b>TOTAL</b>	

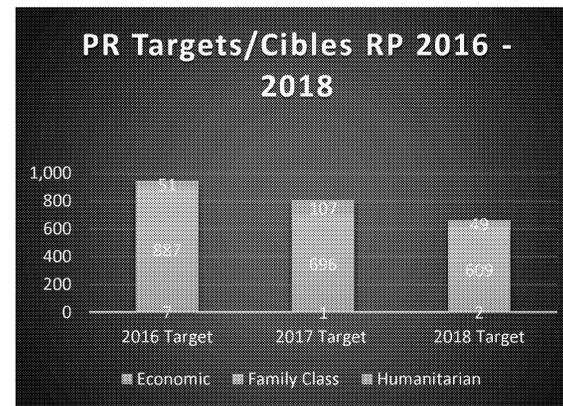
224	0
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\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

**GUIDE:**

For the following three categories, FD targets are only indicative and outputs are measured in actual admissions :

- Government-assisted refugees (GARs)
- Privately-sponsored refugees (PSRs)
- Blended Visa-office-referred refugees (BVORs)



s.15(1)(i)  
 s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

Application Type	2016 Target	2017 Target	2018 Target
Economic	7	1	2
Family Class	887	696	609
Humanitarian	51	107	49

### PR Trends/Issues

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

Cuba is now one of the countries with the oldest population in the Latin American & Caribbean region. It suffers from brain-drain with youth leaving for better economic prospects, . To prepare, Cubans learn foreign languages: English is the most common but French is surprisingly also learnt all over the island. The Alliance Française in Cuba is the largest in the world. Both IELTS and TEF exams are available and administered here.

Yet, there are few Skilled Worker applications for Canada from Cubans in Cuba. 1

a healthy FCP movement of over 600 FDs a year. Canadian tourism to Cuba (circa 1.4 million visitors a year) representing the single largest national cohort, especially during winter months.

Havana is a 2-CBS office:

PR interview events are systematically recorded. Some phone calls to gather some extra details are not always tabulated in verifications. IRCC Havana does little verification of civil documents as they are overwhelmingly authentic in this state-run system

#### 4. TEMPORARY RESIDENT OVERVIEW

### Temporary Resident

#### Havana

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)
2018 (Jan - Aug)	Visitor	4102		9
	Student	43		12
	Worker	66		14
	eTA	-		-
	<b>TOTAL</b>	<b>4211</b>		
2017	Visitor	5478		10
	Student	81		22
	Worker	104		30

Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>621</b>
2017	Events		
	Verifications		
	Misrepresentation		

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

	eTA	-	-
	<b>TOTAL</b>	<b>5663</b>	
<b>2016</b>	Visitor	<b>6613</b>	<b>13</b>
	Student	<b>83</b>	<b>21</b>
	Worker	<b>114</b>	<b>35</b>
	eTA	-	-
	<b>TOTAL</b>	<b>6810</b>	

	<b>TOTAL</b>	<b>741</b>
<b>2016</b>	Events	
	Verifications	
	Misrepresentation	
	<b>TOTAL</b>	<b>390</b>

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

### TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

Although access to the internet is limited to public spaces (typically parks) because individuals (other than expatriates and companies) are unable to cover the high cost and get the required permits, December 2018 saw the introduction of data on cellular phones, for the first time. This provides better access to information. But some internet banking is still blocked as are other websites from Cuban servers.

Cuban TRVs are mostly submitted in person (on paper) at the Embassy in Havana. So of the total number in 2017, only 1619 were submitted on-line ;  
To facilitate distribution and follow-up of applications, Havana will now be Primary Office on Cuban e-apps, from December 1<sup>st</sup> 2018.

There is no longer an exit permit to leave the country (since 2012). A surge of applications took place thereafter, and especially in 2016, given the announcement of the United States putting an end to the wet foot / dry foot policy that allowed Cubans who entered by land to remain in the US, with status, from January 2017.

Notwithstanding some economic and social progress Cuba still benefits from a very high literacy level despite the limited means put towards equipment in the educational system over the past decades. It boasts a lay and public educational system accessible to every Cuban citizen living in Cuba. Medical doctors hailing from the Cuban system have recently been heard of in the context of thousands working abroad and bringing in hard cash to the Cuban system through bilateral work agreements (e.g. the case of Brazil where there were 3,000 doctors working in rural areas, until their recent departure).

Most basic products are acquired in the convertible currency CUC (pegged on the USD). For locals, some food can be purchased in CUP (local currency). A libreta (ration book) is the means to get basic products that are distributed every month: rice, beans, oil (1/2 kilo), eggs, chicken, milk (for children under 7 years old and diabetics), some meat, matches (1 box), salt and a few others products. Public transportation is relatively inexpensive but then faster or more direct collective options are expensive.

The continued US embargo means that there are few imported goods available for local consumption. Nonetheless, there are many Spanish canned and dry goods available in state-run shops.

After two years away from Cuba, Cubans lose their residency rights.

- s.15(1)(i)
- s.16(1)(b)
- s.16(1)(c)
- s.21(1)(b)

About 30% of the TRV caseload applies on official passports for a variety of reasons and events (e.g. sports, tourism meetings, as well as government-to-government meetings...).

A referral and heads-up process is in place for mission programs to follow. But most delegations come directly to the Migration Section to request information and apply for visas.

Many Cuban diplomatic passports are issued to government employees.

There is no eTA caseload done by IRCC Havana.

## 5. OTHER APPLICATIONS OVERVIEW

### Other Applications

#### Havana

Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	291		0
	PR renunciation	0		-
	TRP	0		-
	ARC	0		-
	Rehabilitation	-		-
	<b>Total</b>	<b>291</b>		
2017	PRTD	361		0

**s.15(1)(i)**  
**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

<b>2016</b>	PR renunciation	0	-
	TRP	2	-
	ARC	0	-
	Rehabilitation	-	-
	<b>Total</b>	<b>363</b>	
	PRTD	389	1
	PR renunciation	2	-
	TRP	3	-
	ARC	0	-
	Rehabilitation	-	-
	<b>Total</b>	<b>394</b>	

\*Stats supplied by OPPB

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

There are over 350 PRTD applications a year submitted at Embassy in Havana. Most are processed the same day for tourism travellers of Cuban and other origins. This mobilises considerable LE-4 and MPM resources. There have been half a dozen renunciations this year, with applicants counselled in person about their options.

A few RX-1 are issued yearly as well.

Events for interviews are well recorded.'

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

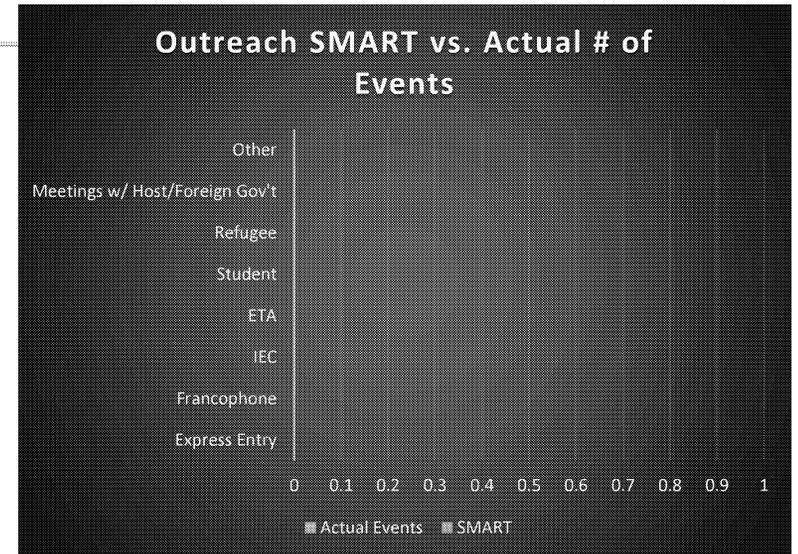
Instructions: Information from the SMART calendar for your mission has been pre-populated, if available. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

#### Havana

##### SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan- Oct 2018 in SMART	Francophon e Events (Jan-Oct 2018 in SMART)	IEC Events (Jan- Oct 2018 in SMART	eTA/AV E Events (Jan-Oct 2018 in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refuge e Events (Jan - Oct 2018 in SMART)	Meeti ngs w/ Host/ Foreig n Gov't (Jan - Oct 2018 in SMART)	Other





Special Event (e.g. Gala)									
Teleconference									
Visit									
Working Group									
Other									
<b>Total</b>	<b>0</b>								

Business Line	SMART	Actual Events
Express Entry	0	0
Francophone	0	0
IEC	0	0
ETA	0	0
Student	0	0
Refugee	0	0
Meetings w/ Host/Foreign Gov't	0	0
Other	0	0
<b>Total</b>	<b>0</b>	<b>0</b>

### Migration Diplomacy / Outreach (RIO, RM)

- Describe the type and frequency of contact with local officials.
  - Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
  - Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
  - Describe participation in local and international fora.
  - Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

s.15(1)(i)  
s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

Meetings with the Ministry of Foreign Affairs (MINREX) come up on occasion, on specific topics such as the Biometrics expansion.

Relationships with UNHCR that refers refugee cases, through Ottawa, and IOM are constructive

Participation in the Latin American consular group is interesting.

Given the stable political environment, there is no foreseeable major destabilising social issue that is cause for concern.

## Promotion and Recruitment (RM)

### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

Havana has undertaken Express Entry seminars over the past years, at the Alliance Française. I

It is nonetheless a way of providing client information and promotes a small volume of Francophone immigration.

Few Work Permit applications are received in Havana. Most are low skilled labour or then linked to the Arts performance.

s.16(1)(b)

s.21(1)(b)

### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
  - Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

There is an absence of student recruitment fairs held in Cuba. This explains why Canadian schools do not travel here for promotional and recruitment purposes.

Likewise, prospective employers are not known to have attempted recruitment in Cuba, over the past years.

### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

IRCC Havana has in fact been ahead of the game in past years, in the sense that approved PR applications that were 2 years old were being sent to Canada. So the next repatriation will be undertaken in 2020 respect the 5 years mark.

An EMLES is hired yearly for a month FTE to ensure destruction

There is still sufficient storage space for both PR and TR applications.

There are approximately 40 ATIP a year and 35 appeals a year, (including 4-5 PRTD appeals).

s.16(2)

s.21(1)(b)

### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

MPM spends 20% of time on governmental delegation issues and 10% on mission management and committees,

### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

This office is unique, as there is no VAC in Cuba: all visa applications are received and processed at the Embassy. Once biometrics requirements are expanded on December 31<sup>st</sup>, 2018, biometrics will be collected here too.

A new client service process aims to provide optimal migration integrity with two client visits to the Embassy: a first visit to submit an application, wait for the creation of a prospective application to generate an IRCC #, enrol biometrics that will be associated to the application along with fees; and a second visit to receive the decision. An appointment system through a new designated e-mail ([HAVAN.IM-CITA@international.gc.ca](mailto:HAVAN.IM-CITA@international.gc.ca)) will help manage the flow of applications.

Given the new biometric step in Havana's processing cycle, there is potentially a need for an additional LE-03 or LE-04 to assist. For the time being, Havana will retain an EMLE-04 resource.

### Other

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

Havana's bandwidth level is so one of the lowest in the network. There is no plan for upgrades in the short term.

The Migration Section is located the Embassy Chancery and there is currently sufficient room for existing staff.

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

Both CBS arrived in summer 2018 and, 1

LES would benefit from further training. An all-staff retreat will be planned to address Values & Ethics issues, especially in a heightened process of in person interaction with clients, with the implementation of biometrics. GCMS training may be enhanced through short presentations and sharing of tools and best practices from the region. The passage of based CBS, on TD, will also offer opportunities to share information and test Chinook, even if GCMS is significantly slower in Havana. For an IRPA overview, the IN Training Section may be available to come

One of the two vacant LE-04 positions has just been staffed. The EMLE-04 now on contract in the other vacant LE-04 positions will stay on with the biometric expansion

1  
1  
i

### Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)

s.16(2)  
s.21(1)(b)

- What steps have you taken to address these challenges?

There is no significant work hazard in the Migration Section

The collegial group of 7 LES

## 8. RISK MANAGEMENT (RIC, IRG)

### 2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.  
 Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice



s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

## 9. INNOVATION & CLIENT SERVICE (RIC, RIO)

### Client Service

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

Havana has a system of direct client interaction, as explained above in the VAC section.

Given the limited access to internet to view the IRCC website, and the fact the Embassy has no Facebook page to post useful client messages, in-person information sessions are still needed in Havana. There are now 2 hours weekly for Q&A,

To improve information sharing, standard e-mail responses now provide extensive details about biometrics and application procedures. A new one page trilingual (English-French-Spanish) information sheet summarizes information and provides web links to the IRCC website). It is now systematically sent out with responses to client enquiries.

### Client Service Initiatives

Country	Brief description of initiative	Expected outcomes*	Implementation Date
---------	---------------------------------	--------------------	---------------------

**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**


\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

**Work-Sharing Arrangements**

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

Given Havana’s slow bandwidth, since July 2015, TRV e-apps are processed by \_\_\_\_\_ Officers from both those offices have done strategic TDs in Havana or been former Havana-based officers. This has ensured essential and on-going knowledge transfer.

**Work-Sharing Arrangements**

Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date
Havana	TRV e-apps processed on systems that are faster than in Cuba.		TR	e-app	Greater harmonization of decision-making		

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

s.16(1)(b)

s.16(2)

s.21(1)(b)

### Other Innovations/ Best Practices

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

IRCC Havana is now lined up with International Network for processing.

This allows processing to meet the departmental goal of 80% in 12 months.

### 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

#### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

**Regional Work-sharing, Strategic TDs, and Target Management**

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

For the time being, Havana is able to meet its TR standard processing times and its PR target

**Global Facilitation Programs**

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

## Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

The lack of a Visa Application Centre (VAC) means that clients will continue to submit paper applications at the Embassy. '

For the time being, resources go into guiding and informing clients about steps to apply (and pay in cash at one of the 13 bank locations across the country), meet requirements (supporting documents) and understand the upcoming requirement to enrol their biometrics (from December 31, 2018) at the Embassy in Havana.

Migration Office: Ho Chi Minh City    Area: South East Asia  
 Operational Risk Environment Risk Rating: C

## 1. MIGRATION OFFICE OVERVIEW

Office Details	
<b>Migration Office:</b>	Ho Chi Minh City (HCMC)
<b>Area:</b>	South East Asia
<b>Office Type:</b> (Full Service, Satellite, RPC, Specialized)	Satellite
<b>Updated (YYYY/MM/DD)</b>	2018-12-03
<b>Interrelated Offices:</b>	Singapore (PR processing) Manila (Area Director/Hub) Hanoi (remote printing)

Personnel		
	NAME	MITNET
<b>MPM:</b>		
<b>D/MPM:</b>	N/A	
<b>Area Director:</b>		
<b>GCMS Manager:</b>		
<b>BVO:</b>		
<b>RAO:</b>		
<b>eTA SPOC (Single Point of Contact):</b>	N/A	
<b>HOM:</b>	Kyle NUNAS	478-3200
<b>GAC Regional Director:</b>	(Exec Dir, SE Asia)	
<b>CBSA LO:</b>		
<b>MOF:</b>		
<b>IEC SPOC:</b>	N/A	
<b>P&amp;R SPOC:</b>		
<b>Litigation SPOC:</b>		
<b>CBS</b>		

Names:
<b>Total # : 5</b>
LES
DMO # : 0 DMO(TR)#: 0 Other support staff # : 2 x LE 6 4 x LE 5 2 x LE 4
<b>Total # : 8</b>
Emergency LES
3 x EMLES 4
Total number of months in 2018: 241.4 weeks (to end Dec 2018)
TD
Total number of weeks in 2018: 77 weeks to end Dec 2018

2. TERRITORY OVERVIEW

**TERRITORY OPERATIONAL OVERVIEW**

Country / Territory	EIU Operational Risk Rating	<u>Population</u>	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
---------------------	-----------------------------	-------------------	------------------	--------------------------------------	--------------------------------------	---------	----------	-------------------	----------------------	--

s.16(1)(b)  
 s.16(1)(c)

Vietnam	C	96,160,163	38840	2	X	CAN+, SDS
Other	#N/A	#N/A	74			
<b>TOTAL:</b>			<b>0</b>	<b>38,914</b>	<b>0</b>	

## TERRITORY RISK OVERVIEW

Caseload Risk				Operational Environment Risk				
Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	Notes
Vietnam	35							
Other	#N/A							

\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

Les couleurs utilisées dans les tableaux sont basés sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

## KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

KEY: Caseload Risk Level	KEY: Operational
--------------------------	------------------

s.16(1)(b)

s.16(1)(c)

(Transparency International CPI)		Environment Risk Level (Economist IU Risk Rating, Overall Assessment)	
	Not Rated		Not Rated
Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A
Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E

### 3. PERMANENT RESIDENT OVERVIEW

#### Permanent Resident

#### Ho Chi Minh

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)
2018 (Jan - Aug)	Economic	-	-	-
	Family Class	-	-	-
	Humanitarian	-	-	-
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	

Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Events			
	Verifications			
	H&C			
	Misrepresentation			
	<b>TOTAL</b>		<b>0</b>	<b>0</b>

s.16(1)(b)  
s.16(1)(c)

2017	Economic	-	-	-
	Family Class	-	-	-
	Humanitarian	-	-	-
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	
2016	Economic	-	-	-
	Family Class	-	-	-
	Humanitarian	-	-	-
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	

2017	Events	
	Verifications	
	H&C	
	Misrepresentation	
<b>TOTAL</b>	<b>1</b>	<b>0</b>
2016	Events	
	Verifications	
	H&C	
	Misrepresentation	
<b>TOTAL</b>	<b>1</b>	<b>0</b>

2017	Events	
2017	Verifications	
2017	H&C	
2017	Misrepresentation	
<b>2017</b>	<b>TOTAL</b>	<b>1</b>
2016	Events	
2016	Verifications	
2016	H&C	
2016	Misrepresentation	
<b>2016</b>	<b>TOTAL</b>	<b>1</b>

\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

**GUIDE:**

For the following three categories, FD targets are only indicative and outputs are measured in actual admissions :

- Government-assisted refugees (GARs)
- Privately-sponsored refugees (PSRs)
- Blended Visa-office-referred refugees (BVORs)

**PR Trends/Issues**

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

n/a reported by Singapore

s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

#### 4. TEMPORARY RESIDENT OVERVIEW

### Temporary Resident

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)
2018 (Jan - Aug)	Visitor	31738		20
	Student	8796		66
	Worker	371		86
	eTA	2		196
	<b>TOTAL</b>	<b>40907</b>		
2017	Visitor	28421		38
	Student	10102		39
	Worker	376		63
	eTA	0		0
	<b>TOTAL</b>	<b>38899</b>		
2016	Visitor	19664		23
	Student	5482		32
	Worker	162		69
	eTA	2		61
	<b>TOTAL</b>	<b>25310</b>		

#### Ho Chi Minh

Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>259</b>
2017	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>152</b>
2016	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>212</b>

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

## TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

Total TR intake is over 47,800 applications to end Oct 2018.

Year over year growth: TRV +43%, SP +3%, WP +73%.

Intake growth 2015-17: TRV +170%, SP + 341%, WP +224%.

TR caseload composition: TRV – 78% / SP – 21 % / WP – 1%.

CAN+ is 17% of TRV intake in 2018.

SPs make up a higher proportion of the caseload in HCMC than it does for Asia Pacific where the SP ratio is 12%. At almost 10,000 SPs received in 2018, HCMC is now one of the largest SP intake offices in IN. SP intake stabilized in 2018 due to increased language benchmarks in the SDS. As market adjusts, SP volumes are expected to grow.

Continued growth in application volumes for all TR caseloads is expected.

### Vietnam country conditions/context:

One of the fastest growing economies in the region, growing at over 6% per year for the past several years, as a result of continued diversification of its economy and the increase in foreign direct investment.

Considered to have the fastest growing middle class in SE Asia, projected to grow to between 33 and 44M by 2020.

Current population is 96.8M, with a labour force of 54.8M. Its population is young; over half its population under the age of 35 (39% of its population is under the age of 24 years old).

Education is highly valued by Vietnamese families but the options in-country are limited and access is competitive, even at secondary school levels, driving growth in study overseas.

Despite its remarkable growth in the past 10 years, the average monthly income remains low (~ \$350 CAD) and economic opportunities are limited for many people, particularly

**s.15(1)(i)ii)**  
**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

outside HCMC and Hanoi where incomes are higher.

Urgent/high profile/OGD referred cases:

Urgent files are identified by VAC with docket.

Officials are placed by VAC in docket.

HCMC has a dedicated email box for government officials to communicate with the migration office and for OGDs to flag cases.

HCMC does not have a referral process,

5. OTHER APPLICATIONS OVERVIEW

**Other Applications**

Ho Chi Minh

Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	146		10
	PR renunciation	16		6
	TRP	-		-
	ARC	0		-
	Rehabilitation	-		-
	<b>Total</b>	<b>162</b>		
2017	PRTD	144		7
	PR renunciation	16		7
	TRP	-		-
	ARC	3		-
	Rehabilitation	-		-

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

<b>2016</b>	<b>Total</b>	<b>163</b>	
	PRTD	205	7
	PR renunciation	8	-
	TRP	-	-
	ARC	0	-
	Rehabilitation	-	-
	<b>Total</b>	<b>213</b>	

\*Stats supplied by  
OPPB

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

TR clients requiring PRTD or renunciation are sent a standard letter informing them of the two options.

## 6 . ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement – Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated, if available.. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

## Ho Chi Minh City

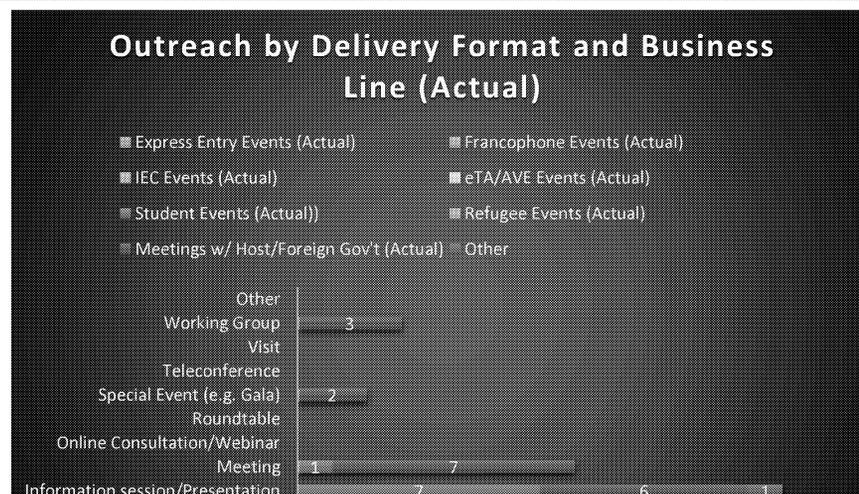
### SMART (For Reference Only)

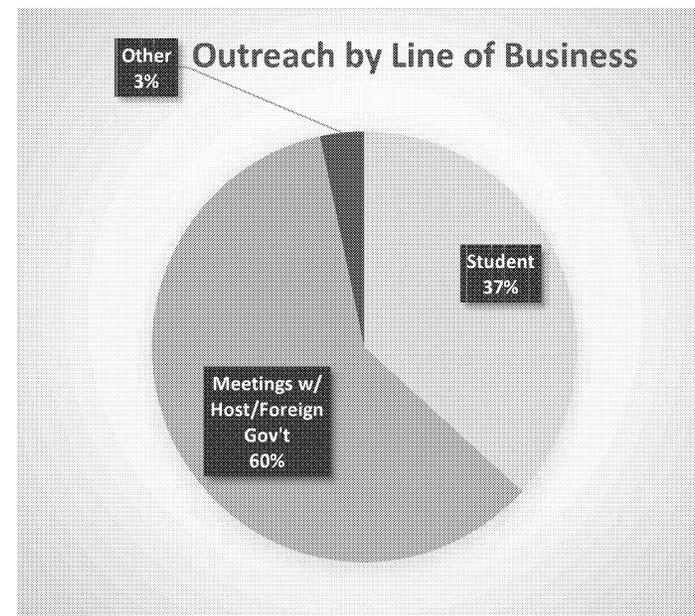
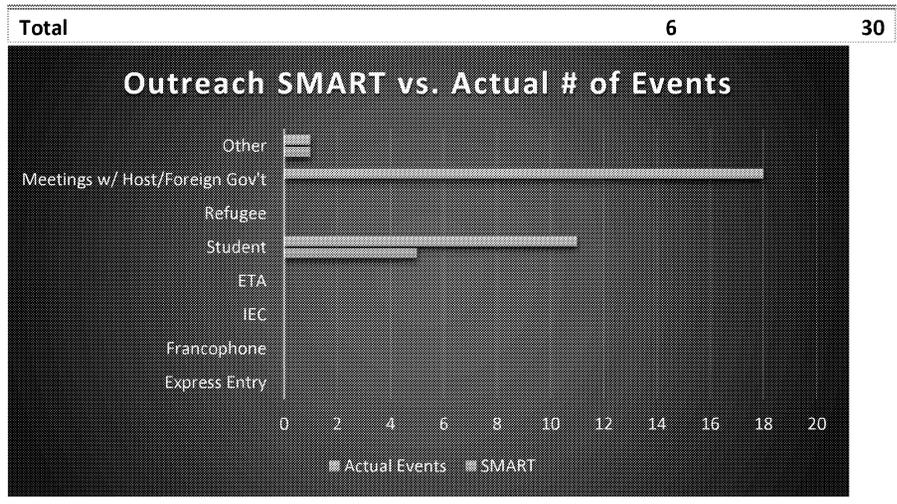
Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan-Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)	Other
Exhibition/Expo						3		
Information session/Presentation						1		1
Meeting						1		
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>1</b>

**Actual Events (Please indicate the actual # of events performed)**

Delivery Format / Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual))	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other	
Exhibition/Expo						3			
Conference									
Event opportunity									
Information session/Presentation						7	6	1	
Meeting						1	7		
Online Consultation/Webinar									
Roundtable									
Special Event (e.g. Gala)							2		
Teleconference									
Visit									
Working Group							3		
Other									
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>0</b>	<b>18</b>	<b>1</b>

Business Line	SMART	Actual Events
Express Entry	0	0
Francophone	0	0
IEC	0	0
ETA	0	0
Student	5	11
Refugee	0	0
Meetings w/ Host/Foreign Gov't	0	18
Other	1	1





SMART EVENT Names
Exhibition / Expo
HOCHI - Education Fair
Information session/Presentation
HOCHI - Air Canada Promotion
HOCHI - PTE Academic test centres
Meeting
HOCHI - Meeting with College of North Atlantic

s.15(1)(i)

s.16(1)(b)

s.16(1)(c)

### Migration Diplomacy / Outreach (RIO, RM)

- Describe the type and frequency of contact with local officials.
- Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
- Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
- Describe participation in local and international fora.
- Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

- Contact with local officials is primarily through the Consul General and the Ambassador, in Hanoi. When appropriate, IPM or RAO may accompany HOM.
- RAO has periodic /courtesy contact with local officials to facilitate the verification of documents and site visits outside HCMC.
- 
- 
- RAO regular meetings with M5 partners by RAO average about once a quarter. E-mail contact between partners is frequent.
- RAO participates in semi-annual antifraud meetings with EU, USA and AUS.
- RAO provides training as part of the training program organized by Australia Border Protection and Immigration, in collaboration with other FCC partners.
- MPM or RAO attend meetings and presentations by IOM or local authorities on migration matters when invited (average once per year).

### Promotion and Recruitment (RM)

#### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

Population is 96.8M.

Labour force of 54.8M is employed in the following sectors:

- 40.3% in agriculture
- 25.7% in industry
- 34% in services

However, GDP growth has been led by growth in the manufacturing and the services sectors and there is an ongoing shift of labour away from agriculture into these sectors.

Vietnam's population is young with over half under the age of 35 (39% of its population is under the age of 24 years old).

#### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
- Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

P&R is primarily focussed on international students. IRCC participates in two study fair events each year, which are held in the 3 largest cities in Vietnam. Vietnam's study fairs are one of the largest such events in Asia, attended by about 6,000 people and over 100 Canadian institutions at all educational levels. IRCC delivers information sessions to Canadian schools, education agents and the public during these events. IRCC also delivers SP presentations at area schools, upon request.

#### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

s.16(2)

s.21(1)(b)

File storage space is limited.

Files are scanned and uploaded to GCMS to reduce space pressures but this work requires sufficient and ongoing resources to keep up to date. Files destruction takes place regularly, when possible, and is primarily scheduled around system outages.

Litigation: volumes have been modest, but are expected to increase as application volumes increase. HCMC received about 5 litigation/appeal requests between August and Nov 2018.

#### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

The mission has a total of 8 CBS, of which 5 are in the migration section. CBS and LES in the migration section are regularly called upon to sit on various mission committees, contribute to mission initiatives and serve in roles such as floor/emergency warden(s). The missions in HCMC and HANOI are looking at reducing resource impacts by establishing joint committees, where practical.

Ministerial/high profile visits are infrequent. Mission's last high level visit was the PM visit in the 2017 which involved most mission staff.

There is strong support from GAC at Mission and the HOM and MCO understand the existing and coming challenges are working diligently with IRCC to move things forward.

s.16(1)(c)  
s.21(1)(b)

#### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

HCMC BVO has oversight responsibility for the two VACs (HCMC, Hanoi).

The BVO conducted 2 site inspections of HCMC VAC and 1 inspection of Hanoi VAC this fiscal year. We anticipate the need to do a comprehensive site visit of both VACs for the 2018 contract in the 2019-2020 fiscal year.

Vietnam is not directly impacted with biometrics expansion as it is already a biometrics required country. GCMS system changes related to 1 in 10 has resulted in additional work to complete fees, associate previous biometrics (when not done automatically) and update passport data. The impact of continued changes to GCMS and CBIDS functionality as a result of biometrics expansion and increased enrollments remains TBC.

#### Other

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

Bandwidth upgrades are expected in early 2019. Bandwidth is an issue in HCMC and GCMS is slow. I

HOM is well aware of the pressures that we face,

HOM and MCO have been supportive in trying to ease pressures

s.16(1)(c)

s.21(1)(b)

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

HCMC has requested staffing adjustments for 2019 to respond to both changes in volumes over the past several years and anticipated future growth. Final decisions on these requests are not yet made.

Training needs: Staff have recently benefited from GAC organized outside provider training on the following topics: Change management; Working on a winning team; Microsoft Excel (selected CBS/LES); and Business writing (LE5/6s).

In the next year, staff would benefit from training/refreshers on: values and ethics, TR programs/policies and GCMS tips. Continued training or workshops on change management would be beneficial.

HCMC has relied heavily on EMLES and TD over the past several years to sustain its operations. While helpful (and necessary) for addressing workload pressures, the continuous changes in personnel and the efforts to train and support new resources has not been easy

### Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

2. Efforts to encourage and support staff are undertaken and to that end, the team was awarded a DG IN Award in 2017 recognizing their efforts and their team collaboration. The MPM and CBOs invest time in positive affirmation of colleagues and regional offices have worked diligently with HCMC to support their processing through regional TDs and remote work sharing. There is no doubt that the office has benefitted from this support to date,

s.16(1)(b)

s.16(1)(c)

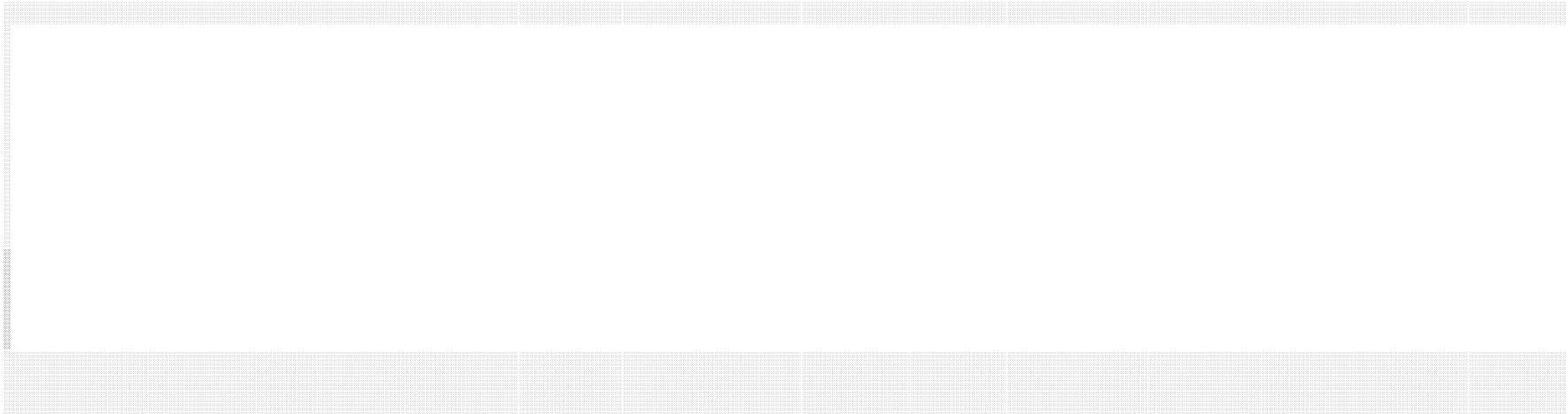
## 8. RISK MANAGEMENT (RIC, IRG)

*Please refer to attached Excel sheet and complete Tab VI.*

### 2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.  
 Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Project Start & End Dates / Date prévue de début et de fin de l'exercice



## Risk Assessment

### Mission Specific:

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? [*Non-RAO offices please report any ad hoc RA activities.*]
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

**Resources/Tools:**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

s.16(1)(b)

s.16(1)(c)

s.17

s.21(1)(b)

RA work: Mainly done by the Risk Assessment Unit consisting of 1 Risk Assessment Officer telephone or web based verifications as required during initial file review.

and 1 LES 6 Assistant. Other officers and LES may perform

Key support: Review and analysis of

Support liaison and network activities of IRCC with local government and other partners such as the Migration five and other like-minded missions conducting immigration work in Vietnam.

## 9. INNOVATION & CLIENT SERVICE (RIC, RIO)

### Client Service

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

Primary client service issues: lengthened processing times due to increased volumes.

Management of enquiries: Regular client enquiries received through HOCHImmigration email box. The box is monitored by PAs who rotate this responsibility weekly. Box is actively monitored, with responses sent within 5-10 working days. PAs have an inventory of standard or template responses, which we are continuing to build upon. When staff are unable to answer enquiries on their own, the email is referred to an officer for review.

HCMC has a dedicated email box for officials which is monitored by MPM.

Social media: The mission has a Facebook account. Facebook is the most popular/common social media platform in Vietnam. Twitter is not used widely, however, the HOM maintains a twitter account. Migration section occasionally provides content to FPDS LES to be posted. This is usually done on an ad-hoc basis. Mission has a social media committee which IM LES attends. Opportunities for better and more regular use of social media will be explored in the coming year through a regional format discussion.

### Client Service Initiatives

Country	Brief description of initiative	Expected outcomes*	Implementation Date
*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.			

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

### Work-Sharing Arrangements

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

Paper CAN+ files are processed by officers in Those that are reviewed by an officer in HCMC.

HCMC eapps are processed by officers in the region based on a workload capacity analysis performed by AD office in Manila.

Case discussions between work-sharing offices occur regularly via email. A number of TDs from Manila in the past year and visits to Manila by HCMC allow us to share information about the caseload in Vietnam.

### Work-Sharing Arrangements

Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date
	TRV	IN / Manila	TR	Epp	Reduce processing times.		April 2018
	CAN+	IN / Manila	TR	Paper	Reduce processing times		April 2018
		IN / Manila	TR	Eapp	Gain productivity	Review/feedback by officers	

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

### Other Innovations/ Best Practices

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;

- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

Chinook implemented and training provided to officers and support staff in Nov 2018.

New location codes system and SOPs implemented and staff trained in Oct 2018.

Queries for monitoring caseloads: program assistants are being trained on setting up and running queries to actively monitor caseloads at different stages and identify applications whose deadlines have passed. This will reduce inactive inventory and reduce processing times.

VACs triage applications into different coloured docket: family visits, tourist visits, business visits, applications from officials and urgent applications.

## 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Since the 2018 INIMP, the AD role for S. E. Asia has been in full swing and has taken great steps to organize and develop a coordinated approach to regional Management.

Consistent with the 2018 INIMP, three key priorities remain for S. East Asia:

#### 1. **Innovation:**

The ever increasing intake volumes of TR means this region needs to be nimble and be able to strategically manage inventories while remaining alert to urgent cases. All Offices

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

are seeing double digit intake growth. Previously quiet markets, like Bangkok, are experiencing 20% growth since coming into service standard. Jakarta continues to stay strong with 12% growth in 2018.

While there have been some positive changes in offices due to QoS and bandwidth increases, t

The innovation plan remains multifaceted and includes:

- a) Further investment on refining our i facilitation streams [CUS, SDS,
- b) streamlining application processing and the use of processing support tools [Chinook];
- c) validating and monitoring the established performance metrics and monitoring in comparison to the matrixes;
- d) Refining forecasting tools to support our articulation of processing gaps and opportunities.

Time, resources and effort have been invested into innovation and the strategic management oversight and real processing gains are already being realized.

## 2. Hub and Spoke Model:

In response to growth and supported by our innovation agenda, S. E. Asia has moved to an e-app TR application hub and spoke model to leverage available capacity in the region with the aim of providing client service within departmental standards and providing balance for offices experiencing staggering program growth [HCMC]. The model incorporates cross-training on localized knowledge and risk and to integrate quality assurance exercises in real time to assess risk management and decision making.

## 3. Preparing for the future:

As some of 'R work becomes centralized, business plans and resourcing plans are being reviewed to align capacity with available work. Permanent Resident processing and the updated triage criteria means that PR holdings will potentially decline and that we may see a reduction in PR FD processing in 2018 and 2019. What will be the challenge to articulate thoughtfully is the volume/complexity of peer reviews being undertaken for CN/DN. The i n GMCS will assist in transparently capturing volumes and complexity of the requests being sent to VOs. The necessity and value of this tracking cannot be highlighted enough as it is integral to the sound resourcing of IRCC's centralized delivery model. Beyond the volumes, the complexity of the support will need to be closely tracked to ensure sufficient skilled resourcing to support the model.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Efforts continue within the region to refine and define risk management opportunities within the PR processing lines of business as well as efforts are underway to cross-train staff to assist with the processing of Vietnam PR cases, leveraging the experience that has been developed through TR processing support. The growing volumes of Refugee cases destined for coupled with the significant increase in TR processing means

The printing/COPRs for centralized work will continue to come to the region and in particular, which means the work at the LE 3 and 4 levels will continue. Admissibility issues exist in several PR countries. New triage criteria are expected and will need to be closely reviewed to ensure they are value added and merited. DNA testing is undertaken by both processing offices when issues come to light with documents or add-on dependants.

#### Temporary Resident Processing:

All offices have experienced challenges in 2018 at one time or another related to processing times [but for and all have managed significant double digit growth. Both HCMC and Singapore are neck and neck with their significant 32% TR growth, with Bangkok tracking at 20% growth, Manila 17% and Jakarta another 12%. On the bright side thanks to regional work sharing, for much of the year, the offices have been at or under service standards including HCMC. This is formidable given in 2016 that office processed a mere 18K of applications and in 2018 will processing near 46K.

Early 2018 growth predictions have signalled continued exceptional growth in the region. The forecasting model being used in the region has been very helpful in predicting growth and has shown a solid degree of accuracy. Using a blend of historic growth trends and then adjusted by using on the ground intelligence, the forecasting for HCMC was shy by a few hundred applications in its projections. Having a good handle on growth projections supports oversight and stewardship efforts as the analysis and recommendations are being supported by solid data. Investments for 2019 will support the expected growth and will also support a regional processing approach.

#### **Regional Work-sharing, Strategic TDs, and Target Management**

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as “strategic TD” with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area’s PR targets in 2018, including reallocation within the Area and communication with INHQ.

Type your answer here:

SEA operates with a Hub and Spoke model with reviewing regional capacity and intake each Monday and then distributing e-apps and some paper files within the region for processing based on capacity. has also continued intra-regional work sharing with North Asia through processing e-apps. This work sharing is quite developed and integrated into the offices and has brought great returns in terms of evening out capacity issues while providing rich job packages for staff.

To support work sharing and TR management, a number of strategic TDs have taken place through the region. In addition to training/development TDs to by longer processing TDs have taken place in :o support knowledge transfer. For 2019, it is expected that regional TDs will continue as a means to support work sharing and officer development.

In advance of PR target discussion with RIC, two upcoming TDs in Q4 to from are being undertaken in order to support the processing of PR applications from

### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Type your answer here:

The Global CAN+ facilitation stream has rolled out smoothly in South East Asia and provided some capacity to innovate and work share for paper files.

In terms of processing, processes all paper for HCMC. While the ease of processing is helpful in streamlining work, the ability to expeditiously process CAN+ applications is absolutely integral to maintaining processing times in this region.

Expanded biometrics collection may have an impact on this scheme but it remains to be seen what impact the biometrics expansion will have.

The expansion of SDS in summer 2018 has seen the stabilization of SP growth in Vietnam likely while the market adjusts. Growth this year is tracking at 3% for student permits and the volumes of SDS dropped off after the relaunch mid-year.

SDS is growing in the Philippines and is expected to continue. SP applications are up by approx. 33% in 2018 which is due to increased marketing by Canadian schools coupled with increased interest in studies abroad.

Jakarta which is showing over 50% growth : Outreach efforts have seen positive returns and GAC is looking to invest in this market given the high quality applicants being attracted to Canada.

## Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

Economic growth in S. E. Asia continues to be high with several hot economies showing 6%++ growth year over year. These hot economies are resulting in increasing middle classes with disposable income which they are keen to use for travel and for educating their children in high quality education environments. These factors mean the market growth in this region is likely to not slow down and to increase at a pace that could very well outpace our capacity to deliver. HCMC is the prime example of a hot market where growth in high double digits is coming and shows no slowing. At this pace of growth, by 2021 HCMC could reach over 400K applications.

The logistics to deliver this size of program require a lot of front planning and a need to move quickly on issues related to office configuration and staffing. Despite IRCCs urgent need to move forward with capital investments, the pace and a complexity of property projects with partners means a timely response is not possible and the realities are not optimally aligned. The disconnect poses the biggest risk in this region in terms of processing integrity, reputational risk for being unable to deliver within publicized service standards, risk to staff and their well-being due to overwhelming intake and little change to over cramped, overwrought office lay outs.

The need for policy innovations [e-foil, eTA 2.0 etc etc.] to assist in managing growth is a capacity lever much needed for these markets. Absent of aggressive innovation, the pace of growth will otherwise overwhelm the regions capacity to deliver in the not too distant future.

2. Climate change: This region covers a number of low lying countries and Pacific Island Countries who are likely to be impacted by rising seas. These changing climatic conditions are likely to be a significant push factor in the coming years and Canada will need to consider its role in assisting with climatic migrants and refugees.

**Future opportunities:** Initial steps to explore facilitation streams for lower risk business lines have shown some initial positive returns and have exposed some complexities.

- a) Supporting PR processing in Singapore: Initial planning has taken place supported by two strategic PR processing TDs in Q4 to train Manila officers on PR processing for Vietnam. As TR growth continues in Singapore and mindful they are down a DIO, PR processing support from Manila is one concrete avenue to provide relief.
- b) Hub and Spoke expansion: Further expansion of e-app management will take place in 2019 as a means to assist offices in the management of their caseload. To support this hub/spoke plan, further cross training will be needed. The framework with the weekly regional reporting and analysis of capacity is already functioning. The expansion will look to take in additional regional overflow.
- c) 60+ has been piloted in both HCMC and Manila and based on initial risk analysis. While initially positive in terms of some levels of risk, signals related to this stream will mean a QA will be needed to look at validating whether this bringing expected returns. Health related risks [TB] are present and need to be further explored to ensure the stream is meeting all facets of risk management.
- d) Global SDS: Global SDS would be welcomed and the recommendation would be to focus e-applications in a number of growing markets in order to support the regional hub/spoke model.

s.17

Migration Office: Hong Kong Area: Northeast Asia  
Operational Environment Risk Rating: A

1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	Hong Kong
Area:	North Asia and Oceania
Office Type:	Full Service
Updated	2018/12/17
Interrelated Offices:	China Network (Beijing, Guangzhou, Shanghai); Australia (Canberra, Sydney); Seoul; Tokyo

Personnel		
	NAME	MITNET
MPM:		
D/MPM:		
Area Director:		
GCMS Manager:		
BVO:		
RAO:		
eTA SPOC (Single Point of Contact):		
HOM:	Jeff Nankivell	343-3200
GAC Regional Director:		
CBSA LO:		
MOF:		
IEC SPOC:	N/A	
P&R SPOC:		
Litigation SPOC:		
CBS		
Names: J		
<b>Total # : 10</b>		
LES		
DMO # : 7		
DMO(TR)#: 2		
Other support staff # : 49 (+2 terms expiring July 2019)		

Migration Office: Hong Kong Area: Northeast Asia  
 Operational Environment Risk Rating: A

<b>Total #</b> : 58 (+2 terms)
<b>Emergency LES</b>
Total number of months in 2018: 0
<b>TD</b>
Total number of weeks in 2018: 0

## 2. TERRITORY OVERVIEW

DRAFT

### TERRITORY OPERATIONAL OVERVIEW

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
China	C	1,379,302,771		4,947	3364		11			
Hong Kong	A	7,191,503	X	121	3800	X	1			
China (Hong Kong SAR)	A	#N/A		291	1962					
Macau	B	601,969		3	571					
China (Macau SAR)	B	#N/A		6	1077					
Mongolia	C	3,068,243		21	1150		1			
Taiwan	B	23,508,428	X	203	2580	X	1	X	X	

s.16(1)(b)

s.16(1)(c)

Migration Office: Hong Kong Area: Northeast Asia  
Operational Environment Risk Rating: A

Other	#N/A	#N/A	228	126
<b>TOTAL:</b>			<b>5,820</b>	<b>14,630</b>
			<b>14</b>	

### TERRITORY RISK OVERVIEW

Caseload Risk				Operational Environment Risk				
Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	Notes
China	41	85.0%	23.0%	Hong Kong	Beijing/Shanghai/Guangzhou			
Hong Kong	77	2.1%	26.0%	Hong Kong	Hong Kong			
China (Hong Kong SAR)	#N/A	5.0%	13.4%	Hong Kong	Hong Kong		All interviews for China including SARs are held in Hong Kong, except CR.	

Migration Office: Hong Kong Area: Northeast Asia  
Operational Environment Risk Rating: A

Macau	#N/A	0.1%	3.9%	Hong Kong	Hong Kong
China (Macau SAR)	#N/A	0.1%	7.4%	Hong Kong	Hong Kong
Mongolia	36	0.4%	7.9%	Hong Kong	Hong Kong
Taiwan	63	3.5%	17.6%	Hong Kong	Hong Kong
Other	#N/A	3.9%	0.9%		

\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

Les couleurs utilisées dans les tableaux sont basés sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

KEY: Caseload Risk Level (Transparency International CPI)	KEY: Operational Environment Risk Level (Economist IU Risk Rating, Overall Assessment)
Not Rated	Not Rated

Migration Office: Hong Kong Area: Northeast Asia  
Operational Environment Risk Rating: A

Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A
Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E

### 3. PERMANENT RESIDENT OVERVIEW

DRAFT

## Permanent Resident

### Hong Kong

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)	Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Economic	10,208	7,467	24	2018 (Jan - Aug)	Events			
	Family Class	4,946	3,671	15		Verifications			
	Humanitarian	205	124	29		H&C			
	<b>TOTAL</b>	<b>15,359</b>	<b>11,262</b>			Misrepresentation			

s.16(1)(b)

s.16(1)(c)

Migration Office: Hong Kong Area: Northeast Asia  
Operational Environment Risk Rating: A

2017	Economic	8,756	8,748	16
	Family Class	6,153	6,126	15
	Humanitarian	478	485	27
	<b>TOTAL</b>	<b>15,387</b>	<b>15,359</b>	
2016	Economic	10,781	10,683	18
	Family Class	6,269	6,301	11
	Humanitarian	429	443	27
	<b>TOTAL</b>	<b>17,479</b>	<b>17,427</b>	

2017	<b>TOTAL</b>	<b>132</b>	<b>5</b>
	Events		
	Verifications		
	H&C		
2016	Misrepresentation		
	<b>TOTAL</b>	<b>119</b>	<b>13</b>
	Events		
	Verifications		
2016	H&C		
	Misrepresentation		
	<b>TOTAL</b>	<b>202</b>	<b>26</b>

\*Stats supplied by GPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

s.15(1)(ii)  
s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

Migration Office: Hong Kong Area: Northeast Asia  
Operational Environment Risk Rating: A

## PR Trends/Issues

**Permanent Residents:** HKONG processes cases of clients located in China (including Hong Kong SAR), Taiwan, and Mongolia that require local knowledge or expertise. With an annual target of about 15.2K persons in 2018, the program is roughly tied with London's for second in size amongst the overseas offices, contributing nearly 10% of the International Network allocation. Economic and Family classes are well represented, along with a very small number of non-routine Refugee cases each year.

Notable is the outsized share of **Quebec** economic cases, which at 5K comprise nearly one-third of the mission target (more than Paris by a few hundred cases) and 23% of the IN total. At current production rates, the current inventory of Quebec business cases will last into 2022, and the province's signalled reductions may stretch this out further.

### Characteristics/trends in the PR movement:

**Litigation** has risen 30% from last year with 86 cases to mid-December, which requires significant resources to prepare the relevant responses, as well as for coordination with the CMB litigation team.

### The Atlantic High-Skilled Program

**Program Integrity concerns** of a general nature have not disappeared;

Among **Self-Employed** applicants, the shift towards a "digital economy" has triggered a rise in applicants with newer occupations, including E-sport coach, E-packaging designer, webpage designer etc.

s.15(1)(i)

s.16(1)(b)

s.16(1)(c)

Migration Office: Hong Kong Area: Northeast Asia  
Operational Environment Risk Rating: A

**Interview Criteria:**

Cases are usually referred to interview due to concerns in one or more of the following categories:

HKONG still interviews

FCP applications

Employment

of **Skilled Worker** cases,

1

s.16(1)(b)

s.16(2)

Migration Office: Hong Kong Area: Northeast Asia

Operational Environment Risk Rating: A

**Refusal Factors**, by category, are:

Potential **discrepancies in activities** recorded in GCMS:

Hong Kong does eligibility and admissibility review on a number of inland cases. Although admissibility efforts are generally captured in GCMS, the eligibility efforts (assessment of relationship) are not as the eligibility itself has been passed by the Primary Office. This effort is only captured in GCMS notes. Follow-up is often required in coordination with inland offices and with GCMS.

These added efforts in processing, including inter-office verifications, have not been adequately captured to date. With the new inter-office verification tab added to GCMS, moving forward there should be a more adequate representation of this workload.

Migration Office: Hong Kong Area: Northeast Asia  
Operational Environment Risk Rating: A

#### 4. TEMPORARY RESIDENT OVERVIEW

### Temporary Resident

#### Hong Kong

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)
2018 (Jan - Aug)	Visitor	9523		9
	Student	3745		28
	Worker	2194		52
	eTA	42		242
	<b>TOTAL</b>	<b>15504</b>		
2017	Visitor	22996		12
	Student	3639		25
	Worker	2497		48
	eTA	91		224
	<b>TOTAL</b>	<b>29223</b>		
2016	Visitor	14485		10
	Student	3608		28
	Worker	2344		66
	eTA	35		71
	<b>TOTAL</b>	<b>20472</b>		

Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>334</b>
2017	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>247</b>
2016	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>290</b>

\*The number of TR counterfoils (TRV, SP, WP, PRD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Hong Kong Area: Northeast Asia  
Operational Environment Risk Rating: A

## TR Trends/Issues

Although part of the China network and responsible for service to Chinese nationals in its territory, Hong Kong's clientele is more varied than offices on the mainland, with clients originating from across south-east Asia. The Hong Kong TRU processes TRVs, SPs, and WPs for third-country nationals. Hong Kong also processes TR applicants who use the VAC in Mongolia, while [redacted] maintains responsibility for [redacted] citizens with official/diplomatic passports applying through the [redacted].

While Hong Kong and Taiwanese passport holders are visa-exempt, the TRU processes eTAs, SPs, and WPs for these applicants. Hong Kong receives paper applications via VFS Hong Kong, which acts as the hub to the spoke VACs.

Application intake increases were less dramatic in 2018 than had been expected. Hong Kong looks to surpass the 12,905 TRV applications received in 2017, and SP applications received are up by approximately 6.4%. However, WP applications received are down approximately 15% year over year. As part of its work-sharing agreements with [redacted] and [redacted] Hong Kong finalized over 655 [redacted] WP e-apps, and a further 352 WP and 281 SP e-apps for [redacted].

Most processing times have remained within standards [redacted].

[redacted] which Hong Kong helps process under the workload sharing agreement begun in [redacted]. Since current statistical reporting measures only [redacted] March 2018. [redacted] I [redacted] the time from receipt to finalization, all of that time accrues to the office making that decision.

Year to date 2018, Hong Kong's [redacted].

Hong Kong receives approximately 36% of applications electronically with the balance as VAC files. [redacted].

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Hong Kong Area: Northeast Asia  
Operational Environment Risk Rating: A

Hong Kong's officers follow the program delivery instructions when handling high profile cases, ' In addition, both the  
Hong Kong has provided its OGD colleagues with standardized procedures to quickly identify Referral cases for officers; this mechanism is  
further supported by the excellent working relationship between IRCC and the OGD programs in Hong Kong, and ongoing efforts with colleagues in Taipei and Ulaanbaatar.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Hong Kong Area: Northeast Asia  
Operational Environment Risk Rating: A

## 5. OTHER APPLICATIONS OVERVIEW

### Other Applications

Hong Kong

Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	377		26
	PR renunciation	707		7
	TRP	5		-
	ARC	20		424
	Rehabilitation	20		519
	<b>Total</b>	<b>1,129</b>		
2017	PRTD	549		17
	PR renunciation	1,351		4
	TRP	6		-
	ARC	40		386
	Rehabilitation	15		412
	<b>Total</b>	<b>1,961</b>		
2016	PRTD	618		19
	PR renunciation	1,233		8
	TRP	4		-
	ARC	33		379
	Rehabilitation	11		21
	<b>Total</b>	<b>1,899</b>		

\*Stats supplied by OPPB

Stats produced at mission

Migration Office: Hong Kong Area: Northeast Asia  
Operational Environment Risk Rating: A

### Other Lines of Business Trends/Issues

Due to its historic migration ties to Canada, Hong Kong has seen significant numbers of PR renunciation applications in the years following eTA implementation. While annual volumes appear to be stabilizing year over year, linked with this trend is an increase in PRTD applications.

Clients are often referred to these streams through an eTA application where they are identified as a PR and are then offered the option to resolve their status by applying for renunciation or a PRTD. Otherwise, clients are advised on our website to mail completed applications to the visa office

Most Rehabilitation cases are processed alongside a PR application

With respect to ARCs, Hong Kong mostly processes applications where a PR is deemed not to meet residency requirements upon entry to Canada and clients neglect to confirm their departure to CBSA when leaving.

Migration Office: Hong Kong Area: Northeast Asia  
Operational Environment Risk Rating: A

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated, if available.. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

#### Hong Kong

##### SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan-Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)	Other
<b>Information Session</b>								1
<b>Meeting</b>								1
<b>Roundtable</b>						1		
<b>Special Event (e.g. Gala)</b>								1

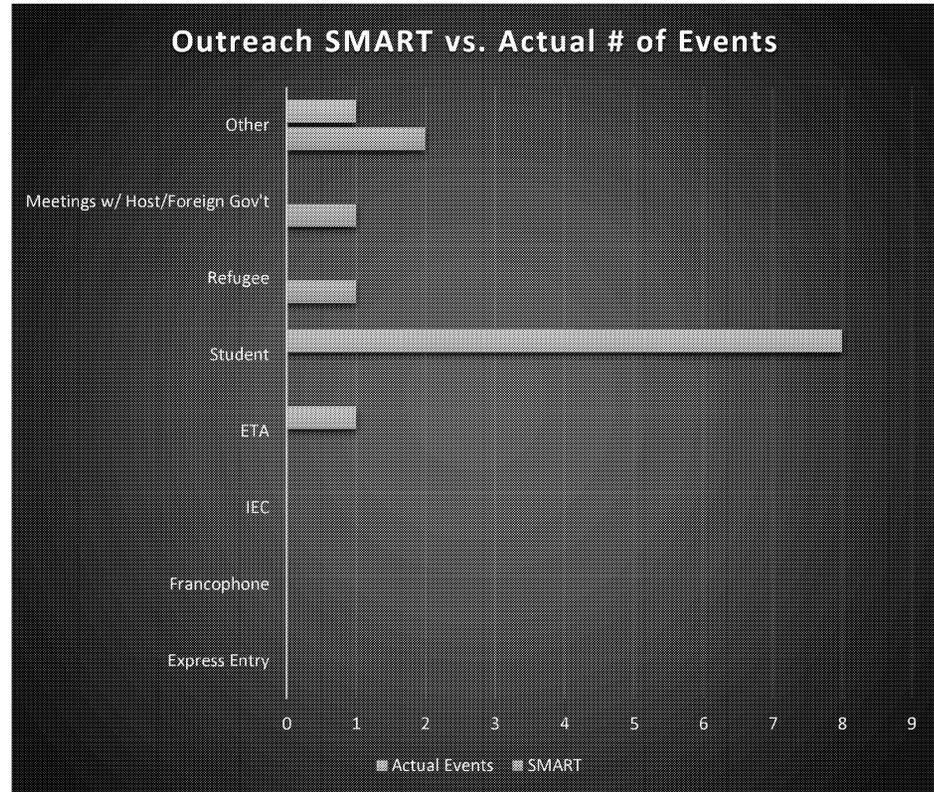
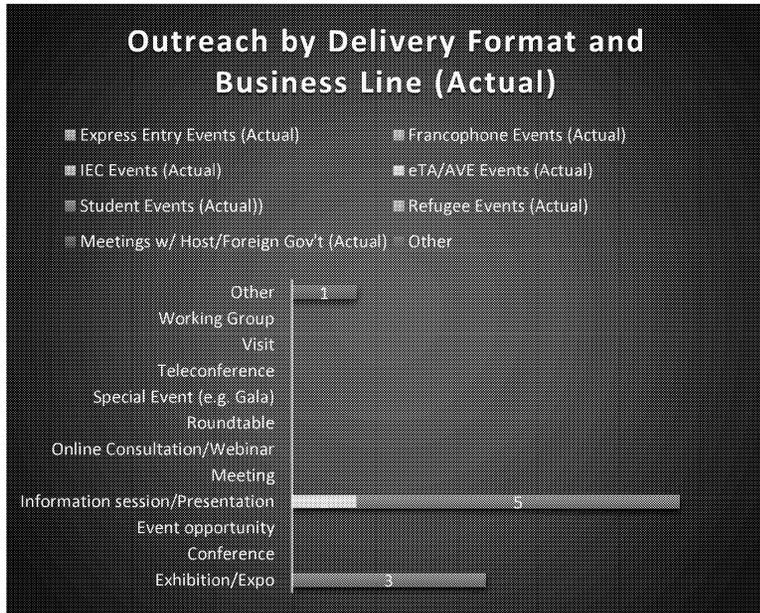
Migration Office: Hong Kong Area: Northeast Asia  
Operational Environment Risk Rating: A

<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>2</b>
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**Actual Events (Please indicate the actual # of events performed)**

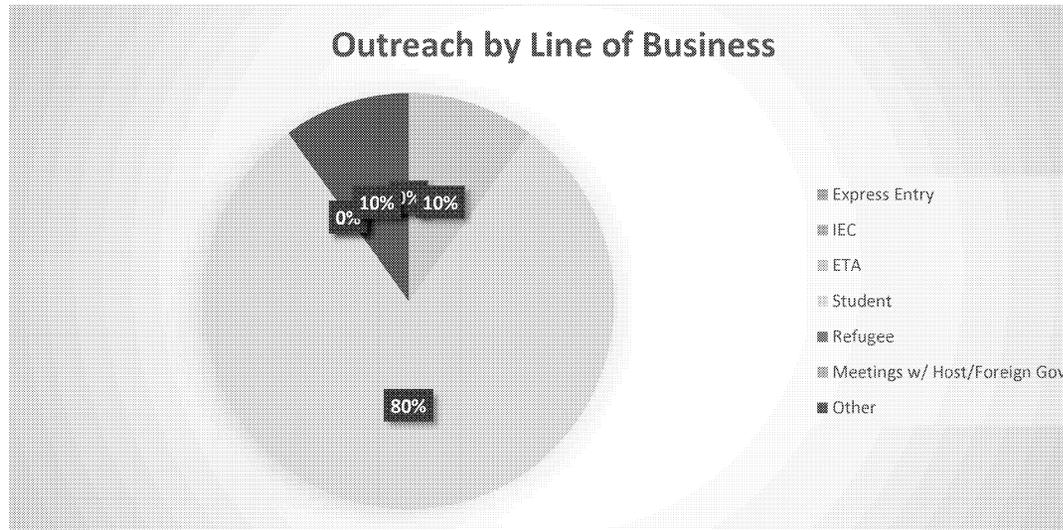
Delivery Format /Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/Expo						3		
Conference								
Event opportunity								
Information session/Presentation				1	5			
Meeting								
Online Consultation/Webinar								
Roundtable								
Special Event (e.g. Gala)								
Teleconference								
Visit								
Working Group								
Other								1
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>1</b>

Migration Office: Hong Kong Area: Northeast Asia  
 Operational Environment Risk Rating: A



s.21(1)(b)

Migration Office: Hong Kong Area: Northeast Asia  
 Operational Environment Risk Rating: A



Business Line	SMART	Actual Events
Express Entry	0	0
Francophone	0	0
IEC	0	0
ETA	0	1
Student	0	8
Refugee	1	0
Meetings w/ Host/Foreign Gov't	1	0
Other	2	1
<b>Total</b>	<b>4</b>	<b>10</b>

SMART EVENT Names
HONG KONG
Information session/Presentation
HKONG - Thinking of Moving Back to BC
Meeting
HKONG - meeting with
Roundtable
HKONG - Human trafficking and refugee roundtable discussion
Special Event (e.g. Gala)
HKONG - Civil Society Organizations Launch Anti-Human Trafficking Handbook

s.15(1)(i)  
s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

Migration Office: Hong Kong Area: Northeast Asia  
Operational Environment Risk Rating: A

### Migration Diplomacy / Outreach (RIO, RM)

**Contact with local officials.** Hong Kong not being a capital city, interaction with officials is not frequent. Migration issues, asylum, and anti-trafficking discussions occur at least annually with the IOM, the Hong Kong government, and NGOs, and particularly UNHCR.

Liaison with the Government of China is handled primarily through Beijing, as the Chinese MFA is mainly responsible for international policy.

IRCC and CBSA regularly interact with [redacted] to share trends and undertake verifications, although interactions with both the [redacted] IRCC and CBSA represent Canada

The PRU has also met with the USA counterparts to discuss common topics of interest. A joint reception for contacts (along with CBSA and Consular) is held

s.15(1)(i)

s.16(1)(b)

s.21(1)(b)

Migration Office: Hong Kong Area: Northeast Asia

Operational Environment Risk Rating: A

## Promotion and Recruitment (RM)

### Labour market overview / key sectors

HKONG has numerous labour market opportunities for promotion, as the local labour market is highly skilled, English, French and Chinese speaking, and well connected globally. Hong Kong is a competitive market, where the applicants in HKONG typically have higher levels of education and high level of language ability in English than seen in the mainland.

Government statistics from February to May 2018 indicated that Hong Kong unemployment was approximately 2.8%, the lowest in 20 years. The economy has been bolstered by strong tourism from the mainland, as well as strong domestic consumption. Many Hong Kong residents have a strong connection to Canada, though, with close family members who are either citizens or a PRs of Canada,

Taiwanese attendees at student fairs in particular are often keen to gather up-to-date information regarding the type of study program that would provide the best opportunities for employment following graduation.

### Activities

HKONG's P&R activities have focussed on student programs and have involved officers providing Study Permit presentations (usually with Express Entry and other program elements) at annual EduCanada student fairs in Hong Kong. The Hong Kong The fair plays host to approximately 38 institutions from across Canada and it welcomes approximately 3,000 participants over 2 days. An officer also attends biannual fairs in Taiwan and annual fairs in Macao, as well as events at international schools. The majority of these activities are coordinated through the trade sections in HKONG and TAPEI.

HKONG has limited interaction with the provinces/territories, but has attended and reported on a BC Trade and Investment Office seminar regarding migration to BC. HKONG is also in contact with the Canadian Chamber of Commerce and has sought closer collaboration on events.

At the same time, tourism is also important sector. In 2018, IRCC worked with trade colleagues and representatives from Destination Canada (Beijing) to provide information

s.16(2)  
s.21(1)(b)

Migration Office: Hong Kong Area: Northeast Asia  
Operational Environment Risk Rating: A

for Hong Kong travellers in support of the Canada-China Year of Tourism. eTA awareness activities have continued, particularly at events in collaboration with Destination Canada.

### Records Management (RIS)

Hong Kong archives files according to the last administrative action taken on the file. Files are repatriated annually, or destroyed, based on the retention schedules. We are currently up-to-date. HKONG currently scans finalized TR applications into GCMS as well as scanning and uploading all ATI requested files into GCMS. Hong Kong has no space issues at present.

HKONG receives files from CN litigation. These files are normally sent

However, IAD files are sometimes received

Hong Kong prepares around 200 files per year for

s.16(2)  
s.21(1)(b)

Migration Office: Hong Kong Area: Northeast Asia  
Operational Environment Risk Rating: A

### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

Hong Kong occasionally hosts ministerial and senior management visits, but less frequently than some other large offices. Hong Kong being a major international transit airport, it is sometimes a stopover for officials en route to other missions in Asia-Pacific or Oceania.

In contrast, the office is a frequent stop for departmental delegations to study, document, or train on operations, program integrity, and other topics because of the scope and breadth of its programs and relatively calm operating environment.

IRCC is not extensively called on to support OGD objectives and activities, with the exception of two major mission events per year, including a Canada Day promotion activity and a Remembrance Day event, commemorating the battle of Hong Kong and held at the beginning of December each year.

### VACs & Biometrics:

At present the TRU manager also serves as BVO for several VACs in the region.

This year has been particularly busy due to the 2018 VAC contract coming into force in November and biometric expansion CIF2 set for December 31st. The VAC transitions in the region have mostly been non-problematic. We do not anticipate major issues with biometrics;

Beginning in 2019, the BVO will complete comprehensive VAC inspections at all nine VACs in the region to ensure compliance under the new contract and following CIF2.

### Other

• Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

Type your answer here:

s.21(1)(b)

s.21(1)(d)

Migration Office: Hong Kong Area: Northeast Asia  
Operational Environment Risk Rating: A

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

With a staff complement of about 68, some LES and CBS turnover occurs every year,  
Vacancies were filled in 2018 at the levels LE 03, 04, 06/07 and 08/09.

A number of the HKONG LES are long-serving :

Under current conditions, the office is correctly resourced and we would not foresee changes to the configuration, absent significant program realignment. Changing patterns of file intake and processing, as well as the move away from paper to more electronic files will likely lead to restructuring of registry operations not only in HKONG but at most visa offices.

Hong Kong has recently undertaken training in areas such as Supervisory Skills, Mental Health First Aid and Unconscious Bias, and will continue similar courses on an occasional basis. A staff survey conducted in mid-2018 identified that staff were interested in training which includes time management skills, skills for communication with clients, etc. In addition, refresher training on Litigation issues and procedural fairness standards would be useful.

### Wellness: Promoting a Healthy & Diverse Workplace

Hong Kong is a dense and fast-paced city  
At the same time, Hong Kong is considered one of the healthiest and longest-lived jurisdictions in the world, and annual sick-leave usage and absenteeism is lower than at some other missions.

Given the time-zone position at +12/+13h from Ottawa, HKONG, like other offices in the region, consistently deals with late-night conference calls, as well as monthly GCMS outages from about 15:30 until close of business for much of the year during system updates. While there are some advantages to the time-zone shift, such as the ability to turn around queries overnight for NHQ, and some activities can mitigate the impact of system downtime (see Innovations, later), over time the expectation that courses, mandatory exams, competition interviews, webinars, regular network meetings and coordination activities will take place during quiet hours

s.19(1)  
s.21(1)(b)  
s.21(1)(d)

Migration Office: Hong Kong Area: Northeast Asia  
Operational Environment Risk Rating: A

A two-day course on Mental Health First Aid was recently held at the mission, with IRCC leading on the organization. Offered both in Cantonese and in English, this training was well-attended and may lay the foundation for more tailored training sessions in the future. It also provided CBS with valuable insights into the local culture and health infrastructure.

Retreat events (each with its own theme, such as “Harmony”) are scheduled once or twice a year which address Wellness and Values & Ethics. HKONG has also had an active social committee with events organized in-office and optional after-work excursions to areas of interest in Hong Kong. These events have been well-attended and well-received.

## 8. RISK MANAGEMENT (RIC, IRG)

### 2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019

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Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.  
*Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.*

**s.16(1)(b)**  
**s.16(1)(c)**  
**s.17**

Migration Office: Hong Kong Area: Northeast Asia  
 Operational Environment Risk Rating: A

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice
		QA				Hong Kong	Hong Kong		
		QA		N/A	China	Hong Kong			



s.16(1)(b)

s.16(1)(c)

Migration Office: Hong Kong Area: Northeast Asia  
Operational Environment Risk Rating: A

the ability to communicate in Mandarin is essential.

This increases our need for coordination with China Network missions;

**RA Activities for decision makers:**

HKONG regularly participates in a local anti-fraud working group of likeminded missions, and has also conducted information exchange visits with local counterparts from the American, Australian, Japanese, and Mongolian missions. These information exchanges have been fruitful for building working relationships with counterparts.

**Results from RA activities:**

**Resources/Tools:**

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Hong Kong Area: Northeast Asia

Operational Environment Risk Rating: A

**Key RA Resources:** FS-02 x 1, LE-06 x 2

**Key RA support received & required:**

Information sharing regarding trends and other risk assessment/anti-fraud related concerns continues across the China Network to inform decision-making. Findings from previous quality assurance exercises have helped to identify risk indicators, which in turn has informed HKONG's file triage on PR files.

## 9. INNOVATION & CLIENT SERVICE (RIC, RIO)

### Client Service

Hong Kong's large population of Canadian citizens, permanent residents, and former permanent residents

Incoming messages receive an auto-reply detailing how to find information, how to learn about processing times and detailing our methods of replying to messages. Emails and web forms are triaged by an LE06 and categorized for handling. General questions or non-complex requests are managed by the CSU. More complex messages are managed within the processing unit.

The Migration Section works closely with the Mission Public Affairs Section to ensure that appropriate messaging is sent throughout the year, including via social media as required in response to local events, IRCC outreach campaigns, etc.

**Permanent Residents** HKONG processes all cases for China, Taiwan, and Mongolia

Migration Office: Hong Kong Area: Northeast Asia  
Operational Environment Risk Rating: A

**Temporary Residents**

Despite official eTA links on the mission web page, Facebook page, and frequent social media postings, as well as outreach to travel agents in the region and links on most airline web sites, we still receive e-mail from clients who have applied for an eTA via a third party website and been charged excessive service fees.

Social media outreach in 2018 included the 2018 VAC contract changes, biometric expansion and the launch of Coming into Force 2 (CIF2). Although Hong Kong began proactive social media outreach prior to biometric expansion to the region, given the previous experience with the launch of the eTA,

HKONG's Client Service and Operational Support Units aim to initiate and lead a complete review (one program line at a time, and then across business lines for alignment) of processing through a client service lens, covering everything from file intake to visa issuance. The review will involve members from every team and review each processing step to determine its necessity and whether any improvements can be made with regards to client service (e.g. is correspondence being sent at appropriate points in the process, is that correspondence clear and concise, etc.).

Client Service Initiatives			
Country	Brief description of initiative	Expected outcomes*	Implementation Date

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

Migration Office: Hong Kong Area: Northeast Asia  
 Operational Environment Risk Rating: A

**Work-Sharing Arrangements**

**Temporary Resident Unit:** With the processing of the majority of the China eApp caseload focused in CN in late 2017, since early 2018 Hong Kong has been assisting Beijing to process WP e-apps not centralized in having finalized approximately 671 such applications at mid-December.

Since January 2018, Hong Kong also assists in processing SP and WP e-apps to support that office in the face of eTA and PR target pressures. Hong Kong finalized 282 SPs and 358 WPs to mid-December.

At the outset of both work-sharing arrangements, Hong Kong coordinated with the offices to obtain critical information on the caseloads and facilitate knowledge transfer. Hong Kong maintains regular communication with counterparts

**Permanent Resident Unit:** Even though HKONG is responsible for the refugee caseload s sometimes involved in interviewing cases on our behalf.

**\* PR Renunciations:** Following the launch of eTA in March 2015, Hong Kong observed an increase in PR renunciation applications, receiving approximately 1,233 and 1,351 applications in 2016 and 2017 respectively. Although applications received are down about 45% year to date, these files still occupy significant resources for the office and are usually handled by the TRU.

Work-Sharing Arrangements							
Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date
China			TR	eApp	Reduce processing times, balance workloads		March 2018

**s.16(1)(b)**  
**s.16(1)(c)**  
**s.16(2)**  
**s.21(1)(b)**

Migration Office: Hong Kong Area: Northeast Asia  
 Operational Environment Risk Rating: A

TR	eApp	Reduce processing times, balance workloads		January 2018
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\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

**Other Innovations/ Best Practices**

Hong Kong acts as a regional centre of expertise for the Chinook suite of applications in order to support staff in increasing production.

Hong Kong is also currently testing [redacted] which is used by [redacted]; however, has yet to fully implement its use in its procedures.

With respect to bandwidth, GCMS users anecdotally comment that the system appears to be [redacted] HKONG is now at service level 1,

2018 marked the creation of the Dim Sum Wiki in Hong Kong – a central, easily-accessible repository that includes a calendar of events, recent program updates, standard operating procedures, and other useful resources. The office has also expanded its presence online with the use of GCConnex with the creation of the North Asia and Oceania Area group, allowing for a broader discussion between officers across the region. In addition, Hong Kong’s BVO has also created a BVO-VL Network group for South Asia and Asia-Pacific regions which houses information from monthly BVO calls, as well as critical tools and resources for VACs and biometric expansion.

Migration Office: Hong Kong Area: Northeast Asia  
Operational Environment Risk Rating: A

## 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Type your answer here:

### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

Type your answer here:

Migration Office: Hong Kong Area: Northeast Asia  
Operational Environment Risk Rating: A

### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

Type your answer here:

Migration Office: Hong Kong Area: Northeast Asia  
Operational Environment Risk Rating: A

### Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

Type your answer here:

Migration Office: Pakistan Area: The Middle East  
 Operational Environment Risk Rating: D

1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	ISLAMABAD
Area:	MIDDLE EAST
Office Type: (Full Service, Satellite, RPC, Specialized)	SPECIALIZED
Updated (YYYY/MM/DD)	2019/12/20
Interrelated Offices:	LONDON- PR PROCESSING ABU DHABI- TR PROCESSING WARSAW- TR PROCESSING ANKARA- AREA HUB

Personnel		
	NAME	MITNET
MPM:		
D/MPM:		
Area Director:		
GCMS Manager:		
BVO:		
RAO:		
eTA SPOC (Single Point of Contact):		
HOM:	WENDY GILMOUR	
GAC Regional Director:		
CBSA LO:		
MOF:		
IEC SPOC:		
P&R SPOC:		
Litigation SPOC:		
CBS		
Names:		

Migration Office: Pakistan Area: The Middle East  
Operational Environment Risk Rating: D

<b>Total # :3</b>
<b>LES</b> DMO # : N/A DMO(TR)#:N/A Other support staff # : 10 INCLUDING 3 VACANT POSITIONS TO BE FILLED
<b>Total # : 10</b>
<b>Emergency LES</b>
Total number of months in 2018: 12
<b>TD</b>
<b>none</b>
Total number of weeks in 2018:N/A

## 2. TERRITORY OVERVIEW

### TERRITORY OPERATIONAL OVERVIEW

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Pakistan	D	204,924,861		34	225		1			
Afghanistan	D	34,124,811		1	22				X	
Tajikistan	D	8,468,555		3						
Other	#N/A	#N/A			8					
<b>TOTAL:</b>				<b>38</b>	<b>255</b>		<b>1</b>			

Migration Office: Pakistan Area: The Middle East  
Operational Environment Risk Rating: D

## TERRITORY RISK OVERVIEW

Caseload Risk				Operational Environment Risk				
Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	Notes
Pakistan	32	89.5%	88.2%					
Afghanistan	15	2.6%	8.6%					
Tajikistan	21	7.9%	0.0%					
Other	#N/A	0.0%	3.1%					

*\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1*

Les couleurs utilisées dans les tableaux sont basés sur les indices suivants :

1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index

Migration Office: Pakistan Area: The Middle East  
 Operational Environment Risk Rating: D

(TI CPI).

2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

KEY: Caseload Risk Level (Transparency International CPI)		KEY: Operational Environment Risk Level (Economist IU Risk Rating, Overall Assessment)	
Not Rated	Not Rated	Not Rated	Not Rated
Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A
Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E

### 3. PERMANENT RESIDENT OVERVIEW

#### Permanent Resident

Islamabad

s.16(1)(b)  
 s.16(1)(c)

Migration Office: Pakistan Area: The Middle East  
 Operational Environment Risk Rating: D

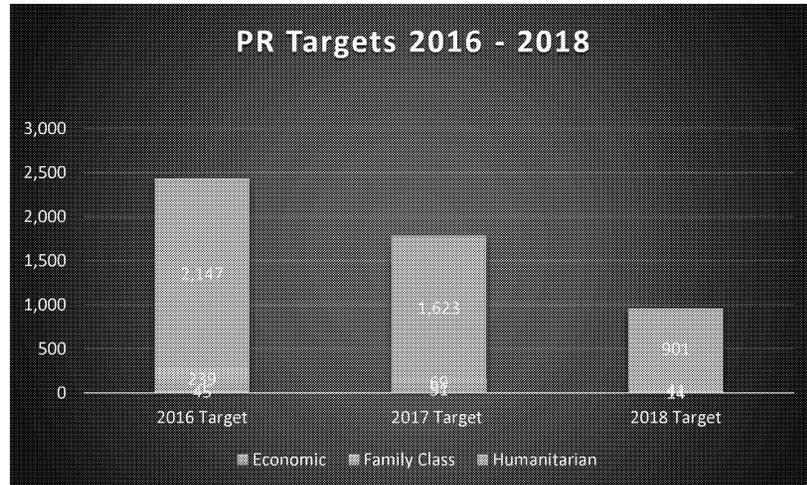
Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)
2018 (Jan - Aug)	Economic	14	2	9
	Family Class	41	22	82
	Humanitarian	901	344	53
	<b>TOTAL</b>	<b>956</b>	<b>368</b>	
2017	Economic	91	91	27
	Family Class	69	69	55
	Humanitarian	1,623	2,157	48
	<b>TOTAL</b>	<b>1,783</b>	<b>2,317</b>	
2016	Economic	45	44	67
	Family Class	239	239	60
	Humanitarian	2,147	2,147	51
	<b>TOTAL</b>	<b>2,431</b>	<b>2,430</b>	

Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Events			
	Verifications			
	H&C			
	Misrepresentation			
	<b>TOTAL</b>		<b>3,826</b>	<b>0</b>
2017	Events			
	Verifications			
	H&C			
	Misrepresentation			
	<b>TOTAL</b>		<b>5,106</b>	<b>0</b>
2016	Events			
	Verifications			
	H&C			
	Misrepresentation			
	<b>TOTAL</b>		<b>6,176</b>	<b>0</b>

\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

Application Type	2016 Target	2017 Target	2018 Target
Economic	45	91	14
Family Class	239	69	41
Humanitarian	2,147	1,623	901

Migration Office: Pakistan Area: The Middle East  
Operational Environment Risk Rating: D



#### PR Trends/Issues

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

s.15(1)(i)  
s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

Migration Office: Pakistan Area: The Middle East  
Operational Environment Risk Rating: D

- Islamabad is a specialized support office focussing on Risk Assessment, Anti-Fraud, Refugees, Liaison, Reporting, and other support to the Integrated Network.
  - The majority of Permanent Resident processing for persons resident in Pakistan is conducted The office in Pakistan
- Islamabad maintains an active inventory of Privately Sponsored Refugee cases and delivered a target of 800 in 2018 and is well placed to deliver the same in 2019.
- Economic and family class applications from Afghanistan are processed in
  - DR2 files have been in large part transferred
  - PSR processing times in Islamabad can be protracted due to a significant number of environmental factors
- Principal factors contributing to application refusals:
- Islamabad provides support processing of PR files including data entry as required and passport handling and visa printing.
  - 
  - Activities in GCMS do not accurately reflect the work undertaken by the office. This is due to a large part of our work being in support of
  - Major factors resulting in discrepancies between GCMS picture and activities taken by office include:
    - Significant outreach and interaction with HOM, GAC and OGC partners and external stakeholders.
  - Correcting visa errors daily for the print queue (cancellation and reissuance can only be done by an officer)
  - 
  - Monitoring/meeting/exercises related to critical and potential security incidents.
  - Review and consultation of/regarding complex and litigated files.
  - Responding to public/MP queries.
  - Conference calls (usually in the evenings due to time difference).
  - Security related casework including consultation with OGD partners and High Profile re:
  - Training to use new tools (SMART tool, Chinook tool, standardised interview template via Excel, etc.)

Migration Office: Pakistan Area: The Middle East  
 Operational Environment Risk Rating: D

s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

#### 4. TEMPORARY RESIDENT OVERVIEW

### Temporary Resident

Islamabad

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)
2018 (Jan - Aug)	Visitor	324		94
	Student	15		171
	Worker	5		494
	eTA	-		-
	<b>TOTAL</b>	<b>344</b>		
2017	Visitor	416		97
	Student	8		194
	Worker	3		545
	eTA	-		-
	<b>TOTAL</b>	<b>427</b>		
2016	Visitor	8410		45
	Student	911		57
	Worker	194		151
	eTA	-	-	-
	<b>TOTAL</b>	<b>9515</b>		

Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>9,964</b>
2017	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>9,608</b>
2016	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>7,679</b>

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

s.15(1)(i)  
s.16(1)(c)  
s.21(1)(b)

Migration Office: Pakistan Area: The Middle East  
Operational Environment Risk Rating: D

### TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

is responsible for the bulk of TR processing of Pakistan files. Islamabad retains responsibility

-Processing times are within the purview

-

-

-Efforts have been made in collaboration with the VACs to encourage E-apps as much as possible for a variety of reasons including reducing the volume of passports held in Islamabad office at any given time.

-A Visa Referral System largely designed and managed office is in place to identify and process urgent, high profile, and OGD-referred cases.

- ETA, IEC and similar programs are not a significant concern of this office.

Activities in GCMS may not accurately reflect the work undertaken in Islamabad, which provides processing for reasons similar to the PR caseload mentioned above.

Migration Office: Pakistan Area: The Middle East **s.16(1)(b)**  
 Operational Environment Risk Rating: D **s.16(1)(c)**  
**s.21(1)(b)**

## 5. OTHER APPLICATIONS OVERVIEW

### Other Applications

Islamabad

Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	1		985
	PR renunciation	32		74
	TRP	1		-
	ARC	0		-
	Rehabilitation	-		-
	<b>Total</b>	<b>34</b>		
2017	PRTD	2		1104
	PR renunciation	78		110
	TRP	11		54
	ARC	0		-
	Rehabilitation	-		-
	<b>Total</b>	<b>91</b>		
2016	PRTD	154		32
	PR renunciation	77		37
	TRP	17		93
	ARC	4		-
	Rehabilitation	-	-	-
	<b>Total</b>	<b>252</b>		

\*Stats supplied by OPPB

s.16(1)(c)

s.21(1)(b)

Migration Office: Pakistan Area: The Middle East  
Operational Environment Risk Rating: D

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

- Processing of these lines of business are primarily now the function of \_\_\_\_\_ offices. Islamabad volumes are negligible and would be limited to rare complex or urgent files.

Migration Office: Pakistan Area: The Middle East  
Operational Environment Risk Rating: D

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated, if available.. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

#### Islamabad

##### SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan-Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)	Other
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

##### Actual Events (Please indicate the actual # of events performed)

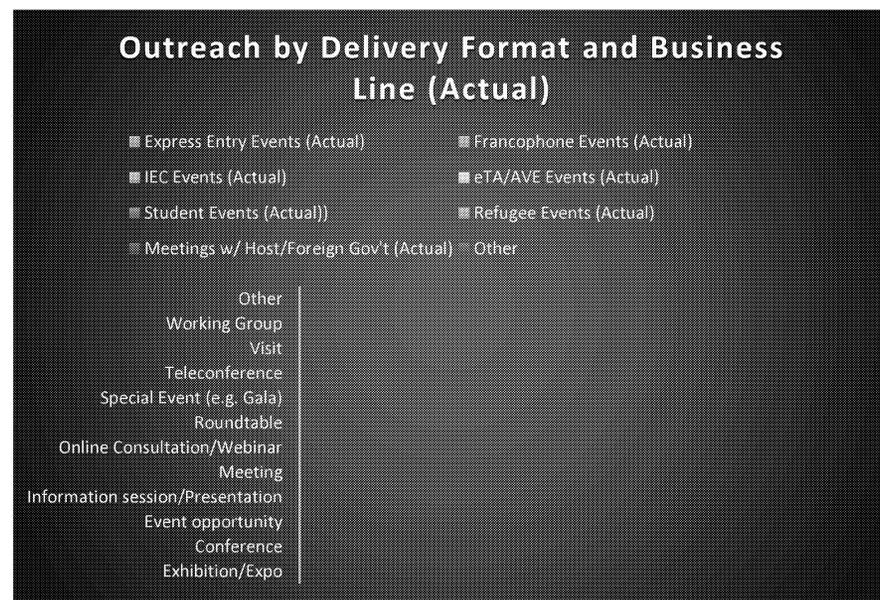
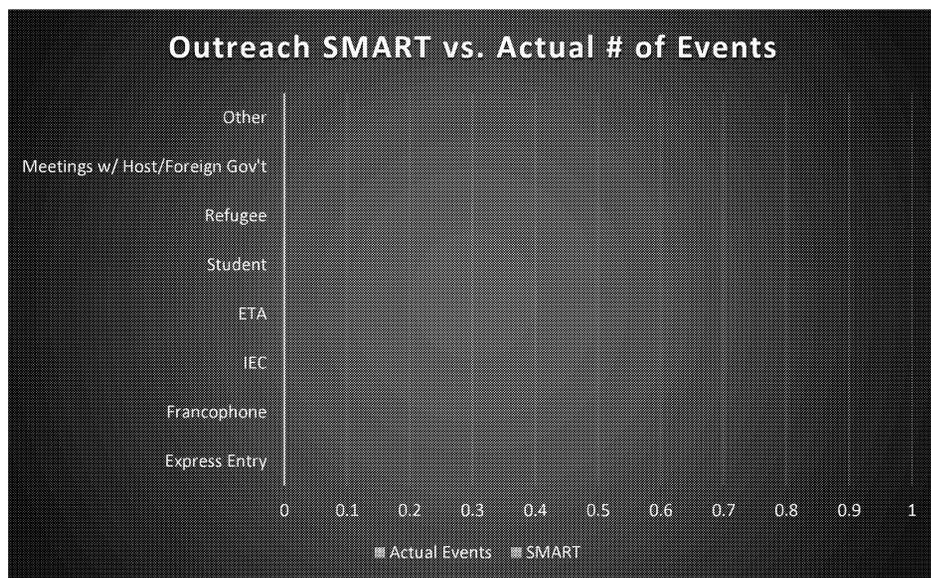
Delivery Format / Format de livraison	Express Entry Events	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other

Migration Office: Pakistan Area: The Middle East  
Operational Environment Risk Rating: D

(Actual)									
Exhibition/Expo									
Conference									
Event opportunity									
Information session/Presentation									
Meeting									
Online Consultation/Webinar									
Roundtable									
Special Event (e.g. Gala)									
Teleconference									
Visit									
Working Group									
Other									
<b>Total</b>	<b>0</b>								

Business Line	SMART	Actual Events
Express Entry	0	0
Francophone	0	0
IEC	0	0
ETA	0	0
Student	0	0
Refugee	0	0
Meetings w/ Host/Foreign Gov't	0	0
Other	0	0
<b>Total</b>	<b>0</b>	<b>0</b>

Migration Office: Pakistan Area: The Middle East  
 Operational Environment Risk Rating: D



#### Migration Diplomacy / Outreach (RIO, RM)

- Describe the type and frequency of contact with local officials.
  - Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
  - Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
  - Describe participation in local and international fora.
  - Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

- s.15(1)(i)i)
- s.16(1)(b)
- s.16(1)(c)
- s.21(1)(b)

Migration Office: Pakistan Area: The Middle East  
Operational Environment Risk Rating: D

- The Islamabad IRCC office was relatively recently a full service office. However, most PR processing has been transferred to [redacted] and most TR processing has been transferred to [redacted]. The primary lines of business for Islamabad now are Privately Sponsored Refugees (PSRs), Risk Assessment and a high-volume of anti-fraud work, reporting and liaison.
- The Islamabad IRCC office works in a challenging environment in a number of ways.
  - Significant network work-sharing innovations [redacted] and our various activities in support make Islamabad a key innovator in co-processing, network-leveraging, and direct application of the Integrated Network model. Innovative use of the VAC platform and GCMS (though slow), facilitate co-processing between the three offices.
  - Islamabad's RAU is contributing to the continued evolution of the Risk Assessment Network.
  - The primary focuses for reporting out of Islamabad are refugee and humanitarian resettlement issues, fraud and program integrity reporting, and local environment reporting to assist decision-makers elsewhere in the Integrated Network.
  - Promotion and Recruitment is not a primary focus in Islamabad at this time. Canada is already a leading country of intended immigration in Pakistan.
- There are three VACs in Pakistan and none in Afghanistan. VACs in Pakistan are located in Islamabad, Lahore, and Karachi. The VAC relationship is primarily handled by the BVO in [redacted]. VACs send passports to the Islamabad IRCC office for eventual visa printing (or refusal letters) and the [redacted] applications are sent [redacted] for processing. We recently consulted with our [redacted] counterparts who also have their processing conducted in [redacted] regarding the possibility of passports being sent [redacted] directly. They advised that this facility is not actually conducive to efficiencies given the added time of transporting the passports and that they will largely be reverting to procedures similar to ours.
  - ETA has to date not had a significant impact for our area of responsibility, at least insofar as our operations are concerned. [redacted] could be consulted for further information if required.

## Promotion and Recruitment (RM)

### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

Migration Office: Pakistan Area: The Middle East  
Operational Environment Risk Rating: D

**s.15(1)(ii)**  
**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

#### Local labour market snapshot

- No significant programs are expected to produce results that will alter this outlook where IRCC would be concerned in the short to medium term. Nonetheless, Pakistan slowly does progress in its initiatives to reform its education system.

#### Key sectors or regions for P&R

- P&R is not a significant activity for the Islamabad office at present.

#### Key stakeholders

We will participate in several education fairs in 2018/2019 in support of GOC objectives in attracting students.  
There are no significant relationships for IRCC at this time with provincial representatives. GAC maintains significant ties.

- Engagement and outreach will continue to part of the evolving work of the office including through identifying potential missions/ELN/centres of expertise with which to cooperate on overseas promotion.

s.16(2)  
s.21(1)(b)

Migration Office: Pakistan Area: The Middle East  
Operational Environment Risk Rating: D

#### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
  - Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
  - Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

This has been minimal but there will be some activity in 2019 including through participation in Student Fairs and engagement with the broader network including through REML requests.

#### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

Type your answer here:

- CN typically sends file by \
- Roughly 10 litigation files last year, sent by

s.15(1)(i)

s.21(1)(b)

Migration Office: Pakistan Area: The Middle East

Operational Environment Risk Rating: D

### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

Type your answer here:

Due to the nature of Islamabad as a Hardship V post with mission/community-provided services and facilities, there are more committees and mission-wide obligations and involvement than in other missions. IRCC CBS participate in mission Security, Canada Club, OHS, Operations, Mission Management, LES and other committees.

CBSA is housed within the IRCC section and there is some overlap in use of LES and office resources. This is viewed as collaborative and cooperative rather than exploitative at this time.

Other meetings are held with concerned host-government departments as required/requested. These are often facilitative in nature, to help them better understand our legislation and process.

### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?

s.16(1)(c)

s.21(1)(b)

Migration Office: Pakistan Area: The Middle East

Operational Environment Risk Rating: D

- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

Type your answer here:

There are three VACs in Pakistan located in Islamabad, Karachi and Lahore. Oversight of the VACs is largely the purview of the BVO Islamabad liaises regularly with the Islamabad VAC on operational issues such as scheduled and unscheduled closures, technical issues and transfer of equipment to and from Canada.

Islamabad did not experience any particular challenges related to contract changes nor, given biometrics had previously been required with biometrics expansion.

There are no VACs in Afghanistan and the country of responsibility for all applications GAC personnel are in regular contact with Islamabad for queries and advice.

#### Other

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

Type your answer here:

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

s.21(1)(b)

s.21(1)(d)

Migration Office: Pakistan Area: The Middle East  
Operational Environment Risk Rating: D

Type your answer here:

- The Islamabad office has recently faced the departure of several experienced LES team members. This has led to an ongoing string of staffing competitions which were unfortunately not completed last year.
- At present of 10 LES positions we have three vacant -two LE5 and one LE4 position.

At present we are necessarily filling the gaps with EMLES.

- 
- Due to fairly constant turnover in staff, there are constant training needs. The most prominent would be around GCMS.

Values and Ethics training is conducted regularly and confirmed yearly.

#### Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

Type your answer here:

Wellness of both CBS and LES is promoted whenever possible.

All are made aware of EAP programmes and encouraged to speak to each other and management about any concerns.

The section regularly participates in mission wide and IRCC only events and celebrations in office.

#### 8. RISK MANAGEMENT (RIC, IRG)

##### 2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.

Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.

Migration Office: Pakistan Area: The Middle East  
Operational Environment Risk Rating: D

Title of the Exercis/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice
<i>EXAMPLE:</i> Student Pilot Project	<i>To determine the level of compliance to the program by confirming whereabouts of students after their study program concluded</i>	QA	TR	Study Permit	N/A	South America	Mexico	J.Smith/LE-5/40hours	Sept - Oct 2018

### Risk Assessment

#### Mission Specific:

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? [*Non-RAO offices please report any ad hoc RA activities.*]
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

**s.15(1)(i)**

**s.16(1)(b)**

**s.16(1)(c)**

Migration Office: Pakistan Area: The Middle East  
Operational Environment Risk Rating: D

Type your answer here:

Islamabad is a specialized support office with very little processing responsibility that provides a support role to the rest of the Integrated Network,

- s.15(1)(i)
- s.16(1)(b)
- s.16(1)(c)
- s.17
- s.21(1)(b)

Migration Office: Pakistan Area: The Middle East  
Operational Environment Risk Rating: D

Based on all the information gathered the RAO drafts and disseminates reports and guidance documents to various offices/offices in support of decision making and program integrity/advancement in various networks.

The RAO has recently spent two weeks working on the caseload and collaborating with their RAO, and participating in a regional RAU workshop with an aim to coordinating AF efforts between all offices | Collaboration will be maintained.  
Significant liaison activities are undertaken by the Risk Assessment Officer on anti-fraud and risk issues with an established community of like-minded countries with similar visa issues.  
Likewise, there is significant engagement at the management level between Migration Five and other like-minded countries.

**Resources/Tools:**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

Type your answer here:

As our RAO supported by \_\_\_\_\_ as a case analyst. it is essential that the RAU maintains constant contact with other offices to ensure information is shared. The constant evolution of the RAO network including ; \_\_\_\_\_ will ensure close collaboration on AF trends and maintaining a close working relationship. The RAO network is working closely together using innovative tools

**9. INNOVATION & CLIENT SERVICE (RIC, RIO)**

**Client Service**

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

Migration Office: Pakistan Area: The Middle East  
 Operational Environment Risk Rating: D

As a non-processing office Islamabad has not placed much focus on client service initiatives in any standard way. The majority of enquiries are handled | as the processing office. We do monitor our Enquiry mailbox diligently and the majority of requests are for withdrawal of passports that we hold in our office and these requests are immediately actioned. The Pakistan Action Strategy contains some client service initiatives including regular posts on our social media accounts promoting e-apps etc.

Client Service Initiatives			
Country	Brief description of initiative	Expected outcomes*	Implementation Date

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

**Work-Sharing Arrangements**

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

Type your answer here:

Significant network work-sharing innovations | and our various activities in support make Islamabad a key innovator in co-processing, network-leveraging, and direct application of the Integrated Network model. Innovative use of the | and GCMS facilitate co-processing between t | Through the evolving RAU network and tools risk management and knowledge transfer will continue to improve with respect to the Pakistan caseload. RAO, in consultation with | in support of processing.

Work-Sharing Arrangements							
Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date

Migration Office: Pakistan Area: The Middle East  
 Operational Environment Risk Rating: D


\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

**Other Innovations/ Best Practices**

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

**s.15(1)(i)**

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Pakistan Area: The Middle East  
Operational Environment Risk Rating: D

Type your answer here:

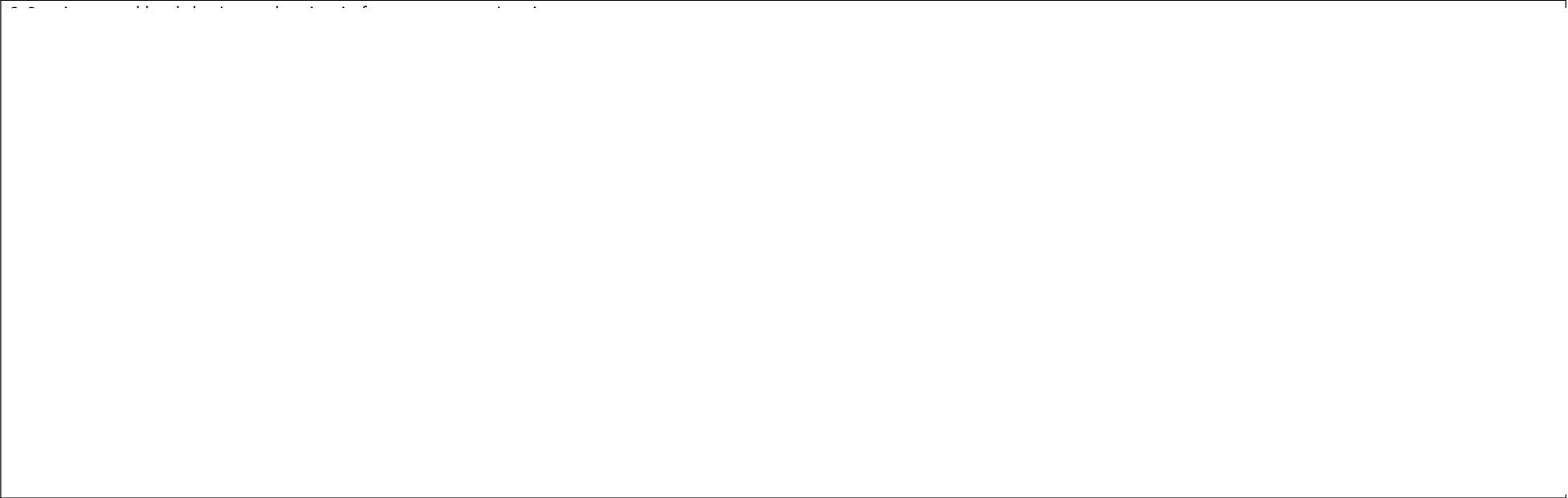
Rather than parachuting in traditional TDs , regular visits and interview trips from Officers from / would provide  
valuable knowledge gathering and sharing to support efficient processing of this caseloau.

Islamabad officers to participate in interviewing and exchange of case knowledge with processing offices to ensure consistent decision making.

Target Management for Islamabad is essentially the PSR caseload which presently is manageable with current resources.

**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

Migration Office: Pakistan Area: The Middle East  
Operational Environment Risk Rating: D



s.17

Migration Office: Jakarta Area: Southeast Asia  
Operational Environment Risk Rating: C

1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	JAKARTA
Area:	South East Asia
Office Type: (Full Service, Satellite, RPC, Specialized)	Satellite
Updated (YYYY/MM/DD)	2018/12/02
Interrelated Offices:	Singapore, Manila [AD]

Personnel		
	NAME	MITNET
MPM:		
D/MPM:	N/A	
Area Director:		
GCMS Manager:		
BVO:		
RAO:		
eTA SPOC (Single Point of Contact):	N/A	
HOM:	MACARTHUR, Peter	344-3200
GAC Regional Director:		
CBSA LO:		
MOF:	TBC	TBC
IEC SPOC:	N/A	
P&R SPOC:		
Litigation SPOC:		
CBS Names:     <b>Total # : 2</b>		
LES		

Migration Office: Jakarta Area: Southeast Asia  
Operational Environment Risk Rating: C

DMO # :  
DMO(TR)#:  
Other support staff # : 2

**Total # : 2**

**Emergency LES**

Total number of months in 2018: 6

**TD**

Total number of weeks in 2018: 2 (MPM replacement)

Migration Office: Jakarta Area: Southeast Asia  
Operational Environment Risk Rating: C

## 2. TERRITORY OVERVIEW

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Timor-Leste	C	1,291,358			9		0			
Indonesia	C	260,580,739			16604					
Other	#N/A	#N/A			71		2			
<b>TOTAL:</b>				<b>0</b>	<b>16,684</b>		<b>0</b>			

## TERRITORY RISK OVERVIEW

Caseload Risk				Operational Environment Risk				
Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	Notes
Timor-Leste	38		0.1%	Singapore		YES		

Migration Office: Jakarta Area: Southeast Asia  
Operational Environment Risk Rating: C

Indonesia	37	99.5%	Singapore	YES
Other	#N/A	0.4%		

\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

Les couleurs utilisées dans les tableaux sont basés sur les indices suivants :

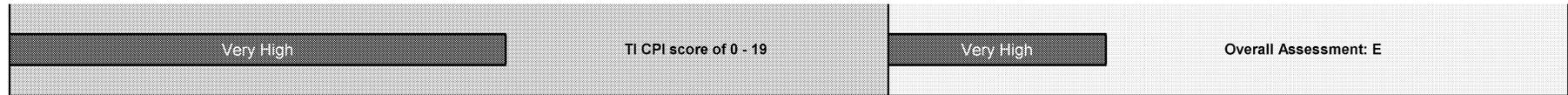
- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

KEY: Caseload Risk Level (Transparency International CPI)		KEY: Operational Environment Risk Level (Economist IU Risk Rating, Overall Assessment)	
	Not Rated		Not Rated
Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A
Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D

s.16(1)(b)  
s.16(1)(c)

Migration Office: Jakarta Area: Southeast Asia  
Operational Environment Risk Rating: C



### 3. PERMANENT RESIDENT OVERVIEW

## Permanent Resident

### Jakarta

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)	Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Economic	-	-	-	2018 (Jan - Aug)	Events	-		
	Family Class	-	-	-		Verifications	-		
	Humanitarian	-	-	-		H&C	-		
	<b>TOTAL</b>	<b>0</b>	<b>0</b>			Misrepresentation	-		
2017	Economic	-	-	-	2017	Events	-		
	Family Class	-	-	-		Verifications	-		
	Humanitarian	-	-	-		H&C	-		
	<b>TOTAL</b>	<b>0</b>	<b>0</b>			Misrepresentation	-		
2016	Economic	-	-	-	2016	Events	-		
	Family Class	-	-	-		Verifications	-		
	Humanitarian	-	-	-		H&C	-		
	<b>TOTAL</b>	<b>0</b>	<b>0</b>			Misrepresentation	-		
					<b>TOTAL</b>	<b>0</b>		<b>0</b>	

s.16(1)(b)

s.16(1)(c)

Migration Office: Jakarta Area: Southeast Asia

Operational Environment Risk Rating: C

*\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.*

### PR Trends/Issues

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

N/A

## 4. TEMPORARY RESIDENT OVERVIEW

### Temporary Resident

Jakarta

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)
2018 (Jan - Aug)	Visitor	15709		5
	Student	800		15
	Worker	87		26
	eTA	0		0
	<b>TOTAL</b>	<b>16596</b>		

Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>66</b>

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Jakarta Area: Southeast Asia  
Operational Environment Risk Rating: C

2017	Visitor	19031	6
	Student	651	19
	Worker	97	26
	eTA	2	0
	<b>TOTAL</b>	<b>19781</b>	
2016	Visitor	16820	5
	Student	593	17
	Worker	97	40
	eTA	1	0
	<b>TOTAL</b>	<b>17511</b>	

2017	Events	
	Verifications	
	Misrepresentation	
	<b>TOTAL</b>	<b>57</b>
	2016	Events
Verifications		
Misrepresentation		
<b>TOTAL</b>		<b>132</b>

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

### TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

s.16(1)(c)  
s.21(1)(b)

Migration Office: Jakarta Area: Southeast Asia  
Operational Environment Risk Rating: C

**Jakarta's TRV volumes grew by 12%** in 2018, following 15% growth in 2017.

The overall makeup of Jakarta's TRV caseload is unchanged. The vast majority of applications received in Jakarta continue to be Indonesian nationals travelling for tourism. These are primarily upper-middle and wealthy applicants, with relatively high incomes and ties to Indonesia, and who have previous international travel.

The proportion of **CAN+ cases** is a substantial portion of the caseload. By way of example, for applications submitted via VAC, over 70% qualified as CAN+ in 2017 and 2018.

**VAC submission** continues to be the preferred channel for TRV applicants (79%) while e-app uptake is stagnant. Given the vast majority of the TRV applicants continue to use the services of travel/visa agents for form filling, submission to VAC, and passport delivery, encouraging e-application uptake post biometrics expansion will be a challenge. The convenience offered by e-apps is limited when compared to submission via VAC using a travel agent. However, SP and WP applicants (or more accurately, their agents) are increasingly applying online. Over 70% of SPs were submitted online in 2018.

**In-person submission** is restricted to officials and diplomats and has historically represented approx. 5% of our intake. We expect in-person submission to decrease in 2019 as most officials will be required to visit the VAC to provide biometrics.

**Work permit** volumes increased 50% in 2018, but still remain low. The caseload continues to be primarily low-skill workers including agriculture, seafood processing, and caregivers.

**Study permit** volumes increased by over 50% in 2018 while average processing times were well within departmental service standards at 15 days. Our outreach efforts to promote e-apps to students and education agents have yielded good results: 70% of Jakarta SPs were submitted online in 2018, compared to 59% in 2017.

**ONLINE vs PAPER applications:** Jakarta harmonized paper/eapp processing times this year by using Hiraya for e-app triaging and dedicating morning processing to e-apps to take advantage of better bandwidth speeds. While the office has been able to offer equal processing times

s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

Migration Office: Jakarta Area: Southeast Asia  
 Operational Environment Risk Rating: C

## 5. OTHER APPLICATIONS OVERVIEW

### Other Applications

Jakarta				
Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	45		4
	PR renunciation	43		2
	TRP	0		-
	ARC	0		-
	Rehabilitation	-		-
	<b>Total</b>	<b>88</b>		
2017	PRTD	73		13
	PR renunciation	55		1
	TRP	0		-
	ARC	0		-
	Rehabilitation	-		-
	<b>Total</b>	<b>128</b>		
2016	PRTD	112		5
	PR renunciation	74		0
	TRP	1		-
	ARC	1		-
	Rehabilitation	-		-
	<b>Total</b>	<b>188</b>		

\*Stats supplied by  
 OPPB

Migration Office: Jakarta Area: Southeast Asia  
Operational Environment Risk Rating: C

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

**PRTD and PR renunciation volumes** are down slightly in 2018 while overall caseload composition is unchanged.

The improvement in processing times on these cases (13 days to 4 days) was due partly to a small number of complex cases in 2017 that skewed the overall average. We have also gained efficiency by emailing any TRV applicant identified at initial review stage as a former/current PR to explain the residency requirement, and provide instructions for applying for a PRTD or voluntary renunciation.

TRPs and ARCs are rare in our caseload (2 ARCs processed in 2018 after stats in Tab IV were compiled.)

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated, if available.. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

Migration Office: Jakarta Area: Southeast Asia  
Operational Environment Risk Rating: C

## Jakarta

### SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan-Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)	Other
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

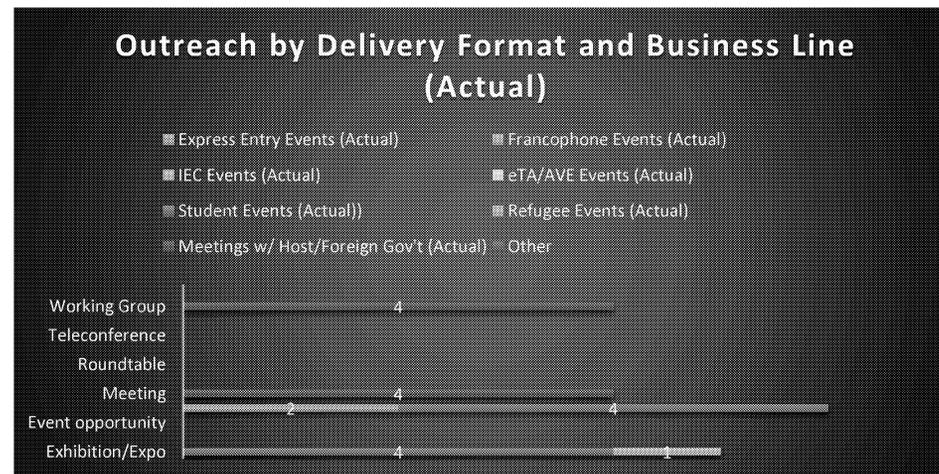
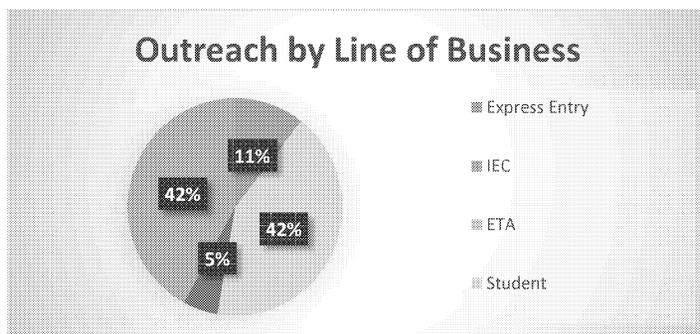
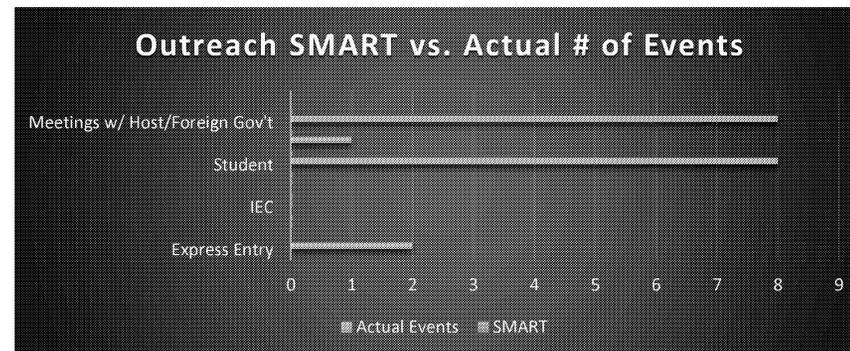
### Actual Events (Please indicate the actual # of events performed)

Delivery Format /Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/Expo						4	1	
Conference								
Event opportunity								
Information session/Presentation		2				4		
Meeting								4
Online Consultation/Webinar								
Roundtable								
Special Event (e.g. Gala)								
Teleconference								

Migration Office: Jakarta Area: Southeast Asia  
Operational Environment Risk Rating: C

Visit									
Working Group								4	
Other									
<b>Total</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>1</b>	<b>8</b>	<b>0</b>

Business Line	SMART	Actual Events
Express Entry	0	2
Francophone	0	0
IEC	0	0
ETA	0	0
Student	0	8
Refugee	0	1
Meetings w/ Host/Foreign Gov't	0	8
Other	0	0
<b>Total</b>	<b>0</b>	<b>19</b>



**s.15(1)(i)**  
**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

Migration Office: Jakarta Area: Southeast Asia  
 Operational Environment Risk Rating: C

**Migration Diplomacy / Outreach (RIO, RM)**

- Describe the type and frequency of contact with local officials.
- Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
- Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
- Describe participation in local and international fora.
- Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

*NB: Jakarta outreach activities for 2018 have been updated in SMART calendar retroactively, starting 30/11/2018*

**INDONESIA**

**Host government/Bilateral issues:**

We have regular contact with host government and the relationship is generally very good. We continue to offer in-person submission of diplomatic and official applications which are processed well within posted service standards.

We will continue to work closely with our GAC colleagues to ensure that IRCC policies remain consistent with the overall GoC engagement strategy towards Indonesia.

In 2018 we met with host government officials cooperation/collaboration include ; building and outreach related to This included meetings with Areas of as well as courtesy calls with CBSA and GAC officials to discuss training/capacity

Relations between the Migration Section and Indonesian MFA are strong. Officials continue to benefit from fast, in-person visa service. Outreach efforts are ongoing and will continue to be required in 2019 to sensitize officials to the new biometrics requirement.

**TIMOR LESTE**

**Host government/Bilateral issues:**

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Jakarta Area: Southeast Asia

Operational Environment Risk Rating: C

Relationship is good but contact is minimal as visa volumes from Timor Leste (including officials) are minuscule. Outreach with Timorese officials was conducted earlier this year related to biometrics expansion. We have also developed an English-language instructional guide for submitting online applications that we have shared with officials in Timor Leste and at their Embassy in Jakarta. As there is no VAC service in Timor Leste, we work closely with all mission programs (esp DND and GAC/DA) to ensure facilitation wherever possible for Timorese contacts.

#### **Liaison with partners**

IRCC/Jakarta remains an active member of the **Jakarta Anti-Fraud Working Group**. We continue to meet with rotating hosts. This has been a very useful forum for IRCC/Jakarta to date, both for up to date fraud trends and analysis, sharing best practices, and also as a forum for M-5 partners to discuss other program issues including centralization, use of VACs, biometrics expansion and client outreach. Canada normally and will continue to do so in 2019.

IRCC/Jakarta represented Canada this year at a Human Trafficking course at the **Jakarta Centre for Law Enforcement Cooperation (JCLEC)** funded by GAC/RCMP, including opening remarks.

IRCC/Jakarta continues to work with our FPDS colleagues to contribute to the mission's **public advocacy** mandate. Examples in 2018 included IRCC participation in various social media campaigns (including launch of Instagram), a presentation on Canada's resettlement programs at the Festival Film Dokumenter in Yogyakarta, and participating in the IOM Global Migration Film Festival.

We had increased contact with **IOM** and **UNHCR** in 2018, and have further strengthened these relationships as a result. JKRTA assisted with processing of three urgent resettlement cases threatened with deportation. We have also supported multiple incoming visits from OGDs related to the renewal of Canada Migrant Smuggling Prevention Strategy.

#### **Regional trends to watch**

- - - -

#### **Indonesian Presidential Election 2019**

s.15(1)(i)  
s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

Migration Office: Jakarta Area: Southeast Asia  
Operational Environment Risk Rating: C

Indonesia is preparing for a national election in April 2019.

## Promotion and Recruitment (RM)

### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

s.15(1)(i)  
s.16(1)(c)  
s.20(1)(c)  
s.21(1)(b)

Migration Office: Jakarta Area: Southeast Asia  
Operational Environment Risk Rating: C

Indonesia is a classic labor-surplus nation and sends thousands of low-skilled workers every year to countries in the Middle East and elsewhere in Asia, particularly neighboring Malaysia. With the world's fourth largest population (250 million), economic growth is primarily powered by a young population, and domestic private consumption fuels about 60% of the economy.

The numbers of workers destined for Canada is modest (115 WP applications received so far in 2018) and consists primarily of low-skilled workers in agriculture and seafood processing, caregivers, and a small number in the oil/gas sector, mining and pulp and paper. The numbers have remained low since changes to TFW regulations in 2014.

The 2016 MOU between \_\_\_\_\_ and the Indonesian Ministry of Manpower has so far only resulted in the successful recruitment of \_\_\_\_\_ workers to Canada, fewer than anticipated.

#### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
- Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

Migration Office: Jakarta Area: Southeast Asia  
 Operational Environment Risk Rating: C

*NB: Jakarta outreach activities for 2018 have been updated in SMART calendar retroactively, starting 30/11/2018*

#### **Education Promotion**

IRCC/Jakarta is increasingly active in education promotion activities alongside the Trade Section. This includes participation in EduCanada study fairs, meetings and presentations to schools and education agents, pre-departure sessions and coordinating study permit related content on mission social media accounts. We recently held a biometrics information session specifically for education agents.

For FY2019/20, Indonesia has been ungraded to “High Value Market” status by EduCanada. Discussions are already underway to identify where IRCC can support new/increased promotion activities in 2019.

#### **Express Entry/PR**

P&R efforts on immigration programs are minimal. Interest among Indonesians in immigrating to Canada (and other countries) remains low. Indonesian nationals make up only a tiny fraction of PR landings in Canada annually (less than 500 landings in 2018). Interest in Express Entry comes primarily from students and their parents. We continue to incorporate EE content into the content presented at Education Fairs and info-sessions.

Jakarta has limited engagement with P&Ts. British Columbia opened an office in Jakarta in 2016 and we maintain a good relationship with the country rep for Indonesia. IRCC will continue to work closely with Trade Section to identify where IRCC involvement can add value to incoming missions from P&Ts.

Key stakeholders in the area of **labor migration** include the Indonesian Ministry of Manpower, labour migration NGOs, employers and placement agencies (eg: Yonasindo, SBI).

#### **Records Management (RIS)**

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

s.16(2)

s.21(1)(b)

Migration Office: Jakarta Area: Southeast Asia  
Operational Environment Risk Rating: C

**PR files from Canada = N/A**

**Litigation/ATIP:** Jakarta processes less than 25 file requests per year.

**File storage:**

**File destruction:**

#### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

s.21(1)(b)

Migration Office: Jakarta Area: Southeast Asia  
Operational Environment Risk Rating: C

Both CBO and LES are very active on **Mission Committees** (five in 2018/2019). MPM has been asked to act as duty manager in HOM's absence and IRCC/CBS are regularly asked to assist with staffing processes/panels for other mission programs.

**Canada's Mission to ASEAN** is co-located with the Mission to Indonesian and Timor Leste. IRCC/Jakarta regularly collaborates with ASEAN mission colleagues on a number of regional migration related issues, including the ASEAN SEED Scholarship program. Jakarta took a leadership role in South East Asia in working with the ASEAN Mission and IRCC/Manila, to develop and deliver concierge service for SEED scholarship applicants this year. The SEED scholarships were announced by PM Trudeau during his attendance at the ASEAN summit in Manila in 2017 and is a very high profile deliverable for the GoC.

IRCC/Jakarta was involved in two visits in 2018 from GAC/IFM related to the **Canada's Migrant Smuggling Prevention Strategy**. This included providing input for briefing materials and accompanying the delegation to meetings with partners and host government. We will continue to work closely with GAC colleagues to ensure that IRCC is actively involved in any Canadian engagement on migration issues in the region in 2019.

**Collaboration between IRCC, DND and RCMP** continues grow in Jakarta. We have an effective referral system in place to identify delegations and training participants in advance to allow for faster screening and processing. OGDs have expressed high-level of satisfaction with IRCC client service for their contacts.

JKR/IRCC provided tailored **information sessions** in 2018 to Consular staff and program assistants on handling client inquiries and Visa Section Values & Ethics 101. We also offered a refresher on visa referral procedures to new program managers. We will continue to refine these offerings in 2019.

**VACs & Biometrics:**

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Jakarta Area: Southeast Asia  
Operational Environment Risk Rating: C

**VAC oversight** in our AOR has been straightforward and we anticipate no change following closure of Surabaya VAC and opening in Bali. The November 2018 closure of VAC/Surabaya went smoothly. Low volumes in Surabaya meant there were very few active cases remaining when the new contract took effect. VAC/Bali is operating as planned with no service issues identified to date. Annual VAC visits (announced & unannounced) are easy to conduct from Jakarta/Singapore. Planning is underway for a Bali/VAC visit with BVO/SPORE in early 2019.

**Biometrics expansion**

Currently, the vast majority of JKRTA applicants do not fill their own forms, do not visit the VAC and do not pay processing fees themselves. This is all done by travel/visa agents. The requirement to physically visit the VAC for biometrics collection will represent a major change for our clientele. As a result, our outreach efforts have focused on travel/visa agents and education agents active in the Canadian market. Embassy social media channels have been found to be less effective compared to direct communication (email and in-person information sessions) with agents.

JKRTA's **biometrics outreach strategy** was refined through interviews with key industry contacts. Two characteristics of the Indonesian market we identified are (a) relatively high price sensitivity and (b) demand for convenience. With this in mind, we've modified the departmental BioX comms materials to emphasize Canada's relative value vs. other travel destinations, including 10 year validity of biometrics. Our info sessions explain in detail the new VFS appointment system for biometrics. Our "How to Apply online" guide has also been made available to agents and clients.

**Other**

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

s.16(2)

s.21(1)(b)

Migration Office: Jakarta Area: Southeast Asia  
Operational Environment Risk Rating: C

**Bandwidth**

Bandwidth in Jakarta was upgraded in December 2017, upgrade in February 2018, speeds improved considerably.

However, following the Quality of Service (QoS)

In October 2018 Jakarta had an additional bandwidth upgrade to 10MB Support about the possibility of additional QoS upgrades given our new bandwidth capacity.

We have requested more information from IN/Mission

7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

**Staffing and Training**

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

s.19(1)  
s.21(1)(b)  
s.21(1)(d)

Migration Office: Jakarta Area: Southeast Asia  
Operational Environment Risk Rating: C

### Human Resources

Jakarta held its first **LES competition** in many years in 2018, resulting in a new LE04 program support staff member joining the team in April 2018. The new member has made a smooth transition into the team and has successfully met mid-year performance expectations and training goals. She is also active on several mission committees and has represented IRCC very competently.

IRCC is working with Common Services team to organize mission wide retirement counselling session for LES in early 2019.

The traditional clerk/receptionist workload has shifted with the change to online only payments, reduced client access at the window and shift towards online processing. Clerical functions such as cost recovery and passport transmission consumes less time per day than in the past.

The clerk position would be more valuable if used for higher level functions such as responding to client email inquiries, triaging VAC cases, file review/pre-assessment, MPM admin support and verifications.

**Funds for LES OT** have been available when required. Common Services section regularly updates each section via CMM on LES OT usage rate. LES OT is typically only accrued during student fairs (twice a year) and occasional outreach events or site visits.

For the last eight years, JKRTA has employed one EMLES staff for the maximum allowed number of days per calendar year to assist during peak season (April to October) when approximately 70% of TR applications are received. The EMLES resource assists with file in-take, file management, assists the visa printer and serves as back up to cover for staff absences.

### Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

Migration Office: Jakarta Area: Southeast Asia  
Operational Environment Risk Rating: C

IRCC/Jakarta has been actively involved on both the mission social committee and the 2018 GCWCC campaign. Our new IRCC team member was encouraged to join social committee and LES MCB and has been actively involved in planning the all-staff retreat slated for early 2019.

8. RISK MANAGEMENT (RIC, IRG)

**2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019**

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.  
Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.

Title of the Exercis/Titre de l'exercicee	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/ Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice
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s.15(1)(i)i)

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Jakarta Area: Southeast Asia  
Operational Environment Risk Rating: C

We are active members of the **Jakarta Anti-Fraud Working group**. We continue to meet , with rotating hosts. This has been a very useful forum for IRCC/Jakarta to date, both for up to date fraud trends and analysis, sharing best practices, and also as a forum for M-5 partners to discuss other program issues including centralization, use of VACs, biometrics expansion and client outreach. Canada hosted in 2018.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Jakarta Area: Southeast Asia

Operational Environment Risk Rating: C

**Resources/Tools:**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

Thanks to our work-sharing and TDs in 2018, JKRTA officers were able to gain more experience with info-sharing data, Hiraya and some of the RA tools used regionally.

**9. INNOVATION & CLIENT SERVICE (RIC, RIO)**

**Client Service**

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

Migration Office: Jakarta Area: Southeast Asia  
 Operational Environment Risk Rating: C

**Client enquiries** are received by email to JKRTA-IM mailbox at a rate of approx. 10-20 per day. Our Case Analyst (LE6) and Program support staff (LE4) share responsible for daily management. Standard replies are used where possible. Complex inquiries are triaged to an officer for response as required. Inquiries are responded to within one week. All staff share access to the public inquiry inbox. Responses are saved for re-use as well for oversight/QA purposes. Current volumes are manageable using Outlook functionality for tracking and filing. We consult larger offices as required to share best practices on triage, tracking and use of standard replies.

**Mission social media accounts** are managed by FPDS/Advocacy section. There is regular demand in Jakarta for social media content from all sections. We are invited to provide content via a mission-wide content calendar. The overall amount of visa/immigration related social media content did not increase in 2018 as we prioritized more targeted outreach efforts, especially for biometrics expansion. The heavy reliance on agents in our market (for all TR apps) means very few applicants follow mission social media for visa information.

JKRTA/FPDS launched an **Embassy Instagram account** in 2018 (@canadainindonesia) IRCC/JKRTA continues to support the development of this new social media channel by promoting it during our education outreach events and by inviting select visa clients to follow/post on the Embassy page during/after their visits to Canada. For example, in September 2018, a delegation of 130 Indonesian students from an Islamic private school visited Kamloops, BC on an educational exchange. IRCC outreach helped ensure photos from their visit were featured on our Instagram page. The account recently passed 1000 followers.

### Client Service Initiatives

Country	Brief description of initiative	Expected outcomes*	Implementation Date
Indonesia			Ongoing (Jan 2019 target)
Indonesia / Timor Leste			Underway
Indonesia / Timor Leste	Develop and disseminate a PDF guide with screenshots showing end to end process of submitting an online application		Completed November 2018.

**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

Migration Office: Jakarta Area: Southeast Asia  
 Operational Environment Risk Rating: C

			Bahasa language version targeted for Jan 2019
*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.			

**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

Migration Office: Jakarta Area: Southeast Asia  
 Operational Environment Risk Rating: C

### Work-Sharing Arrangements

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

- See table below for work-sharing arrangements currently in place in Jakarta
- One subset of the Jakarta caseload that should be considered for centralization is **CAN+ e-applications**. This has been flagged previously and now with the introduction of biometrics, the case for centralizing these files in only strengthened.

### Work-Sharing Arrangements

Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Jakarta Area: Southeast Asia

Operational Environment Risk Rating: C

### Other Innovations/ Best Practices

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

#### New Tools

Jakarta CBS adopted Hiraya for e-app processing in 2018. Use of Hiraya enabled us to increase our work sharing contribution as we were able to increase our eapp processing speeds by at least 25%.

Our next step for 2019 is to incorporate use of Chinook for both CBS decision makers and our LES case analyst. Planning is underway for regional training.

Bandwidth improvements and QoS upgrades have enabled JKRTA/IRCC GCMS users

## 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.

Migration Office: Jakarta Area: Southeast Asia

Operational Environment Risk Rating: C

- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Since the 2018 INIMP, the AD role for S. E. Asia has been in full swing and has taken great steps to organize and develop a coordinated approach to regional Management.

Consistent with the 2018 INIMP, three key priorities remain for S. East Asia:

### **1. Innovation:**

The ever increasing intake volumes of TR means this region needs to be nimble and be able to strategically manage inventories while remaining alert to urgent cases. All Offices are seeing double digit intake growth. Previously quiet markets, like Bangkok, are experiencing 20% growth since coming into service standard. Jakarta continues to stay strong with 12% growth in 2018.

While there have been some positive changes in offices due to QoS and bandwidth increases,

The innovation plan remains multifaceted and includes:

- a) Further investment on refining our facilitation streams
- b) streamlining application processing and the use of processing support tools [Chinook];
- c) validating and monitoring the established performance metrics and monitoring in comparison to the matrixes;
- d) Refining forecasting tools to support our articulation of processing gaps and opportunities.

Time, resources and effort have been invested into innovation and the strategic management oversight and real processing gains are already being realized.

### **2. Hub and Spoke Model:**

In response to growth and supported by our innovation agenda, S. E. Asia has moved to an e-app TR application hub and spoke model to leverage available capacity in the region with the aim of providing client service within departmental standards and providing balance for offices experiencing staggering program growth [HCMC]. The model incorporates cross-training on localized knowledge and risk and to integrate quality assurance exercises in real time to assess risk management and decision making.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Jakarta Area: Southeast Asia

Operational Environment Risk Rating: C

### **3. Preparing for the future:**

As some of PR work becomes centralized, business plans and resourcing plans are being reviewed to align capacity with available work. Permanent Resident processing and the updated triage criteria means that PR holdings will potentially decline and that we may see a reduction in PR FD processing in 2018 and 2019. What will be the challenge to articulate thoughtfully is the volume/complexity of peer reviews being undertaken for CN/DN. The GMCS will assist in transparently capturing volumes and complexity of the requests being sent to VOs. The necessity and value of this tracking cannot be highlighted enough as it is integral to the sound resourcing of IRCC's centralized delivery model. Beyond the volumes, the complexity of the support will need to be closely tracked to ensure sufficient skilled resourcing to support the model.

Efforts continue within the region to refine and define risk management opportunities within the PR processing lines of business as well as efforts are underway to cross-train staff to assist with the processing of PR cases, leveraging the experience that has been developed through TR processing support. The growing volumes of Refugee cases destined for coupled with the significant increase in TR processing means

The printing/COPRs for centralized work will continue to come to the region and in particular, which means the work at the LE 3 and 4 levels will continue. Admissibility issues exist in several PR countries. New triage criteria are expected and will need to be closely reviewed to ensure they are value added and merited. DNA testing is undertaken by both processing offices when issues come to light with documents or add-on dependants.

#### **Temporary Resident Processing:**

All offices have experienced challenges in 2018 at one time or another related to processing times [but for and all have managed significant double digit growth. Both HCMC and Singapore are neck and neck with their significant 32% TR growth, with Bangkok tracking at 20% growth, Manila 17% and Jakarta another 12%. On the bright side thanks to regional work sharing, for much of the year, the offices have been at or under service standards including HCMC. This is formidable given in 2016 that office processed a mere 18K of applications and in 2018 will processing near 46K.

Early 2018 growth predictions have signalled continued exceptional growth in the region. The forecasting model being used in the region has been very helpful in predicting growth and has shown a solid degree of accuracy. Using a blend of historic growth trends and then adjusted by using on the ground intelligence, the forecasting for HCMC was shy by a few hundred applications in its projections. Having a good handle on growth projections supports oversight and stewardship efforts as the analysis and recommendations are being supported by solid data. Investments for 2019 will support the expected growth and will also support a regional processing approach.

**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

Migration Office: Jakarta Area: Southeast Asia  
 Operational Environment Risk Rating: C

**Regional Work-sharing, Strategic TDs, and Target Management**

- Describe initiatives in your area that leverage GCMS and IRCC’s integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as “strategic TD” with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area’s PR targets in 2018, including reallocation within the Area and communication with INHQ.

Type your answer here:

SEA operates with a Hub and Spoke model with reviewing regional capacity and intake each Monday and then distributing e-apps and some paper files within the region for processing based on capacity. has also continued intra-regional work sharing with North Asia through processing e-apps. This work sharing is quite developed and integrated into the offices and has brought great returns in terms of evening out capacity issues while providing rich job packages for staff.

To support work sharing and TR management, a number of strategic TDs have taken place through the region. In addition to training/development TDs to longer processing TDs have taken place in to support knowledge transfer. For 2019, it is expected that regional TDs will continue as a means to support work sharing and officer development.

In advance of PR target discussion with RIC, two upcoming TDs in Q4 to are being undertaken in order to support the processing of PR applications from

**Global Facilitation Programs**

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Jakarta Area: Southeast Asia

Operational Environment Risk Rating: C

Type your answer here:

The Global CAN+ facilitation stream has rolled out smoothly in South East Asia and provided some capacity to innovate and work share for paper files.

While the ease of processing is helpful in streaming work, the ability to expeditiously process CAN+ applications is absolutely integral to maintaining processing times in this region.

Expanded biometrics collection may have an impact on this scheme but it remains to be seen what impact the biometrics expansion will have.

The expansion of SDS in summer 2018 has seen the stabilization of SP growth in Vietnam likely while the market adjusts. Growth this year is tracking at 3% for student permits and the volumes of SDS dropped off after the relaunch mid-year.

SDS is growing in the Philippines and is expected to continue. SP applications are up by approx. 33% in 2018 which is due to increased marketing by Canadian schools coupled with increased interest in studies abroad.

Student permits are up significantly in Jakarta which is showing over 50% growth. Outreach efforts have seen positive returns and GAC is looking to invest in this market given the high quality applicants being attracted to Canada.

## Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

Migration Office: Jakarta Area: Southeast Asia  
Operational Environment Risk Rating: C

Economic growth in S. E. Asia continues to be high with several hot economies showing 6%++ growth year over year. These hot economies are resulting in increasing middle classes with disposable income which they are keen to use for travel and for educating their children in high quality education environments. These factors mean the market growth in this region is likely to not slow down and to increase at a pace that could very well outpace our capacity to deliver. HCMC is the prime example of a hot market where growth in high double digits is coming and shows no slowing. At this pace of growth, by 2021 HCMC could reach over 400K applications.

The logistics to deliver this size of program require a lot of front planning and a need to move quickly on issues related to office configuration and staffing.

The need for policy innovations [ ] to assist in managing growth is a capacity lever much needed for these markets.

2. Climate change: This region covers a number of low lying countries and Pacific Island Countries who are likely to be impacted by rising seas. These changing climatic conditions are likely to be a significant push factor in the coming years and Canada will need to consider its role in assisting with climatic migrants and refugees.

**Future opportunities:** Initial steps to explore facilitation streams for lower risk business lines have shown some initial positive returns and have exposed some complexities.

- a) Supporting PR processing [ ] Initial planning has taken place supported by two strategic PR processing TDs in Q4 to train [ ] officers on PR processing for [ ]  
As TR growth continues [ ] and [ ] PR processing support from [ ] is one concrete avenue to provide relief.
- b) Hub and Spoke expansion: Further expansion of e-app management will take place [ ] as a means to assist offices in the management of their caseload. To support this hub/spoke plan, further cross training will be needed. The framework with the weekly regional reporting and analysis of capacity is already functioning. The expansion will look to take in additional regional overflow.
- d) Global SDS: Global SDS would be welcomed and the recommendation would be to focus e-applications in a number of growing markets in order to support the regional hub/spoke model.

Migration Office: Jakarta Area: Southeast Asia  
Operational Environment Risk Rating: C

Migration Office: Kingston Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: C

s.17

1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	Kingston, Jamaica
Area:	Latin America and Caribbean
Office Type: {Full Service, Satellite, RPC, Specialized}	Full Service
Updated (YYYY/MM/DD)	2018/12/20
Interrelated Offices:	Mexico City

Personnel		
	NAME	MITNET
MPM:		
D/MPM:		
Area Director:		
GCMS Manager:		
BVO:		
RAO:		
eTA SPOC (Single Point of Contact):		
HOM:	Laurie Peters	333-3200
GAC Director, Caribbean Engagement:		
CBSA LO:		
MOF: N/A	N/A	
IEC SPOC:		
P&R SPOC:		
Litigation SPOC:		
CBS		
Names:		
Total #: 6		
LES		

s.19(1)

s.21(1)(b)

Migration Office: Kingston Area: Latin America and the Caribbean  
Operational Environment Risk Rating: C

DMO # : 1 LE-9, 8 LE-5, 8 LE-4  
DMO(TR)#:  
Other support staff # :

**Total # : 17**  
**Emergency LES**

In 2018, Kingston has employed the following number of full time LES (per month) at the LE04 level:  
4 in January; 6 in February; 6 in March; 7 in April; 7 in May; 7 in June; 8 in July; 7 in August, 1 in October; 1 in November; 0 in December. Emergency LES were primarily used to support processing in the Seasonal Agricultural Workers Program (which begins in November and ramps up over the course of December, January, February (peak), March, and April), and the TR high season.

**TD**  
From January 8 to March 29, 2018, 1 TD officer  
spent 50% of the time assessing  
and 50% of the time processing applications for Kingston.

## 2. TERRITORY OVERVIEW

### TERRITORY OPERATIONAL OVERVIEW

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Migration Office: Kingston Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: C

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Bahamas	B	329,988	X	11	339	X				None
Cayman Islands	B	58,441	X	11	517	X				None
Jamaica	C	2,990,561		794	27810		2			None
Turks And Caicos Islands	#N/A	52,570	X		136	X				None
<b>TOTAL:</b>				<b>816</b>	<b>28,802</b>		<b>0</b>			

### TERRITORY RISK OVERVIEW

Caseload Risk				Operational Environment Risk			
Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country/territory? (Y/N) **	Notes
Bahamas	65	1.3%	1.2%	Kingston	Kingston	Y	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **

Migration Office: Kingston Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: C

Cayman Islands	#N/A	1.3%	1.8%	Kingston	Kingston	Y
Jamaica	44	97.3%	96.6%	Kingston	Kingston	n/a
Turks And Caicos Islands	#N/A	0.0%	0.5%	Kingston	Kingston	No

\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

Les couleurs utilisées dans les tableaux sont basés sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

KEY: Caseload Risk Level (Transparency International CPI)		KEY: Operational Environment Risk Level (Economist IU Risk Rating, Overall Assessment)	
Not Rated	Not Rated	Not Rated	Not Rated
Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A
Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C

Migration Office: Kingston Area: Latin America and the Caribbean  
Operational Environment Risk Rating: C

High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E

IRCC Kingston is responsible for the territories of Jamaica, the Bahamas, the Cayman Islands, the Turks and the Turks Caicos Islands.

The caseload from Jamaica consists primarily of Jamaican nationals applying for Temporary Resident Visas, Study Permits, and Work Permits, as well as Family Class sponsorships (largely spouses and dependent children). Jamaica accounts for 97.3% of the office's permanent resident caseload and 96.6% of the office's Temporary Resident Caseload and Jamaican nationals have been required to give biometrics to work, study, or visit Canada since September 2013. The Canada-Jamaica Seasonal Agricultural Workers Program (SAWP), which in 1966 was the first SAWP program implemented by Canada, remains the largest SAWP program in the Caribbean, sending approximately 10,000 workers to Canadian farms every year. Jamaica is served by two Visa Application Centres (VACs): one in Kingston (located on the south shore of the island) and one in Montego Bay in the north. As of November 2, 2018, VFS Global is the service provider for VAC services.

The caseload from the Bahamas and Cayman Islands consists largely of Study Permit applications from both nationals and third country nationals destined to post-secondary institutions in Canada, and a small number of Temporary Resident Visa applications from third country nationals resident on these islands. Citizens of these islands are eligible for travel to Canada on electronic Travel Authorizations. Until December 31, 2018, study permit and work permit applicants who are citizens of these islands are exempt from providing biometrics.

The Turks and Caicos Islands account for 0.5% of IRCC Kingston's temporary resident caseload and permanent resident applications from residents/nationals are rarely processed by IRCC Kingston.

The caseload risk is assessed as moderate for Jamaica and low for the Bahamas; for the Cayman Islands and Turks and Caicos Islands it has not been rated. The overall Environmental Risk Level for IRCC Kingston is rated as moderate.

### 3. PERMANENT RESIDENT OVERVIEW

#### Permanent Resident

s.16(1)(b)

s.16(1)(c)

Migration Office: Kingston Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: C

Kingston

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)	Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Economic	28	31	33	2018 (Jan - Aug)	Events			
	Family Class	1,411	1,119	14		Verifications			
	Humanitarian	37	21	27		H&C			
	<b>TOTAL</b>	<b>1,476</b>	<b>1,171</b>			Misrepresentation			
					<b>TOTAL</b>		<b>428</b>	<b>0</b>	
2017	Economic	29	28	42	2017	Events			
	Family Class	1,718	1,718	13		Verifications			
	Humanitarian	64	64	31		H&C			
	<b>TOTAL</b>	<b>1,811</b>	<b>1,810</b>			Misrepresentation			
					<b>TOTAL</b>		<b>562</b>	<b>0</b>	
2016	Economic	67	75	37	2016	Events			
	Family Class	2,123	2,143	16		Verifications			
	Humanitarian	27	23	29		H&C			
	<b>TOTAL</b>	<b>2,217</b>	<b>2,241</b>			Misrepresentation			
					<b>TOTAL</b>		<b>455</b>	<b>0</b>	

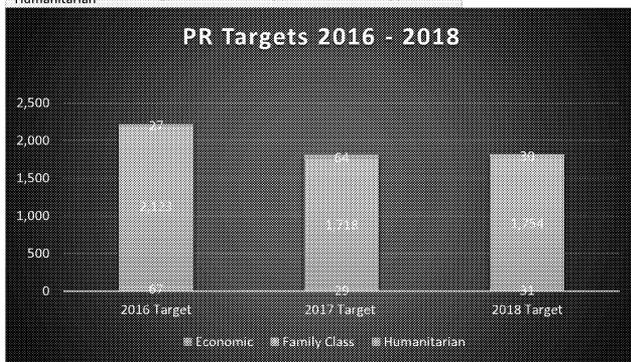
\*Stats supplied by GPP. 2018 targets current as of August 31st, 2018 and do not reflect upcoming adjustments.

Updated on December 21, 2018 by IRCC Kingston

Application Type	2016 Target	2017	2018 Target

Migration Office: Kingston Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: C

	Target		
Economic	67	29	31
Family Class	2,123	1,718	1,754
Humanitarian	27	64	30



**KINGSTON**  
 Target Achieved

Category	Target	Findecs	%
1-Québec SW	0		
2-Québec Bus	0		
3-PNP	22	22	100%
4-Caregiver	0		
5-CEC			
6-Fed Bus	0		
7-FSW & FST	9	9	100%
8-Atlantic	0		
1-FCP	1,587	1,585	99%
2-PGP	169	169	100%
1-DR	29	29	100%
2-Ref-OVS	1	1	100%

**PR Trends/Issues**

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

s.15(1)(ii)

s.21(1)(b)

Migration Office: Kingston Area: Latin America and the Caribbean  
Operational Environment Risk Rating: C

**Characteristics:**

The majority (96.6%) of IRCC Kingston's permanent resident target consists of family class applications, of which over 90% are family class priority (FCP) cases involving spouses, common-law partners, and dependent children. In late 2017 and in 2018, IRCC Kingston received a number of applications subject to the *Temporary public policy regarding requests to process children aged 19 to 21 as dependents*.

FCP processing is well within the 12 month service standard, and IRCC Kingston is meeting the departmental commitment to finalize 80% of these applications within 12 months. It is expected that IRCC Kingston will be able to keep FCP processing within departmental standards (assuming staffing and/or TD levels are maintained, and sufficient target space continues to be allocated), notwithstanding a 15% year over year increase in Temporary Resident intake (including visitors, students and workers).

IRCC Kingston also continues to examine dependants of permanent resident applicants in Canada. As final decisions on these cases are made in Canada, such efforts are not reflected in target output (which is based on final decisions).

**The Kingston permanent resident program involves challenges in the following areas:**

***Impact of complex family patterns/relationships on assessing dependents***

- Most of IRCC Kingston's permanent resident workload consists of Jamaican applicants.

- s.15(1)(i)
- s.16(1)(b)
- s.16(1)(c)
- s.21(1)(b)

Migration Office: Kingston Area: Latin America and the Caribbean  
Operational Environment Risk Rating: C

**Interviews**

- Most applications processed by IRCC Kingston involve a close review of family composition and relationships.
-

**s.15(1)(i)i)**

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Kingston Area: Latin America and the Caribbean  
Operational Environment Risk Rating: C

***Program Integrity***

- Tracking of verification activities (e.g. for documents, employment, etc.) in GCMS was emphasized in 2018.
- In addition to verification activities for cases processed by IRCC Kingston, this office completed approximately 100 verification activities in 2018 for offices in Canada,
  
- As of November 2018, IRCC Kingston had an inventory of 34 cases where the applicant required assessment to determine whether an Authorization to Return to Canada (ARC) should be issued.

***Screening***

s.15(1)(i)

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Kingston Area: Latin America and the Caribbean  
Operational Environment Risk Rating: C

<ul style="list-style-type: none"><li>• The introduction of biometrics for temporary residents in 2013 helped identify temporary resident applicants. The expansion of biometrics to all permanent resident applicants on December 31, 2018 is expected to provide additional support in IRCC Kingston's permanent resident programs.</li></ul>	
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s.16(1)(b)

s.16(1)(c)

Migration Office: Kingston Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: C

4. TEMPORARY RESIDENT OVERVIEW

Temporary Resident

Kingston

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)
2018 (Jan - Aug)	Visitor	17914		13
	Student	1153		26
	Worker	9349		15
	eTA	19		67
	<b>TOTAL</b>	<b>28435</b>		
2017	Visitor	20200		29
	Student	1570		29
	Worker	11007		25
	eTA	21		124
	<b>TOTAL</b>	<b>32798</b>		
2016	Visitor	19263		34
	Student	1685		26
	Worker	10046		28
	eTA	4		158
	<b>TOTAL</b>	<b>30998</b>		

Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>67</b>
2017	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>1,531</b>
2016	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>1,500</b>

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

s.15(1)(i)

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Kingston Area: Latin America and the Caribbean  
Operational Environment Risk Rating: C

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those *actually undertaken* by your office.

**Temporary Resident Visa (TRV) Applications:**

- Many Jamaicans have family ties (of varying degrees of strength/closeness) to Canada. As such, most TRV applications received by IRCC Kingston are from Jamaican nationals seeking to visit relatives in Canada.
- IRCC Kingston introduced CAN+ on November 1, 2017. This stream continues to represent about of TRVs
- Principal reasons for refusal:
  -
- E-Applications:
  - The proportion of applicants applying online increased only slightly from 2017 to 2018.
  - However, IRCC Kingston did observe a notable increase in e-Application uptake in November and December 2018 from Jamaican nationals following:
    - a) changes to procedures at the end of October 2018 which have successfully reduced processing times for e-Apps to equal or faster than paper applications; and
    - b) the transition to a new VAC contract, which included the introduction of a new fee for “assisted services” for paper applications, and which resulted in changes in the location and physical configuration of the Kingston and Montego Bay VACs.

s.16(1)(b)

s.21(1)(b)

Migration Office: Kingston Area: Latin America and the Caribbean  
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- Uptake of online applications is expected to continue to increase as awareness within the local population rises, including “word of mouth” reports of fee savings and faster processing times.
  - In January 2018, IRCC Kingston will also be conducting a pilot with the Jamaican Ministry of Labour for the submission of online application for Seasonal Agricultural Workers who previously participated in the program (“returning workers”).
  - Identifying urgent/high profile/OGD-referred cases:
    - Applicants themselves can fill out an “urgent request” form at the VAC. As part of the agreement with the current VAC provider, the VAC is expected to flag these requests daily by e-mail and also to bundle urgent applications when they are delivered.
    - Some applicants also write to IRCC Kingston’s general mailbox seeking urgent processing. The mailbox is carefully monitored for such messages.
    - IRCC Kingston also maintains a positive working relationship with the protocol office of the Jamaican Ministry of Foreign Affairs (MFA) to deal with VIP and official applications.
    - A referral template is available to program managers from other sections of the mission to identify their support for applications. Such referrals are sent to a dedicated “referral” inbox which is carefully monitored, and (as of fall 2018) referrals are tracked by program in GCMS.
    - The number of program referrals has decreased considerably in recent months after program managers in other sections of the mission were reminded about the process in place at VACs for flagging potentially urgent applications, and that they may advise their contacts of this process
  - Processing urgent/high profile/OGD-referred cases:
    - Officers notify the Program Manager of any potentially sensitive, high profile, or contentious cases.
  - From December 2017 to December 2018, TRV intake increased by approximately 22%, and is expected to continue to increase, particularly as Canada assumes an increasingly visible role in the region as part of Global Affairs Canada’s Caribbean engagement and as Canada continues to express openness to receiving visitors, students, and workers globally.
- Study Permit Applications**
- Study permit applications submitted by Jamaicans include applications from individuals pursuing post-secondary studies at designated learning institutions, as well as applications from dependent children accompanying parents applying for work permits.
  - The majority of the temporary resident caseload received from the Bahamas and Cayman Islands consists of Study Permit applications from both citizens of those islands and third country nationals destined to post-secondary institutions in Canada. Although the absolute volume of applications from these islands is low relative to

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other sources, the number of applications relative to total population presents a different picture, and several post-secondary institutions actively recruit in these islands.

- IRCC Kingston is monitoring the impacts on student application intake in the Bahamas and the Cayman Islands, of the mandatory biometric collection for study permit applicants which started on December 31, 2018.

#### **Work Permit Applications**

- The Seasonal Agricultural Workers (SAWP) program has experienced a small but steady yearly increase over at least the past decade. It is likely that SAWP volumes will remain relatively consistent in the 2018-2019 season (November through July). IRCC Kingston expects to receive approximately 10,000 applications.
- While numbers remain modest compared to the much larger SAWP program, non-SAWP low-skilled stream also appears to have developed into an attractive option for employers. IRCC Kingston observed a 50% increase in the volume of such applications from the 2016-2017 season to the 2017-2018 season.
- The low-skilled stream is attractive because its provisions allow employers in Canada to keep the farmers longer, and work permits issued under this stream provide more flexibility to move workers from one farm to another.
- The Jamaican Ministry of Labour is involved in the selection of workers for both programs, and submits applications for both streams on behalf of applicants. Workers for both programs are expected to undergo medical and other checks organized by the MOL before being authorized for departure.
- Given the involvement of multiple stakeholders both in Jamaica and in Canada, good communication has been the basis for successful program delivery. To support this, IRCC Kingston holds annual review meetings with stakeholders to discuss issues relevant to program delivery in Jamaica, and has established a designated e-mail box to facilitate communication. IRCC Kingston also attends the annual Caribbean Seasonal Agricultural Workers Review Meeting led by Employment and Social Development Canada and attended by all SAWP source countries in the Caribbean, as well as Canadian stakeholders.

#### **Other**

- IRCC Kingston expects to be able to maintain processing times for all temporary resident lines of business with the current level of decision maker staffing and support staff.
- Kingston IRCC receives a small number of eTA referrals, the processing of which is usually resource-intensive, particularly in cases where consultation with partners is required.

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- The transition to a new VAC contract has required significant time and attention. IRCC Kingston continues to work closely with the contractor to resolve issues as they arise.
- The screening challenges identified for permanent resident lines of business also apply to temporary resident applications.

s.16(1)(b)

s.16(1)(c)

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5. OTHER APPLICATIONS OVERVIEW

**Other Applications**

Kingston				
Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	420		11
	PR renunciation	24		10
	TRP	3		-
	ARC	13		504
	Rehabilitation	-		-
	<b>Total</b>	<b>460</b>		
2017	PRTD	589		10
	PR renunciation	58		19
	TRP	10		-
	ARC	35		181
	Rehabilitation	-		-
	<b>Total</b>	<b>692</b>		
2016	PRTD	665		10
	PR renunciation	48		37
	TRP	13		134
	ARC	43		147
	Rehabilitation	-		-
	<b>Total</b>	<b>769</b>		

\*Stats supplied by OPPB

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

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#### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

#### Permanent Resident Travel Documents (PRTDs)

- Most PRTD applicants have PR card applications in process at the time of application. However, migration offices overseas do not have access to the documentation submitted in support of those applications.
- 
- Many PRTD applications involve permanent residents (PRs) who travel to Jamaica for a holiday and who did not (due to lengthy processing times) receive their PR card before travelling. These applicants are generally under time pressure as they need to apply for and receive their PRTD within their 1-2 week stay at a resort.
- 

#### Renunciation

- If an applicant for a PRTD doesn't meet the residency obligation, but the information in the application suggests that they may actually want to travel to Canada as a visitor, IRCC Kingston phones them to ask whether they would like to consider renunciation. If the individual indicates that they would consider renunciation, then an e-mail is sent to them explaining their options. For applicants who renounce their PR status, the PRTD application is cancelled and the fee is applied to a TRV application.
- If a TR applicant is found to have status as a permanent resident, an "options" email is sent to them explaining their options (including the option of renouncing their permanent resident status).

#### Temporary Resident Permits (TRPs)

- Applications that may warrant a TRP evaluation. are sent to the Migration Program Manager or Deputy Program Manager for

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## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

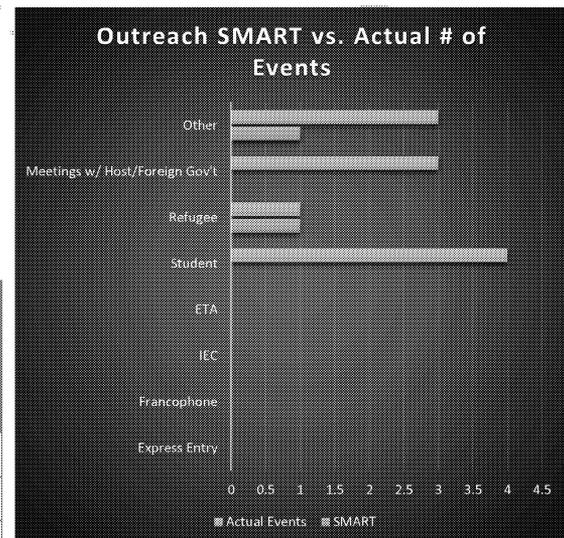
Instructions: Information from the SMART calendar for your mission has been pre-populated, if available. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

#### Kingston SMART (For Reference Only)

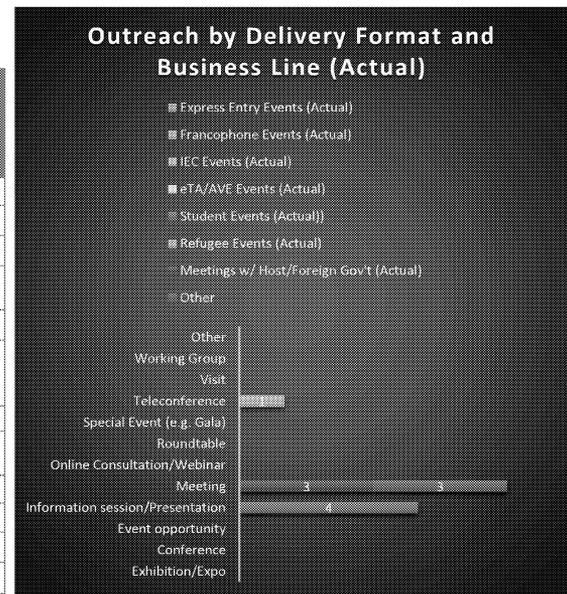
Delivery Format / Format de livraison	Express Entry Events (Jan- Oct 2018 in SMART)	Francopho ne Events (Jan-Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Forei gn Gov't (Jan - Oct 2018 in SMART)	Other
Information Session/Presentation								1
Teleconference						1		
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>

**Actual Events (Please indicate the actual # of events performed - details are from January through November 2018)**



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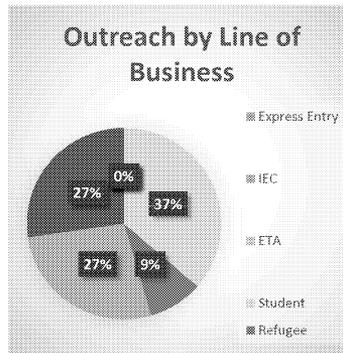
Delivery Format / Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/Expo								
Conference								
Event opportunity								
Information session/Presentation					4			
Meeting							3	3
Online Consultation/Webinar								
Roundtable								
Special Event (e.g. Gala)								
Teleconference						1		
Visit								
Working Group								
Other								
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>1</b>	<b>3</b>	<b>3</b>



Business Line	SMART	Actual Events
Express Entry	0	0
Francophone	0	0
IEC	0	0

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ETA	0	0
Student	0	4
Refugee	1	1
Meetings w/ Host/Foreign Gov't	0	3
Other	1	3
<b>Total</b>	<b>2</b>	<b>11</b>



SMART EVENT Names
KNGTN
Information session/Presentation
KNGTN - Meeting with IKA on SAWP
Teleconference
KNGTN: IOM Meeting on Pre-departure Services

#### Migration Diplomacy / Outreach (RIO, RM)

- Describe the type and frequency of contact with local officials.
  - Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
  - Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
  - Describe participation in local and international fora.
  - Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

**s.15(1)(i)i)**

**s.16(1)(b)**

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**s.16(1)(c)**

**s.21(1)(b)**

- The Seasonal Agricultural Workers Program has significant importance for the Jamaican economy. While the program has been running smoothly, the issue of the potential regularization of the status of Jamaican SAWP liaison officers in Canada remains the subject of ongoing discussion with Global Affairs Canada.
- IRCC Kingston is in frequent (weekly) contact with the Ministry of Labour about worker applications (primarily Seasonal Agricultural Worker (SAWP) cases) and with the Ministry of Foreign Affairs (largely about referrals and official visits) and hosts an annual meeting involving all operational staff involved in processing workers (including stakeholders in Canada and operational staff at the Jamaican Ministry of Labour).
- IRCC Kingston routinely attends and reports on the Employment and Social Development Canada led *Annual Caribbean Seasonal Agricultural Workers' Programme Review Meeting*, which is normally held in November.
- IRCC Kingston is in periodic contact with Jamaican law enforcement officials, child welfare officials, and the Passport, Immigration and Citizenship Agency.
- IRCC Kingston has routine meetings with the
- IRCC Kingston participates in quarterly anti-fraud meeting providing opportunities to liaise with like-minded countries
- 
- The introduction of biometrics for study and work permit applicants for applicants living on islands (such as the Cayman Islands, The Bahamas, and Turks and Caicos) where there is no Visa Application Centre may impact Canada's ability to recruit students and workers from these islands

**Promotion and Recruitment (RM)**

**Labour market overview / key sectors**

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

**s.21(1)(b)**

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**Local labour market snapshot**

Jamaica's unemployment rate is currently about twelve (12) percent. The average monthly salary in Jamaica is approximately 1,600 CAD, but many make as little as \$150 CAD per month. The youth unemployment rate is approximately double the overall rate. In 2013 it peaked at 37% but in 2018 it has dropped to 20%. Generally, Jamaica does not have labour shortages except in small highly specialized areas. There are no current or upcoming major initiatives that may negatively or positively impact the local labour market.

**Key sectors or regions for P&R**

IRCC Kingston participates in annual student recruitment and promotion events in Jamaica, the Bahamas and the Cayman Islands and uses these opportunities to promote the Express Entry program (i.e. information is delivered about studying in Canada and the Express Entry program).

There is potential to expand express entry promotion to those studying to be personal care workers in Jamaica. It has been identified by our REML coordinator that there is a shortage of personal care workers in Canada. In addition, there is potential to expand express entry promotion more broadly to post-secondary students : University of the West Indies in Kingston, Jamaica.

**Key stakeholders**

Student promotion events are organized by the trade section of the mission. IRCC Kingston is also exploring opportunities to promote immigration in the Francophone community, but under 2,000 people speak French in Jamaica. The international elementary/high school in Jamaica does host one Francophone event each year where there may be a possibility to promote Express Entry. In addition, there is an Alliance Française in Kingston and it may be possible to promote francophone immigration.

There are no provincial representatives in Kingston territory.

s.15(1)(i)i)

s.21(1)(b)

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**Activities**

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
  - Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
  - Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

**Strategy for engagement and outreach**

IRCC Kingston has reached out to the ELN in the Atlantic Region to determine the extent to which Jamaicans have taken advantage of the Atlantic Immigration Pilot Program.

IRCC Kingston has also analysed the NOC codes from applicants with Jamaican citizenship applying for permanent residence in Canada from 2012 -2016. There are a significant number of applicants applying in areas such as health care, hospitality and trucking. Further analysis is required to assess which programs applicants are applying under in order to better target P&R activities for these sectors to particular groups.

There is a small pool (estimated at under 200,000) of unemployed (or underemployed) low skilled and semi-skilled workers in Jamaica. This is the pool of persons who take part in the SAWP and apply for other TFW permits under which applicants tend to go to Canada for approximately 4 to 6 months every year (e.g. jockeys, carnival workers).

As there is an Alliance Française in Kingston, IRCC Kingston is examining options for hosting a P&R session promoting francophone immigration (and Express Entry more generally) through this venue.

Kingston IRCC will also continue to attend annual EduCanada student recruitment events organized

s.16(2)

s.21(1)(b)

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by the Trade Commissioner Service. These events are normally held in Kingston, Montego Bay, the Cayman Islands and the Bahamas. Each of these events involves presentations and/or booths organized by Canadian schools, the trade section of the High Commission, and IRCC.

The average cost of Kingston IRCC P&R event is approximately \$1000. One FS2 has traditionally dedicated approximately 5 days per event (including preparation, reporting and travel time).

#### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

- IRCC Kingston is located at the High Commission of Canada.
- 
- 
- New permanent resident applications are received
- TRV intake has increase by approximately 22% over the same period last year. The majority of the increase has consisted of e-Applications, which has positive implications for storage and records management.
- Approximately two files per week are sent to Canada as a result of requests from appeals and litigation. The norm has been to use to send these files. In 2018, a few appeal files were sent to see if could be used to send files. However, as we didn't have control over when the files left the office, we reverted back to . Litigated files (i.e. Certified Tribunal Records) are always sent given the strict timeframes.

**s.16(2)**

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**s.21(1)(b)**

**Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)**

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
  - Describe any other activities in support of GoC objectives that take resources away from core activities
  - Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.
- IRCC CBS and LES serve on many mission committees including the housing committee, environment committee, health and safety committee, LES Management Consultative Board (LESMCB), social media committee, work place wellness committee, the contract review board, and participate in the Government of Canada Workplace Charitable Campaign.
  - The time involved in committee participation varies depending on the time of year and on the employee's level of involvement. If the IRCC member is the leading a committee, the time commitment can involve up to 8 hours per week. Otherwise, participation in these committees involves a time commitment of (on average) approximately one hour per month.
  - The Migration Program Manager also attends a weekly mission operations meeting and a biweekly meeting of the Committee on Mission Management (CMM), in addition to a weekly one hour bilateral meeting with the Head of Mission. Participation in these meetings involves an average of 5 hours per week.
  - All staff attend periodic town halls and all-staff meetings held when DGs or ADMs from GAC visit the mission
  - As Jamaica is highly affected by weather (hurricanes and earthquakes), extensive training and coordination is done to support emergency preparedness. Security preparedness activities and security-related activities which involve all mission staff divert resources from core program delivery activities.
  - IRCC Kingston regularly assists the \_\_\_\_\_ under their respective MOUs with IRCC.
  - IRCC Kingston hosted a visit from an IRCC representative of IRCC's Integrity Risk Guidance Branch this cycle. It is also usual that the regional Risk Assessment Officer (RAO) responsible for IRCC Kingston \_\_\_\_\_
  - IRCC Kingston hosts \_\_\_\_\_ visits by the regional Biometrics Visa Officer (BVO), including a visit in late October 2018 as part of the recent VAC transition.
  - Kingston HOM strongly advocates for a whole of government approach and IRCC employees are encouraged to participate in activities such as:
    - \_\_\_\_\_
    - Sitting on the review committee for grants offered by GAC (such as part of the Canadian Fund for Local Initiatives);

s.15(1)(i)

s.21(1)(b)

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- o Contributing to government wide priorities such as:
  - Environmental initiatives: beach clean-ups, environmental awareness information sessions hosted by Jamaican NGOs, etc.
  - \* Promotion of gender equality: #metoo awareness day, breast cancer awareness, etc.

#### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?
- There are two VACs in Jamaica: One in Kingston and one in Montego Bay. VAC inspections are done by either the Biometrics Visa Officer (BVO) in Port of Spain or by IRCC Kingston staff, as appropriate.
- IRCC Kingston, in cooperation with our BVO, oversaw the transition of VAC services from CSC to TTS in October-November 2018.
- VAC oversight was fairly routine under the former contract, with long established procedures and staff familiar with IRCC programs at both VACs.
- There have been a number of challenges associated with the transition to a new service provider. IRCC Kingston continues to work closely with the contractor to resolve issues as they arise.

#### Biometrics

- Jamaica was one of the original 29 countries requiring biometrics.
- Therefore, the expansion of biometrics does not impose any additional requirements on most clients in Jamaica, the overwhelming majority of whom are Jamaican nationals applying for Temporary Resident Visas, Work Permits, or Study Permits.
- On the contrary, the introduction of the "1 in 10" requirement means that as of July 31, 2018, Jamaican nationals are no longer required to submit biometrics with each new Temporary Resident application.
- Third country nationals who will require biometrics as of December 31, 2018, and Jamaican nationals who have to provide biometrics as part of a permanent resident application as of that date, have access to two VACS on the island, so the overall client service impact on these clients is minimal.
- However, other islands under IRCC Kingston's jurisdiction (notably The Bahamas, Turks and Caicos Islands, and the Cayman Islands) do not have biometrics enrollment available "on island" and must access the service by flying to a place where enrolment is available.

- s.16(2)
- s.21(1)(b)
- s.21(1)(d)

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#### Other

• Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

- While reports from Ottawa suggest that recent infrastructure upgrades have resulted in significant speed improvements in GCMS for IRCC Kingston, IRCC Kingston still experiencing challenges.
- 
- 

### 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

#### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

#### Potential Vacancies

- The number of Canada-based staff (CBS) in other sections of the mission has recently increased, and there are plans for further expansion.

to engage in anticipatory staffing.

As these positions are confirmed, IRCC Kingston may need

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s.21(1)(b)

s.21(1)(d)

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#### Workload and Training

- E-Application uptake is increasing. For example, e-Applications represented 17% of overall TRV intake in November 2018 compared to 6.75% in November 2017. However, as part of recent changes to process flows, program assistants are undertaking more “value added” activities such as data analysis. To reflect the additional capacity created in Kingston, and the changing nature of work, program assistants are undertaking more “value added” activities such as data analysis.
- Training on the use of new tools, and on conducting program integrity activities is planned to help to support these changes, both for CBS and LES.
- IRCC Kingston conducts in-house training on how to do queries in GCMS, V&E, NOMA and Smartbook and how to complete biometric info sharing activities. However, it would be useful to provide officers more training on Answers, and dashboards.
- One IRCC Kingston officer has extensive experience with the Program Integrity Tool (PI Tool). In-house PI Tool training is planned for both CBS and LES. IRCC Kingston also plans to explore offering this training to other offices in the region.

#### Staff Management

- All LES at IRCC Kingston now have generic job descriptions. In recent months, this has supported the development of increasingly cross-trained pools of staff (particularly at the LE4 level) who perform a greater variety of tasks. This is providing greater flexibility to move resources between different lines of business to address shifting pressures and priorities,

#### Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

**s.21(1)(b)**

**s.21(1)(d)**

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**General**

- IRCC Kingston does not face any significant or unusual wellness challenges.
- 
- Of the 23 staff in the Migration Section, While greater gender diversity would likely have a positive impact on the work environment in the migration section, There is more gender balance in other programs at the mission (and therefore at the mission as a whole), reflecting the different nature of work in other sections.
- To ensure staff are aware of issues that affect them, Management engages staff by holding regular (monthly) all staff meetings.
- To support change management associated with major transitions (such as the recent change in VAC contractors), Management also held a series of weekly meetings to update staff on developments with the former and new VACs, to provide context to the changes, to identify training needs, and to confirm training schedules.
- IRCC Kingston is planning a retreat in January or February 2019 with a focus on Values and Ethics, recent changes in roles and responsibilities, and to work towards establishing a vision for areas where the office can develop itself as an “office of expertise” to support the integrated network.

**Challenges**

- 

**Wellness Related Activities**

- Global Affairs Canada funded two intercultural awareness workshops (one in the spring and one in December 2018) attended by IRCC CBS and LES as well as staff from other sections.

**s.21(1)(b)**

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- 
- Kingston IRCC occasionally has social events to bring IRCC staff together to support morale and team spirit (e.g. annual Christmas or New Year’s party get-together to mark end of successful SAWP season, get-together to say good-bye to out-going IRCC CBS,
- IRCC Kingston organizes a weekly “lunch hour yoga” session (using a volunteer instructor) for all missions staff.
- IRCC Kingston has also recently led ) a series of mission-wide activities to help boost morale:
  - Breast Cancer Awareness Month – baked cookies and bought treats for staff;
  - Environmental Awareness Day – games and environmental prizes for staff;
  - Hallowe’en Candy Grams (GCWCC ) – purchased candy grams fundraising activity;
  - Calorie Cart Fundraiser (GCWCC) – coordinated and decorated cart for sale of treats;
  - Karaoke Fundraising event (GCWCC) – organized and funded by MPM.
- The mission has recently established a Wellness Committee (to be chaired by the MPM) including CBS and LES, which will examine other ways to promote wellness.

**8. RISK MANAGEMENT (RIC, IRG)**

**2018-2019 Targeted Integrity Exercise Plan - Plan d’exercice ciblé sur l’intégrité pour 2018-2019**

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.  
Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d’assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/Objet de l'exercice	Type of exercise (QA/QC/AF) Type d'exercice	LOB (TR/PR/Refugee/Citizenship) Secteur d'activité	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées	Projected Start & End Dates / Date prévue de
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**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

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 Operational Environment Risk Rating: C

		(AQ/CC/LF)	(RT/RP/réfugiés/citoyenneté)					(Nom, niveau, estimation d'effort en heures)	début et fin de l'exercice

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Kingston Area: Latin America and the Caribbean  
Operational Environment Risk Rating: C

**Additional activities to be identified as part of development of Risk Matrix for populations/territories served by IRCC Kingston and discussions with RAO in Mexico City**

**Risk Assessment**

**Mission Specific:**

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? *[Non-RAO offices please report any ad hoc RA activities.]*

s.15(1)(i)i)

s.16(1)(b)

s.16(1)(c)

Migration Office: Kingston Area: Latin America and the Caribbean  
Operational Environment Risk Rating: C

- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

**Overview of Context**

- 
- Jamaica scored 44 points out of 100 on the 2017 Corruption Perceptions Index (CPI) reported by Transparency International. This index ranks countries by their perceived level of corruption (defined by the organization as the “misuse of public power for private benefit”), as determined by expert assessments and opinion surveys.
- 
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- 
- It is anticipated that the expansion of biometrics to all permanent resident applicants on December 31, 2018

**s.15(1)(i)i)**

**s.16(1)(b)**

**s.16(1)(c)**

Migration Office: Kingston Area: Latin America and the Caribbean  
Operational Environment Risk Rating: C

**Overview of IRCC Kingston IRCC Anti-Fraud Activities**

**Fraud Trends**

- No new major fraud trends have emerged since the last INIMP.

**s.15(1)(i)**

**s.16(1)(b)**

**s.16(1)(c)**

Migration Office: Kingston Area: Latin America and the Caribbean  
Operational Environment Risk Rating: C

**Potentially Low Risk Movements**

- 
- Study Permit applicants who are nationals of offshore islands (i.e. Cayman Islands, Bahamas, Turks and Caicos Islands) and who (as visitors) can travel to Canada on eTAs, These applicants are currently required to apply for study permits before entering Canada, and will become biometrics required on December 31, 2018.
- IRCC Kingston completed a QA of applicants and found that:

- s.15(1)(i)j)
- s.16(1)(b)
- s.16(1)(c)
- s.21(1)(b)

Migration Office: Kingston Area: Latin America and the Caribbean  
Operational Environment Risk Rating: C

**Resources/Tools:**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

**Risk Assessment Resources**

- The RAO provides reporting on regional trends and also publishes a regular "RAU CAPSULE" report containing useful information such as links to tools to support
- Training on the PI Tool will be provided to CBS and LES over the coming year.
- The RAO is examining the possibility of hosting a workshop on risk assessment for LES in 2019, similar to what was delivered in Warsaw in September in 2018 (and in which IRCC Kingston's current PI officer was involved).

**Triage Tools and Criteria**

The following broad criteria are used to triage applications in Kingston:

- CAN+ criteria

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Kingston Area: Latin America and the Caribbean  
Operational Environment Risk Rating: C

- Returning SAWP workers with no adverse GCMS/FOSS or information sharing result
- Background/involvement in certain local law enforcement agencies
- 

## 9. INNOVATION & CLIENT SERVICE (RIC, RIO)

### Client Service

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

### Visa Application Centre – Service Provider Transition

- A new VAC service provider began operating in Jamaica on November 2, 2018 and is still in the process of stabilizing operations.
- IRCC Kingston is in regular, ongoing contact with the VAC managers in both Kingston and Montego Bay to provide support and to respond to any client service issues of which we have been made aware, either by the VAC or by through other sources, and has created a mailbox to facilitate expeditious communication.

### Biometrics Collection and Assessment

- Jamaican nationals have required biometrics for Temporary Resident applications since September 2013.
- 

### E-Mail Communications

- Automated replies have been implemented for all incoming emails. Two LES assistants are charged with monitoring email in-boxes and with distributing emails for reply. Inboxes are closely watched for urgent messages, and IRCC Kingston strives to respond to such messages on a priority basis.

### Other Communications (Social Media, Print Media)

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Kingston Area: Latin America and the Caribbean  
Operational Environment Risk Rating: C

- **Social Media:** The Deputy Migration Program Manager sits on the mission's Social Media Committee and provides (on average) two items (posts) per week of content to post on Twitter and Facebook.
  - **Print Media:** While some Jamaicans embrace social media and follow our mission Facebook and Twitter feeds, Jamaicans still rely considerably on paper media (e.g. newspapers such as the Gleaner, the Observer) and on the Jamaican Information Service, to remain informed.
  - As such, a communications outreach strategy focused solely on social media content is unlikely to reach a sufficiently broad audience in Jamaica. Local press releases (prepared in consultation with the mission's Public Affairs officer) should be considered if there is important information to disseminate.
  - **Word of Mouth:** Information is also routinely shared by word of mouth. As such, communications also need to target key individuals or groups who will further disseminate information.
- Exceptional Cases, Canadian Interests, VIPs**
- On an exceptional basis, and in particularly urgent cases, IRCC Kingston offers walk in appointments for application submission and/or to provide biometrics. The MPM reviews requests for walk-in service and determines what the appropriate course of action should be.
  - **Referrals from Stakeholders:** IRCC Kingston uses Organizational IDs in GCMS to identify cases involving referrals from other program managers at the mission, stakeholders, etc. to better track such cases and to monitor outcomes.

Client Service Initiatives			
Country	Brief description of initiative	Expected outcomes*	Implementation Date
Jamaica	Urgent processing form created which clients can fill out at the Visa Application Centre		03 2015
Jamaica	Generic Response to e-mails		10 2017
Jamaica	Referral mailbox		12 2017
Jamaica	SAWP mailbox		05 2018

Migration Office: Kingston Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: C

Jamaica	Gather information on what questions applicants are asking when they e-mail our office. This will allow us to have a better critique our generic responses. We also plan to do a complete review of our generic response to client using other office templates.	04 2019
Jamaica	Online applications for returning (repeat) SAWP workers	Pilot activity: 01 2019

**Work-Sharing Arrangements**

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

**Current Worksharing Arrangement:**

- Since October 31, 2018, e-Applications destined to IRCC Kingston have been pre-assessed by [redacted] This has facilitated a significant reduction in processing times, and e-Applications are now being finalized faster than paper applications. Over the months of November and December 2018, IRCC Kingston has also seen a significant increase in the uptake rate of e-Applications (to 17% of total TRV intake).
- As applications continue to be finalized at IRCC Kingston, and the

**Potential for Additional Worksharing**

- Study Permit applicants who are nationals of offshore islands (i.e. Cayman Islands, Bahamas, Turks and Caicos Islands) and who can travel to Canada on eTAs if entering as visitors, [redacted] Many apply online, and these applications would be good candidates for worksharing or centralized processing. Note: These applicants are currently required to apply for study permits before entering Canada, and will become biometrics required on December 31, 2018.
- Final assessments for applications under the Seasonal Agricultural Workers' Program (approx. 10,000 persons per year) could also be made [redacted] For program integrity reasons (and to allow IRCC Kingston to continue to manage relationships with the Jamaican Ministry of Labour and other stakeholders), and to ensure issuance is coordinated with flight dates,

**Initiatives Supporting Centralized Network Operations**

- IRCC Kingston continues to examine dependants for approximately [redacted]
- [redacted]

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Kingston Area: Latin America and the Caribbean  
Operational Environment Risk Rating: C

Work-Sharing Arrangements							
Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date
Jamaica	Pre-assessment of TRVs using		TR	eApp		n/a	Nov. 2018
Jamaica			PR	eApp (EE)		TBD	TBD

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

**Other Innovations/ Best Practices**

- Describe any other innovations / best practices related to:
- Chinook, including efficiencies gained or improvements to evidence-based decision making;
  - GCMS, including queries, dashboards, orgs/activities, groups, etc.;
  - Videoconferencing for interviews or other activities;
  - processing efficiencies including use of VACs, triaging, etc.;
  - Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
  - Other.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Kingston Area: Latin America and the Caribbean  
Operational Environment Risk Rating: C

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10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

*To be completed by area directors only.*

**Regional Work-sharing, Strategic TDs, and Target Management**

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

Migration Office: Kingston Area: Latin America and the Caribbean  
Operational Environment Risk Rating: C

**Global Facilitation Programs**

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

**Horizon**

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

## 1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	KYIV
Area:	Northern Europe
Office Type: (Full Service, Satellite, RPC, Specialized)	Full Service
Updated (YYYY/MM/DD)	2018/12/12
Interrelated Offices:	Warsaw, London

Personnel		
	NAME	MITNET
MPM:		
D/MPM:		
Area Director:	Angela Gawel	445-3400
GCMS Manager:	387-3400	387-3403
BVO:		
RAO:		
eTA SPOC (Single Point of Contact):		
HOM:	Roman Waschuk	387-3200
GAC Regional Director:		
CBSA LO:		
MOF:		
IEC SPOC:		
P&R SPOC:		
Litigation SPOC:		
CBS		
Names:		
<b>Total # : 2</b>		
LES		
DMO # : 2		
DMO(TR)#:		
Other support staff # : 8		
<b>Total # : 10</b>		
Emergency LES		
Total number of months in 2018: 2		
TD		
Total number of weeks in 2018: 0		

2. TERRITORY OVERVIEW

TERRITORY OPERATIONAL OVERVIEW

Country / Territory	EU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Ukraine	D	44,033,874		251	14534				2	
Pakistan	D	204,924,861		113						
Nigeria	D	190,632,261		85						
Other	#N/A	#N/A		28	108					
Pakistan and Nigeria not normally part of Kyiv's territory. Country listed due to inclusion in OPPB data pull for Primary Office Kyiv.										
<b>TOTAL:</b>				<b>477</b>	<b>14,642</b>				<b>2</b>	

Language/Langue de Préférence: English

TERRITORY RISK OVERVIEW

Country/Territory	Caseload Risk			Operational Environment Risk				Notes
	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	
Ukraine	30	52.6%	99.3%			n/a		
Pakistan	32	23.7%	0.0%			n/a		
Nigeria	32	17.8%	0.0%			n/a		
Other	#N/A	5.9%	0.7%					

\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

Les couleurs utilisées dans les tableaux sont basés sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

**KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS**

KEY - Caseload Risk Level (Transparency International CPI)		KEY - Operational Environment Risk Level (Economist EU Risk Rating, Overall Assessment)	
Not Rated	Not Rated	Not Rated	Not Rated
Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A
Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E

3. PERMANENT RESIDENT OVERVIEW

s.16(1)(b)

Permanent Resident

s.16(1)(c)

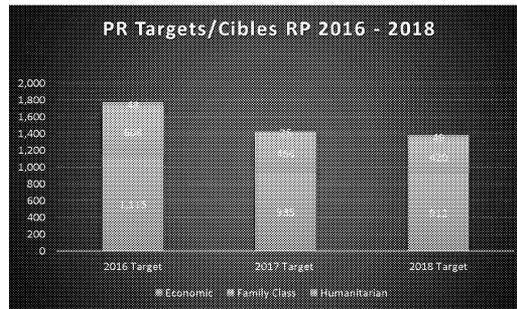
Kyiv

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)
2018 (Jan - Aug)	Economic	912	586	11
	Family Class	420	290	15
	Humanitarian	49	32	25
	<b>TOTAL</b>	<b>1,381</b>	<b>908</b>	
2017	Economic	935	999	11
	Family Class	466	391	15
	Humanitarian	25	149	24
	<b>TOTAL</b>	<b>1,426</b>	<b>1,539</b>	
2016	Economic	1,115	1,120	11
	Family Class	608	612	13
	Humanitarian	48	46	25
	<b>TOTAL</b>	<b>1,771</b>	<b>1,778</b>	

Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Events			
	Verifications			
	H&C			
	Misrepresentation			
<b>TOTAL</b>			<b>280</b>	<b>3</b>
2017	Events			
	Verifications			
	H&C			
	Misrepresentation			
<b>TOTAL</b>			<b>304</b>	<b>10</b>
2016	Events			
	Verifications			
	H&C			
	Misrepresentation			
<b>TOTAL</b>			<b>295</b>	<b>9</b>

\*Stats supplied by OIP. 2018 targets current as of August 31st, 2018 and do not reflect upcoming adjustments.

Application Type	2016 Target	2017 Target	2018 Target
Economic	1,115	935	912
Family Class	608	466	420
Humanitarian	48	25	49



s.15(1)(ij)

s.16(1)(b)

s.21(1)(b)

## PR Trends/Issues

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

Type your answer here:

With the centralization of many business lines, KYIV has been left with a small FC movement a smaller number of DR cases, and a handful of CR applications.

With continuing centralization, KYIV will likely only handle those

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

4. TEMPORARY RESIDENT OVERVIEW

Temporary Resident

Kyiv

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)
2018 (Jan - Aug)	Visitor	12787		7
	Student	1068		20
	Worker	732		27
	eTA	3		67
	<b>TOTAL</b>	<b>14590</b>		
2017	Visitor	15213		9
	Student	1534		24
	Worker	928		32
	eTA	1		23
	<b>TOTAL</b>	<b>17676</b>		
2016	Visitor	15570		9
	Student	1546		25
	Worker	934		39
	eTA	1		1
	<b>TOTAL</b>	<b>18051</b>		

Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>145</b>
2017	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>114</b>
2016	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>76</b>

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office  
 \*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

## TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

Type your answer here:

KYIV's TR intake has remained steady over the past few years and barring unexpected events is likely to grow only modestly. Approximately 40% of TR applications are made on-line.

Program managers from other sections of the mission know to refer high-profile or sensitive cases to the MPM.

## 5. OTHER APPLICATIONS OVERVIEW

### Other Applications

Kyiv

Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	61		5
	PR renunciation	21		8
	TRP	11		-
	ARC	4		-
	Rehabilitation	-		-
	<b>Total</b>		<b>97</b>	
2017	PRTD	84		7
	PR renunciation	15		5
	TRP	5		-
	ARC	6		-
	Rehabilitation	-		-
	<b>Total</b>		<b>110</b>	
2016	PRTD	108		5
	PR renunciation	18		42
	TRP	4		-
	ARC	10		-
	Rehabilitation	-		-
	<b>Total</b>		<b>140</b>	

\*Stats supplied by  
OPPB

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

Type your answer here:

KYIV processes approximately 30 citizenship-adoption cases per year, and conducts a roughly equal number of DNA tests for the consular section for citizenship applications where surrogate motherhood is involved (i.e. where Canadian citizens have children using a surrogate mother in Ukraine).

6. ENVIRONMENTAL OVERVIEW

**Environmental Overview - Outreach / Aperçu de l'environnement - Engagement**

Instructions: Information from the SMART calendar for your mission has been pre-populated, if available. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

**Kyiv**

**SMART (For Reference Only)**

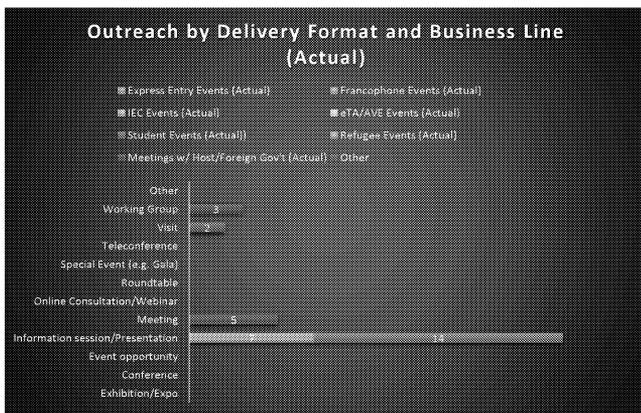
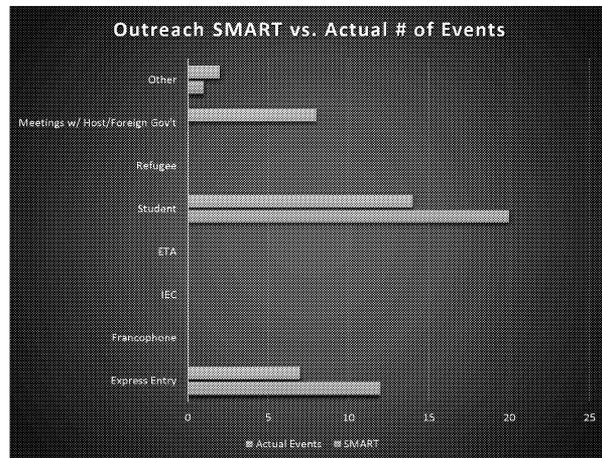
Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan-Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct 2018 in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan-Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan-Oct 2018 in SMART)	Other
Information Session/Presentation	7				14			
Exhibition/Expo					4			
Meeting	5				2			1
<b>Total</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>1</b>

**Actual Events (Please indicate the actual # of events performed)**

Delivery Format / Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/Expo								
Conference								
Event opportunity								
Information session/Presentation	7				14			
Meeting								5
Online Consultation/Webinar								

Roundtable									
Special Event (e.g. Gala)									
Teleconference									
Visit								2	
Working Group							3		
Other									
<b>Total</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14</b>	<b>0</b>	<b>8</b>	<b>2</b>	<b>2</b>

Business Line	SMART	Actual Events
Express Entry	12	7
Francophone	0	0
IEC	0	0
ETA	0	0
Student	20	14
Refugee	0	0
Meetings w/ Host/Foreign Gov't	0	8
Other	1	2
<b>Total</b>	<b>33</b>	<b>31</b>



s.15(1)(i)i)

s.16(1)(c)

s.21(1)(b)

## Migration Diplomacy / Outreach (RIO, RM)

- Describe the type and frequency of contact with local officials.
- Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
- Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
- Describe participation in local and international fora.
- Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

Type your answer here:

Ukraine is a migrant source country, as well as a destination and transit country for migrants from third countries

GAC funds an anti-human trafficking project run by IOM.

KYIV IRCC is in regular touch with the protocol office of the Ukrainian MFA to deal with delegations and high-profile visitors. Kyiv IRCC has met with representatives of the State Migration Service.

The Ukrainian Ministry of Youth and Sport regularly expresses an interest in coming to an agreement with Canada about youth exchange,

RAO has attended events hosted by local government and IOM pertaining to border security modernization and IDPs. The MPM has represented the mission at a anti-human trafficking meeting (project funded by GAC, delivered by IOM).

s.15(1)(i)

s.21(1)(b)

## Promotion and Recruitment (RM)

### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

Type your answer here:

Ukraine has a well-educated, well-qualified labour force, and despite large numbers of Ukrainian workers leaving the country (at least 2.5 million Ukrainians are reported to be living in the EU), there still exist enough

There have also been modest movements of meat processing workers, farm workers and welders over the years.

Ukrainian workers work legally in Poland;

Large numbers of

### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
- Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

Type your answer here:

In recent years, IRCC Kyiv has, along with the trade section of the mission, participated in 5-6 student fairs per annum in Ukraine. Approximately 10 Express Entry/FSW information sessions have been held per year (each attracting approx.. 50 persons).

## Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

Type your answer here:

We expect to be up to date on non-immigrant file destruction by the end of fiscal year 2018-19. There are some PR applications that can be stripped and IMM8s shipped to Canada

## Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

Type your answer here:

IRCC Kyiv CBOs and LES sit on a number of mission committees, including CMM, the housing committee, the health and safety committee, the LES committee and take part in all-mission staff training (e.g. emergency response) when appropriate.

An IRCC representative from inadmissibility branch visited Kyiv in the past year and a MINO official asked to see office operations while on a private trip to Ukraine in the summer of 2018, however neither of these visits consumed any significant IRCC resources.

s.16(2)

s.15(1)(i)

s.21(1)(b)

s.16(1)(c)

## VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

Type your answer here:

VAC inspections have been carried out as per the direction of the BVO, who visited KYIV in the summer of 2018, prior to biometrics imposition. There have been no service or operational issues with the two VACs in Ukraine (Kyiv and Lviv),

## Other

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

Type your answer here:

s.21(1)(b)

s.21(1)(d)

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

Type your answer here:

Kyiv IRCC staff should receive Chinook training.

## Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

Type your answer here:

As work has been moved out of Kyiv IRCC to other offices,

s.16(1)(b)

s.16(1)(c)

8. RISK MANAGEMENT (RIC, IRG)

**2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019**

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.  
 Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.

Title of the Exercise / Titre de l'exercice	Goal / Objectif de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (R/TRP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region / Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice
<i>EXAMPLE:</i> Student Pilot Project	To determine the level of compliance to the program by confirming whereabouts of students after their study program concluded	QA	TR	Study Permit	N/A	South America	Mexico	J.Smith/LE-5/40hours	Sept - Oct 2018

## Risk Assessment

### Mission Specific:

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? [*Non-RAO offices please report any ad hoc RA activities.*]
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

Type your answer here:

The RAO has produced quarterly bulletins on risk trends; has reported on country conditions and Kyiv LES were sent to the RAO Assistants training in Warsaw (fall 2018).

The RAO consults on issues pertaining to security screening and provides feedback to officers and has organized work-sharing QAs.

CAN+ cases are triaged;

s.17

s.21(1)(b)

**Resources/Tools:**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

Type your answer here:

Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?

s.15(1)(i)

s.16(1)(c)

s.21(1)(b)

## 9. INNOVATION & CLIENT SERVICE (RIC, RIO)

### Client Service

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

Type your answer here:

Ukrainian files processed by Kyiv IRCC are within service standards and there are no major client service issues specific to Ukraine

may be related to the fact that very often our application forms cannot be opened in Google Chrome browser. The trade section has been advised to direct persons experiencing problems to our email and/or to

<http://www.cic.gc.ca/english/helpcentre/answer.asp?qnum=799&top=23>.

Client submit their enquires by email; these emails are answered by LE5 (and occasionally LE9 or CBO) staff.

IRCC Kyiv submits ad hoc material (e.g. announcing student or express events; material submitted by provinces or provided by IRCC/NHQ) for inclusion in the mission Facebook and/or twitter accounts.

In connection with the large number of official delegations invited by the GoC, IRCC Kyiv is working with the Ukrainian MFA to standardize the time and format of submission of these applications.

s.15(1)(ii)

**Client Service Initiatives**

Country	Brief description of initiative	Expected outcomes*	Implementation Date
Ukraine			Early 2019
*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.			

## Work-Sharing Arrangements

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

Type your answer here:

### Work-Sharing Arrangements

Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

## Other Innovations/ Best Practices

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

Type your answer here:

Kyiv has been using Chinook for some e-aps.

## 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Type your answer here:

## Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

Type your answer here:

## Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

Type your answer here:

## Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

Type your answer here:

Migration Office: Lagos Area: Sub-Saharan Africa  
 Operational Risk Environment Risk Rating: D

## 1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	LAGOS
Area:	SSA
Office Type: (Full Service, Satellite, RPC, Specialized)	Specialized
Updated (YYYY/MM/DD)	15DEC2018
Interrelated Offices:	Nairobi, London, Accra

Personnel		
	NAME	MITNET
MPM:		
D/MPM:	N/A	N/A
Area Director:		
GCMS Manager:		
BVO:		
RAO:		
eTA SPOC (Single Point of Contact):		
HOM:	Philip Baker	359-3800
GAC Regional Director:	N/A	N/A
CBSA LO:		
MOF:		
IEC SPOC:		
P&R SPOC:		
Litigation SPOC:		
CBS		
Names:		
<b>Total # : 1</b>		
LES		
DMO # : 0		
DMO(TR)#: 0		

Migration Office: Lagos Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: D

Other support staff # : 5
<b>Total # : 5</b>
<b>Emergency LES</b>
Total number of months in 2018: 6
<b>TD</b>
Total number of weeks in 2018: 29 (Includes 26 weeks of DN TD.)

## 2. TERRITORY OVERVIEW

### TERRITORY OPERATIONAL OVERVIEW

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Nigeria	D	190,632,261		5	4446		2		X	CUS
Other	#N/A	#N/A		1	22					
<b>TOTAL:</b>				<b>6</b>	<b>4,468</b>		<b>2</b>			

### TERRITORY RISK OVERVIEW

s.15(1)(i)i)

s.21(1)(b)

Migration Office: Lagos Area: Sub-Saharan Africa  
 Operational Risk Environment Risk Rating: D

Caseload Risk				Operational Environment Risk				
Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	Notes
Nigeria	27		99.5%	Accra		Y		
Other	#N/A		0.5%					

\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

Les couleurs utilisées dans les tableaux sont basés sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

KEY: Caseload Risk Level (Transparency International CPI)	KEY: Operational Environment Risk Level (Economist IU Risk Rating, Overall Assessment)
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s.16(1)(b)

s.16(1)(c)

Migration Office: Lagos Area: Subsaharan Africa

Operational Risk Environment Risk Rating: D

	Not Rated		Not Rated
Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A
Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E

### 3. PERMANENT RESIDENT OVERVIEW

#### Permanent Resident

Lagos

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)
2018 (Jan - Aug)	Economic	-	-	-
	Family Class	-	-	-
	Humanitarian	-	-	-
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	

Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Events			
	Verifications			
	H&C			
	Misrepresentation			
	<b>TOTAL</b>		-	-

**s.15(1)(i)**  
**s.16(1)(b)**  
**s.16(1)(c)**

Migration Office: Lagos Area: Sub-Saharan Africa  
 Operational Risk Environment Risk Rating: D

2017	Economic	-	-	-
	Family Class	-	-	-
	Humanitarian	-	-	-
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	
2016	Economic	-	-	-
	Family Class	-	-	-
	Humanitarian	-	-	-
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	

2017	Events		
	Verifications		
	H&C		
	Misrepresentation		
<b>TOTAL</b>	<b>-</b>	<b>-</b>	
2016	Events		
	Verifications		
	H&C		
	Misrepresentation		
<b>TOTAL</b>	<b>-</b>	<b>-</b>	

*\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.*

### PR Trends/Issues

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

LAGOS does not process PR applications.

Having said that we would expect to see the same themes present in our TR movement in the PR applications.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Lagos Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: D

#### 4. TEMPORARY RESIDENT OVERVIEW

### Temporary Resident

Lagos

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)
2018 (Jan - Aug)	Visitor	5428		39
	Student	32		132
	Worker	54		79
	eTA	1		0
	<b>TOTAL</b>	<b>5515</b>		
2017	Visitor	25808		57
	Student	73		104
	Worker	203		101
	eTA	0		0
	<b>TOTAL</b>	<b>26084</b>		
2016	Visitor	24410		35
	Student	67		111
	Worker	165		68
	eTA	0		0
	<b>TOTAL</b>	<b>24642</b>		

Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>11,636</b>
2017	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>4,185</b>
2016	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>4,829</b>

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

s.15(1)(i)i)

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Lagos Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: D

### TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

- The current TR movement out of Nigeria is characterized by three main themes tourism, family visits and students. Complementing these are the sub themes are work permits and business delegations.
- 
- 
- OGD referred cases are sent to [redacted] for triage, LAGOS assists with local liaison.
- Nigerians are not eligible for eTA |

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Lagos Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: D

## 5. OTHER APPLICATIONS OVERVIEW

### Other Applications

Lagos

Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	177		18
	PR renunciation	14		27
	TRP	1		-
	ARC	-		-
	Rehabilitation	-		-
	<b>Total</b>		<b>192</b>	
2017	PRTD	122		28
	PR renunciation	29		13
	TRP	5		-
	ARC	-		-
	Rehabilitation	-		-
	<b>Total</b>		<b>156</b>	
2016	PRTD	297		14
	PR renunciation	10		3
	TRP	3		-
	ARC	-		-
	Rehabilitation	-		-
	<b>Total</b>		<b>310</b>	

\*Stats supplied by  
OPPB

**s.15(1)(i)**

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Lagos Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: D

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

- Our office directly processes PRTD and requests for TRP, Rehab, etc.

-

-

Migration Office: Lagos Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: D

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated, if available.. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

#### Lagos

##### SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan-Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)	Other
<b>Total</b>	0	0	0	0	0	0	0	0

##### Actual Events (Please indicate the actual # of events performed)

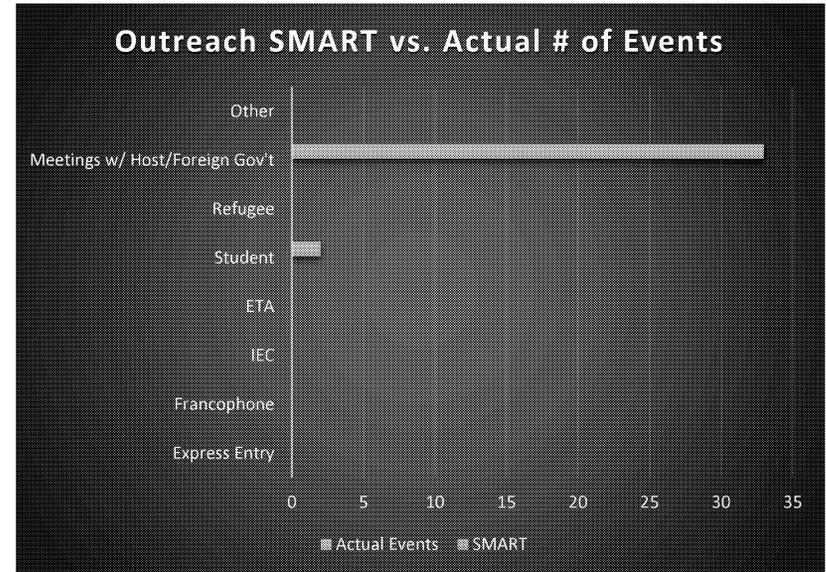
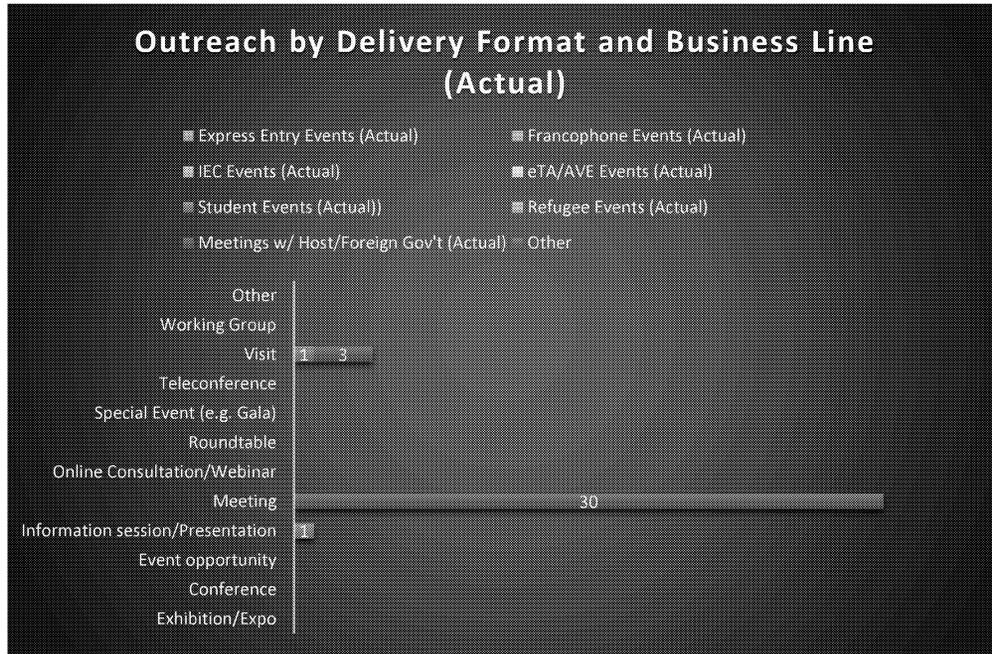
Delivery Format /Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/Expo								

Migration Office: Lagos Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: D

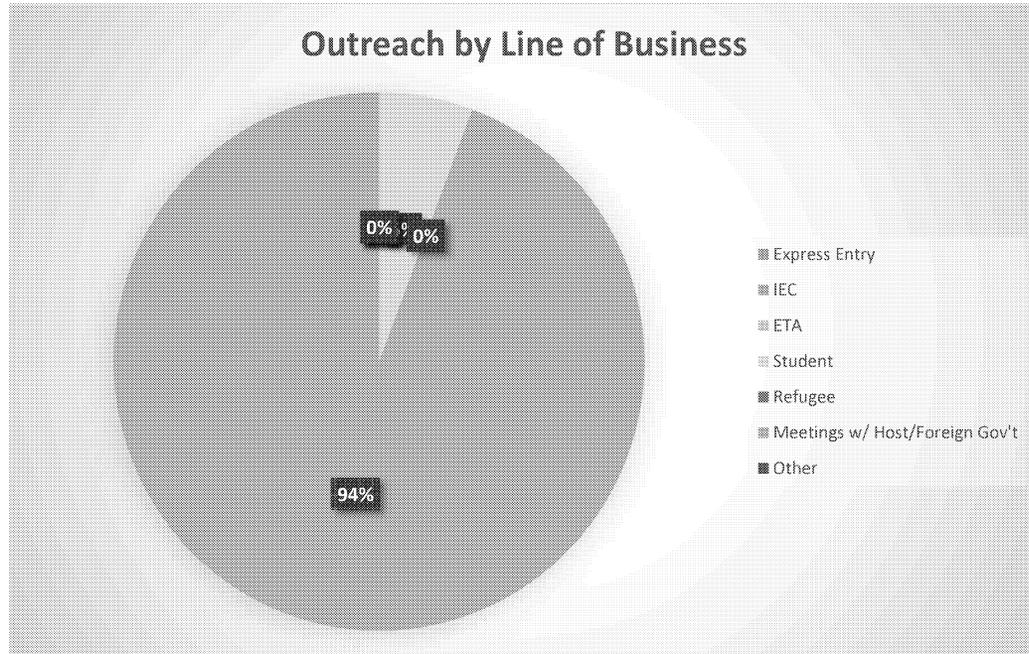
Conference										
Event opportunity										
Information session/Presentation						1				
Meeting									30	
Online Consultation/Webinar										
Roundtable										
Special Event (e.g. Gala)										
Teleconference										
Visit						1			3	
Working Group										
Other										
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>33</b>	<b>0</b>	<b>0</b>

Business Line	SMART	Actual Events
Express Entry	0	0
Francophone	0	0
IEC	0	0
ETA	0	0
Student	0	2
Refugee	0	0
Meetings w/ Host/Foreign Gov't	0	33
Other	0	0
<b>Total</b>	<b>0</b>	<b>35</b>

Migration Office: Lagos Area: Sub-Saharan Africa  
 Operational Risk Environment Risk Rating: D



Migration Office: Lagos Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: D





s.15(1)(i)ii

s.21(1)(b)

Migration Office: Lagos Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: D

- The labor market in Lagos (and Nigeria) is large and expanding based on the current demographic trends.
- 
- Outside the major cities, English ability and literacy levels decrease dramatically.
- There are high levels of unemployment in both the cities and rural areas.
- Despite the above, there are some specific pockets of the labor market that may be of interest to Canada.
- The challenge for Canada to attract these resources is that most of the individuals in Nigeria who have high level qualifications see themselves as part of a global workforce within their industries and would consider themselves mobile within the industry worldwide and therefore may not necessarily see Canada as an attractive option.

#### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
- Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

- LAGOS does not process PR applications and as such does not regularly conduct P+R activities for this business line.

s.16(2)  
s.21(1)(b)

Migration Office: Lagos Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: D

### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

- Our TRV file destruction policy is current 1	Files are regularly shredded
-	
-	
- Files from are received	We estimate the number of times we have sent litigation to CDA as 10, which is done

### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

Migration Office: Lagos Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: D

- Despite historically not being a frequent stop on visits, LAGOS has nonetheless had some high profile visitors in 2018, including Min Hussen and the Governor General.
- During these times the staff in the section are utilized for logistical purposes, however the impact on our section is minimal. As the mission is quite small consequently the programs are smaller than in larger missions so the impact of a visit is not normally as large as may be in other locations.
- We may be involved in any potential office activities that may take place, but these are also infrequent and handled on an ad hoc basis as they arrive.

#### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

s.16(1)(c)  
s.21(1)(b)

Migration Office: Lagos Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: D

- There are two VAC in Nigeria, one in Lagos and one in Abuja.
- is the point of contact for the VACs.
- There is a with regional reporting responsibility.
- There have been no issues related to the contract change, similarly no issues to report regarding the Bio expansion as Nigeria is a longstanding biometric required country.

**Other**

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

- 
- 
- 
- Bandwidth speeds have increased in Lagos during the last year due to an upgrade.

s.21(1)(b)

Migration Office: Lagos Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: D

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

- We do not foresee any vacancies at this time.
- With the understanding that our current configuration is not being actively looked at, there are some considerations to examine if that changed. Those changes would be dependent on the role that LAOGS is expected to play in the network.
- We do require some training upgrades, notably on GCMS tools such as queries. Business training such as Word or Excel would also be beneficial.
- One challenge we identified in our section was related to “transformation”. It is felt in our section that the pace of change for the office over the last year has been constant. LAGOS will be looking to identify added value roles we can fulfill within the network in the coming year.

### Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)

s.21(1)(b)

Migration Office: Lagos Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: D

• What steps have you taken to address these challenges?

- After the summer handover it was identified that our section had experienced some challenging HR issues in the past year,
- 
- Furthermore there has been an increased effort to share IRCC's network wide initiatives and plans to place the situation in Lagos in context and
- 
- 

8. RISK MANAGEMENT (RIC, IRG)

**2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019**

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.  
*Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.*

s.16(1)(b)

s.16(1)(c)

Migration Office: Lagos Area: Sub-Saharan Africa

Operational Risk Environment Risk Rating: D

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice

**Risk Assessment**

**Mission Specific:**

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? *[Non-RAO offices please report any ad hoc RA activities.]*
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Lagos Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: D

- 
- 
- As we do not process files in Lagos no updates have been applied here.
-

s.16(1)(c)

s.21(1)(b)

Migration Office: Lagos Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: D

**Resources/Tools:**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

-

-

-

**9. INNOVATION & CLIENT SERVICE (RIC, RIO)**

**Client Service**

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

s.16(1)(c)

s.21(1)(b)

Migration Office: Lagos Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: D

- 
- 
- Client enquiries have been routinely sent since summer 2018. Our office maintains an immigration enquiries box although we have changed the contact information on the website and public facing notices.
- Our office's use of social media is managed by the Political Section who hold the account for Canada in Nigeria on various social media platforms. When we have received content suitable for social media we have published it on the various social media platforms with their assistance.

**Client Service Initiatives**

Country	Brief description of initiative	Expected outcomes*	Implementation Date

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

s.16(1)(c)

s.21(1)(b)

Migration Office: Lagos Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: D

**Work-Sharing Arrangements**

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

- Nigerian PR is done  
 - Nigerian TRV eApps are processed except Student and worker eApps which are processed  
 - Nigerian TRV submitted at the VAC are processed  
 - We are in contact with the to discuss risk in the case load.  
 - We conduct AF exercises in conjunctions with  
 - I

Work-Sharing Arrangements							
Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date

**s.16(1)(c)**  
**s.21(1)(b)**

Migration Office: Lagos    Area: Sub-Saharan Africa  
 Operational Risk Environment Risk Rating: D

*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.									

**Other Innovations/ Best Practices**

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

s.16(1)(c)

s.21(1)(b)

Migration Office: Lagos Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: D

- As many elements of the traditional program have been moved out of LAGOS, there are fewer opportunities for innovation or developing best practices that would be applicable in other missions.
- Our office is somewhat limited by the program requirements although we have not let that stop us from introducing certain improvements to the way we do things in our office. Having said that these are incremental and specific to our office, such as re-organizing our seating, shelving, etc.
- 

## 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Migration Office: Lagos Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: D

Type your answer here:

### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

Type your answer here:

Migration Office: Lagos Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: D

### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

Type your answer here:

Migration Office: Lagos Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: D

### Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

Type your answer here:

Migration Office: Lima Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: B

s.17

1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	LIMA
Area:	Latin America and Caribbean
Office Type: (Full Service, Satellite, RPC, Specialized)	Temporary Resident Applications from Peru and Bolivia
Updated (YYYY/MM/DD)	2018/12/17
Interrelated Offices:	La Paz (remote printing arrangement)

Personnel		
	NAME	MITNET
MPM:		
D/MPM:		
Area Director:		
GCMS Manager:		
BVO:		
RAO:		
eTA SPOC (Single Point of Contact):		
HOM:	KUTZ, Gwyn	339-3800
GAC Regional Director:		
CBSA LO:		
MOF:		
IEC SPOC:		
P&R SPOC:		
Litigation SPOC:		
CBS		
Names:		
Total # : 2		
LES		
DMO # :		
DMO(TR)#:		
Other support staff # : 5 (4 LE4 Program Support; 1 LE5 Program Assistant)		

Migration Office: Lima Area: Latin America and the Caribbean  
Operational Environment Risk Rating: B

<b>Total # : 5</b>
<b>Emergency LES</b>
Total number of months in 2018: 2 months TD
Total number of weeks in 2018: 4 weeks (replacement of MPM when post was a single-CBS post during off-cycle relocation).

2. TERRITORY OVERVIEW

**TERRITORY OPERATIONAL OVERVIEW**

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Peru	B	31,036,656		110	11882		1			CUS, BEP, ELAP
Bolivia	C	11,138,234		7	835		1		X	CUS, BEP, ELAP
Cuba	C	11,147,407			1556		N/A			CUS
Other	#N/A	#N/A			80					
<b>TOTAL:</b>				<b>117</b>	<b>14,353</b>		<b>2</b>			

**TERRITORY RISK OVERVIEW**

<b>Caseload Risk</b>	<b>Operational Environment Risk</b>
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**s.16(1)(b)**  
**s.16(1)(c)**

Migration Office: Lima Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: B

Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	Notes
Other	#N/A							

\*\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

Les couleurs utilisées dans les tableaux sont basés sur les indices suivants : 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI). 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

**KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS**

KEY: Caseload Risk Level	KEY: Operational
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s.16(1)(b)

s.16(1)(c)

Migration Office: Lima Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: B

(Transparency International CPI)		Environment Risk Level (Economist IU Risk Rating, Overall Assessment)	
	Not Rated		Not Rated
Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A
Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E

3. PERMANENT RESIDENT OVERVIEW

Permanent Resident

Lima

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)	Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Economic	1	0	0	2018 (Jan - Aug)	Events			
	Family Class	112	84	35		Verifications			
	Humanitarian	4	4	23		H&C			

s.16(1)(b)

s.16(1)(c)

Migration Office: Lima Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: B

				Misrepresentation		
<b>TOTAL</b>		<b>117</b>	<b>88</b>	<b>TOTAL</b>	<b>124</b>	<b>0</b>
2017	Economic	0	0	Events		
	Family Class	291	291	Verifications		
	Humanitarian	8	8	H&C		
	<b>TOTAL</b>	<b>299</b>	<b>299</b>	<b>Misrepresentation</b>		
<b>TOTAL</b>		<b>224</b>	<b>225</b>	<b>TOTAL</b>	<b>23</b>	<b>0</b>
2016	Economic	0	1	Events		
	Family Class	215	215	Verifications		
	Humanitarian	9	9	H&C		
	<b>TOTAL</b>	<b>224</b>	<b>225</b>	<b>Misrepresentation</b>		
<b>TOTAL</b>				<b>TOTAL</b>	<b>14</b>	<b>0</b>

**PR Trends/Issues**

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

s.15(1)(i)

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Lima Area: Latin America and the Caribbean  
Operational Environment Risk Rating: B

Processing of all PR caseloads transferred to [redacted] effective April 1, 2017. LIMA is completing the remaining inventory in 2018-2019, including the 13 interview-required FC1 transfer cases from [redacted] received in 2018.

The 2019 PR target will consist of a handful of FC4 cases and an estimated 10-15 annual FC1 interview-required transfer cases from [redacted] - for an estimated total of approximately 25 FINDECs (5 FC4, 20 FC priority.)

**Economic Class**

Lima continues to engage in active outreach and organizes sessions on promotion and recruitment for Express Entry. Express Entry sessions generate considerable interest and attendance is at a maximum. Testimonials from Peruvian Express Entry candidates are uploaded to youtube and shared on the Mission's social media sites, generating significant traffic. Successful candidates are invited to provide live testimonials at in-person Express Entry sessions.

**Family Class**

Application intake in the Family Class for LIMA clientele has been completely transferred to [redacted] as of April 1, 2017. Interview required cases are transferred to [redacted]; to LIMA for interview/final decision. LIMA will print visas /COPR for cases finalized by [redacted]

Lima's 2018 target shows a 60% decrease in target from last year and has been allocated to finalize remaining inventory, with processing times above the average since the remaining FC inventory involves [redacted]

[redacted] A small family class movement exists from Bolivia equal to 7% of the overall caseload, predominantly from the large Mennonite population with strong ties to Canada located in Santa Cruz, Bolivia.

**Inadmissibility**

LIMA processes rather complicated PR cases [redacted]

**s.15(1)(i)i)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Lima Area: Latin America and the Caribbean  
Operational Environment Risk Rating: B

**Knowledge Transfer to**

During a MPM area meeting in \_\_\_\_\_ in January-February 2018, MPM delivered inadmissibility training on A34, A35 and A37 specific to the Peruvian context in relation to the PR caseload transferred \_\_\_\_\_ as of April 1, 2017.

\_\_\_\_\_ officers reach-out to LIMA on any required admissibility review or verifications on a case-by-case basis that need to be captured in GCMS by the admissibility/verification activity fields available.

TD has also been used to facilitate knowledge transfer: an officer from the \_\_\_\_\_ PR Unit provided 4 weeks of TD in May 2018 to LIMA.

s.16(1)(b)

s.16(1)(c)

Migration Office: Lima Area: Latin America and the Caribbean  
 Operational Environment Risk Rating: B

4. TEMPORARY RESIDENT OVERVIEW

Temporary Resident

Lima

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)
2018 (Jan - Aug)	Visitor	12416		11
	Student	465		31
	Worker	130		37
	eTA	2		46
	<b>TOTAL</b>	<b>13013</b>		
2017	Visitor	15608		10
	Student	561		24
	Worker	166		32
	eTA	1		99
	<b>TOTAL</b>	<b>16336</b>		
2016	Visitor	12177		8
	Student	415		18
	Worker	169		22
	eTA	0		0
	<b>TOTAL</b>	<b>12761</b>		

Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>301</b>
	2017	Events	
Verifications			
Misrepresentation			
<b>TOTAL</b>			<b>66</b>
2016		Events	
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>51</b>

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

s.15(1)(i)ii

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Lima Area: Latin America and the Caribbean  
Operational Environment Risk Rating: B

#### TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

Lima has experienced an overall 22% increase in intake across all Temporary resident business lines in 2018, and is ranked the fastest-growing TRV intake mission in the Latin America and Caribbean area network. Year-to-date growth for the 3-year period between 2015-2017 shows 47% growth in temporary resident visas, with 61% growth in study permit applicant volume.

**Top 5 nationalities** processed by LIMA in 2018 comprise 98.5% of total caseload, and are as follows: Peruvian applicants 79.3% of caseload ; Cuban applicants 10.9% of caseload ; Bolivian applicants 5.3% of caseload ; Chinese nationals 2.6% of caseload and Venezuelan nationals with 0.4% of caseload

Principal factors contributing to application refusals linked to

**Referral procedure is in place to identify and process urgent/high profile/OGD-referred cases** submitted by OGD-program managers to LIMA MPM both in Peru and Bolivia. oncoming biometrics expansion slated for December 31, 2018 and active outreach is ongoing with both the mission HOM, as well as the program managers at mission.

#### Remote Printing:

Remote printing is done for TRV applications of an urgent nature or for VIP / Diplomatic / Official passport holders. Only a few dozen TRVs are printed in this manner per year. has been trained in CKFITS and serves as the office's FCO. As such, all reconciliation activities for counterfoils are now the responsibility of in accordance with remote printing MOU stipulations.

#### Students:

Lima's student caseload continues to steadily increase, with 61% growth for the 3-year period noted from 2015-2017. The majority of applications are destined to post-secondary programs at recognized Canadian universities or colleges. Lima is actively engaged in outreach and promotion of Canada as an education destination with Trade

s.16(1)(b)

s.21(1)(b)

Migration Office: Lima Area: Latin America and the Caribbean  
Operational Environment Risk Rating: B

Colleagues. Outreach activities in 2018 included area travel within Peru across Lima, Arequipa and Trujillo, and in La Paz and Santa Cruz in Bolivia.

**Workers:**

Lima processes a nominal number of WP applications under the Canada-Peru FTA and various other LMIA's and exemptions,

**Transit Visas:**

Air Canada Rouge started operating in Peru in May 2015 and has been steadily expanding operations with presently four direct flights weekly from Lima to Toronto, and most notably as of December 17, 2017, has inaugurated two additional direct flights weekly from Lima to Montreal. These direct linkages for flights to Canada have also been coupled with competitive pricing for flights to the northern US and Europe that has led to a remarkable increase noted by IRCC Lima in transit visa applicants. Whereas transit visa applicants comprised 7% of the total TRV caseload in 2016, this percentage has increased to 11% for 2017, and subsequently 20% in 2018. Particularly noteworthy is that for the period since the inauguration of the 2 additional direct flights to Montreal in December 2017, transit visa applications have increased by over 200%.

With Biometrics expansion coming on December 31, 2018, strategies to deal with transit visa applicants are being evaluated, in differentiating between those that are biometrics-required, and on ensuring biometrics compliance (when transit applicants are biometrics fee-exempt),

**Military/Police Applicants – Inadmissibility Screening**

As part of the Hemispheric Security Plan, Peru and Canada have signed a Military Training Assistance Program (MTAP) agreement. As such, approximately 30 to 40 MTAP candidates from both Peru and Bolivia travel to Canada each year to participate in training courses sponsored by the Department of National Defense.

Although they are generally fee exempted and travel on special passports,

Canadian-Peruvian cooperation and engagement has increased significantly due to the Defense-Canadian Commercial Corporation (CCC) MOU on military procurement. There is a CBSA-dedicated CCC position at LIMA mission.

LIMA is currently working closely with CMB, PIB and CBSA to find a

s.16(1)(b)

s.21(1)(b)

Migration Office: Lima Area: Latin America and the Caribbean  
Operational Environment Risk Rating: B

resolution in adopting where appropriate.

**Discrepancy between activities undertaken by the office and work done by the mission:**

**Facilitative Initiatives:**

**CAN+:** LIMA was well positioned for the global CAN+ launch on November 1, 2017. The CAN+ program was launched in Lima 3 years prior to the global launch on November 1, 2014, and subsequently three quality assurance exercises were undertaken to confirm the program's integrity

**Results:** CAN+ applicants account for 51.8% of LIMA's TRV applications between January 1 to September 30, 2018 with demonstrated reduced processing times, reduced documentation requirements and improved client service.

**BEP:** The Business Express Program (BEP) was launched in LIMA in 2014 and is an accelerated temporary resident visa process for reliable businesses with key connections to Canada to facilitate streamlined processing and to provide better client service, more predictable processing times, reduced documentation requirements and a dedicated single point of contact for enquiries from BEP members. Nine companies with a good track record who regularly send business visitors to Canada were invited to join the program, However, interest in this program has been minimal, and currently only one company is registered under this initiative. It should be noted however that the majority of travellers for business purposes fall into the CAN+ category

**Results:** While uptake has been minimal, the existence of this program

**ELAP:** program was introduced for ELAP (Emerging Leaders of the Americas Program) participants. Over 400 scholarships are awarded every year across the region by GAC for one academic semester of study, and annually students received 50 of these scholarships, facilitated through institutional collaborations and student exchange agreements. Applications receive no medical examinations are required as their stays are for a period of 4 months.

**Results:** ELAP students account for 10% of LIMA's overall study permit caseload The ELAP program in Peru since its introduction in 2009 has proved to be a with an impeccable track record. Streamlined processing for ELAP scholarship participants allowed the immigration section to shift resources to more complex cases during the peak season with resource constraints.

s.16(1)(b)

s.16(1)(c)

Migration Office: Lima Area: Latin America and the Caribbean  
Operational Environment Risk Rating: B

## 5. OTHER APPLICATIONS OVERVIEW

### Other Applications

Lima

Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	111		19
	PR renunciation	26		13
	TRP	4		-
	ARC	9		-
	Rehabilitation	-		-
	<b>Total</b>	<b>150</b>		
2017	PRTD	177		24
	PR renunciation	46		5
	TRP	7		-
	ARC	2		-
	Rehabilitation	-		-
	<b>Total</b>	<b>232</b>		
2016	PRTD	192		15
	PR renunciation	37		5
	TRP	5		-
	ARC	11		13
	Rehabilitation	-		-
	<b>Total</b>	<b>245</b>		

\*Stats supplied by OPPB

s.16(1)(b)

s.21(1)(b)

Migration Office: Lima Area: Latin America and the Caribbean  
Operational Environment Risk Rating: B

#### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

#### PRTDs/ PR renunciation:

A quality assurance exercise is being suggested for the Risk Assessment Unit for the Latin America and Caribbean region. It is worthy to note that global statistics gleaned from a recent OPPB stats enquiry show the global approval rate for PRTDs to be overall across the entire international network

#### ARC/Rehabilitation:

LIMA processes a handful of Rehabilitation and ARC cases which, due to their complexity and the greater quantity of supporting documentation and analysis that is required to assess both eligibility and admissibility, often demonstrate longer processing time. ARC and Rehabilitation applications are normally received in conjunction with a permanent resident application and it is expected that

#### TRP consideration:

Applications for TRP are considered on a case-by-case basis,

#### Procedures to direct TR applicants to PRTD or renunciation assessment:

LE4 screeners completing the screening of a TRV application are trained to send generic instructions to those TRV applicants showing as previous permanent residents in GCMS to present an application for a PRTD or voluntary relinquishment of PR status, so that at the time that the TRV application is reviewed by the decision-maker there is indication on file whether the applicant wishes to voluntarily relinquish permanent residence or proceed with PR determination.

Migration Office: Lima Area: Latin America and the Caribbean  
Operational Environment Risk Rating: B

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated, if available. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

#### Lima SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan - Oct 2018 in SMART)	Francophone Events (Jan - Oct 2018 in SMART)	IEC Events (Jan - Oct 2018 in SMART)	eTA/AVE Events (Jan - Oct 2018 in SMART)	Student Events (Jan - Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)	Other
	Exhibition/Expo						1	
Information Session/Presentation	3				5			1
Meeting						5	1	4
Roundtable								2
Visit								1
Working Group							1	

### Outreach by Delivery Format and Business Line (Actual)

- Express Entry Events (Actual)
- Francophone Events (Actual)
- IEC Events (Actual)
- eTA/AVE Events (Actual)
- Student Events (Actual)
- Refugee Events (Actual)
- Meetings w/ Host/Foreign Gov't (Actual)
- Other

- Other
- Working Group
- Visit
- Teleconference
- Special Event (e.g. Gala)
- Roundtable
- Online Consultation/Webinar
- Meeting
- Information session/Presentation
- Event opportunity
- Conference
- Exhibition/Expo

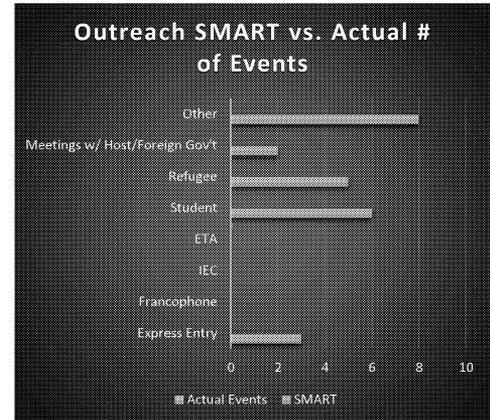
Migration Office: Lima Area: Latin America and the Caribbean  
Operational Environment Risk Rating: B

<b>Total</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>5</b>	<b>2</b>	<b>8</b>
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**Actual Events (Please indicate the actual # of events performed)**

Delivery Format / Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/Expo								
Conference								
Event opportunity								
Information session/Presentation								
Meeting								
Online								
Consultation/Webinar								
Roundtable								
Special Event (e.g. Gala)								
Teleconference								
Visit								
Working Group								
Other								
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Business Line	SMART	Actual Events
Express Entry	3	0
Francophone	0	0
IEC	0	0
ETA	0	0
Student	6	0
Refugee	5	0



**s.16(1)(b)**

**s.21(1)(b)**

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Meetings w/ Host/Foreign Gov't	2	0
Other	8	0
<b>Total</b>	<b>24</b>	<b>0</b>

MISSIONS	Count of Mission
LIMA	24
Exhibition / Expo	1
LIMA - EDUCATION FAIR - MBA TOUR	1
Information session/Presentation	9
LIMA - EE INFO SESSION	3
LIMA - INFO SESSION - FFP EDU EXPO	1
LIMA - INFO SESSION AT FFP EDU EXPO	1
LIMA - INFO SESSION TO TRAVEL AGENCIES	1
LIMA – Student Promotion Presentation	3
Meeting	10
LIMA - MEETING WITH AIR CANADA	1
LIMA - Meeting with AirCanada	1
LIMA - MEETING WITH INTERNATIONAL DIVISION IN PNP	1
LIMA - Meeting with IOM and ACNUR	1
LIMA - MEETING WITH IOM REPRESENTATIVE	1
LIMA - MEETING WITH MIGRATION OFFICE	1
LIMA - Meeting with UNHCR	1
LIMA - MEETING WITH UNHR REPRESENTATIVE	1
LIMA - MEETING	1
Meeting	1
Roundtable	2
LIMA - Meeting/Rountable	1
LIMA - Roundtable -	1
Visit	1

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s.21(1)(b)

s.16(2)

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LIMA - MEETING WITH VAC	1
Working Group	1
LIMA Presentation/Meeting with partners	1
Grand Total	24

**Migration Diplomacy / Outreach (RIO, RM)**

- Describe the type and frequency of contact with local officials.
- Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
- Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
- Describe participation in local and international fora.
- Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

Reporting and Liaison has become a primary focus within the LIMA office which has produced a number of reports on a variety of initiatives undertaken by the office, as well as important meetings held with migration authorities, the IOM, the UNHCR, and other stakeholders. All liaison activities are reflected in the SMART portal and accounted for, and many are reported on back to HQ. A total of 24 P&R and liaison activities were entered into SMART for 2018 (as of October 2018).

In January 2018, LIMA convened an inaugural Liaison Group roundtable attended by 20 representatives from various diplomatic missions in Peru, as well as the Risk Assessment Officer. Attendees included Migration Officers, Consular Officers, Liaison officers, and Anti-Fraud and Risk Assessment Officers from like-minded countries, including participation from the International Organization for Migration (IOM). Discussion centered on regional migration patterns, and visa fraud trends, with a particular emphasis on the evolving Venezuelan migration crisis affecting the region. The meeting further allowed for network building as well as an opportunity to exchange information and best practises with key counterparts on current trends in the region. A second reiteration of the roundtable is envisioned for 2019 with a smaller group of primarily "5 Eyes" representatives with targeted discussion on biometrics expansion and continued collaboration with existing information sharing agreements in place.

LIMA maintains a close and cooperative relationship with its counterparts particularly useful considering expanding information-sharing protocols and joint anti-fraud initiatives. Visits take place with fluid information exchange on an as needed basis.

LIMA works closely with CBSA-LO on files of interest, anti-fraud, and migration trends, and plans coordinated travel

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s.21(1)(b)

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On the migration diplomacy front, LIMA maintains a positive working relationship with host government officials in Peru and Bolivia. Contact with officials from the [redacted] on a [redacted] basis in Peru and on an [redacted] basis during an area visit to both [redacted].

LIMA plans to submit a proposal to accompany a [redacted] delegation to the Metropolis 2019 conference to be held in Ottawa/Gatineau from June 24-28<sup>th</sup>, 2019.

**Venezuelan Migration Crisis:**

Countries across Latin America face unprecedented challenges grappling with the largest migratory crisis in the history of the region resulting from the Venezuelan humanitarian crisis coupled with ever-increasing migratory flows from the Northern Triangle of Central America (Guatemala, El Salvador, and Honduras) and Nicaragua.

Supporting Latin American countries in handling this mass migration in a safe and regular manner will help fostering good bilateral relations in the region, and would help mitigating the development of a humanitarian crisis of greater scope in the host countries, and ultimately providing safeguards against massive movements going north.

Focus is increasing on regional response mechanisms, particularly between Colombia, Peru and Ecuador who have been the most affected by the Venezuelan migration crisis, manifesting in a number of high-level meetings during recent months. Canada has participated in a number of these meetings, most notably within the Lima Group, regional congresses and technical meetings and has established effective working relationships with representatives from the UNHCR, the IOM, and the World Bank, with whom meetings take place

The **Pacific Alliance** is a regional integration initiative in Latin America created in 2011 by Chile, Colombia, Mexico and Peru. Canada has signed free trade agreements with all four Pacific Alliance members in recent years. In June 2016, Canada signed the Canada-Pacific Alliance Joint Declaration on Partnership, demonstrating Canada's vested interest in further developing this strategic relationship.

Peru's focus on information-sharing within the Pacific Alliance and biometrics collection to manage migration is timely with biometrics expansion to the Americas slated for December 31, 2018. With Chile and Mexico already visa-exempt to Canada, and visa-free travel to the Schengen zone for all four member countries in place,

Given the expanding scope of our MTAP contracts and military cooperation

**s.15(1)(i)**

**s.16(1)(b)**

**s.16(1)(c)**

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between Canada and Peru, the delay in case processing associated with the Canada's military and economic interests in the region.

**Migration and Human Trafficking:**

**Cross-border organized crime:**

IRCC and CBSA may be in a position to lend some expertise to Latin American countries in terms of border integrity, settlement and integration. Continued and recommended participation of IRCC and CBSA in regional migration conferences.

**Effects of Climate Change / Water Crisis on Migrant flows:** Water crisis situations in both Bolivia and Peru have led the government to declare a state of national emergency. International agencies and NGOs fear that the recurring situation may have profound effects on livestock and food supply in the country and lead to a national food security crisis. Expert reports have noted that climatic factors are expected to influence water availability over the long-term in the region

### Promotion and Recruitment (RM)

#### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

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s.21(1)(b)

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**Local Labour Market Focus:**

A main focus in Peru is centered around the building of technical capacity where Canada has shown to be a leader in applied investigation and knowledge transfer. Representatives from technical institutes in Canada actively market their programs to Peruvian students.

**Priority Sectors:**

The mining industry in Peru is the economic motor of the country, and the industry with the most significant foreign direct investment by Canadian companies. Colleges and Institutes Canada (CICan) introduced a 5-year project (2016-2021) funded by Global Affairs Canada, focused on sustainable development and skills for employment in the extractive sector of the Pacific Alliance countries (Colombia, Peru, Mexico and Chile).

LIMA actively engages with Trade colleagues on files of interest, particularly education promotion. LIMA participated in several education fairs and outreach initiatives with Trade in 2018, including an Edu-Canada Fair in Lima that attracted more than 3,000 potential graduate and post-graduate Peruvian students. LIMA also participated in coordinated visits with Trade to regions in Peru (Arequipa and Trujillo) as well as for the first time joint outreach to Bolivia. Continued collaboration with Trade is planned for 2019.

LIMA will continue to engage GR and TD programs as well as external stakeholders (eg. Air Canada, IOM, CICan, Canada-Peru Chamber of Commerce, etc.) to expand facilitative visa measures and promote innovative programs like Express Entry and eTA.

**Activities**

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
  - Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
  - Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

**Overview of P&R Activities:**

Over the course of 2018, Trade and Migration joint efforts have reached an estimated audience of over 10,000 potential Peruvian and Bolivian students through active participation at study fairs and outreach events across Peru, including for the first time joint regional outreach to post-secondary hubs outside of the capital city of Lima in Arequipa and Trujillo, as well as to Santa Cruz, Bolivia.

This joint approach to education promotion is believed has contributed to the notable upward trend in study permit application volumes; and quality of applicants. Lima's student caseload continues to steadily increase, with 61% growth for the 3-year period noted from 2015-2017

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International students are well-positioned as successful candidates for Express Entry, and following a review of EE Peruvian candidates since the inauguration of the Express Entry platform in January 2015, it was shown that almost 70% of successful Peruvian Express Entry candidates initially entered Canada on a study permit on their pathway to permanent residence as international students.

On November 30, 2018 our GAC colleagues shared news and recognition of our joint promotional efforts to the results of Peru's market designation for GAC EduCanada funding upgrade for FY 2019-20 to a high value market 2.A (see market designation below).

The upgrade is directly attributable to market performance as per IRCC statistical input:

- Number of students from market in Canada in 2017 (IRCC figures);
- Percentage growth of students in Canada from market x over the past 5 years;
- IRCC study permit approval rates in market x in 2017 (IRCC figures)

**MARKET DESIGNATION 2019-2020**

**Fact-based analysis of successful Express Entry candidates:**

LIMA is committed to fact-based analysis on our recruitment efforts and a results-oriented plan to guide our promotional activities for Express Entry and quantifiably assess and

## s.21(1)(b)

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validate our recruitment efforts on a continuous basis in order to make a direct link between our results and validate the resources we require to achieve recruitment objectives.

LIMA has requested guidance from NHQ/RIC in the development of baseline data of successful EE applicants since the EE platform was launched on January 1, 2015. Following the completion of our baseline evaluation, LIMA will be in a better position to feed into the market opportunity requests coming from the Employer Liaison Network.

### 2019 Engagement/ Outreach Plan:

1. Joint participation with Trade at a number of education fairs throughout the year, principally the annual Edu Canada fair held in Lima in September 2019 which attracts over 3,300 potential post-graduate and graduate Peruvian students. More than 25 Canadian educational institutions participate in the EduCanada fair including CALDO (a consortium representing nine of Canada's top research universities), top-ranked technical colleges, and a number of reputable language schools. Presentations are planned during fairs on study permit requirements, modes of application, post-graduate open work permit requirements and potential pathways to permanent residence for international students. All LES employees at mission rotate through providing assistance and presentations at a number of outreach events held throughout the year.
2. Continue to include promotional brochure "immigration pathway for international students" along with all approved study permit applications (VAC cases) in addition to study permit e-applicants that submit passport for printing.
3. Area travel to participate in education promotion at Edu Canada fair to be held in Santa Cruz, Bolivia in September 2019, Capitalizing on travel to targeted Express Entry seminars at educational institutions where previous successful Bolivian applicants have studied.
4. Quarterly Express Entry seminars published on the Embassy's facebook site reaching an estimated 38,000 followers. Social media post invites those to register who have knowledge of English and/or French, with post-secondary education and with an interest in immigrating to Canada.
5. Joint outreach sessions with Alliance française network across Peru and Bolivia to reach francophonie immigration promotion. Locations in Peru across 10 cities, including 6 locations in Lima, and 3 locations in Bolivia.

LIMA has made it a priority to ensure that all outreach, engagement, promotion and recruitment and liaison activities are captured in the SMART portal for reporting purposes. Google Forms are used for registration which include a profile snapshot of registered applicants and make attendance an invitation only event for Express Entry seminars.

### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

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• Litigation cases were previously sent to Canada, however, will be used for all new requests in accordance with standard practise given the time constraints to provide a record of the file. LIMA had three cases go to Judicial Review in 2017. Immigration appeals are sent to Canada.

• File destruction and repatriation are conducted regularly as required. Storage space is currently not an issue.

A repatriation exercise was completed in 2018 and for any other PR applications that would require repatriation, LIMA to scan PR forms as e-docs on GCMS applications as there are no further CAIPS applications pending repatriation. No future physical repatriation allocations are expected in the future, only EMLES funding to upload physical documents as e-documents in GCMS.

#### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

LIMA employees contribute significantly to Mission activities. LIMA staff members tend to be involved in high-profile events and visits (eg. Ministerial visits, Canada Day events, etc.) The time required by MO staff for the coordination of these visits varies depending on their assigned roles. CBO's are more intimately involved given their role in Mission management and thus time requirements are increased. LIMA MPM was involved in the Summit of the Americas in April 2018 – PM level visit, with both LES and CBS during working hours and outside of working hours.

Expected LIMA LES and CBS involvement expected for the PANAM games to be held in Lima in July-August 2019.

LIMA's HOM continues to support an extended committee structure. As such, all LIMA employees are requested to participate in at least one Mission committee. Many employees participate in 2 or 3 with varying demands. IRCC participation is to be carefully reviewed at time of committee renewal to ensure that operations are not being unduly impacted.

#### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.

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- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

**VAC oversight:**

VFS Global has been the current service provider responsible for VAC operations in Lima and La Paz since October 2013.

Communications and cooperation between LIMA staff and VAC staff is frequent and productive, with frequent meetings with the VAC management team and inspection visits to the VAC conducted on a periodic basis.

The BVO has Peru and Bolivia under their area of responsibility and we expect closer collaboration during the phase of Biometrics expansion in 2019 with planned visits to both Lima and La Paz

**Other**

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)
- Continuing reduction in Common Services budgets results in a heavier financial burden being placed on program budgets. Many office supplies that were previously covered by Common Services, must now be supplied out of IRCC budget.
- LIMA joined the Mexico CSDP for centralized financial processing in January 2017. This has required time and training on P2P and new processes. The MPM assistant is now responsible for uploading all IRCC budget and revenue transactions for processing in Mexico.

Bandwidth mission upgrade in September 2018 from 4 MB to 10 MB has improved GCMS response time and commensurate productivity.

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## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

#### Staffing:

With the changing nature of the CBS role to involve greater migration diplomacy and reporting, greater complex case verification, and the move to mandatory e-applications and less data entry processing, a greater need for enterprise skills, presentation skills, data analysis, higher level of written proficiency in official languages, etc. Training opportunities for staff on these skills will be encouraged.

Training on biometrics enrolment has been suggested to \_\_\_\_\_ during VAC inspection visits planned to Lima

#### CBS decision-maker challenges:

The \_\_\_\_\_ office Area Support Unit has been instrumental in providing additional flexible support on e-applications during absences.

#### Staff vacancies:

There is potential for the \_\_\_\_\_

### Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

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LIMA organized an office of the future staff retreat with

wellness and motivation at the centre.

An annual retreat is recommended to bring the section off-site to promote wellness and also to stimulate a brainstorming session for ideas on how to modernize the office, and carry forward the IRCC International Network agenda.

**IRCC Lima: Office of the Future Staff Retreat**

**Summary:** On October 26 2018, the Migration Section in Lima held a half-day staff retreat. The staff retreat was centered on improving the way we work while maintaining employee wellness as a team. It provided an opportunity to discuss our team's core strengths, and develop an action plan on ways to move forward as a dynamic team shaping the Lima office of the future in preparation for transition to a new Visa Application Centre (VAC) contract for November 2, 2018 and Biometrics Expansion for December 31, 2018.

**Retreat Results:** The retreat led to the development of a work plan to guide our mission's activities for the remainder of the 2018-2019 fiscal year and beyond:

- Launch of an E+ strategy on November 1, 2018 focused on incentivizing e-applications
- Active biometrics outreach launch with complementary communications strategy (via info sessions with student/travel agents, including Air Canada reps, VAC liaison, etc).
- Brainstorming on alternative client communication modes (ie WhatsApp, Instagram) targeted at "millennial clientele" not active on currently used communication mediums (ie. facebook, twitter) - in development.

**8. RISK MANAGEMENT (RIC, IRG)**

**2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019**

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.  
Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.

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Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice
EXAMPLE: Student Pilot Project	To determine the level of compliance to the program by confirming whereabouts of students after their study program concluded	QA	TR	Study Permit	N/A	South America	Mexico	J.Smith/LE-5/40hours	Sept - Oct 2018
		Anti-fraud/QA				Latin America & Caribbean	LIMA		
		Anti-fraud/QA				Latin America & Caribbean	LIMA		

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### Risk Assessment

#### Mission Specific:

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? *[Non-RAO offices please report any ad hoc RA activities.]*
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

#### Emerging trends:

An emerging fraud trend seen across the international network is related to

Given the ongoing expansion of the work sharing initiatives within the region, periodic quality assurance exercises, anti-fraud reporting on trends and knowledge transfer remains a priority to guarantee effective risk assessment of our caseload as well as a strategic management of our resources.

#### Anti-fraud annual review:

Reports are generated for anti-fraud activities and results are carefully reviewed

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#### Low-risk movement identified and triaged in 2018:

See Area Director Overview on regional work-sharing for further information.

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**Resources/Tools:**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

**Overview of the anti-fraud activities:**

LIMA's main anti-fraud activities include minimum of two quality assurance exercises are conducted each year, in addition to the preparation of a year-end anti-fraud report f . A

**RAU regional offices in BGOTA and MXICO:**

The RAOs servicing LIMA are located in The particular emphasis of is linked to quality assurance exercises in relation to regional work-sharing arrangements and program integrity on permanent resident caseload. Meanwhile, the RAO in covers Peru and Bolivia from the viewpoint of fraud and migration trends. More clarity in the role of each RAO in relation to the MO in Lima is expected to come in 2019.

The RAO in and the RAO assistant visited Lima in January 2018 for 3-days of liaison meetings, including a liaison roundtable attended by 20 Migration Officers, Consular Officers, Liaison officers, and Anti-Fraud and Risk Assessment Officers from various missions in Peru. Coordinated reporting on the Venezuela migration crisis affecting the entire region sits with the RAO i

**Recommended Quality Assurance focus for RAU:**  
 Regional quality assurance exercise

**Recommended Quality Assurance focus for RAU:**

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**s.21(1)(b)**

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Recommended regional quality assurance exercise

## 9. INNOVATION & CLIENT SERVICE (RIC, RIO)

### Client Service

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

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**s.21(1)(b)**

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**Biometrics Expansion:**

Biometrics roll-out will be done within the global strategy but the following specific local initiatives have been undertaken to mitigate impacts in Peru and Bolivia:

- Timely communication with CMM, and in particular HOM in advance of change
- 
- Social media communication advising clients of biometrics expansion requirements
- Communication tools to provide Embassy security guards and receptionists who are the first point of contact in many instances with clients on Biometrics
- Embassy signage announcing important implementation dates
- Close collaboration with on communications strategy/implementation plan
- 

**Client Enquiries:**

• LIMA manages a dedicated Immigration mailbox that is advertised on the mission website for client enquiries. Innovative info-graphics have been developed as a client service excellence initiative in trilingual formats to be sent to general client enquiries.

- is dedicated to managing all enquiries that are received via the general enquiry mailbox and actioning urgent requests. Specific service standards of 48-hour response are included in objective setting during the PSPMA cycle to ensure timely action for clients.
- 

**Social Media Mission accounts:**

- The MPM assistant from IRCC participates in the Mission Communications Working Group which manages the Mission's website, Facebook and Twitter accounts.
- LIMA provides input when appropriate for posting on social media and posts at regular intervals on applying online, transit visa requirements and biometrics expansion, etc.
- Recruitment sessions for Express Entry are advertised in via the mission social media accounts and two testimonials of successful Express Entry candidates from Peru were posted on the mission Facebook page creating significant traffic.

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Client Service Initiatives			
Country	Brief description of initiative	Expected outcomes*	Implementation Date
Migration Office: Lima Operational Environment Risk Rating: B	Area: Latin America and the Caribbean		
Latin-America & Caribbean region	CAN+ Latin-America regional e-application stream-lined pilot for nationals of 5 countries in the region -	Reduced processing times; improved client service, gain productivity; address growing TR pressures in offices with reduced staff resources	July 6, 2018
		Improve client service, support for bilateral relations between GAC and officials.	Renewed annually
Peru/Bolivia	Trilingual info-graphics posted in dedicated folder on mission facebook page and as email enquiry response to general client enquiries.	Improved client service responses for general enquiries; reduced back and forth communication with clients	January 1, 2018
Latin-America & Caribbean region	Design of interactive step-by-step digital video in Spanish on how to apply online	Incentivize applicants to apply online	
*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.			

**Work-Sharing Arrangements**

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Lima Area: Latin America and the Caribbean  
Operational Environment Risk Rating: B

**CAN+ Latin-America regional e-application stream-lined pilot** was introduced in July 2018 by the Area Support Unit to implement a risk-based assessment process for low-risk clientele in the Area to help address growing temporary resident pressures

For the 5-month period since the CAN+ pilot was introduced, a total of 669 applications were finalized by Area Support Unit, representing 10% of total output for that period ( finalized 669 applications; output 6,853). LIMA office support staff screen all incoming e-applications and assign to for triage purposes for final decision.

**Cuban e-applications:**

As of December 1, 2018, a GCMS change request was submitted to revert to having for all *online* temporary resident applications that indicate as country of residence (COR) at time of application. Assigning all online temporary resident applications back to as primary office will ensure consistency in data compilation based on the approach of assignment by country of residence as it currently skews the statistical data both have for their respective caseloads. Assigning as secondary office is consistent with the functioning of the for the Latin America & Caribbean region.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Lima Area: Latin America and the Caribbean  
Operational Environment Risk Rating: B

Work-Sharing Arrangements							
Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date
			TR	eApp	Reduced processing times given superior connectivity and greater capacity.	QA exercise; fluid information exchange on trends.	
			PR	Paper	Economies of scale		
			TR	eApp	Productivity gain; consistent processing times for CAN+ clientele across region; knowledge-transfer; optimal use of e-application screening and viewing tools.	QA exercises; assignment of admissibility review /complex cases	

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

**Other Innovations/ Best Practices**

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Lima Area: Latin America and the Caribbean  
Operational Environment Risk Rating: B

**E+ STRATEGY to incentivize e-applications and prioritize e-application processing**

**Launch date: November 1, 2018**

HOW? Our E+ strategy is focused on incentivizing e-application submissions:

1. Prioritized screening and processing for e-applications by IRCC LIMA
2. CAN+ e-application priority processing via pilot within the Area Support Unit (ASU) in
3. "Apply online" social media posts included in regular posting schedule on Embassy Facebook and Twitter accounts + automatic response to general enquiries on TRV applications which provide step-by-step instructions on how to apply online indicating that e-applications are prioritized. Reviewing possibility of use of alternative communication channels for info-graphics distribution (ie. Whatsapp)
4. Active outreach to education agents, travel agents in conjunction with Air Canada, and applicants at education fairs/ promotional sessions.

WHY? The benefits of an E+ strategy:

**IRCC modernized network of the future:**

- E-transfer of applications within international network depending on available resources/expertise.
- Reduction in overall temporary duty assignments required especially during seasonal peaks, relocation, and unexpected vacancies/absences.
- E+ strategy in line with departmental digital transformation strategy and future facets of IRCC E-government agenda (ie. biometrics expansion, further information-sharing with Migration Five countries, e-visa, eTA 2.0., etc)

**Resource Management:**

- LES human resources: No archiving, no destruction, no scanning to respond to ATIP, JR requests frees up time to be dedicated to core activities of promotion & recruitment, anti-fraud, and liaison activities.
- Material mission resources: reduced archiving space required
- Eco-friendly: Reduction in paper usage and elimination of environmentally damaging destruction methods (ie. incineration)

**Program integrity/Case Management:**

- Online applications with supporting documentation already in e-docs and with no retention date

WHAT? Results Measurement

**Baseline: Lima e-application % of total caseload is 41.1% for 2018** (YTD September 30, 2018) Out of missions within the International Network - Lima is currently ranked

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Lima Area: Latin America and the Caribbean  
Operational Environment Risk Rating: B

Within the Latin America and Caribbean region, Lima is currently ranked  
**E+ strategy goals:** to be within ranking within International Network by Dec 31, 2018

#### 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

##### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Type your answer here:

##### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

Migration Office: Lima Area: Latin America and the Caribbean  
Operational Environment Risk Rating: B

Type your answer here:

**Global Facilitation Programs**

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

Type your answer here:

Migration Office: Lima Area: Latin America and the Caribbean  
Operational Environment Risk Rating: B

### Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

Type your answer here:

Migration Office: London Area: North Europe  
Operational Environment Risk Rating: B

1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	London
Area:	North Europe and the Gulf
Office Type:	Full Service Regional Program Centre
Updated (YYYY/MM/DD)	2018/01/14
Interrelated Offices:	Abu Dhabi, Islamabad, Lagos

Personnel		
	NAME	MITNFT
MPM:		
D/MPM:	STEVENSON, Robert	445-3402
Area Director:		
GCMS Manager:	PATEL, Rena	445-3406
BVO:	BHANDAL, Japneet	445-3403
RAO:		
eTA SPOC (Single Point of Contact):	UZAN, Karene	445-3407
HOM:	CHARETTE, Janice	445-3301
GAC Regional Director:	SARTY, Leigh	
CBSA LO:		
MOF:	LAMONTAGNE, René	445-3471
IEC SPOC:	OWEN, Steve	445-3408
P&R SPOC:	PARADIS, Matthew	445-3427
Litigation SPOC:	BHANDAL, Japneet	445-3403
CBS	Names: Robert STEVENSON, Japneet BHANDAL, Steve OWEN, Karene UZAN, Rena PATEL, Matthew PARADIS, René LAMONTAGNE, S	
Total # : 17		
LES		

Migration Office: London Area: North Europe  
 Operational Environment Risk Rating: B

DMO #: 12  
 DMO(TR)#: 1  
 Other support staff #: 46

**Total #: 59**

**Emergency LES**

Total number of months in 2018: None

**TD**

Total number of weeks in 2018: 54

## 2. TERRITORY OVERVIEW

### TERRITORY OPERATIONAL OVERVIEW

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	PR Intake # 2018 by CoR	TR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # 2018 by CoR	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Afghanistan	D	34,124,811		243	244		1		0			PR-Econ and FC
Bahrain	C	1,410,942		39	53				0			PR-Econ and FC
Denmark	A	5,605,948	X	22	32	577	774	X	0	X		
Finland	A	5,518,371	X	17	17	261	321	X	0			
Iceland	B	339,747	X	1	1	36	57	X	0			Itinerant biometric enrolment service
Ireland	B	5,011,102	X	24	27	641	888	X		X		
Kuwait	B	2,875,422		138	156	9	9		1			PR-Econ and FC
Norway	A	5,320,045	X	30	30	344	463	X	0	X		
Oman	B	4,613,241		57	70	1	1		1			PR-Econ and FC
Pakistan	D	204,924,861		2,303	2,523	15	31		3		X	PR-Econ and FC
Qatar	B	2,314,307		189	221	1	2		1			PR-Econ and FC
Saudi Arabia	B	28,571,770		552	662	6	7		3			PR-Econ and FC
Sweden	A	9,960,487	X	42	46	467	683	X	1	X		

s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

Migration Office: London Area: North Europe  
 Operational Environment Risk Rating: B

United Arab Emirates	B	6,072,475	X	978	1,237	11	12	X	2		X	PR-Econ and FC
United Kingdom	B	65,648,100	X	492	548	9,406	12,529	X	1	X		
Yemen	E	28,036,829		27	32				0			PR-Econ and FC
Nigeria	D	190,632,261		430	431	19,701	26,747		2		X	TRV e-apps
Other	#N/A	#N/A		377	2,534	334	370					
<b>TOTAL:</b>				<b>5,961</b>	<b>8,864</b>	<b>31,810</b>	<b>42,894</b>		<b>15</b>			

### TERRITORY RISK OVERVIEW

Caseload Risk				Operational Environment Risk				
Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	Notes
Afghanistan	15	2.8%	#VALUE!	London				
Bahrain	36	0.6%	0.0%	London				
Denmark	88	0.4%	1.8%	London	London	Possibly for Refugee Interviews	London	Infrequent area travel to Denmark for refugee interviews
Finland	85	0.2%	0.7%	London	London	Y	London	Infrequent area travel to Finland for refugee interviews. Regular travel to Finland for VAC oversight

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: London Area: North Europe

Operational Environment Risk Rating: B

Country	Count	Percentage	Percentage	London	London	Y	London	Description
Iceland	77	0.0%	0.1%	London	London	Y	London	One-off area travel to Iceland to set up biometric enrolment equipment at mission and provide training
Ireland	74	0.3%	2.1%	London	London	Y	London	Regular area travel to provide as well as periodic promotion and outreach travel.
Kuwait	39	1.8%	0.0%	London				
Norway	85	0.3%	1.1%	London	London	Y	London	Infrequent area travel to conduct refugee interviews
Oman	44	0.8%	0.0%	London				
Pakistan	32	28.5%	0.1%	London				
Qatar	63	2.5%	0.0%	London				Exploratory area travel planned regarding Family Class interviews
Saudi Arabia	49	7.5%	0.0%	London				
Sweden	84	0.5%	1.6%	London	London	Y	Stockholm	Regular area travel to provide VAC oversight, as well as infrequent area travel for refugee interviews. Most interview needs in Sweden are taken care of by a London DMO who is based at Stockholm mission.
United Arab Emirates	71	14.0%	0.0%	London				
United Kingdom	82	6.2%	29.2%	London	London	Y	London	Regular area travel related to promotion and outreach activities
Yemen	16	0.4%	0.0%	London				

s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

Migration Office: London Area: North Europe  
Operational Environment Risk Rating: B

				(Economic and Family Class)
Nigeria	27	4.9%	62.4%	
Other	#N/A	28.6%	0.9%	

\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

Les couleurs utilisées dans les tableaux sont basés sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

KEY: Caseload Risk Level (Transparency International CPI)		KEY: Operational Environment Risk Level (Economist IU Risk Rating, Overall Assessment)	
Not Rated		Not Rated	
Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A
Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D

s.16(1)(b)  
 s.16(1)(c)

Migration Office: London Area: North Europe  
 Operational Environment Risk Rating: B

Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E
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### 3. PERMANENT RESIDENT OVERVIEW

## Permanent Resident

London

Year	Category	Target (#)	Applications finalized (#)	Applications finalized (# of clients)	Average Processing time (months)
2018	Economic	10,572	7,741	10,619	11
	Family Class	4,579	2,823	4,573	14
	Humanitarian	336	364	610	23
	<b>TOTAL</b>	<b>15,487</b>	<b>10,928</b>	<b>15,802</b>	
2017	Economic	7,257	7,278	7,369	11
	Family Class	3,727	3,726	3,632	17
	Humanitarian	604	593	508	20
	<b>TOTAL</b>	<b>11,588</b>	<b>11,597</b>	<b>11,509</b>	
2016	Economic	7,737	7,636	7,413	19
	Family Class	4,270	4,322	4,198	25
	Humanitarian	364	364	190	21
	<b>TOTAL</b>	<b>12,371</b>	<b>12,322</b>	<b>11,801</b>	

Year	Activity	Activities (#)	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018	Events		448		
	Verifications		125		
	H&C		57		
	Misrepresentation		38		
	<b>TOTAL</b>			<b>334</b>	<b>24</b>
2017	Events		831		
	Verifications		154		
	H&C		51		
	Misrepresentation		27		
	<b>TOTAL</b>			<b>484</b>	<b>63</b>
2016	Events		625		
	Verifications		186		
	H&C		50		
	Misrepresentation		86		
	<b>TOTAL</b>			<b>838</b>	<b>47</b>

\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

### PR Trends/Issues

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

s.15(1)(i)  
s.16(1)(b)  
s.16(1)(c)  
s.16(2)  
s.21(1)(b)

Migration Office: London Area: North Europe  
Operational Environment Risk Rating: B

### Family Class

- IRCC London is responsible for the processing of Family Class applications from 16 countries located in three very different regions of the world. These regions include: the British Isles and Nordic Countries (UK, Ireland, Denmark, Finland, Iceland, Norway, Sweden); the Gulf Countries (Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, United Arab Emirates and Yemen); and Pakistan and Afghanistan.
- London achieved 100% of its assigned Family Class target in 2018. The overall targets were: Family Class Priority (FCP) 3804, and Parents and Grandparents (PGP) 763.
- Provisional Family Class targets assigned to London for 2019 would see an increase over 2018 targets.
- 

- In addition to the that files are complete with all relevant evidence when assigned to an officer. This ensures

and focussed fact-finding conducted by Program Assistants.

- Under the current work distribution model,
- 
- 
- 
- London's PGP caseload remains essentially comprised of applications

- Site visits and verifications of documents | DNA testing, interviews with applicants, and interviews with sponsors significantly impact the processing time for complex cases from applicants
- Considering that London interviews of our FCP applicants, and also that a number of cases take longer to process for other reasons ( it is challenging to achieve 80% of cases finalized within 12 months.
- IRCC London sends pairs of officers on area trips (for a total of approximately interview days per year), in order to conduct Family Class interviews, validate internal referral systems for interviews and liaise with partners. directly impact the

s.15(1)(i)i)  
s.16(1)(b)  
s.16(1)(c)  
s.16(2)  
s.21(1)(b)

Migration Office: London Area: North Europe  
Operational Environment Risk Rating: B

ability to organize area trips.

### Economic Class

- 100% target met for 2018 (10,506 FDs). The most significant targets were Provincial Nominees (5,035) and Federal Skilled Workers (3,770), comprising approximately 84% of the total 2018 Economic target.
- The 2019 Economic target is approximately higher than the 2018 target. The 2019 targets for Provincial Nominees ) and Federal Skilled Workers are significantly higher than 2018. These two targets combined represent an approximately increase over 2018 targets for the same two categories.
- The work sharing arrangement that saw IRCC London processing economic applications (both paper files and Express Entry) from s area of responsibility ended in May 2018. We continue to finalize applications that were already in progress in London. We currently have 55 applications (201 persons) from this caseload pending final decision.
- London finalized 2,250 Express Entry cases (6,086 FDs) in 2018. Of these, 826 cases (2,645 FDs) were Provincial Nominees and 1,424 cases (3,441 FDs) were Federal Skilled Workers.
- 
- 
- It is anticipated that there will be a need for interview trips (2 officers on each) during the fiscal year 2019-20,
- 

### *Overseas Dependants*

- While London has no target allocation for the examination of overseas dependants of Live-in Caregivers Overseas (LC) and Dependant Overseas of In-Canada Spousal applications ( we are still required to assess dependants who reside within London's area of responsibility.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: London Area: North Europe  
Operational Environment Risk Rating: B

Public Policy:

- for the processing of the applications,

London maintains a close relationships with ROD, IPG and other missions

Refugees:

- The refugee caseload remains stable  
in is helpful in processing and interviewing these applicants in a timely fashion.
- The overseas dependants (DR) intake has increased  
files from The DR target for 2019 is significantly higher

The presence of the DMO  
as London has assumed responsibility for processing DR

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: London Area: North Europe  
Operational Environment Risk Rating: B

#### 4. TEMPORARY RESIDENT OVERVIEW

### Temporary Resident

London

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)
2018	Visitor	31906		38
	Student	4191		77
	Worker	1342		84
	eTA	1611		**
	<b>TOTAL</b>	<b>39050</b>		
2018 (Jan - Aug)	Visitor	21915		27
	Student	2872		58
	Worker	776		70
	eTA	1021		**
	<b>TOTAL</b>	<b>26584</b>		
2017	Visitor	12850		11
	Student	1050		30
	Worker	1436		30
	eTA	1330		**
	<b>TOTAL</b>	<b>16666</b>		
2016	Visitor	11303		8
	Student	944		26
	Worker	1431		26
	eTA	633		**
	<b>TOTAL</b>	<b>14311</b>		

Year	Activity	Activities (#)	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Events			
	Verifications			
	Misrepresentation			
	<b>TOTAL</b>			<b>423</b>
2017	Events			
	Verifications			
	Misrepresentation			
	<b>TOTAL</b>			<b>443</b>
2016	Events			
	Verifications			
	Misrepresentation			
	<b>TOTAL</b>			<b>295</b>

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

\*\*Processing times for eTA applications is not available as intake is based on OSC transfer to Mission and not application received date.

Migration Office: London Area: North Europe

Operational Environment Risk Rating: B

### TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

### Temporary Residents

- London's TR workload is characterised by diversity and complexity. In 2018, London received applications from citizens of more than 140 different countries, including many high profile and sensitive or otherwise urgent cases. The top four nationalities were
- Unlike IRCC London's PR programs, our traditional TR territory consists of only of
- Beginning in November 2017, London assumed responsibility for processing all online TR applications from residents c caseload transferred In August 2018, the visa office took over responsibility for processing new online SP and WP applications. London maintained responsibility for SP and WP applications already submitted, and London continues to be responsible for processing TRV e-apps.
- Intake of TR applications from residents represented the majority of all applications received and processed by London in 2018 (two-thirds of all TR applications: 66% of TRV applications, 86% of SP applications, though just 28% of WP applications).
- Application intake continues to shift towards e-apps compared to those submitted via the VAC; over 85% of TRVs, over 95% of Study Permits, and over 85% of Works Permits processed in London were e-apps in 2018. This is similar to the online application rate seen in 2017, and in part reflects London's responsibility for processing TR e-apps from residents
- London's approval rates reflect the diversity in clientele
- 
- London's work permit caseload is particularly diverse, encompassing all LMIA exemptions and varying from low to high skilled. London also provides significant guidance in response to inquiries from visa-exempt applicants and companies regarding work permit exemptions or requirements.

s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

Migration Office: London Area: North Europe  
Operational Environment Risk Rating: B

- London continues to receive some complex IEC work permit applications from OSC for residents of London's territory.

#### *TR Processing Times*

- London's TR workload has seen a large increase as a result of taking on the TR e-app caseload in late 2017. While TR intake from London's traditional territory (excluding [redacted] was comparable to 2017, total TR intake (when [redacted] is included) more than doubled in 2018 compared to 2017.
- Given that IRCC London did not receive incremental resources when taking on the TR e-app caseload, processing time commitments could not be met for any of the TRV, SP, or WP business lines throughout 2018. Limited work-sharing agreements were implemented in 2018 (loan of officers from London PR units on a weekly rotating basis through the busier summer season, and an agreement with IRCC [redacted] through which that office processes 100 TRV or 80 SP per week on London's behalf), and implementation of the Chinook [redacted] however these measures were insufficient given the sheer volume of the increase in application numbers. The assistance of 4 TD officers in Q3 helped reduce TRV processing times from a peak of 85 days down to 55 days by year-end, but this is still well outside departmental commitments.
- As many London clients require VIT transmissions, delays in receiving the results in 2018 also had a negative impact on processing times.
- Due to the requirement for biometrics (since 2013 for certain foreign nationals, and many more beginning August 2018 with CIF 1 of Biometric expansion), processing times in the countries within London's area of responsibility have been impacted variably as it can take time for applicants to complete biometrics, especially since applicants in some Nordic countries and Ireland must travel to the UK or mainland Europe (Germany/France) to submit biometrics. In some cases, they must apply for visas for this purpose. As well, a significant numbers of transit visa applications, again mainly from Ireland and the Nordic countries, are abandoned primarily due to biometrics requirements. Closing files for non-compliance with the biometric requirement has also put upward pressure on processing times. The opening of a VAC in Stockholm in September 2018 has alleviated some of this pressure for applicants in the Nordic countries, and the opening of a VAC in [redacted] should help as well.

#### eTA:

- eTAs are processed by the Exceptional Cases Unit, which also processes ARCs, PR Renunciation, Rehabilitation & TRP applications.
- The Unit manager for the Exceptional Cases Unit also supervises the Operations Support Unit which includes the Client Service Unit.
- The UK is still the top country in terms of number of travellers applying for an eTA, representing about 25% of all eTAs globally.
- The implementation of eTA continues to have an impact on the intake of more exceptional applications (ARCs, RHB, PRTDs, TRPs, Renunciations). A more fulsome

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: London Area: North Europe

Operational Environment Risk Rating: B

description can be found in the "Other" section of this document.

- The number of eTA applications referred to London increased in 2018 (1611 eTAs finalized by LDN in 2018 compared to 1325 in 2017). These are complex cases
- IRCC London has a productive relationship with OSC, IPG and RIC that permits timely consultation on eTA cases and related issues.
- There is good and frequent communication and information exchange with other like-minded missions that have high eTA intake.
- Significant outreach efforts have been made including liaison with Missions in the region that don't have an immigration presence, as well as with other mission programs in London, air carriers, and with our Consular and CBSA partners. Tweets and Facebook messages have been posted by the LDN social media team.

Migration Office: London Area: North Europe  
 Operational Environment Risk Rating: B

## 5. OTHER APPLICATIONS OVERVIEW

### Other Applications

London				
Year	Category	Applications Finalized (#)	Approval Rate (%)	Average Processing time (days)
2018	PRTD	1,986		5
	PR renunciation	815		3
	TRP	142		53
	ARC	47		91
	Rehabilitation	249		-
	<b>Total</b>	<b>3,239</b>		
2018 (Jan-Aug)	PRTD	1,384		1
	PR renunciation	644		5
	TRP	98		62
	ARC	34		141
	Rehabilitation	164		-
	<b>Total</b>	<b>2,324</b>		
2017	PRTD	2,045		0
	PR renunciation	1,067		3
	TRP	106		48
	ARC	36		183
	Rehabilitation	223		-
	<b>Total</b>	<b>3,477</b>		
2016	PRTD	1,183		0
	PR renunciation	837		11
	TRP	63		72
	ARC	60		191
	Rehabilitation	210		-
	<b>Total</b>	<b>2,353</b>		

\*Stats supplied by OPPB

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.

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s.16(1)(c)

s.21(1)(b)

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- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.
  - Between 2017 and 2018, there has been a steady and significant increase of all “other” lines of business (except for PRTDs) mostly due to the implementation of eTA. Rehabilitation cases finalised have increased and ARCs have gone up TRPs have increased PRTDS have slightly diminished although 2018 levels are still higher compared to the pre-eTA era. Finally, PR Renunciations have decreased
  - Many of the above increases can be attributed to eTA implementation and the number of eTA applications dropping-out for review due to either self-declared inadmissibility or to previous immigration records or adverse information.
  - Processing “Other” applications requires significant effort, particularly at the CBO and DMPM level given delegation of authority.
  - Due to reliable police certificates in the UK, showing all levels of criminality, the number of rehabilitation applications has increased steadily the introduction of eTA. The number of canceled applications has decreased This is mostly due to the clear guidance and support given to clients so they do not submit rehabilitation applications before they are eligible to do so.
  - The Exceptional Cases Unit has leveraged social media to provide information, explanations, and clear guidelines to clients across the region in a timely reactive and proactive way.
  - eTA Applicants that are found inadmissible due to criminality but would be eligible for Rehab are given 10 days to apply for rehab,
  - Inadmissible eTA applicants who are found to have compelling reasons to travel to Canada and are not yet eligible for rehabilitation are given guidance and procedures for TRP applications.
  - 
  - Processing time for PRTDs is 1-2 working days for the majority of cases. All applications are received via the VACs, reviewed by an officer the same day as received from the VAC Even though eTA has been in effect for over 2 years, many PRTD applicants continue to apply on an urgent basis, having been denied boarding due to an expired PR card and unable to apply for eTA.

Migration Office: London Area: North Europe  
Operational Environment Risk Rating: B

## 6. ENVIRONMENTAL OVERVIEW

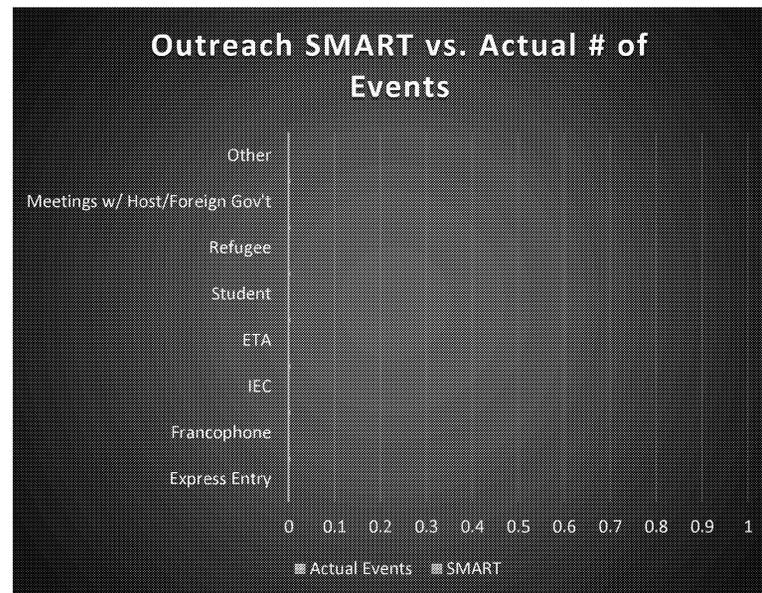
### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

**Instructions:**

Information from the SMART calendar for your mission has been pre-populated, if available. In the table below, enter the number of events actually performed.

Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).



Migration Office: London Area: North Europe  
 Operational Environment Risk Rating: B

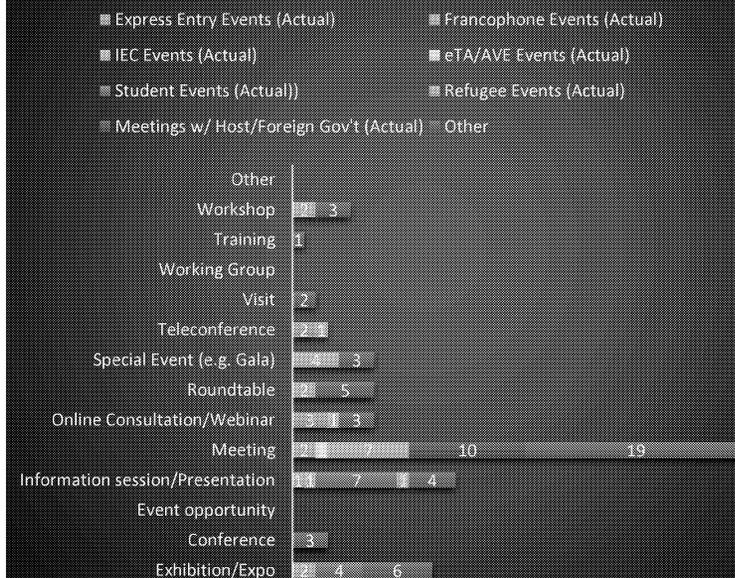
**London**  
**SMART (For Reference Only)**

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan-Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)	Other
Exhibition/Expo		2			4			3
Information Session/Presentation		1	1		7			3
Meeting		2						
Online Consultation/Webinar	2		1					2
Teleconference		1						2
Training								1
<b>Total</b>	<b>2</b>	<b>6</b>	<b>2</b>	<b>0</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>11</b>

**Actual Events (Please indicate the actual # of events performed)**

Delivery Format / Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/Expo		2			4			6
Conference								3
Event opportunity								
Information session/Presentation		1	1		7	1		4

**Outreach by Delivery Format and Business Line (Actual)**



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Meeting	2	1	7	10	19	
Online						
Consultation/Webinar	3	1			3	
Roundtable			2		5	
Special Event (e.g. Gala)			4		3	
Teleconference	2	1				
Visit					2	
Working Group						
Training					1	
Workshop			2		3	
Other						
<b>Total</b>	<b>#REF!</b>	<b>#REF!</b>	<b>#REF!</b>	<b>#REF!</b>	<b>#REF!</b>	<b>#REF!</b>

Please note that all 2018 events/activities have now been entered in SMART on 9th January, 2019 .

<b>MISSIONS</b>	<b>Count of Mission</b>
<b>LDN</b>	<b>32</b>
<b>Exhibition / Expo</b>	<b>9</b>
LDN - « Entr'Elles » – Participation Journée Internationale de la Francophonie	1
LDN - Atlantic Canada Career Opportunities 2018	1
LDN - Destination Acadie (Francophone)	1
LDN - Emigratiebeurs (Houten)	1
LDN - Nova Scotia recruitment fair	1
LDN Student - Oxford University International Careers Day	1
LDN Student - Postgrad LIVE! (Bristol)	1
LDN Student - Postgrad LIVE! (Liverpool)	1
LDN Student - University of East Anglia Global Careers Day	1
<b>Information session/Presentation</b>	<b>12</b>
LDN - BMJ Careers Fair	1
LDN - Educanada - Career Guidance day (Student)	1

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Migration Office: London Area: North Europe  
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LDN - EduCanada - Post grad day (Student)	1
LDN - EduCanada - Undergrad day (Student)	1
LDN - Information Session: Pre-Arrival for francophone migrants to Canada	1
LDN - NSOI - Medical Doctor Recruitment Fair	1
LDN - PhD Live! Leeds (Student)	1
LDN - PhD Live! Oxford (Student)	1
LDN - UniFrog – Canada Day (Student)	1
LDN - VANCOUVER-LONDON: Level Up   Video Game Industry Mixer!	1
LDN - WYSTC Edinburgh (IEC)	1
LDN Student - King's College London	1
<b>Meeting</b>	<b>2</b>
LDN - Planning séance information pour les migrants francophones du 22 mars	1
LDN - Preparation meeting for Destination Acadie - Immigration Fair	1
<b>Online Consultation/Webinar</b>	<b>5</b>
LDN - Webinar - IEC	1
LDN - Webinar - Immigration to Canada (Express Entry)	2
LDN - Webinar - Nominee Program NFLD & LBR	1
LDN - Webinar: Territorial Nominee Program – Yukon	1
<b>Teleconference</b>	<b>3</b>
LDN Express Entry - Conference call with BC PNP	1
LDN Express Entry - Conference call with SK PNP	1
LDN Francophone - Conference call with	1
<b>Training</b>	<b>1</b>
LDN - Prezi Training	1
<b>Grand Total</b>	<b>32</b>

\* This was provided by HQ. Unable to update at Mission

**Migration Diplomacy / Outreach (RIO, RM)**

- Describe the type and frequency of contact with local officials.
- Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
- Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: London Area: North Europe

Operational Environment Risk Rating: B

- Describe participation in local and international fora.
- Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?  
(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

### **Contact with Local Officials**

- London conducts regular meetings and consultations with 5CC partners and the UK Home Office. For example, meetings on privately sponsored refugees, asylum systems and eTA were held over the past year. In the context of the United Kingdom's departure from the European Union (Brexit), London has met several times with the Home Office. In addition, we often accompany high level visitors to meet with their counterparts at the Home Office and other UK Government agencies.
- The RAO represents IRCC at the London Immigration Network (LINK), a meeting of M5 Risk Assessment, Integrity and anti-fraud officials. Partners share intelligence and trends. LINK is a valuable forum for establishing and maintaining key contacts. Cooperation and responsiveness are strong between all partners.
- Ongoing communication with different interlocutors within UK Home Office and the Foreign Commonwealth Office on various topics of mutual interest, as required.
- London has a close and ongoing relationship with the sharing common issues, suggesting best practices, and facilitating knowledge transfer.
- London also works collaboratively with Provinces, notably in supporting Promotion & Outreach efforts in London's territory.

### **Issues with host government, potential areas of cooperation, and existing or potential "irritants"**

- 
- Great interest in Canada's private sponsorship program for refugees has resulted in a very positive working relationship between the Global Refugee Sponsorship Initiative (GRSI) partners including with the UK, Ireland, Netherlands and Sweden.
- 

IRCC London is working with our mission and provide service residents in need.

Additionally,  
This would be operated by mission Consular staff

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: London Area: North Europe

Operational Environment Risk Rating: B

### **Liaison activities with M5 partners, IGOs/NGOs, and other stakeholders**

- The RAO meets with M5 partners on an ad hoc basis to discuss specific issues. Notably, multiple visits to UK processing offices have been arranged to discuss streaming, data-driven processing and the centralization of work in the UK. The UK also invited the RAO to participate in a copy documents training workshop. In addition, the RAO met with UK officials to discuss
- Separately, the RAO has met with representatives from the to discuss our respective transformation agendas
- IRCC London has a positive working relationship with the key NGO interlocutors who are engaged with Community Sponsorship of Refugees in the UK.

### **Participation in local and international fora**

- Officers from the IRCC London Family Reunification Unit attend meetings and conferences relating to the prevention of forced marriage in the UK. An officer from the unit observes meetings of the UK Forced Marriage Unit Partnership Board. The Forced Marriage Unit is a joint Home Office and Foreign and Commonwealth Office unit, and the Partnership Board brings together civil society organisations and law enforcement officials in the UK. Through this involvement, we occasionally attend conferences and workshops in the UK on the topic of child, early and forced marriage.
- IRCC London has been invited to attend migration related discussions and to speak at 'hackathons' and seminars organised by local think tanks such as the Institute for Government and various government organizations to discuss Canada's economic and humanitarian migration programs and to share best practices. As the UK is leaving the EU and will be ending free movement, it is in the process of developing a new immigration policy, and has expressed interest in learning from Canada's experience.

### **Current events and developments having a significant impact on migration trends**

- 
- 

The UK has imposed a minimum income-requirement for family sponsorship since 2012. According to changes proposed for family migration in the White Paper released December 19th, EU citizens will also be subject to these rules in future. This proposal also includes English-language requirements for persons seeking to settle permanently.

s.15(1)(i)

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: London Area: North Europe

Operational Environment Risk Rating: B

- Ratification of the Canada-European Union: Comprehensive Economic and Trade Agreement (CETA) which should result in increased flow of goods and people from the UK/EU to and from Canada.
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- 
- The Global Compact on Migration and the Global Compact for Refugees will provide an opportunity for IRCC for further engagement and discourse with the UK and European partners on migration issues and programs.

## Promotion and Recruitment (RM)

### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.
  - The UK's current unemployment rate is at lows not seen since the mid-70s. (currently 4.1%, up from 4.0% in October, but not previously so low since 1975).
  - The region is characterised by a highly-trained, highly-skilled workforce. Because of this, despite the caveats below, the region will remain a labour pool of great interest to Canada.
  - 
  - There are serious staff shortages in health care and IT in the UK.
  - Since the economic downturn in 2008, there have been an increasing number of job-to-job moves – non-UK workers are more likely to migrate to regions that are less attractive to UK workers, whereas UK workers are very reluctant to move regions.
  - One of the major platforms of the current government is to eliminate the free movement of persons to the UK from the European Union. The UK's white paper on immigration proposes that EU nationals be treated the same as non-EU. However, it would allow for those already resident in the UK to remain.
  -

s.15(1)(i)i)

s.21(1)(b)

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Ireland, Denmark, Norway, Sweden, Finland and Iceland are developed economies with relatively low unemployment rates. In contrast to the period after the 2008 economic downturn, where countries like Ireland had large pools of skilled labour emigrating due to high unemployment, there are now shortages in industries like construction and health care,

Key sectors: Healthcare\*, Information Technology, Visual Effects Industry, Software development, Artificial intelligence

\* *with a focus on medical doctors*

#### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
- Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

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#### Key stakeholders

- ***Provincial Representatives (P/TNP and other)***
- In general, our relationship with the provinces is a good one. Whenever a province is coming through our region, we try and coordinate support for them at their recruitment events and also encourage them to stop by LDN to discuss activities and future plans.
- ***Regional P&O contacts***
- LDN works regularly with PARIS and other offices to coordinate social media activities, webinar promotion, etc. and also share best practices.
- ***REML Network***
- ***OGD Contacts (CED, FPDS)***
- ***Universities and other post-secondary institutions (and their alumni groups)***

London has focussed its P&O resources on events related to key sectors

Those events with provincial participation and/or with multiple Canadian companies present have priority. Another priority is events where IRCC London can support Trade colleagues in attracting business to Canada by positively presenting the migration possibilities for recruitment and staffing.

Staff participate in events at universities and colleges around the UK to promote Canada as a destination for study, work and possible emigration.

When provinces come through the region, IRCC London works to support their events.

The Regional Economic Migration Liaison (REML) coordinator for Northern Europe is based in London, so London has utilized the presence of the REML coordinator here to

s.21(1)(b)

Migration Office: London Area: North Europe  
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assist in organizing the country teams working on labour market analysis. A baseline report for each of the countries in the region is currently being undertaken.

London is focusing its promotion and outreach on high-value events in partnership with other stakeholders.

### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

### Status of file destruction and repatriation

- Approximately 4,250 files will be repatriated to Canada by the end of March 2019.

s.16(2)  
s.21(1)(b)

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Issues or challenges with file storage

- File Repatriation: London has sufficient storage space for files but maintains a high number of physical files within the office.

•

Issues and challenges with file destruction

•

Files received from CN

- Family Class files from CPC-Mississauga and files from CPC-Sydney (economic, family) are received by i
- Litigation files are sent/returned to London
- Files (PP) created by ROC-O (IN) are sent to us
  
- 254 files were sent to Canada for litigation in 2018; 95% of these were sent and 5%

**Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)**

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

s.21(1)(b)

s.21(1)(d)

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- MPM attends a bi-weekly Management meeting, quarterly CMM, as well as chairing the Housing Committee. The DMPM attends the bi-weekly Management meeting, Security Committee, and the quarterly LES/Management committee. Other staff members take part in various mission committees. There is an active social committee which involves both CBO and LES.
- IRCC London also contributed staff to planning and delivery activities in support of the Commonwealth Heads of Government Meetings in London (PM Trudeau attended). We also played a significant role in GAC GCWCC efforts at mission.
- There has been ongoing support to CED that has led to a number of P&R opportunities beyond the education sector (tech sector in particular). In addition, there continues to be good engagement with FPDS on issues of diversity, human rights, gender, Brexit, and migration to name a few. IRCC London has assumed the mission lead for reporting on migration issues related to Brexit and the UK in general.
- IRCC London welcomes many visitors from Headquarters (including visits at the Minister and ADM level in 2018), which requires considerable involvement by Section staff, in not only organizing the visit but also in attending meetings, preparing presentations, accompanying visitors to external meetings, and reporting.
- Public Safety: We deal with Public Safety colleagues (CBSA, RCMP and others) in several missions
- Consular: We work very collegially with consular colleagues, and cooperate on cases as they arise (e.g. dual Citizens – eTA, facilitation visas, DNA tests, and assistance in forced marriage cases)

#### ACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

#### VAC

- Additional VACs will open in Dublin (March),
- The relationship with the VAC in London has been positive and the VAC has been responsive.
- The VAC in Stockholm has been working effectively during their first four months in operation.
- Questions are infrequent and handled as they come up.

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- Error rate at London VAC increased temporarily in 2018 but with regular feedback, dropped to a negligible rate.
- Regular meetings and visits to the VAC were held throughout the year.

#### Biometrics

- With Biometrics expansion, the London VAC increased from one biometrics booth to four to be able to provide adequate service to clients.
- They have received equipment and the BVO is working with the team in to arrange a suitable time for training in Q4.
- Given that the new VACs in Stockholm and Dublin were not open in time for CIF 1, itinerant biometrics collection service was provided at the mission in Stockholm in August and early September. Itinerant service has also been provided in Dublin since August and will continue until the new VAC opens in March.
- In August 2018, London experienced challenges after CIF 1 as many automatic GCMS functionalities had stopped working, resulting in an increase in work for staff to ensure application completion and accuracy. These were all reported through the appropriate channels. The majority of these issues have since been resolved. There are some functionalities that remain pending but are expected to be resolved in future GCMS releases.

#### Other

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

#### Services/support received from OGDs

- 
- 

#### GCMS issues

- Speed and functionality: bandwidth generally satisfactory and stable |

s.16(2)

s.21(1)(b)

Migration Office: London Area: North Europe  
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Planned outages:

. With approx. 75 GCMS users in London,

- Unplanned outages:
- Training: inter-mission exchanges over the past year have helped to share best practices and tools,

### Infrastructure



- Refunds London prepares a significant number of refunds throughout the year. In 2018, 500 IPRMS refunds have been submitted to NHQ Finance and 8 memos were prepared for old CAIPS file refunds for GAC signature.

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

### Challenges

s.16(1)(c)  
s.21(1)(b)

Migration Office: London Area: North Europe  
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- LE-7 position vacant. Filling the now vacant LE-7 position will take time
- New DMOs were hired in 2018
- High turnover of LE4s and LE5s for various reasons (retirement, promotions, lateral transfers, departures, etc)  
Implementation of near continual LE4 and LE5 external competitions by IMM Section has helped address this.
- IRCC London did not receive incremental resources when absorbing the caseload. This has had a significant impact on all IRCC London TR processing times.
- Ensuring balanced workload between LES, notably LE5s across Sections.
- Frequent hiring competitions held which are time-consuming.
- 
- 
- Maximizing integration of based DIO into the IRCC London workplan. This continues to be an exceptionally positive relationship.
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- :
- |

Vacancies in the coming year

- 2 DMOs and 1 NIO currently in training,
- Many LE4 and LE5 vacancies are anticipated in the coming year competitions. Vacancies will be filled via internal/external

s.16(1)(b)

s.21(1)(b)

s.21(1)(d)

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#### Training Needs

- training in 2018 was highly successful. We hope to offer future sessions in 2019.
- GCMS and Answers training successfully provided in 2018 and will be ongoing in 2019.
- Urdu language training initiated in 2018 to assist officers assessing FC and Econ PR applications from Pakistan; will be ongoing in 2019.
- 
- Ongoing training related to inadmissibility and security screening (officers); anti-fraud (provided by RAO); GCMS (all); Values and Ethics refreshers (all).

#### Staffing Changes needed in next 5 years

- It will be important that London, as an AD mission, receive a GCMS expert CBO as part of the 19/20 posting cycle.
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- 

#### LES

- Able to access funds for LES OT required for operational needs. Overtime primarily required for area travel application volumes. after hours P&R activities, and addressing TR
- Able to access unspent LES salary dollars from vacant positions to hire EMLES or contract LES.
- EMLES funds requested in 2019 similar to 2018,
-

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s.21(1)(d)

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### Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

#### Workspace challenges

- 
- 
- 
- 

#### Other Challenges

- 

#### Mitigation Strategies

- At the beginning of January 2019 windows on the 1<sup>st</sup> floor (Migration Section) are scheduled to be upgraded by mission maintenance
- In 2018 LE4 and LE5 pools were established as part of the active workforce renewal commitment as outlined in the PM strategy, pre-identify and utilize available pools of talent.
- Cross movements between units has been encouraged, optimizing the use of available staffing flexibilities. Staff were invited to express interest in lateral moves within

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the unit in December 2018. Lateral movements took place at all levels throughout the year, providing opportunities for new and experienced staff to learn develop new skills and take on new responsibilities.

- Implemented acting opportunities within units to develop and strengthen leadership capacity in-line with the PM Strategy People Management Priority – Performance and Talent Management and goal of transitioning to “talent readiness” culture through the development of talent at all levels.
- Encouraged engagement of all staff in P&O activities including LE4 and LE5 participation at events. LE staff at all levels are encouraged to participate in recently established country labour market analysis teams.
- The Employee Assistance Program is available to all employees.
- London LES have a comprehensive set of health insurance benefits as part of their contracts including Vitality Health, which focuses on prevention based healthcare and rewarding healthy lifestyles with benefits based incentives.

#### Training courses offered by GAC to all staff

- All IRCC staff were encouraged to complete the Gender-Based Analysis Plus (GBA+) online training course in spring 2018.
- IRCC staff are participating in First aid training in Q3 2018 with the aim to have qualified individuals trained in first aid in all sections and on all floors.

#### Encouraged participation and engagement in mission wide committees

- Gender equality network
- Pride committee – IRCC staff once again played a vital role in the High Commission’s participation in London Pride 2018.
- Grosvenor Club social committee (organizes weekly/bi-weekly events throughout the year, the High Commission seasonal party, and other events on an ad hoc basis)
- A Health and Wellness Motivation Team was established at the High Commission in fall 2018. IRCC participates with two representatives.

#### Wellness Activities Planned

- An annual IRCC teambuilding event is planned for March 2019.
- Encouragement of CSPS courses as identified in IRCC Psychological and Safety Strategy which specialize in mental health in the workplace:

s.16(1)(b)

s.16(1)(c)

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Operational Environment Risk Rating: B

- Mental Health: Awareness (Z041)
- Mental Health: Communication Strategies (Z087)
- Mental Health: Health and Wellness Strategies (Z042)
- Mental Health: Psychologically Healthy Workplaces (Z043)
- Mental Health: Sign, Symptoms, and Solutions (Z097)

## 8. RISK MANAGEMENT (RIC, IRG)

### 2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.  
Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: London Area: North Europe  
Operational Environment Risk Rating: B

## Risk Assessment

### Mission Specific:

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? [*Non-RAO offices please report any ad hoc RA activities.*]
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?
  - Use queries and dashboards
  - 
  - Work closely with IRCC on the shared caseload: share fraud information, discuss emerging trends, assign files for interview, organize regular conference calls.
  - Trends:

s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

Migration Office: London Area: North Europe  
Operational Environment Risk Rating: B

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- Unique aspects: Diversity of LDN caseload; process applications from all over the world;
- RAO, in collaboration with other offices has provided staff with training on TR and PR risk profiles; regular fraud alerts are disseminated on emerging trends; verification procedures have been implemented.
- 
- RAO participated in a regional RAO meeting in Abu Dhabi In November 2018.
- RAU organized training for staff on \_\_\_\_\_ and QA and Sampling.
- Liaise regularly with M5 partners - disseminate intelligence to processing officers as necessary.

#### Resources/Tools:

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?
  - Anti-fraud activities are led by the RAO.

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s.16(1)(b)

s.21(1)(b)

Migration Office: London Area: North Europe  
Operational Environment Risk Rating: B

## 9. INNOVATION & CLIENT SERVICE (RIC, RIO)

### Client Service

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

#### Principal Client Service Issues

- Biometrics expansion and providing itinerant biometrics collection at the Missions in Dublin, Stockholm, Oslo. Between August-December 2018 IRCC LDN scheduled over 800 biometric appointments in Dublin. Nearly 4,000 emails were sent and received through a dedicated biometrics scheduling inbox (an average of 4 emails sent/received per appointment). Additional and longer itinerant trips to Dublin by IRCC LDN officers were added between September and November 2018 in order provide better client service and ensure biometric enrollment was within standard processing times. A full time TD officer has been arranged to take over the biometric collection in Dublin starting January 2019 until the opening of the Dublin VAC in March 2019.
- In 2018, IRCC LDN received more than 55,000 email enquiries through the general LDN (IMMIGRATION) inbox, averaging more than 1,000 emails received per week. A dedicated client service team is required to review and triage these emails following clear guidelines for management of client enquiries as outlined in the next section.
- IRCC LDN receives a high volume of urgent and/or emergency enquiries through the general LDN (IMMIGRATION) inbox

#### Management of Client Inquiries

- All e-mail enquiries are provided with an immediate generic response, indicating a commitment to provide a substantive response to case specific enquiries within 4 weeks. CSU then provides template responses to all general enquiries and forwards case-specific enquiries to the appropriate units for review and response.
- The majority of general enquiries are responded to within 3-5 working days. Enquiries marked as "urgent" within 1 to 2 working days. eTA related enquiries are actioned within the same working day. after review receive a response
- A priority triaging system has been established by subject matter and urgency and actioned accordingly. 1

Migration Office: London Area: North Europe  
Operational Environment Risk Rating: B

- The Operational Support Unit (OSU) supervisor monitors the LDN (IM) inbox and dispatches enquiries and information to relevant units/officers on a daily basis. MP requests and internal enquiries (from other Missions or partners, for example) are usually received via the LDN (IM) inbox and are responded to within established service standards.

#### Social Media

- IRCC LDN does not have its own separate professional accounts on social media. IRCC LDN continues to work with the Public Affairs Section (GAC) for timely dissemination of Immigration-specific content via the High Commission's official social media accounts, including Facebook and Twitter. Topics including information on the eTA requirement, biometrics expansion, and the impact to temporary visitors and permanent residents of the new impaired driving laws in relation to cannabis are shared via the High Commission's Twitter and Facebook feeds by the Mission's Social Media Officer on an ongoing basis.

Client Service Initiatives			
Country	Brief description of initiative	Expected outcomes*	Implementation Date
Dublin, Ireland	New VAC expected to open in Dublin in the near future.	Improved client service for residents of Ireland. Clients will no longer have to fly to London or another VAC location to provide biometrics or apply for a visa.	March 1, 2019
Oslo, Norway	Biometric Expansion: Monthly biometric enrollment trips between August-November 2018 by IRCC LDN officers	Improved client service for clients resident in Norway. Clients were able to avoid flying to London, Stockholm, or another VAC location to provide biometrics. This service was terminated due to lack of take up.	August-November 2018
Stockholm, Sweden	Biometric Expansion: Full-time TD for biometric enrollments in August 2018 until Sweden VAC opened September 2018	Improved client service for residents of Sweden and neighbouring Nordic countries. Clients will no longer have to fly to London or another VAC location to provide biometrics or apply for a visa.	August 2018
London, UK	A dedicated person in our client service team searches our general enquire inbox throughout the day to identify urgent or eTA enquiries and takes immediate action to respond to or triage accordingly.	Improved client service for those who have urgent or emergency travel and require further assistance.	Ongoing

**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

Migration Office: London Area: North Europe  
 Operational Environment Risk Rating: B

London, UK	eTA applicants who are found to be criminally inadmissible and eligible to apply for rehab are provided 10 days to apply for rehab while their eTA application remains in progress pending their rehab decision.	Improved client service for eTA applicants who are eligible to apply for rehab. Clients are provided with case specific information and do not need to re-apply for a second eTA if/when their rehab application is approved. This streamlines the application process for the client and internally.	Ongoing
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\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

**Work-Sharing Arrangements**

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

**Work-Sharing Arrangements**

- IRCC London currently has temporary responsibility for processing of TR e-apps submitted by residents
- 
- In order to ensure consistency of decision-making between missions working on the caseload, IRCC London provided training materials and virtual training sessions (teleconference and videoconference/webinars) to staff DMOs to London for short-term TDs working on e-apps. The same will be done for staff in Beyond the virtual training, IRCC London also brought 2 IRCC
- In early 2019, an IRCC London Chinook expert will be travelling to both IRCC and IRCC to provide training on how to best utilize this new processing tool. This will also help harmonize processing practices between key Northern European processing missions.
- Remote visa-printing arrangements exist with our missions in /
- IRCC London is exploring with HQ the potential for centralization of the

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: London Area: North Europe  
Operational Environment Risk Rating: B

### Work-Sharing Arrangements

Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date
	IRCC provides regular assistance to IRCC London by processing 100 TRV e-apps or 80 SP applications weekly.	IRCC	TR	eApp	Help IRCC London reduce processing times for TR e-apps	Cases can be selected as part of London's regular QA exercises. Extensive in-person training (via Regional TD) provided to officers, and ongoing updates on trends of concern provided by IRCC London RAU.	2017/18
	IRCC and IRCC plan to provide assistance to IRCC London by processing TR e-apps. These will be temporary, ad hoc arrangements	IRCC and IRCC	TR	eApp	Help IRCC London reduce processing times for TR e-apps	Cases can be selected as part of London's regular QA exercises. Extensive in-person training (via Regional TD) will be provided to an IRCC officer. The same may also be provided to IRCC Virtual training sessions will also be provided along with ongoing updates on trends of concern provided by IRCC London RAU.	Q4 18/19
	IRCC provide regular remote visa printing service	IRCC IRCC IRCC	PR	n/a	This arrangement allows PR clients in these regions to avoid the costly, and often illegal, need to send their passports to IRCC London to received their PRV.	Regular communication between IRCC London staff and RAU with counterparts in these missions regarding one-off issues and larger fraud trends.	Ongoing for many years

**s.16(1)(b)**  
**s.16(1)(c)**

Migration Office: London Area: North Europe  
Operational Environment Risk Rating: B

for successful  
IRCC London PR  
applicants.

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

### Other Innovations/ Best Practices

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

#### Chinook usage in London

- All officers are consistently and constantly using the Chinook tool in order to gain efficiencies when processing
- Use of Chinook is one of the reasons has been able to significantly increase (more than double) output in 2018 as compared to 2017,
- London has been consistent in emphasising the benefits of using Chinook

#### Chinook training

- All officers in London were trained on the use of Chinook in 2018.
- Additionally, RAU has been given London officers special training for using Chinook

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: London Area: North Europe  
Operational Environment Risk Rating: B

- London is sending an officer with Chinook experience to [redacted] in Q4 to provide training and mentoring to support them as they transition to using Chinook.

#### NOMA

- [redacted] introduced in London in Nov 2016.

#### GCMS Dashboards and Queries

- Dashboards developed to monitor TR intake, productivity and processing times, including worksharing arrangements.
- Dashboards/queries used
- Local refresher training on the use of dashboards and queries, as well as Answers basics for selected users, to be delivered in 2019.

#### Family Class triaging:

- Case analysts do an initial review and triage of FC1 applications received from CPC-M/CIO-S.

s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

Migration Office: London Area: North Europe  
Operational Environment Risk Rating: B

## 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Key changes to highlight in the Northern Europe and Reporting Area that were ongoing in 2018-19

- Increases to the work-sharing arrangements (principally, but not exclusively TR) between offices within and outside our Area;
- Greater consolidation of PR caseloads in hub offices (London ) and footprint changes elsewhere;
- Smaller offices are transitioning to specialized functions—principally Risk Assessment and engagement (for example)—and are no longer full-service, program-delivery offices.
- GRSI has been actively engaging in more countries in Europe this year compared to last.
- Migration diplomacy\*, in all aspects, has been a growing component of the workload in every office.

Most (5 out of 9) offices in the NER Area are now specialized offices with the full-processing offices now in the minority. HOMs/GAC counterparts tend to identify a lack of capacity for migration diplomacy among the IRCC ranks abroad because of processing imperatives. While there is some merit to these assertions, it is helpful to work with GAC colleagues to raise awareness of IRCC engagement abroad on migration issues.

For PR and TR caseload trends please see the overviews of the individual office INIMPs. \_\_\_\_\_

\* Migration Diplomacy is defined as the use of diplomatic tools, processes, and procedures to advance Canada's national interests abroad with respect to international migration policy and programs.

### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.

Migration Office: London Area: North Europe

Operational Environment Risk Rating: B

- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as “strategic TD” with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area’s PR targets in 2018, including reallocation within the Area and communication with INHQ.

### Work Sharing

- Work sharing is long-established in the Area and it continues to be a useful, expedient and flexible tool for ensuring capacity in the network is used prior to resorting to such traditional solutions as 6-week TDs.
  - processing of SE caseload is example of how we can re-direct capacity and expertise in the network to ensure experienced decision-makers process overseas files in collaboration with the “home” office of the caseload.
  - Work sharing initiatives have been successful temporary measures:
- Challenges for work sharing in our Area were identified when we met in November 2018 for our Area MPM meeting and include the following:
- 1.
  2. We would be better served, where possible, with more advance planning on service delivery and less one-off reactions (although point 1 above means this is sometimes impossible to achieve);
  3. We need to change/update our work sharing vocabulary and make it more precise: for Eastern Europe we have, essentially one work load, of multiple countries, handled at four “campuses” rather than a geographic, country-specific set of small caseloads.
  4. The complexity of roles and responsibilities (including virtual officers who make caseload decisions but are elsewhere physically) has not been fully defined and named (vocabulary).
  5. Our statistical reporting is also lagging behind the reality of shared workloads. Accounting for where work is done is not clear because the measures are not as granular as the division of work (i.e.: the “location” of final decisions is often the measure used, but actual “locations” of work are various and allocation of work occurs at the level of administrative decisions, for instance).
  6. However, we don’t know enough about the differences in say e-App versus paper app clients (if there is indeed a difference) to demonstrate that this assumption is indeed correct.
  7. We need to be able to answer this question. MPMs think IRCC’s overseas advantage is not simply about complex case work and being near the clients (time zones, flight paths, etc.) but also about all of the processing-related tasks that inform not only decision making at the case level, but also our

Migration Office: London Area: North Europe  
Operational Environment Risk Rating: B

departmental engagement's with OGD partners, host country governments, and clients outside Canada (P&O), as well as contributing to the work of IRCC-HQ colleagues in both Policy and Ops Sectors.

### Virtual TD

- Our use of “virtual TD” has grown over the last 12 months in which we have used decision makers and in other missions in our Area (sometimes after an initial 2-week orientation TD in the caseload's “home” office) to maximise production with existing resources. We are not at the point, however, where our need for “traditional” TD is eliminated.
- 
- 

### Strategic TD

- Strategic TD is being used for multiple purposes: processing, interviews, outreach / engagement, training, and third party oversight.
- For instance, this year, the DPM in London, MPM Vienna and MPMs elsewhere in the area have been making outreach visits to the Canadian HOMs in all the missions in the offices' territory. Partly motivated by the need to ensure a smooth transition with Biometric Expansion, these visits also aim to reinforce messages about referrals and on reporting issues of mutual interest in Europe (migration, human rights, inclusion, labour market needs and access, integration, etc.).
- Strategic TDs by MPMs to engage HOMs and OGDs at missions in territories of responsibility have advanced cohesion and a more strategic approach to bilateral relations on migration-related topics abroad for IRCC and OGD partners.
- Chinook adoption is also being promoted through strategic TD: both training TDs and TDs in which Chinook is learned and applied. London's Chinook Champion is currently on a TD to Area offices to deliver hands-on Chinook training. In turn, the Chinook expert in Warsaw will likely make a Chinook training TD trip to Kyiv, and we plan to leverage an incoming local TD to London to further train on Chinook and advance Chinook adoption across the Area
- Other strategic TDs have included a combination of case processing and third party oversight activities including MHB site visits, VAC visits, and TDs to coordinate itinerant and alternate service under the in this respect, London's TDs to Dublin and Oslo and the forthcoming training TD where we now have a remote biometric collection CSA agreement with GAC .
- Finally, how we can use TD to deliver better client service to our FC clients in these countries remains a pre-occupation for London.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

s.16(2)

Migration Office: London Area: North Europe  
Operational Environment Risk Rating: B

will be piloting the use of alternative interview sites for this clientele focussing on locations with proximity and/or visa-free access for alternative locations, we hope to increase interview trip frequency and thereby improve client service to these high-priority clients.

In 2019-20, we  
nationals. By offering

#### FSDP TDs

- London, Vienna, and Warsaw all regularly host FSDP officers for their 6-week Act and Regs practicum abroad, sometimes including area travel for interviews.
- We anticipate continuing to offer hands-on training to FSDPs in 2019-20 at these three missions.
- In addition to the case processing training and experience that the three operational offices have to offer, the Area is looking at the possibility of using the time at mission for an orientation to Migration Diplomacy duties as well. Either as an adjunct to the 6-week Act & Regs TD, or as an integral part of it, leveraging availability of colleagues in Berlin, Geneva, Brussels and PRMNY to provide an orientation to this work abroad.

#### PR Targets 2019

- 
- 
- Use of tools and planning to increase efficiency will be critical to successful target management. Among these, dedicated and reliable bandwidth is critical,
- Securing the additional resources in the 2019 CORA submission will also be critical to ensuring program delivery with respect to targets (it was very tight in 2018 for London) and service standards (not met due to re-allocation of the caseload without any resources to do the additional work).
- 

#### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?

s.16(1)(b)

s.16(1)(c)

Migration Office: London Area: North Europe  
Operational Environment Risk Rating: B

- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

So we do not anticipate much impact on our work in the Area as a result of the roll out of these programs globally. Our offices continue to process cases that are triaged to us, so they fall out of the categories of cases for facilitation.

Generally speaking, localized programs are not a concern at our missions. Please refer to mission-specific INIMPs for more info on global facilitation programs.

A dynamic webform remains a desirable tool not only from the client service perspective but also for the management of email and reps to our offices. Any tools that can assist the Sector in triaging cases and directing work to the appropriate office (preferably in Canada) will bring value.

#### Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

Migration Office: London Area: North Europe  
Operational Environment Risk Rating: B

### SWOT: Strengths, Weaknesses, Opportunities, Threats

- During our Area MPM meeting in Berlin in November 2018, all MPMs engaged in an Area-wide SWOT exercise. In this exercise, MPMs identified significant factors that impact their offices. We recognized that strengths and weaknesses are largely internal factors while opportunities and threats are external factors.
- The MPMs first identified 20 SWOT factors at their own offices, and then we came together in groups to review all SWOT factors and identify patterns for the Area. Numbers in parentheses indicate frequency with which each element was identified.

#### Strengths: 7 categories

- 1) **LES (12)**: Local knowledge, experience and large well-qualified local employment pools were most notable.
- 2) **OGD Relationship (9)**: Good working relationships with OGDs and HOMs.
- 3) **Infrastructure (8)**: Secure work environment and geographic location.
- 4) **CBO (7)**: Competent workforce
- 5) **Work sharing (3)**: Diverse and changing work load and good work-sharing model to share.
- 6) **Migration diplomacy (2)**: Office of the future.
- 7) **Office size (2)**: Large sized office means contingency built in. Small, flexible office with roles well defined and processing contingency vested in the IRCC officers in non-processing officers.

#### Weaknesses: 6 categories

- 1)
- 2)
- 3)
- 4)
- 5)
- 6)

#### Opportunities: 5 categories

- 1) **Capacity (14)**: Work sharing within and across networks.



**s.16(2)**

Migration Office: London Area: North Europe  
Operational Environment Risk Rating: B

**Concrete Actions: Mitigate Risks / Seize Opportunities**

1. IRCC offices abroad need to have **Area Strategies**. By this we mean not only a plan for program delivery abroad, but also a full context for that engagement.
  - a. We work within concentric circles (IN, Ops Sector, IRCC, GoC) and overlapping ones (IRCC Program and Policy delivery, OGD platform and partners at mission; mission objectives; GoC priorities abroad).
  - b. A strategy allows for coherence in all of these, at times seemingly disparate, spheres of endeavour.
  - c. IN collaboration with IIR, INHQ-RIO, and IRCC colleagues in the Southern and Northern Europe Areas, a Europe Strategy is in development.
  - d. The Europe Strategy aims not only to harmonize multiple goals (departmental, mission and GoC) from the point of view of IRCC activities abroad, but also to provide the basis for recognized deliverable and quantifiable results.

s.16(1)(c)

s.21(1)(b)

Migration Office: London Area: North Europe  
Operational Environment Risk Rating: B

- e. As a framework, an Area strategy reduces the risk of lack of coherence between IRCC and OGDs, and allows us to leverage those overlapping elements to strengthen Canada's influence abroad.
2. **MPM Tool Kits for engagement:** MPMs need an updated briefings tool kit to facilitate engagement. In Europe missions, MPMs and IRCC staff are frequently required to engage on international migration, Canada's approach (both program and policy), and related topics is a growth industry. MPMs need:
- a. Presentations on specific topics (these tend to repeat: refugee resettlement, integration, economic programs, pathways to permanent residence, how levels consultations/decisions are conducted, to name a few).
  - b. One pagers on some of the above.
  - c. The above all need to be publically shareable and bilingual.
- 3.

Migration Office: Los Angeles Area: United States  
 Operational Environment Risk Rating: B

**1. MIGRATION OFFICE OVERVIEW**

<b>Office Details</b>	
Migration Office:	Los Angeles
Area:	United States
Office Type: (Full Service, Satellite, RPC, Specialized)	Full Service
Updated (YYYY/MM/DD)	2018/12/10
Interrelated Offices:	Washington IRCC, New York IRCC, CPC-O, Niagara Falls IRCC

<b>Personnel</b>		
	<b>NAME</b>	<b>MITNET</b>
MPM:	BERNIER, Alain	476-3400
D/MPM:	LARIVIERE, Benoit	476-3504
Area Director:	VALOTAIRE, André (Washington IRCC)	456-7755
GCMS Manager:		
BVO:	BROWN, Patricia (New York IRCC)	457-3411
RAO:	LEMAY, Marie-Claire (Miami IRCC)	368-3319
eTA SPOC (Single Point of Contact):	PARIZEAU, Danielle (New York IRCC)	457-3429
HOM:	SHAIKH, Zaib	
GAC Regional Director:		
CBSA LO:		
MOF:		
IEC SPOC:		
P&R SPOC:	LARIVIERE, Benoit	476-3400
Litigation SPOC:	BERNIER, Alain	476-3504
CBS		
	BERNIER, Alain; LARIVIERE, Benoit	
<b>Total # :</b>	<b>2</b>	

Migration Office: Los Angeles Area: United States  
 Operational Environment Risk Rating: B

<b>LES</b> DMO # : 3 DMO(TR)#: Other support staff # : 9 <b>Total # :</b> <b>Emergency LES</b>
Total number of months in 2018: 9 <b>TD</b>
Total number of weeks in 2018: 2

## 2. TERRITORY OVERVIEW

DRAFT

### TERRITORY OPERATIONAL OVERVIEW

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
United States of America	B	326,625,791	X	127	2825		2			
Canada	A	35,623,680		44	798					
Other	#N/A	#N/A		13	367					

s.16(1)(b)  
s.16(1)(c)

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B

<b>TOTAL:</b>	<b>184</b>	<b>3,990</b>	<b>2</b>
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### TERRITORY RISK OVERVIEW

Caseload Risk				Operational Environment Risk				
Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	Notes
United States of America	75	69.0%	70.8%	CPC-O / Los Angeles IRCC	See Notes	N	Los Angeles	
Canada	82	23.9%	20.0%	CPC-O / Los Angeles IRCC	See Notes	N	Los Angeles	
Other	#N/A	7.1%	9.2%	CPC-O / Los Angeles IRCC	See Notes	N	Los Angeles	

\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

Les couleurs utilisées dans les tableaux sont basés sur les indices suivants :

1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions

Migration Office: Los Angeles Area: United States  
 Operational Environment Risk Rating: B

Index (TI CPI).  
 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

KEY: Caseload Risk Level (Transparency International CPI)		KEY: Operational Environment Risk Level (Economist IU Risk Rating, Overall Assessment)	
Not Rated	Not Rated	Not Rated	Not Rated
Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A
Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E

### 3. PERMANENT RESIDENT OVERVIEW

DRAFT

#### Permanent Resident

s.16(1)(b)

s.16(1)(c)

Migration Office: Los Angeles Area: United States  
 Operational Environment Risk Rating: B

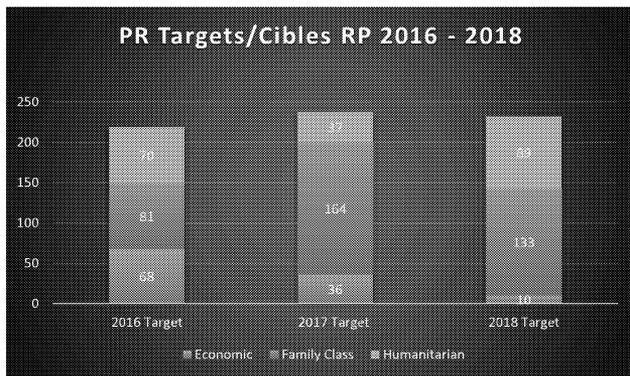
Los Angeles

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (months)	Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Economic	10	7	6	2018 (Jan - Aug)	Events		100	3
	Family Class	133	104	21		Verifications			
	Humanitarian	89	43	44		H&C			
	<b>TOTAL</b>	<b>232</b>	<b>154</b>			Misrepresentation			
2017	Economic	36	42	24	2017	Events		93	2
	Family Class	164	107	26		Verifications			
	Humanitarian	37	37	37		H&C			
	<b>TOTAL</b>	<b>237</b>	<b>186</b>			Misrepresentation			
2016	Economic	68	61	36	2016	Events		81	5
	Family Class	81	89	29		Verifications			
	Humanitarian	70	69	39		H&C			
	<b>TOTAL</b>	<b>219</b>	<b>219</b>			Misrepresentation			
					<b>TOTAL</b>			<b>81</b>	<b>5</b>

\*Stats supplied by OPA. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

Application Type	2016 Target	2017 Target	2018 Target
Economic	68	36	10
Family Class	81	164	133
Humanitarian	70	37	89

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B



#### PR Trends/Issues

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

**s.16(1)(b)**

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B

**s.16(1)(c)**

**s.21(1)(b)**

• Up to mid-year 2018, the processing of referred PR applications was shared between [redacted]. From that point on, the processing of all referred PR applications including overseas dependents was centralized at IRCC Los Angeles, [redacted] processing PR applications. As a result, even if 2018 has not shown major increases in our targets, our inventory of cases in the FCP and PGP categories has now increased to some 350 cases.

• On the other hand, our inventory of applications in other PR categories, including DR2, has significantly decreased

• We receive FCP cases with not only one but several level of complexity and requiring lengthy and thorough interviews with multi-faceted evaluations.

In addition, a large ratio of the FCPs consists of applications received with a request for H&C.

• Based on the figures provided, our processing times are down in 2018 except for Humanitarian, a caseload with which we often have less control over.

• Some of the cases referred to IRCC LNGLS pertain to principal applicants who are already in Canada.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B

4. TEMPORARY RESIDENT OVERVIEW

DRAFT

Temporary Resident

Los Angeles

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)	Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Visitor	2482		32	2018 (Jan - Aug)	Events		
	Student	2367		44		Verifications		
	Worker	191		44		Misrepresentation		
	eTA	46		66		TOTAL		18,467
	TOTAL	5086						
2017	Visitor	6195		27	2017	Events		
	Student	2981		36		Verifications		
	Worker	245		37		Misrepresentation		
	eTA	51		107		TOTAL		21,683
	TOTAL	9472						
2016	Visitor	6868		26	2016	Events		
	Student	3659		31		Verifications		
	Worker	169		37		Misrepresentation		
	eTA	17		102		TOTAL		19,486
	TOTAL	10713						

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

### TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
  - What are the principal factors contributing to application refusals?
  - What procedure is in place to prioritize eApps over VAC cases?
  - What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
  - Please describe your eTA caseload if applicable.
  - If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.
- Trends: While volumes of visitors have dropped significantly following the reorganization of this caseload
  - As for SPs, volumes remain potentially similar,
  - So far, we are looking at potentially a decrease of refugee claim notifications from approximately 150 in 2017, as there has been just above 82 for the first 8 months of the year. For 2018, it was split fairly evenly between visitors and students. C
  - The number of visas printed for other offices has continued to increase and we are on our way to end 2018 with an increase of some 25% in the overall number of visas printed by LNGLS. The number of visas printed is not proportionate to the volumes of applications processed. :
  - Processing times: While the average processing times have increased overall in the first 8 months of the year, they are now respectively at 8 days for TRVs and 32 days for SPs, all within the departmental service standards of 14 and 60 days.

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B

- eTA: While Los Angeles IRCC processed a few dozen cases earlier in the year, I
- Facilitative initiatives: LNGLS does not have special programs, given that the vast majority of workers, students, and business visitors in the USA do not require visas.

REMARK:

The data reported in tab III of the annex appears to be incorrect. The numbers provided (2,982 verifications in 2016 and 4442 in 2017) are not consistent with those provided in last year's INIMP and are not representative of the actual verification activities conducted by LNGLS. This leads us to question the number of verifications reported for 2018. although in this case, it may reflect the QA activity that took place to review the work performed by

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B

5. OTHER APPLICATIONS OVERVIEW

DRAFT

Other Applications

Los Angeles

Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	235		14
	PR renunciation	198		41
	TRP	1,330		115
	ARC	39		251
	Rehabilitation	-		-
	<b>Total</b>	<b>1,802</b>		
2017	PRTD	298		16
	PR renunciation	300		16
	TRP	1,482		87
	ARC	53		301
	Rehabilitation	-		-
	<b>Total</b>	<b>2,133</b>		
2016	PRTD	333		7
	PR renunciation	239		27
	TRP	974		83
	ARC	74		246
	Rehabilitation	-		-
	<b>Total</b>	<b>1,620</b>		

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B

s.16(1)(b)

\*Stats supplied by OPPB

s.16(1)(c)

s.21(1)(b)

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

• **Rehabilitation:** While the Rehab and TRP programs were reorganized in the summer of 2017, in 2018 LNGLS continued to work through a RHB backlog elimination program involving TD. This has led to the elimination of the backlog and the few rehabilitation applications now processed in LNGLS are linked to other PR or TR cases being processed in LNGLS.

• **PRTD:** average processing time have reduced slightly as of August 2018. While applications are typically created, prepared and initially reviewed by CBS in an average of 5-6 days.

. We also still note applicants attempting to mail applications from within Canada ahead of their trips due to longer processing times in Canada to renew PR card.

• **PR Renunciations:** Since September 4, 2018, IRCC Los Angeles and IRCC New York are participating in the PR Renunciation Centralization Pilot. The pilot is still on-going and has been well received so far, We continue to work along with CN and IRCC New York to develop efficiencies as we progress in the pilot.

• **TRP:** This is a major line of business for LNGLS. Volumes continue to increase and we expect reaching 2,000 TRP applications processed for 2018. The average processing time has increased slightly from 3 to 4 months due to increased volumes. To that aim, LNGLS is using support from the US network. On a pilot basis, some cases have been assigned regularly. An operational report is being prepared to assess the potential and challenges of this model and ensure relevant guidelines and processes are in place. Following this review of the pilot, the aim is to also assign cases to in order to increase the number of decisions makers with IRCC Los Angeles having the leading role and keeping the bulk of the decision making.

REMARK:

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B

There is no data for Rehabilitation in tab IV of the annex. Yet, as per last year's INIMP, LNGLS processed 565 cases in 2016 and 448 cases in 2017. As well, as explained in the first paragraph, LNGLS also processed rehabilitation cases in 2018.

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated, if available. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

#### Los Angeles

##### SMART (For Reference Only)

Express Entry Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan-Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct 2018 in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)	Other
Conference							1
Information session/Presentation							2
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>

##### Actual Events (Please indicate the actual # of events performed)

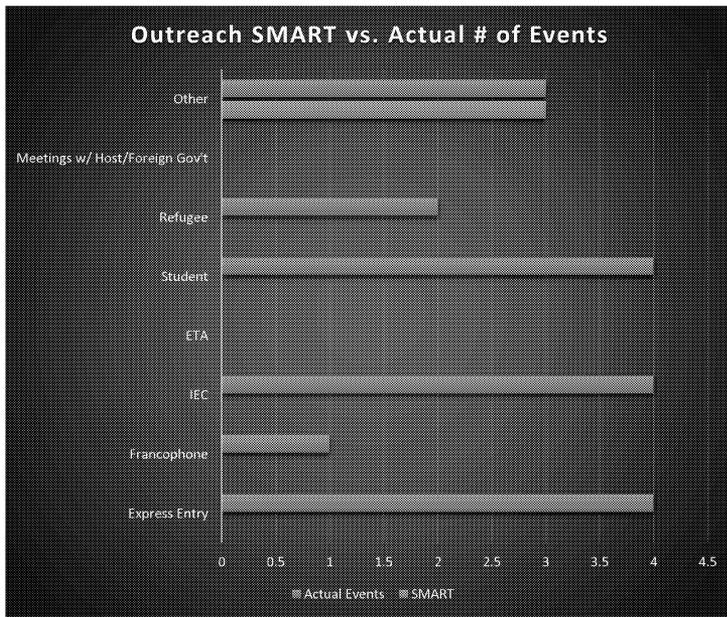
Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B

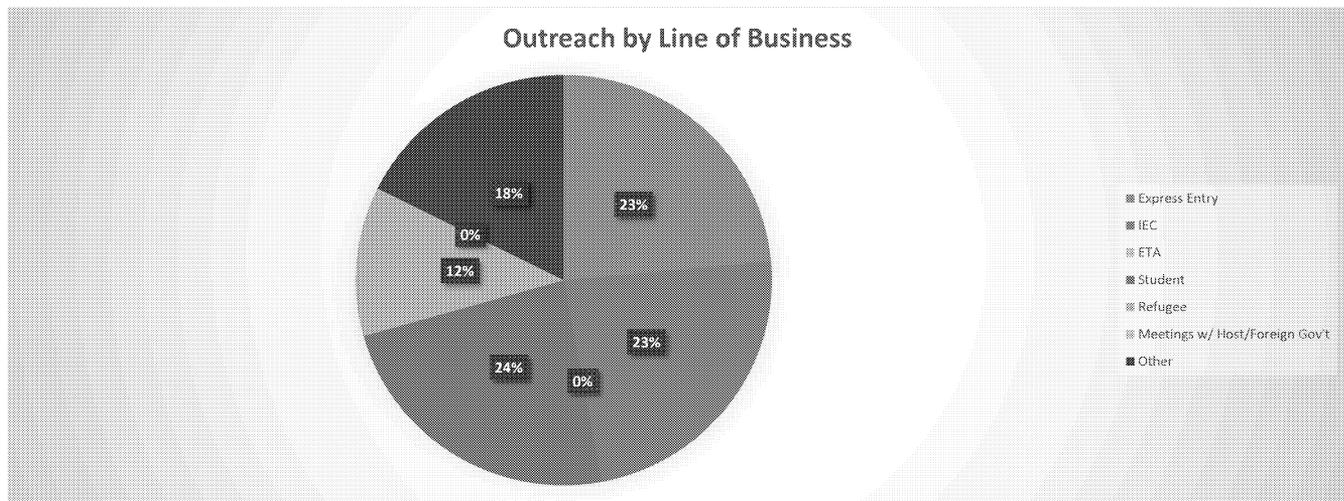
Exhibition/Expo	2		2		2				
Conference									1
Event opportunity									
Information session/Presentation	2		2		2	2			2
Meeting				1					
Online Consultation/Webinar									
Roundtable									
Special Event (e.g. Gala)									
Teleconference									
Visit									
Working Group									
Other									
<b>Total</b>	<b>4</b>		<b>1</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>2</b>	<b>0</b>	<b>3</b>

Business Line	SMART	Actual Events
Express Entry	0	4
Francophone	0	1
IEC	0	4
ETA	0	0
Student	0	4
Refugee	0	2
Meetings w/ Host/Foreign Gov't	0	0
Other	3	3
<b>Total</b>	<b>3</b>	<b>18</b>

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B



Migration Office: Los Angeles Area: United States  
 Operational Environment Risk Rating: B



MISSIONS	Count of Mission
<b>LNGLS</b>	<b>3</b>
<b>Conference</b>	<b>1</b>
LNGLS - American Immigration Lawyers Association conference	1
<b>Information session/Presentation</b>	<b>2</b>
LNGLS - Information session with MP Pablo Rodriguez	1

**s.15(1)(i)i)**

**s.21(1)(b)**

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B

LNGLS - Presentation to National Lawyer's Guild	1
<b>Grand Total</b>	<b>3</b>

**Migration Diplomacy / Outreach (RIO, RM)**

- Describe the type and frequency of contact with local officials.
- Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
- Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
- Describe participation in local and international fora.
- Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

Up till recent years, LNGLS played a limited role in this sphere of Migration Diplomacy and outreach. This has changed with the current migration trends in the USA, although most contacts have been with officials of other countries and political levels, not the USA Federal Government per se. Los Angeles has been actively involved with the GoC outreach strategy with the increased focus on the regional situation regarding undocumented residents in the United States

Overall, in accordance with IRCC's mandate and as part of the ongoing transformation of the U.S. IRCC network, as processing work continues to decrease, Migration Diplomacy and Outreach are areas of work that IRCC Los Angeles will be increasingly involved in.

**Promotion and Recruitment (RM)**

**Labour market overview / key sectors**

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

s.21(1)(b)

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B

According to federal figures released earlier this year and US Department of Commerce, California's economy of \$2.7 trillion would be fifth largest in the world if it was an independent country, ahead of the United Kingdom and behind only the United States, China, Japan and Germany. Most of the economic activity is centralized in the main cities along the coast: San Francisco, San Jose, Los Angeles and San Diego, with science and technology and the entertainment business leading the way. California unemployment rate remains low, under 5%. As per the State's Employment Development Department, the fastest job growth is occurring mainly in health-related jobs (aides, nursing, assistants) and in software development and statistics fields. Southern California has more PhDs and engineers than anywhere in the U.S. and has developed robust high-tech industry clusters, particularly in clean-tech (including renewable energy/fuels), biotech/medical devices, and ICT/digital media. Silicon Beach, as it is known, is a growing leader in social media innovation. The region has now become a major hub for the private space exploration industry. Northern California, which includes Silicon Valley, is a global hub of public, private and non-profit driven research and innovation. Its institutions are underpinned by a network of world class universities, influential think tanks, philanthropic foundations and federal research. The Bay Area is also the headquarters of leading social media.

As such, priority sectors that are targeted for P&R activities are in science, technology, engineering and mathematics, as well as biotech/medical, healthcare, movie, gaming and animation industries. We continue to target post-secondary education institutions, especially international graduate students in related programs, and key industrial sectors during events identified by our IBD colleagues in LA as well as San Francisco, Palo Alto, Dallas, Seattle and Denver. We cannot cover our entire territory physically each year, but have visited San Francisco, Silicon Valley, Seattle, Denver, and Dallas/Houston in the past couple of years. IRCC LNGLS is responsible for the West Coast and a few of the southernmost states up to the Gulf of Mexico, which includes the states of Washington, Oregon, California, Arizona, New Mexico and Texas.

LNGLS also plans on leveraging the presence of French speaking officers to start promoting the "francophone" immigration. The last US census reports 253,118 persons declaring French as the language spoken at home in LNGLS territory with the majority residing in California (128,000) and Texas (69,200).

**Activities**

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
- Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

**s.21(1)(b)**

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B

After having focussed on P&R activities in support of our Trade and Public Affairs colleagues, IRCC Los Angeles has started reengaging with the learning institutions in its territory, with several high ranking universities and large contingents of international students.

In the Fall of 2018, our office participated in three events held at the University of California, Los Angeles (UCLA) to promote the different economic immigration pathways (including Express Entry, provincial and regional programs, GSS and Start-Up Visa) as well as the "Study → Work → Stay" immigration pathway. The other two activities consisted of participating in careers fairs (namely the Master of Financial Engineering Quant Industry Night and the Engineering & Tech Fair.

While this has allowed to reconnect with one of the most prominent universities in our territory and opened doors to more P&R activities in 2019,

As well, our office continues to engage our Trade colleagues in LNGLS and at other missions in our territory, in view of organizing P&R related area travel to different states in our territory in support of the delivery of their mandate.

**Records Management (RIS)**

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

s.16(2)

s.21(1)(b)

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B

With the recent workspace reconfiguration undertaken at the consulate,

Instructions on TRP file destruction dates remain to be clarified in spite of contacts with SIMB. The retention rules are vague with regards to TRP. Based on the most recent interpretation provided and until further instruction is received, we will be destroying approved files after two years and retaining refused files for 5 years.

#### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

**s.21(1)(b)**

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B

There are several non-immigration missions in LNGLS territory (Seattle, San Francisco, San Diego, and Dallas in addition to an honorary consulate in Phoenix). IRCC LNGLS provides support on immigration related enquiries and requests received by those missions. LNGLS also provides guidance with immigration related questions arising from the delivery of the OGD's core mandate.

IRCC LNGLS also assists in the delivery of the "Detect and Correct" strategy by providing the immigration voice on the matter. As needed, IRCC LNGLS takes part in meeting or discussion with stakeholders in order to assist our Advocacy colleagues and communicate the relevant messages on Canadian Immigration policies.

LNGLS being a small consulate, IRCC staff, both CBS and LES, take part in several mission committees.

In the recent past, IRCC officers participated in the visits of Member of Parliament dispatched by the Prime Minister and participated in meetings or presentation to different groups to explain Canada's approach to immigration. (

**VACs & Biometrics:**

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B

LNGLS transitioned to a new VAC contractor on November 1, 2018.

As such, efforts were mostly invested in mitigating the impacts through frequent meetings, implementation of updated local arrangements and clarification of some procedures.

**Other**

• Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

In consultation with the BVO (located in New York) and the IN VAC Team, the LNGLS VAC Liaison Officer continues to work with the new contractor with regards to these transition issues and to ensure compliance with the local arrangements, helping their staff familiarize themselves with the various instructions.

The first phase of the biometrics expansion presented challenges primarily for our SP applicants who are in Canada. Confusing information on IRCC website as to whether they could submit biometrics in Canada or where to submit their biometrics has led to enquiries and complaints. Many were unable to obtain visas to come to the US to give biometrics with the US authorities taking the position of not issuing visas where the sole purpose of entry was to access a provider in the US to give biometrics

While the second phase of biometrics expansion will impact a large part of our clientele (from Asia and Latin America residing or present in the US), we do not foresee new issues since, in addition to the two VAC, applicants can provide their biometrics at over a hundred USCIS Application Support Centres.

s.16(2)

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B

Type your answer here:

For a long time, LNGLS was plagued with bandwidth issues that significantly impacted GCMS performance and thus negatively impacted productivity. These upgrades appear to have resolved the bandwidth issues and, for the time being at least, GCMS is performing as expected.

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

**s.19(1)**  
**s.21(1)(d)**

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B

Type your answer here:

Following this new development, IRCC LNGLS MPM along with the Area Director, will perform a holistic review of the needs of IRCC Los Angeles as well as where work is best placed to continue in the area, in consultation with the IRCC New York MPM.

Training needs:

Staff could benefit from more in-depth training on GCMS in order to make fuller use of the system's capacity. Increased knowledge of GCMS queries combined with increase abilities with Excel and other computer tools would allow for more efficient triaging, filtering, caseload monitoring, compiling of stats, etc. We will continue to look for opportunities to provide such training in-house or through training programs.

#### Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

s.16(1)(c)

s.21(1)(b)

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B

Type your answer here:

IRCC Los Angeles has gone to several significant changes in the recent years with caseload redistribution, and a drive for the staff to engage in value added activities such as P&R, outreach and reporting.

LNGLS has undertaken a review of the organizational structure and of the distribution of work as a first step to re-engage staff. In addition, preliminary contacts with OCR have taken place in Mid-November in order to have specialized resources come to the mission to assist with change management and team building.

## 8. RISK MANAGEMENT (RIC, IRG)

### 2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.  
*Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.*

Instructions:

Unless otherwise exempted (i.e. liaison and reporting offices), missions are required to complete a minimum of two (2) mission-specific targeted integrity exercises, each fiscal year. This is in addition to any regional or network-wide, centrally managed exercises.

Based on the integrity issues you have identified within your program, use the "Targeted Integrity Exercise Plan" table to outline at least two (2) planned quality assurance and/or anti-fraud exercises that you plan on conducting or participating in. The table provides an example as a guide.

Reference for Program Integrity Tools and further information: <http://cicintranet.ci.gc.ca/connexion/tools-outils/integrity-integrite/toolbox-outils/index-eng.aspx>

The Integrity Risk Guidance Branch (IRG) (formerly Program Integrity Branch) offers a number of resources to assist you in conducting your exercise:

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B

The Targeted Integrity Exercise Guide provides instructions on how to conduct targeted integrity exercises through a five-step process (Planning, Design and Development, Execution and Monitoring, Data Analysis and Reporting, and Implementing Recommendations).

IRG has developed job-aids and templates that can help with data requests, analyzing findings, and reporting. To request these job aids and templates, please email the Integrity Risk Guidance Branch.

The PI Exercise Repository hosts all exercise reports that have been submitted since 2007 and can be used as a planning guide and reference to determine what targeted integrity exercises to undertake. The repository is available through the Program Integrity Tool, but an account to access the repository is not required.

IRG recommends using the Program Integrity Tool (PI Tool), which is a web-based application, to complete targeted integrity exercises. For access and training on the PI Tool, please contact the PI Tool Help-desk.

All targeted integrity exercise reports must be sent to

- IRG at IRCC.ProgramIntegrity-IntegritedesProgrammes.IRCC@cic.gc.ca, with copy to
- IN-RIC at IRCC.INSPD-PPSRI.IRCC@cic.gc.ca.

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AP) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice
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**s.16(1)(b)**

**s.16(1)(c)**

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B

## Risk Assessment

### Mission Specific:

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? [*Non-RAO offices please report any ad hoc RA activities.*]
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B

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Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B

**Resources/Tools:**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

A new RAO position was created in Miami this year. The RAO has already started to disseminate information and is expected to provide further assistance in the future. The RAO is planning to visit LNGLS early in 2019 to further assess needs and to discuss Q/A and other program integrity activities.

**9. INNOVATION & CLIENT SERVICE (RIC, RIO)**

**Client Service**

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B

clients can be quite challenging as we often receive emails for files 1 This leads to interactions with various offices to coordinate actions. managing enquiries from

This has resulted in a large number of enquiries from client. / as clients get used to the procedures of the new VAC, these enquiries should resorb.

IRCC has direct access to the mission's Facebook account and uses Facebook to posts information including info campaigns and requests received from HQ. The number of monthly bilingual posts varies from one to 10+ a month. Since September 2018, we stopped posting weekly TR processing times. However, judging from questions received, there is an appetite for that information :

Unlike Facebook, we currently do not have direct access to the Twitter account but the social media manager almost always accommodates our requests for posts.

This said, the increased presence of IRCC on Facebook and Twitter has opened a new channel for enquiries and complaints. This has recently been flagged by our FPDS colleague in charge of monitoring the social media who is not in a position to answer immigration questions. Discussions are ongoing on how best to address these enquiries and complaints, including redirecting them to other channels.

Client Service Initiatives			
Country	Brief description of initiative	Expected outcomes*	Implementation Date

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B

*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.			

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B

**Work-Sharing Arrangements**

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

Since December 2017, all online SP applications for applicants with country of residence as Canada are transferred to Los Angeles for processing. Training initially took place through videoconference and exchange of material,

An Issue Report was prepared and sent for review to the OPS DG Steering Committee for subsequent ADM approval.

Los Angeles will be proposing by January 3, 2019 what should be the guiding principles and referral criteria. The introduction of activity based referrals and streamlined criteria should allow for more efficient distribution of work. It is in turn expected that this would lead to improved client service.

**Work-Sharing Arrangements**

Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date

**s.21(1)(b)**

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

**Other Innovations/ Best Practices**

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

Chinook was tested out and used though with limitations since our caseload is primarily composed of PR, TRP and SP applications and Module 3 was only for TR lines of business and not yet fully working with the SP cases at the time. Nonetheless, it was used for instance for triaging files prior to assignment and plan was to look into reorganizing and changing procedures during the low season to expand use. As more Chinook modules are completed we are looking forward to explore implementation. IRCC Miami has been given the lead for the implementation of Chinook in the US and this will be part of the discussion with Miami during their upcoming visit to LNLGLS early in 2019.

With TRP now being a significant part of our work and with the intake increasing, we are reviewing the caseload and our procedures in order to find efficiencies and facilitate the tracking, coordinating and processing of these cases.

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B

## 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B

Type your answer here:

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B

### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

Type your answer here:

### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B

Type your answer here:

**Horizon**

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).

Migration Office: Los Angeles Area: United States  
Operational Environment Risk Rating: B

- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

Type your answer here:

Migration Office: Mexico Area: Latin America and the Caribbean  
 Operational Risk Environment Risk Rating: C

1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	Mexico
Area:	Latin America Caribbean
Office Type: (Full Service, Satellite, RPC, Specialized)	Full Service RPC
Updated (YYYY/MM/DD)	2018/12/20
Interrelated Offices:	Sao Paulo, Buenos Aires, Lima, Bogota, Port of Spain, Kingston, Port-au-Prince, Havana

Personnel		
	NAME	MITNET
MPM:		
D/MPM:		
Area Director:		
GCMS Manager:		
BVO:		
RAO:		
eTA SPOC (Single Point of Contact):		
HOM:	Pierre Alaire	379-3200
GAC Regional Director:		
CBSA LO:		
MOF:		
IEC SPOC:		
P&R SPOC:		
Litigation SPOC:		
CBS		

Migration Office: Mexico Area: Latin America and the Caribbean  
 Operational Risk Environment Risk Rating: C

Names:

/vacant position

**Total # : 14**

LES

DMO # : 5  
 DMO(TR)# 4 (2 vacant):  
 Other support staff # : 51

**Total # :**

Emergency LES 4

Total number of months in 2018: 8

TD 1 knowledge transfer TD

Total number of weeks in 2018: 3

## 2. TERRITORY OVERVIEW

### TERRITORY OPERATIONAL OVERVIEW

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Mexico	C	124,574,795		185	29145		1			
Belize	C	360,346		8	610					

Migration Office: Mexico Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

Costa Rica	B	4,930,258	29	5222	1	X	X
Cuba	C	11,147,407	65	5			X
Dominican Republic	C	10,734,247	256	8370	1		X
El Salvador	C	6,172,011	101	3119	1		X
Guatemala	C	15,460,732	36	10126	1		X
Honduras	C	9,038,741	36	2195	1		X
Nicaragua	D	6,025,951	24	1979	1		
Panama	B	3,753,142	9	3313	1		X
Venezuela	E	31,304,016	122	4652	1		X
Aruba	#N/A	115,120					
Bonaire	#N/A	18,905					
Curacao	#N/A	149,648					
Colombia	C	47,698,524	16	13	1		X
Ecuador	C	16,290,913	75	4	1		
Haiti	D	10,646,714	16	12091	1		X
Peru	B	31,036,656	97		1		X
Chile	B	17,789,267	11	8	1	X	X
Argentina	C	44,293,293	22	19	1		X
Bolivia	C	11,138,234	14		1		X
Brazil	C	207,353,391	165	3			
Other			329	215			
<b>TOTAL:</b>			<b>1,616</b>	<b>81,089</b>	<b>16</b>		

## TERRITORY RISK OVERVIEW

Country/Territory	Caseload Risk			Operational Environment Risk				Notes
	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for	

Migration Office: Mexico Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

							interviews, meetings, etc. for this caseload **
Mexico	29	11.4%	35.9%	Mexico City	Mexico City	N	
Belize	#N/A	0.5%	0.8%	Mexico City	Mexico City	N	Mexico
Costa Rica	59	1.8%	6.4%	Mexico City	Mexico City	Y	
Cuba	47	4.0%	0.0%	Havana / Mexico	Havana	N	Havana
Dominican Republic	29	15.8%	10.3%	Mexico City	Mexico City	Y	
El Salvador	33	6.3%	3.8%	Mexico City	Mexico City	Y	
Guatemala	28	2.2%	12.5%	Mexico City	Mexico City	Y	
Honduras	29	2.2%	2.7%	Mexico City	Mexico City	Y	
Nicaragua	26	1.5%	2.4%	Mexico City	Mexico City	N	Mexico
Panama	37	0.6%	4.1%	Mexico City	Mexico City	Y	
Venezuela	18	7.5%	5.7%	Mexico City	Mexico City	Y	
Aruba	#N/A	0.0%	0.0%	Mexico City	Mexico City	N	Mexico
Bonaire	#N/A	0.0%	0.0%	Mexico City	Mexico City	N	Mexico
Curacao	#N/A	0.0%	0.0%	Mexico City	Mexico City	N	Mexico
Colombia	37	1.0%	0.0%	Bogota / Mexico	Bogota	N	Bogota
Ecuador	32	4.6%	0.0%	Mexico City	Bogota	Y	Bogota
Haiti	22	1.0%	14.9%	Port-au-Prince / Mexico	Mexico City	N	Port-au-Prince

Area travel for CR interviews only

Migration Office: Mexico Area: Latin America and the Caribbean  
 Operational Risk Environment Risk Rating: C

Country	Count	Percentage	Operational Risk Rating	City	City	City	City
Peru	37	6.0%	0.0%	Mexico City	Lima	N	Lima
Chile	67	0.7%	0.0%	Mexico City	Buenos Aires	N	Buenos Aires
Argentina	39	1.4%	0.0%	Mexico City	Buenos Aires	N	Buenos Aires
Bolivia	33	0.9%	0.0%	Mexico City	Lima	N	Lima
Brazil	37	10.2%	0.0%	Mexico City	Sao Paulo	N	Sao Paulo
Other	#N/A	20.4%	0.3%				

\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

Les couleurs utilisées dans les tableaux sont basées sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

**KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS**

KEY: Caseload Risk Level (Transparency International CPI)		KEY: Operational Environment Risk Level (Economist I.U. Risk Rating, Overall Assessment)	
Not Rated	TI CPI score of 80 - 100	Not Rated	Overall Assessment: A
Very Low	TI CPI score of 60 - 79	Very Low	Overall Assessment: B
Low	TI CPI score of 40 - 59	Low	Overall Assessment: C
Moderate	TI CPI score of 20 - 39	Moderate	Overall Assessment: D
High		High	

s.16(1)(b)

s.16(1)(c)

Migration Office: Mexico Area: Latin America and the Caribbean  
 Operational Risk Environment Risk Rating: C

Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E
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3. PERMANENT RESIDENT OVERVIEW

**Permanent Resident**

Mexico City

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)	Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Economic	1,224	982	15	2018 (Jan - Aug)	Events			
	Family Class	2,674	2,159	15		Verifications			
	Humanitarian	395	195	22		H&C			
	<b>TOTAL</b>	<b>4,293</b>	<b>3,336</b>			Misrepresentation			
					<b>TOTAL</b>		<b>161</b>	<b>7</b>	
2017	Economic	946	950	13	2017	Events			
	Family Class	2,950	2,950	19		Verifications			
	Humanitarian	573	567	22		H&C			
	<b>TOTAL</b>	<b>4,469</b>	<b>4,467</b>			Misrepresentation			
					<b>TOTAL</b>		<b>239</b>	<b>2</b>	
2016	Economic	2,199	1,807	11	2016	Events			
	Family Class	2,447	2,452	17		Verifications			
	Humanitarian	122	126	30		H&C			
	<b>TOTAL</b>	<b>4,768</b>	<b>4,385</b>			Misrepresentation			
					<b>TOTAL</b>		<b>275</b>	<b>4</b>	

Migration Office: Mexico Area: Latin America and the Caribbean  
 Operational Risk Environment Risk Rating: C

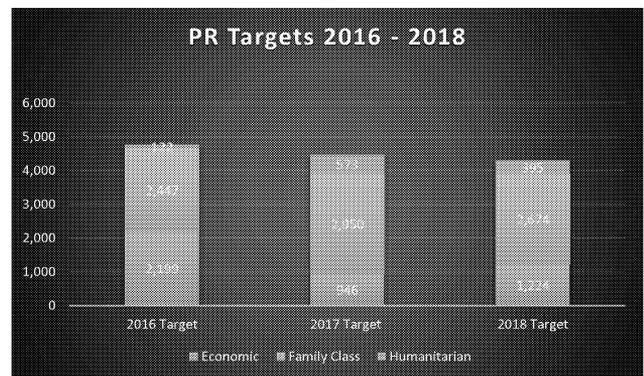
\*Stats supplied by ODP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

**GUIDE:**

For the following three categories, FD targets are only indicative and outputs are measured in actual admissions:

- Government-assisted refugees (GARs)
- Privately-sponsored refugees (PSRs)
- Blended Visa-office-referred refugees (BVORs)

Application Type	2016 Target	2017 Target	2018 Target
Economic	2,199	946	1,224
Family Class	2,447	2,950	2,674
Humanitarian	122	573	395



**PR Trends/Issues**

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

PR movement characteristics / trends and challenges that may impact processing times:

**s.15(1)(i)i)**

**s.16(1)(b)**

**s.16(1)(c)**

**s.16(2)**

**s.21(1)(b)**

Migration Office: Mexico Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

- IRCC Mexico became responsible for the IRCC Sao Paulo and IRCC Port of Spain PR caseloads in 2018 and is now responsible for 47 countries and territories within the Caribbean, Central and South American regions.
- The Refugee Area Coordinator position is based in MXICO and continues to coordinate UNHCR GAR referrals for the UNHCR Washington DC, (UNHCR Panama), as well as Mexico (UNHCR Mexico City). MXICO primarily processes refugee applicants residing
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- Host missions in San Salvador, Guatemala, and Santo Domingo have been supportive and willing to accommodate our visits.

s.15(1)(i)i)

s.16(1)(b)

s.16(1)(c)

s.16(2)

s.21(1)(b)

Migration Office: Mexico Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

<p>Principal criteria for interview referral/ Principal factors contributing to refusals:</p> <ul style="list-style-type: none"><li>• The IRCC Mexico Economic Class workload</li> <li>• The IRCC Mexico Family class workload</li></ul> <p>In 2019, IRCC Mexico will further assess case complexity and processing efficiency relating to</p> <ul style="list-style-type: none"><li>•</li> <li>•</li> <li>• IRCC Mexico continues to receive a high volume of FC4 applications and accepted a target increase of 259 decisions in 2018. The FC4 caseload it is expected that this trend will continue in 2019.</li><li>• The majority of MXICOs Refugee applicants are interviewed for both Eligibility and Admissibility.</li></ul>	
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s.16(1)(b)

s.16(1)(c)

Migration Office: Mexico Area: Latin America and the Caribbean  
 Operational Risk Environment Risk Rating: C

4. TEMPORARY RESIDENT OVERVIEW

Temporary Resident

Mexico City

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)	Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Visitor	44100		9	2018 (Jan - Aug)	Events		
	Student	4099		15		Verifications		
	Worker	34874		7		Misrepresentation		
	eTA	432		46		TOTAL		429
	TOTAL	83505						
2017	Visitor	56745		9	2017	Events		
	Student	5386		18		Verifications		
	Worker	36608		10		Misrepresentation		
	eTA	266		58		TOTAL		416
	TOTAL	99005						
2016	Visitor	114920		5	2016	Events		
	Student	5601		11		Verifications		
	Worker	28984		8		Misrepresentation		
	eTA	26		14		TOTAL		453
	TOTAL	149531						

\*The number of TR counterfoils (TRV, SP, WP, PRD, TRP) printed by office, in 2018, where the final decision was by a different office  
 \*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureqi différent

TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Mexico Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

<p><b>TR</b></p> <p><b>Centralization:</b></p> <ul style="list-style-type: none"><li>• The process of centralizing TR caseloads from the region in IRCC MXICO stabilized in 2018.</li><li>•</li><li>• Visa referral presentations were done with our GAC colleagues in Central America and in Haiti in 2016. A new presentation will be completed in 2018 to provide a refresher and training to new GAC colleagues.</li><li>• The remote printing agreements with Guatemala, San Salvador, Panama and Costa Rica are still operating.</li><li>• With Mexico taking on more countries of responsibility on the TR side, we must leverage program integrity and associated risk by keeping up-to-date on country conditions and having a good knowledge transfer strategy. Mexico has identified country specialists to assist with monitoring and updating information on country conditions.</li></ul> <p><b>Trends:</b></p> <ul style="list-style-type: none"><li>• With the Mexico visa lift taking effect December 2016, the TR intake dropped off considerably from 114,920 in 2016 to approximately 56,700 applications in 2017, an overall decrease of 49% over intake from 2016. Mexico is on track to match or exceed the intake of TR applications in 2018.</li><li>•</li></ul> <p><b>Visitors:</b></p> <ul style="list-style-type: none"><li>• Mexico finalized over 56,600 visitor applications in 2017 with a processing time of 9 days <span style="float: right;">We are on track to meet or surpass those numbers in 2018.</span></li><li>• Our eApp intake rose to 61% of the caseload in 2017, up from 30% in 2016.</li><li>• Our peak season lasted from April to October with similar numbers from May to August. June was the biggest month of intake with over 7,400 visitor applications received.</li><li>•</li></ul>
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**s.15(1)(i)i)**

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Mexico Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

- 98% of clients are issued long-term multiple entry visas. The other 2% being issued two-entry transit visas or single entry diplomatic or official visas.
- 
- The number of BEP cases finalized in 2017 dropped to 31 with the Mexico visa lift. There are only 8 registered BEP companies in Venezuela, 4 in Costa Rica, 1 in Panama and 1 in Guatemala.

**eTA:**

- Mexican citizens became visa-exempt, eTA required nationals as of December 1 2016.
- In 2017, we received approximately 266 eTA referrals from OSC. The number of referrals has increased to over 400 by the end of August 2018.
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**Students:**

- In 2017, IRCC Mexico finalized 5,386 student applications with a [redacted] and 18 day processing time. 2018 intake is on track for a similar volume of applications.
- E-apps made up less than 15% of the student intake processed at IRCC Mexico. Mexican nationals submitting online applications are now processed as part of the [redacted]. The majority of Mexican nationals still apply through the VAC.
- 
- The Mexico visa office continues to receive and review Mexican students applications submitted at the VAC.

**s.15(1)(i)i**

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Mexico Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

**Workers:**

- Our Seasonal Agricultural Worker Program (SAWP) intake remained relatively stable in 2017 at around 23,750 applications.
- In 2018, SAWP intake will be approximately 35,000. This increase is due primarily to the mitigation strategy for biometrics expansion, which encouraged SAWP participants to apply before biometrics implementation on December 31, 2018.
- In 2017, Mexico finalized 12,858 non-SAWP workers with 10 day processing time. For 2018, Mexico will process approximately 15,000 non-SAWP workers.
- The bulk of the non-SAWP worker caseload is made up of Guatemalans agriculture stream workers, followed by Mexican non-SAWP agricultural workers.
- SAWP applications are now received from STPS through the VAC and are all paper applications.
- Without the SAWP caseload included, our worker intake is 60% eApps.
- Our LSP applications
- Our Non-SAWP workers were mostly destined
-

s.16(1)(b)

s.16(1)(c)

Migration Office: Mexico Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

5. OTHER APPLICATIONS OVERVIEW

**Other Applications**

Mexico City				
Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	681		7
	PR renunciation	90		8
	TRP	16		29
	ARC	126		116
	Rehabilitation	-		-
	<b>Total</b>	<b>913</b>		
2017	PRTD	988		8
	PR renunciation	118		6
	TRP	255		0
	ARC	275		120
	Rehabilitation	-		-
	<b>Total</b>	<b>1,636</b>		
2016	PRTD	762		3
	PR renunciation	107		0
	TRP	1		-
	ARC	218		98
	Rehabilitation	-		-
	<b>Total</b>	<b>1,088</b>		

\*Stats supplied by OPPB

**Other Lines of Business Trends/Issues**

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Mexico Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

**PRTD:**

- We experienced a 23% increase in PRTD applications in 2017 over 2016. We finalized 988 Numbers in 2018 are similar to 2017 intake.

The increase in volumes is due to the integration of the Haitian caseload.

- Mexico visa office has an internal processing standard of two business days.
- 
- Mexico visa office has seen an increase in PR Renunciations as well with the eTA implementation.

**ARC:**

- In 2017, Mexico finalized 275 ARCs with the majority of them for PR applications.
- Approximately 68 ARC applications were for TRV and eTA applications.

•

Migration Office: Mexico Area: Latin America and the Caribbean  
 Operational Risk Environment Risk Rating: C

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated, if available. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

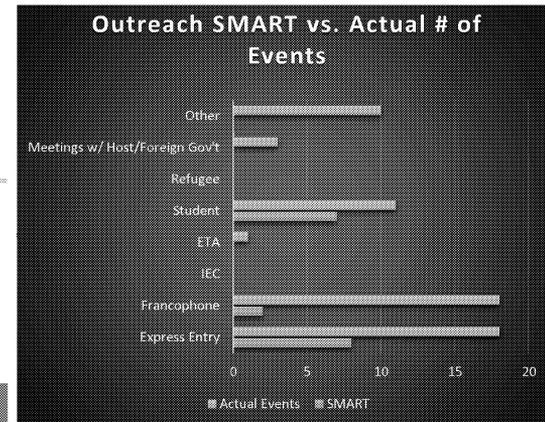
#### Mexico

##### SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan- Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct 2018 in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)	Other
Exhibition/Expo	4				4			
Information Session/Presentation	4	2			3			
<b>Total</b>	<b>8</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>

##### Actual Events (Please indicate the actual # of events performed)

Delivery Format / Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/Expo	6	6		1	11			5
Conference							2	2
Event opportunity Information	12	12						3

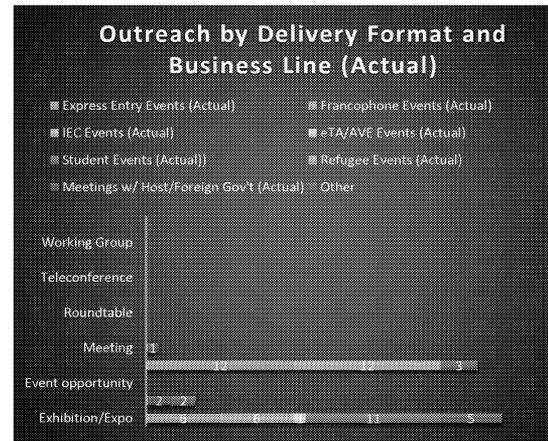


Migration Office: Mexico Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

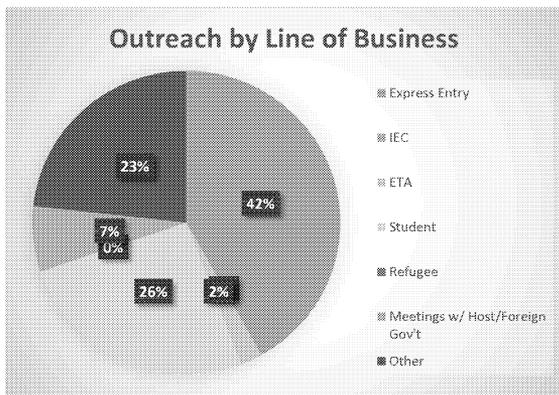
session/Presentation								
Meeting								1
Online								
Consultation/Webinar								
Roundtable								
Special Event (e.g. Gala)								
Teleconference								
Visit								
Working Group								
Other								
<b>Total</b>	<b>18</b>	<b>18</b>	<b>0</b>	<b>1</b>	<b>11</b>	<b>0</b>	<b>3</b>	<b>10</b>

Business Line	SMART	Actual Events
Express Entry	8	18
Francophone	2	18
IEC	0	0
ETA	0	1
Student	7	11
Refugee	0	0
Meetings w/ Host/Foreign Gov't	0	3
Other	0	10
<b>Total</b>	<b>17</b>	<b>61</b>

SMART EVENT Names	
MISSIONS	
MXICO	9
Exhibition / Expo	4
MXICO EXPO	
VENTE A CANADA	1
MXICO EXPO	
VENTE A CANADA	1



Migration Office: Mexico Area: Latin America and the Caribbean  
 Operational Risk Environment Risk Rating: C



MXICO FPP	
EDUEXPO	1
MXICO MBA	
Tour	1
Information	
session/Presentation	5
MXCO - Student	
Fair	1
MXICO	
Educanada Fair	1
MXICO Express	
Entry/ Francophone	
Immigration	1
MXICO P&R	
Express	
Entry/Francophonie	1
MXICO Study,	
Work and Migration	
to Canada	1
Grand Total	9

**Migration Diplomacy / Outreach (RIO, RM)**

- Describe the type and frequency of contact with local officials.
- Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
- Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
- Describe participation in local and international fora.
- Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Mexico Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

Mexico maintains contacts with several local officials. These are:

- Secretaria del Trabajo y Provision Social (STPS, Ministry of Labour). STPS is an important partner in the delivery of the SAWP program. Mexico VO officers and staff meet regularly with STPS to discuss issues and pressures that affect the timely delivery of SAWP applications. In 2017 with included the introduction of the correct WP application form, instructions and training on the completion of the form and briefings on upcoming changes to worker processing, such as biometric enrollment of all TFWs.
- Secretaria de Relaciones Exteriores (SRE, Ministry of Foreign Affairs) Mexico engages with SRE on a number issues that includes working level meetings to follow up on issues arising from the High Level Dialogue, following up on issues arising from the Global Compact of Refugees and the Global Compact on Migration.
- International Organization on Migration (IOM) on issues related to travel arrangements for refugees being processed by Mexico. IOM has delivered pre-departure services to persons accepted as permanent residents, but this service was discontinued in December, 2018. Mexico also liaises with IOM on issues related to regional migration.
- IRCC Mexico coordinates with UNHCR on GAR referrals from Central America as the area.
- Contact is maintained with likeminded countries
- Contact with M5 partners RAU hosted a meeting that included M5 partners visiting from their respective areas.
- Working with Quebec on promotion and recruitment of francophone migrants.
- Continued outreach with Canadian missions in Mexico and Central America to provide messaging on fraudulent immigrant practices and recruitment schemes, biometric expansion and labour mobility.
- IRCC Mexico continues to participate in the Regional Conference on Migration (RCM), a forum that included all Central American Countries, Mexico, the U.S. and Canada. Issues include labour mobility, passport integrity, data sharing, exchange of best practices, etc.
- Metropolis held a meeting on North American migration and settlement issues in Mexico City. IRCC Mexico was an active participant.
- 

In conjunction with IRCC Bogota and IRCC Lima, IRCC Mexico will continue to monitor and report on developments.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Mexico Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

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#### Promotion and Recruitment (RM)

##### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

The following describes IRCC Mexico's market area and what it does:

- Students: Canada remains a sought after location for Secondary, Post-Secondary and Post Graduate education amongst Mexican nationals, and student applications from Mexico have increased year over year.
- Express Entry: Based on an analysis of NOCs on previously approved Express Entry cases, it was determined that the skilled fields of Computer/Information Systems and Industrial/Manufacturing Engineering were the areas of greatest interest among Mexican applicants.
- Francophonie: While the number of French speakers in Mexico is relatively small, several university educated upper-middle class individuals elect to learn French as a third language, after Spanish and English. MXICO often finds French speakers in the  
same target groups, and provides Francophonie information sessions at the same events.
- 2019: By utilizing GCMS and other analytical tools, and incorporating knowledge sharing between P&R and REML activities

**s.15(1)(ii)**

**s.21(1)(b)**

Migration Office: Mexico Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

**Activities**

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
  - Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
  - Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

- In 2018, MXICO conducted 11 Student P&R presentations at established and nationally recognized annual Student Fairs, In the Fall 2018 EduCanada sessions, organizers refined their invitations to students who expressed interest and had qualifications to make them realistic candidates for Canadian universities/colleges.
- MXICO organized 18 Express Entry and Francophonie information sessions at IT recruitment fairs and technical colleges and universities with recognized Engineering and IT Management programs.
- MXICO also organized 2 Temporary Foreign Worker information sessions for IT recruitment events, and 1 eTA presentation.
- MXICO incorporated information on biometrics for all 5 P&R events from Oct 2018 onward, and the MPM conducted a specific biometric awareness session for Canadian school reps visiting Mexico.
- MXICO has worked together with the Quebec Delegation in Mexico on several P&R activities, including focussed recruitment campaigns to Mexico by Quebec IT companies. MXICO has also assisted other provinces with logistical and market information when approached regarding recruitment activities. Through the organization of Express Entry information sessions at universities and colleges, MXICO has developed a network of contacts at IT Management and Engineering schools. MXICO has also established a network of education event organizers and is asked to participate in numerous events throughout the year.
- This will also involve communication and knowledge sharing with the Employer Liaison Network.

**Records Management (RIS)**

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.

**s.16(2)**

**s.21(1)(b)**

Migration Office: Mexico Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

IRCC Mexico follows best practices and destruction schedules for proper records management as described below:

There is currently no issues with regards to space for physical TR/PR file storage

There is currently no issue with file destruction.

Files from CN are received

We sent approximately 100 litigation files last year in 2018 we have sent around 114. The number is increasing due to an increase in judicial review.

**Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)**

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

**s.15(1)(i)**

Migration Office: Mexico Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

IRCC maintains a broad level of engagement with mission management and OGDs in the delivery of their programs and finds commonalities through which it supports their programs and vice versa. These range from increased bilateral contacts on issues and staff has participated in meetings with our Mexican contacts and OGDs.

- Season Agricultural Workers Program (SAWP) annual meeting between Canada and Mexico, conducting jointly with ESDC and with GAC participation;
- Regional Conference on Migration (RCM), in cooperation with IIR;
- Metropolis North America meeting;
- Global Compact on Migration;
- Global Compact on Refugees;
- Passport office, with RCMP and CBSA.
- Joint reporting and meetings related to the regional migration (i.e. migrant caravans).

Staff is involved in a variety of activities and functions at the mission-wide level and in bilateral/multilateral forums. These are:

MPM:

- CMM
- Program Coordination Board of the Embassy to coordinate the program and activities of the mission to ensure a whole of government approach.
- LES Awards Committee: Recognizes the valuable contribution of LES
- HRCPC;
- Participates in working meetings for the HLD;
- Emergency Response Team.

DMPM:

- CMM when MPM is unavailable.
- CMM of . via telephone
- Mission editorial board, coordinates the Mexico wide social media outreach for the Canadian missions in Mexico.
- HRCPC
- Security Assessment Committee: reviews the country wide security situation and recommends changes to the movements protocol.
- Security and Emergency Response Committee. Approves security recommendations and ensure the emergency response plan is up-to-date.
- IT Committee: Meets when required on information/technology issues.

CBS Participation:

s.20(1)(c)

Migration Office: Mexico Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

- Housing Committee: Two CBS serve on the committee that assigns housing to incoming staff and approves the acquisition of new accommodation.
- Editorial Board: One CBO participates with DMPM when meetings are held.
- Security and Emergency Committee: An additional CBS attends meetings with DMPM.

LES Participation:

- LES Committee: Three LES are members of the committee that represents the interests of the locally engaged staff.
- Canada Fund: One LES represents the migration LES at meetings.

Other activities that in support of GoC core mandates that take resources away from core IRCC are:

- IRCC Mexico has received participants from IRCC NHQ involved in the HLD, IEC negotiations and RCM. The level of involvement has various from providing background information to full participation in the forum.
- Monthly meeting of DMPM, TRU Manager and RAU Manager with CBSA on trends and developments.

IRCC Mexico hosted an immigration related delegation and the Director of RIC that examined all IRCC program delivery functions.

The AADM of Policy, Director of Visa Police and officials from IIR were hosted after the HLD to provide them an insight into IRCC Mexico's delivery of the migration program throughout its territory as well as the Latin America/Caribbean Area.

VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

**s.15(1)(i)i)**

**s.16(2)**

**s.21(1)(b)**

Migration Office: Mexico Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

- BVO Mexico oversees the VACs in Mexico, Guatemala, El Salvador, Honduras, Nicaragua, Costa Rica, Panama, Venezuela, Dominican Republic and Haiti.
- The contract transition has been relatively smooth for the VACs that continue to be operated by VFS in Latin America.
- Biometrics expansion should not have a major impact in Central America and countries serviced by IRCC Mexico given VAC network.
- 

#### Other

• Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

Other challenges or opportunities vary depending on the issue:

- Bandwidth is generally good and GCMS performs well though there can be challenges. |
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- Support from GAC on common services is good as IRCC Mexico, especially in the numerous staffing exercises the migration undertakes for EMLES, term and indeterminate employees.

s.19(1)

s.21(1)(b)

s.21(1)(d)

Migration Office: Mexico Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?
  - Mexico will face several staffing challenges in 2019:
    - Mexico currently has two vacant LE-07 NIO positions that will be need to be filled in 2019/20.
    - There is a vacant FS-02 position that was not filled in the summer 2018 rotation. It is anticipated that this position will be filled in February 2019.
    - 
    - An FS-03 CBO position will become vacant in April 2019
    -
  - 
  - 
  - As migration diplomacy become a more important activity for staff, especially CBOs and LEP training in report writing is recommended. Mexico will leverage materials and support from In Engagement to develop in-house training and support to encourage effective liaison and reporting
  - Spanish language training for CBOs is also recommended to enable officers to process the wide variety of applicants Mexico has as well as engage with officials and organizations from the countries Mexico processes. Effective engagement and outreach in Mexico and the region requires at least intermediate level competency in Spanish.
  - IRCC Mexico conducts numerous recruitment exercises, especially at the LE-04 and LE-05 levels. Most LE-04 recruits are hired as an EMLES to support TRU and PRU during peak times.

**s.21(1)(b)**

Migration Office: Mexico Area: Latin America and the Caribbean  
 Operational Risk Environment Risk Rating: C

**Wellness: Promoting a Healthy & Diverse Workplace**

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?
  - Given the nature of the work in Mexico with the SAWP Season running from January – April and Temporary Resident peak season running from May – August there is increased pressure on staff given the time sensitivities to ensure workers arrive when required and processing times on Temporary Residents do not balloon. Significant overtime is used to address the processing pressures .
  - Mexico formally promotes health and wellness at the office retreats and informally through other means such as weekly yoga and Zumba classes, training activities and an active social committee. The staff retreats always include a module on health and wellness, and wellness issues are discussed at management and staff meetings
  - Morale amongst the LES is generally good, especially with the stabilization of the footprint in Mexico as noted in last year’s INIMP.

**8. RISK MANAGEMENT (RIC, IRG)**

**2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019**

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.  
 Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice



**s.16(1)(b)**

**s.16(1)(c)**

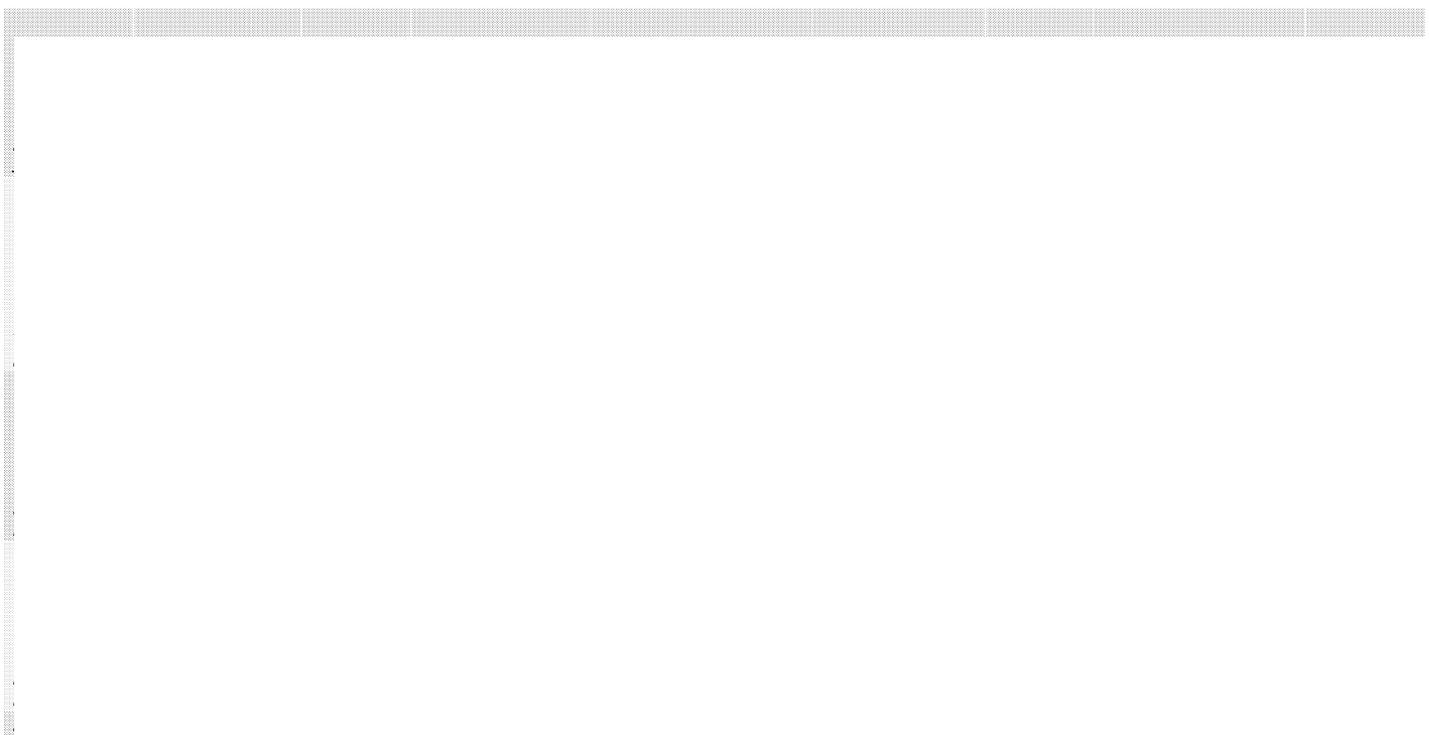
Migration Office: Mexico Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

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**s.16(1)(b)**

**s.16(1)(c)**

Migration Office: Mexico Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C



s.16(1)(b)

s.16(1)(c)

Migration Office: Mexico Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

2019

### Risk Assessment

#### Mission Specific:

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? [*Non-RAO offices please report any ad hoc RA activities.*]
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

#### Fraud challenges:

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#### Activities:

- RAU has an integrated approach to QA, outreach, reporting and risk analysis, in alignment with activities in ASU and in collaboration with RAU Bogota.
- Quality Assurance and Anti-Fraud exercises: see annex.
- Liaison work: monthly meetings with CBSA Mexico and with monthly meetings with RAO network, Migration 5 meetings, annual RAO symposium, annual regional RAO conference, ad hoc meetings with GAC, RCMP and with local authorities in the area.
- Reporting: monthly RAUnd Up report, monthly fraud bulletin, area travel reports, flash reports on breaking news in the area, ad hoc reporting on topics of interest.

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Mexico Area: Latin America and the Caribbean  
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- Verifications of supporting and ID documents, passports, etc
- Fraud detection and country condition training to staff.
- 
- Media reviews in Spanish, English and French.
- Refugee claimants monitoring
- Clients' enquiries monitoring
- Fraud prevention campaign to the public

**Processing update:**

- Global Can+
- Monthly RAUnd Up report provides up to date information on refugee claims:
- Monthly Fraud bulletin provides officer with information on active fraud trends.
- RAU is participating in the pilot of the next version of Chinook.

**Low risk movements:**

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s.16(1)(b)

s.16(1)(c)

Migration Office: Mexico Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

**Resources/Tools:**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

**RAU team :**

- FS-3 x1
- LE-9 X1
- LE-5 X3

**Key support : N/A**

- RAU provides support to officers in Mexico and Port au Prince, and since summer 2018 to Port of Spain and Kingston. RAU works in collaboration with RAOs in Bogota and Miami to ensure coverage of the Americas and the Caribbean and address pan-American issues.

**Best practices:**

- Verification procedures exist to ensure consistency and account for the work done
- trends Monthly fraud bulletin provides an overview of fraud
- Regional systematic QA for PR and TR work sharing provides feedback to visa offices, ensures decision making consistency and transfer of local knowledge with the area.
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**Tools:**

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s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Mexico Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

#### 9. INNOVATION & CLIENT SERVICE (RIC, RIO)

##### Client Service

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

IRCC Mexico has a number of client services issues that have been addressed through a variety of means:

- Essential but challenging given the many countries that are part of Mexico's territory. Extensive use by clients of the VAC and the monitoring of VAC performance is
- Mexico has a dedicated Client Service Unit consisting of 3 LE5 and a CBO supervisor that is responsible for responding to all client inquiries within 5 business days for TR and 10 days for PR. English, French and Spanish are all used in the incoming and outgoing correspondence.
- 
- IRCC Mexico uses social media extensively to send targeted messages to specific client groups. A new set of messages is used monthly depending on the issue. For example, students going to Canada in late August/early September are encouraged to apply early with the June messages. Other campaigns have included messaging on fraudulent eTA sites and bogus employment recruitment scams.
- IRCC Mexico is also participating with the Mexican Foreign Ministry (SRE) on media campaigns to discourage fraudulent asylum claims.

##### Client Service Initiatives

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Mexico Area: Latin America and the Caribbean  
 Operational Risk Environment Risk Rating: C

Country	Brief description of initiative	Expected outcomes*	Implementation Date
All	Regular social media notices via GAC Facebook and Twitter accounts on select topics		Ongoing

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Mexico Area: Latin America and the Caribbean  
 Operational Risk Environment Risk Rating: C

**Work-Sharing Arrangements**

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

There are a number of work sharing agreements on a variety of business lines involving IRCC Mexico's area as well as other missions - see the chart below.

Work-Sharing Arrangements							
Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date
Cuba							17/04/2018
Colombia / Trinidad and Tobago							June 2018 (IN) August 16 <sup>th</sup> 2018 (PSPAN)

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Mexico Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

Peru / Argentina	12/07/2018
Lebanon / Syria / Iraq /	November 2015

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Mexico Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

Sudan / Ethiopia /	
Jamaica	November 2018
IN Haiti / IN Mexico	November 2018

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Mexico Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

#### Other Innovations/ Best Practices

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

IRCC Mexico has a number of best practices and innovations to support its work and to assist of area:

- In early 2018, IRCC Mexico created the Area Support Unit (ASU). The role of ASU is to provide support for IRCC Mexico and IRCC offices in the area on e-app processing. ASU also serves as a source of best practices, supports standardization of processes and acts as a focus for networking and coordination across the area.
- With the introduction of Chinook the ASU further assists client offices
- Office dashboards are used to monitor officer productivity, identify old cases requiring action
- 
- 
- IRCC Mexico has a number of "quiet rooms". These are small room that that contain a small desk and telephone that staff can use to contact clients on a variety of issues, including telephone interviews, where it would not be practical to do the call from the employee's normal work station.
- The SMART tool is used to record liaison activities and meetings with contacts. ASU receives reports of engagement activities from offices in the area and enters information into SMART.
- At this time there are no flexible hours.

s.15(1)(ii)

s.16(1)(c)

s.21(1)(b)

Migration Office: Mexico Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

#### 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

##### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

- Changes of government in the region - have potential to significantly change the balance of relationships, power and influence in the region. In Mexico, migration will underlie most of the key challenges and priorities of the new administration;
- 
- 
- There is no indication of any slowdown in the flow of migrants out of Venezuela: international engagement will be expected to increase, meaning continued need for engagement and reporting on the issue by IRCC offices in the area.
- Migration issues in the area are increasingly being linked to development, as well as traditional linkages to security; the impact of the GCM and GCR on how countries in the region contextualize and respond to migration may also shift approaches, regionally and within countries. Increased collaboration with partners, GAC, CBSA and other departments in engagement on migration will be necessary.
- Operationally, 2019-20 will be a year of stabilization of the regional processing model:

s.21(1)(b)

s.21(1)(d)

Migration Office: Mexico Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

- Across the area, TR intake continues to grow: most offices are experiencing TR growth of 15-20% most of the area. With Biometrics expansion should not be problematic across
  - The Area Support Unit will continue to monitor and manage TR workloads and to leverage area resources to maintain consistency of service and program delivery.
- Processing efficiency initiatives will continue: Chinook is used in most offices in the area
- One area of focus will be improving coordination of engagement activities in the area. Offices in have undertaken substantial engagement agendas, with in particular shifting much of their core activities to engagement. IIR is preparing an engagement strategy for Latin America, which will be used to prioritize engagement activities and as a starting point for improved coordination, collaboration and tracking of engagement activities and reporting.

**Regional Work-sharing, Strategic TDs, and Target Management**

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Mexico Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

- Area TR work sharing and workload reallocation is coordinated by the Area Support Unit in Mexico. The focus in 2018 has been in rationalizing work sharing arrangements such that the ASU takes lead responsibility for caseloads that are being shared, and adjusts workload distribution depending on intake volumes, available resources and processing times at area offices.
- Chinook is used in seven of nine offices in the area;  
The Area Support Unit has led training and support for Chinook roll-out; ASU uses Chinook to pre-assess and triage e-apps for six area offices.
- On the PR side, PR processing continues to be regionalized into the Mexico hub (see attached map of Mexico processing responsibilities);
- Mexico employs a “cooperative processing” model to ensure appropriate local knowledge is brought to PR assessments and decisions: while PR processing is regionalized in the Mexico hub, thereby realising economies of scale, consistency in processing and service standards and simplified caseload management,  
This model has worked well and contributed to the area effectively managing PR target attainment in 2018.
- Recognizing the pressures on the network for TDs in other areas, all TDs in Latin America and Caribbean are regional TDs and organized to maximize knowledge exchange and regional integration. For example, Q4 TDs will include a TD from Mexico 1 to assist that office in meeting FC targets but to also facilitate knowledge transfer to Mexico as the office that processes TR applications, as well as a TF from to Mexico for knowledge transfer as Mexico takes over processing of PR applications from

#### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

**s.15(1)(i)**

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Mexico Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

- A pilot to identify and streamline processing of low-risk cases was introduced in July, 2018 by the Area Support Unit, with the objective of addressing growing temporary resident pressures in the area, as well as to identify low-risk caseload for future facilitation, An interim Quality Assurance review was undertaken in August 2018 and final pilot criteria adjustments were introduced. Over 3,000 applications have been processed through the pilot in 2018. A full QA report on the pilot will be finalized in early 2019.
- The ASU will look at other possible caseloads for streamlining and regionalization, As the area processes more than half of all transit visas processed by IN, and given growth in transit visas outpaces overall TRV growth
- E-app uptake is relatively low across much of the area, sometimes for evident reasons
- .

**Horizon**

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to "mitigate the risks" or "seize the opportunities".

**Challenges:**

- Positioning Canada as an international partner and source of expertise in responding to growing migration pressures in the region. Offices across the area will continue to engage with local governments, partners and regional bodies to monitor and report and present options for Canadian engagement; and Mexico will lead while Mexico is the focus for regional responses to migration from Central America.
- Responding to irregular migration from the area. Bogota will continue to engage with US counterparts on strategies to reduce holders of US visas entering Canada irregularly. Across the area, a strategy for enhanced communications on fraud, asylum abuse and how to travel to Canada legally will be pursued.

s.15(1)(i)

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Mexico Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

- 
- While volumes remain modest in comparison to other areas, TR growth will challenge will smaller offices in the area, as well as the Mexico hub. Workload and service standards will be monitored and managed in the hub,
- o a lesser degree, mitigating impacts in Mexico and ensuring continued smooth delivery of the SAWP. Working with IPG, Mexico will develop further mitigation strategies for SAWP workers who have not enrolled (such as in-Canada collection).
- 

Opportunities:

- 
- Positioning Canada as an international partner and source of expertise in responding to growing migration pressures in the region, . A challenge but also an opportunity to assert Canadian leadership in managed migration. will continue engagement to promote GRSI, and Mexico will explore opportunities for this with the new administration.
- . for

Migration Office: Miami Area: United States  
Operational Environment Risk Rating: B

1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	Miami
Area:	United States
Office Type: {Full Service, Satellite, RPC, Specialized}	Specialized
Updated (YYYY/MM/DD)	2018/12/18
Interrelated Offices:	Washington, New York, Los Angeles, CN

Personnel		
	NAME	MITNET
MPM:	LEMAY, Marie-Claire	368-3319
D/MPM:	N/A	
Area Director:	VALOTAIRE, André	456-3400 (Washington)
GCMS Manager:	LEMAY, Marie-Claire	368-3319
BVO:	BROWN, Patricia	457-3411 (New York)
RAO:	LEMAY, Marie-Claire	368-3319
eTA SPOC (Single Point of Contact):	PARIZEAU, Danielle	457-3429 (New York)
HOM:	HARPER, Susan	368-3200
GAC Regional Director:	WILSHAW, Sara	203-3585
CBSA LO:		
MOF:	RMO Ottawa	
IEC SPOC:	N/A	
P&R SPOC:	BARRY, Dean	456-3407 (Washington)
Litigation SPOC:	N/A	
CBS	Names: LEMAY, Marie-Claire (MPM/RAO)	
Total # :	1	
LES		
	DMO # : 0	
	DMO(TR)#: 0	
	Other support staff # : 1	

Migration Office: Miami Area: United States  
Operational Environment Risk Rating: B

<b>Total # : 1</b>	
<b>Emergency LES</b>	
Total number of months in 2018: N/A	
<b>TD</b>	
Total number of weeks in 2018: N/A	

Migration Office: Miami Area: United States  
Operational Environment Risk Rating: B

## 2. TERRITORY OVERVIEW

### TERRITORY OPERATIONAL OVERVIEW

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
United States of America	B	327 million	X				2			N/A
<b>TOTAL:</b>				<b>0</b>	<b>0</b>		<b>0</b>			

### TERRITORY RISK OVERVIEW

Caseload Risk				Operational Environment Risk				
Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	Notes
United States of America	75	N/A	N/A	CPC-O	New York, Los Angeles, Washington DC	Y		Area trips to other U.S.-based IRCC offices mainly related to Risk Assessment, and not for processing or interviews.

Migration Office: Miami Area: United States  
Operational Environment Risk Rating: B

<p><i>** cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1</i></p>

Les couleurs utilisées dans les tableaux sont basées sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

KEY: Caseload Risk Level (Transparency International CPI)		KEY: Operational Environment Risk Level (Economist IU Risk Rating, Overall Assessment)	
	Not Rated		Not Rated
Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A
Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D

Migration Office: Miami Area: United States  
Operational Environment Risk Rating: B

Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E
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- IRCC Miami is a new office that opened in September 2018.
- IRCC Miami is a specialized office that generally does not process applications.
- IRCC Miami MPM doubles as the Risk Assessment Officer (RAO) for the U.S.-based IRCC offices.
- There is no VAC in Miami, and local U.S. ASCs are used to capture biometrics.

### 3. PERMANENT RESIDENT OVERVIEW

DRAFT
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#### Permanent Resident

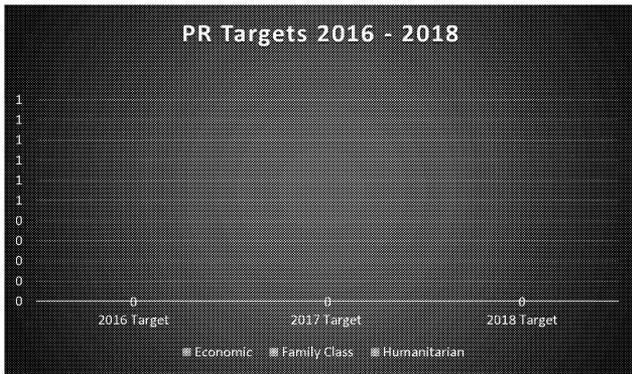
					Miami				
Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)	Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Economic	-	-	-	2018 (Jan - Aug)	Events	-		
	Family Class	-	-	-		Verifications	-		
	Humanitarian	-	-	-		H&C	-		
	<b>TOTAL</b>	<b>0</b>	<b>0</b>			Misrepresentation	-		
					<b>TOTAL</b>	<b>0</b>	-	-	
2017	Economic	-	-	-	2017	Events	-		
	Family Class	-	-	-		Verifications	-		
	Humanitarian	-	-	-		H&C	-		
	<b>TOTAL</b>	<b>0</b>	<b>0</b>			Misrepresentation	-		
					<b>TOTAL</b>	<b>0</b>	-	-	

Migration Office: Miami Area: United States  
Operational Environment Risk Rating: B

<b>2016</b>	Economic	-	-	-	<b>2016</b>	Events	-	-	-
	Family Class	-	-	-		Verifications	-	-	-
	Humanitarian	-	-	-		H&C	-	-	-
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>		Misrepresentation	-	-	-
					<b>TOTAL</b>	<b>0</b>	-	-	-

\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

Application Type	2016 Target	2017 Target	2018 Target
Economic	-	-	-
Family Class	-	-	-
Humanitarian	-	-	-



s.16(1)(c)

s.21(1)(b)

Migration Office: Miami Area: United States  
Operational Environment Risk Rating: B

- IRCC Miami does not process permanent resident applications.
- 
- IRCC Miami has no visa printing capacity.

**PR Trends/Issues**

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.
- IRCC Miami provides Risk Assessment for the U.S. IRCC Offices.

As such, IRCC Miami does not process any PR application or referred PR application.

Migration Office: Miami Area: United States  
Operational Environment Risk Rating: B

4. TEMPORARY RESIDENT OVERVIEW

DRAFT

**Temporary Resident**

**Miami**

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)	Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Visitor	-	-	-	2018 (Jan - Aug)	Events	-	-
	Student	-	-	-		Verifications	-	
	Worker	-	-	-		Misrepresentation	-	
	eTA	-	-	-		TOTAL	0	
	TOTAL	0						
2017	Visitor	-	-	-	2017	Events	-	-
	Student	-	-	-		Verifications	-	
	Worker	-	-	-		Misrepresentation	-	
	eTA	-	-	-		TOTAL	0	
	TOTAL	0						
2016	Visitor	-	-	-	2016	Events	-	-
	Student	-	-	-		Verifications	-	
	Worker	-	-	-		Misrepresentation	-	
	eTA	-	-	-		TOTAL	0	
	TOTAL	0						

\*The number of TR counterfoils (TRV, SP, WP, PRD, TRP) printed by office, in 2018, where the final decision was by a different office

**s.16(1)(c)**

Migration Office: Miami Area: United States **s.21(1)(b)**  
Operational Environment Risk Rating: B

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

- IRCC Miami does not process temporary resident applications.

- IRCC Miami has no visa printing capacity.

**TR Trends/Issues**

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

- IRCC Miami provides Risk Assessment for the U.S. IRCC Offices.

As such, IRCC Miami does not process any TR application or referred

TR application.

Migration Office: Miami Area: United States  
 Operational Environment Risk Rating: B

5. OTHER APPLICATIONS OVERVIEW

DRAFT

**Other Applications**

Miami				
Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	-	-	-
	PR renunciation	-	-	-
	TRP	-	-	-
	ARC	-	-	-
	Rehabilitation	-	-	-
	<b>Total</b>		<b>0</b>	
2017	PRTD	-	-	-
	PR renunciation	-	-	-
	TRP	-	-	-
	ARC	-	-	-
	Rehabilitation	-	-	-
	<b>Total</b>		<b>0</b>	
2016	PRTD	-	-	-
	PR renunciation	-	-	-
	TRP	-	-	-
	ARC	-	-	-
	Rehabilitation	-	-	-
	<b>Total</b>		<b>0</b>	

Migration Office: Miami Area: United States  
Operational Environment Risk Rating: B

**s.16(1)(c)**

**s.21(1)(b)**

\*Stats supplied by OPPB

- IRCC Miami is a specialized office that does not normally process applications.

#### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

- IRCC Miami provides Risk Assessment for the U.S. IRCC Offices.

As such, IRCC Miami does not process any application.

Migration Office: Miami Area: United States  
 Operational Environment Risk Rating: B

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated, if available. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

#### Miami

##### SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Dec 18, 2018 in SMART)	Francophone Events (Jan-Dec 18, 2018 in SMART)	IEC Events (Jan-Dec 18, 2018 in SMART)	eTA/AVE Events (Jan-Dec 18, 2018 in SMART)	Student Events (Jan-Dec 18, 2018 in SMART)	Refugee Events (Jan - Dec 18, 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Dec 18, 2018 in SMART)	Other
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

##### Actual Events (Please indicate the actual # of events performed)

Delivery Format / Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/Expo								

Migration Office: Miami Area: United States  
 Operational Environment Risk Rating: B

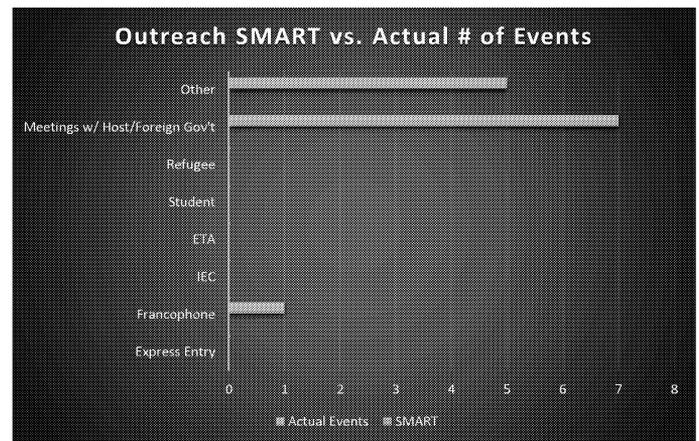
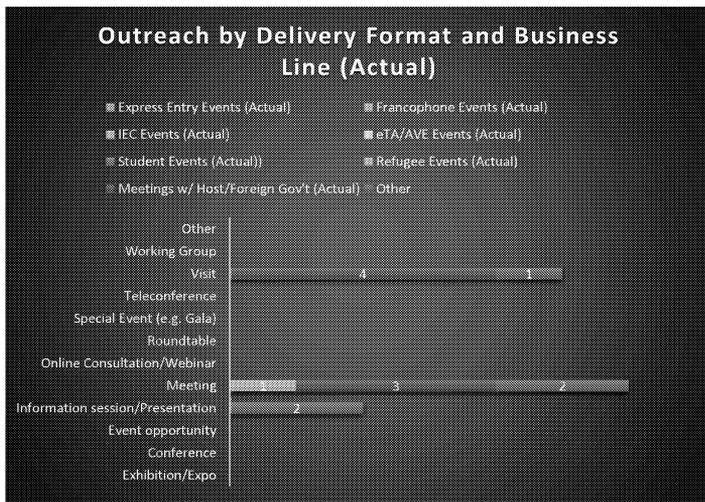
Conference									
Event opportunity									
Information session/Presentation									2
Meeting		1						3	2
Online Consultation/Webinar									
Roundtable									
Special Event (e.g. Gala)									
Teleconference									
Visit								4	1
Working Group									
Other									
<b>Total</b>		<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7 5</b>

Instructions:

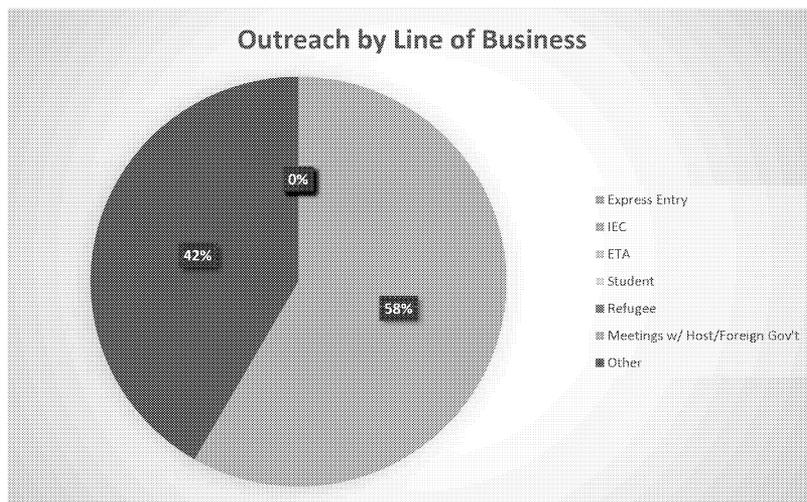
In the table above, list the number of outreach events performed by your mission under the appropriate line of business and delivery format.

Business Line	SMART	Actual Events
Express Entry	0	0
Francophone	0	1
IEC	0	0
ETA	0	0
Student	0	0
Refugee	0	0
Meetings w/ Host/Foreign Gov't	0	7
Other	0	5
<b>Total</b>	<b>0</b>	<b>13</b>

Migration Office: Miami Area: United States  
 Operational Environment Risk Rating: B



Migration Office: Miami Area: United States  
Operational Environment Risk Rating: B



#### Migration Diplomacy / Outreach (RIO, RM)

- Describe the type and frequency of contact with local officials.
  - Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
  - Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
  - Describe participation in local and international fora.
  - Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Miami Area: United States  
Operational Environment Risk Rating: B

- IRCC Miami is a new office that opened in September 2018, as such, contacts with local and foreign officials, as well as other organizations and stakeholders have only recently been initiated and are still developing.
- IRCC Miami has had initial contacts with local U.S. officials.

While contacts have been introductory and sporadic so far, they are expected to become more regular, as relationship is being built.

- There is no particular issue of concern or irritant that has been identified with regards to the relationship with U.S. officials. Canada has always had a deep and important relationship with the U.S. Minor concerns were initially anticipated with Canada's legalization of cannabis, which never materialized. Biometric expansion is overall seen as positive, as it will allow more information sharing - to both countries' benefit.

**s.15(1)(i)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Miami Area: United States  
Operational Environment Risk Rating: B

- IRCC Miami has also started to reach out to various NGOs and stakeholders involved in advocacy and/or legal services provided to various immigrant populations
- IRCC Miami is looking at getting a better pulse of local trends, that could potentially have an impact on Canada.
- IRCC Miami is also looking at becoming more active in terms of disseminating messages regarding discouraging irregular migration, correcting inaccurate information and rumors circulating within these communities and encouraging legal paths (e.g. promoting Express Entry) to come to Canada.

## Promotion and Recruitment (RM)

### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.
- IRCC Miami is still in the process of getting familiar with the local labour market in Florida, Georgia, Alabama, Mississippi, and Louisiana. GAC Trade colleagues have been helpful so far – there are located in Miami (for Florida); Atlanta (for Georgia, Alabama and Mississippi), and in Dallas (for Louisiana). Opportunities for synergies are currently being explored.
- Occupational employment statistics for each U.S. State can be found on the U.S. Bureau of Labor Statistics (<https://www.bls.gov/oes/>).
- Florida is particularly active in the following industries: aviation & aerospace; life sciences; manufacturing; defense & homeland security; information technology; financial & professional services; logistics & distribution; Cleantech; and tourism. A good source of information is Enterprise Florida (<https://www.enterpriseflorida.com/>), which also includes market briefs, average annual wages, and lists of companies. In order to attract skilled workers from Florida, Canadian employers would have to compete with competitive wages, warm weather, and the fact that there is no personal income tax in Florida.

**s.21(1)(b)**

Migration Office: Miami Area: United States  
Operational Environment Risk Rating: B

- Georgia is particularly active in the following industries: advanced manufacturing; aerospace; arts/film & entertainment; automotive; defense; energy; food & agribusiness; life sciences; logistics & supply chain; innovation centers; technology; and tourism. A good source of information is the Georgia Department of Economic Development (<https://www.georgia.org/>), which includes data on State workforce, education, infrastructure, and lists of companies. Atlanta has the #1 busiest passenger airport in the world, and the Georgia Institute of Technology (<https://www.gatech.edu/>) is the largest aerospace engineering university in the U.S. and is a top-ranked institution for aerospace/aeronautical engineering programs.
- Alabama is particularly active in the following industries: aerospace & aviation; agricultural products & food production; automotive; bioscience; chemicals; forestry products; and metal & advanced materials. A good source of information is the Alabama Department of Commerce (<http://www.madeinalabama.com/>), which includes data on State workforce, training, and a research capabilities interactive map. Many large corporations such as Mercedes-Benz, Boeing, Airbus, Honda, Hyundai, and Google's newest data center are present in the State.
- Mississippi is particularly active in the following industries: advanced manufacturing; aerospace; agribusiness; automotive; forestry & energy; health care; shipbuilding; and tourism & film. A good source of information is the Mississippi Development Authority (<https://www.mississippi.org/>), which includes employment and wages by industry statistics, as well as lists of companies.
- Louisiana is particularly active in the following industries: advanced manufacturing; aerospace; agribusiness; automotive; energy; entertainment; process industries; software development; and water management. A good source of information is the Louisiana Economic Development (<https://www.opportunitylouisiana.com/key-industries>). Canada and Louisiana are linked by history with the presence of thousands of descendants of Acadians (now Cajuns), with 7% of Louisianans estimated to speak French (in particular in Southern Louisiana).

**Activities**

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
  - Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
  - Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

**s.21(1)(b)**

Migration Office: Miami Area: United States  
Operational Environment Risk Rating: B

- There is a U.S. P&R Strategy, coordinated by IRCC Washington, which was finalized not long after the IRCC Miami office was inaugurated. As IRCC Miami is establishing local contacts and identifying the most promising P&R opportunities in its area of responsibility, Miami input will be added to the U.S. P&R Strategy document.
- Most of the large international student fairs attracting Canadian institutions occur in the fall in Florida,
- IRCC Miami has already been providing input, as/when requested, to the Regional Employer Migration Liaison (REML) coordinator located in IRCC Washington, for example on pools of talent in the aerospace industry.
- Many Southeastern States are active in rural development/initiatives, which is a recent area of interest to IRCC. IRCC Miami will explore and report on what certain States are doing in terms of attracting rural migration.

**Records Management (RIS)**

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

**s.16(2)**

**s.21(1)(b)**

Migration Office: Miami Area: United States  
Operational Environment Risk Rating: B

• IRCC Miami is a new specialized office that does not process, nor receive files from other offices and there is no plan for this to change as the office was created purposefully as a non-processing mission that, in addition to provide risk assessment support to the whole U.S. area, would also be involved in P&R as well as migration diplomacy work in a very strategic location. It is seen as a possible model for similar small specialized offices that may be considered as part of IN transformation from routine processing to more added value activities. No applicable destruction or repatriation issue.

• IRCC Miami uses the InfoBank database.  
As of December 2018, Miami Mission is piloting the use of Office 365.

#### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

s.21(1)(b)

Migration Office: Miami Area: United States  
Operational Environment Risk Rating: B

- The Miami Mission consisting of only 8 CBS (all but one being program managers for their own program/department), the Miami MPM's participation to mission responsibilities or activities is frequently sought (e.g. weekly CMM, mission opening/closing schedule, mission committees, mission emergency response team, all-mission social events or training, etc.). This usually takes up at least 2 hours per week (with the longest having been a 3-day emergency management training), but on the positive side, this has contributed to foster a cohesive Miami Mission team.
- Since the inauguration of IRCC Miami, no high-profile visits have occurred, although they have occurred in the recent past (MP Boissonnault did irregular migration outreach in November 2017 and in June 2018, and so did MP Emmanuel Dubourg in August 2017). These visits are usually organized in conjunction with our GAC/FPDS colleagues.

**VACs & Biometrics:**

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

- There is no VAC located in IRCC Miami's area of responsibility. There are however many USCIS' Application Support Centers (ASCs), which will collect biometric collection as per MOU. IRCC Miami is not mandated to manage that MOU or to inspect ASCs as this contract is centrally managed by IN HQ, but has contacts with the USCIS in order to take the pulse or communicate if any need may arise.
- No major issues associated to biometric expansion are expected, although the ASCs in Florida may see an increase in Canadian biometric caseload, involving clients coming not only from Florida, but also from neighbouring Caribbean islands (where there is no IRCC Office, VAC or ASC).

**Other**

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

**s.21(1)(b)**

Migration Office: Miami Area: United States  
Operational Environment Risk Rating: B

- IRCC Miami's existence is innovative on its own, being a newly created specialized office – the first of its kind in the network, along with IRCC Abuja – focusing on risk assessment; promotion and recruitment (P&R); reporting and liaison (R&L); as well as outreach in relation to irregular migration.
- Setting up a new office involved a lot of administrative work that made it challenging to move full speed to migration-related activities.
- The overall working environment at the Miami Mission is very pleasant and friendly, with the various programs usually always available and willing to help each other.
- Very supportive HOM, who has helped open doors with certain local stakeholders.
- Bandwidth is not a major issue, in particular given IRCC Miami does not process visa applications. Occasional Internet shutdown can be experienced, and usually gets resolved within hours.
- Main initial challenge has been to sensitize the Miami Mission to the *raison d'être* of IRCC's new presence in Miami, given IRCC existence is traditionally linked to offering visa services, which IRCC Miami does not provide. An all-mission Migration 101 was provided in December 2018, which helped other departments better understand IRCC's mandate and activities, as well as identify opportunities for synergies with other programs in the local context.
- Common Services, in particular involving IT, have been very responsive. Delays regarding HR staffing and other administrative services - such as obtaining business cards - have been experienced (some actually attributable to Shared Services Canada).

**7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)**

**Staffing and Training**

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

**s.21(1)(d)**

Migration Office: Miami Area: United States  
Operational Environment Risk Rating: B

- No staff vacancy expected in 2019, as the LES-05 position was only recently staffed on December 12, 2018.
- Sole CBS rotation (FS-03) is scheduled for summer 2022.
- IRCC Miami being a new office, there were frequent absences and OT during the first months (due to relocation, MPM conference, training in Ottawa, etc.), MPM assistant position took 3 months to fill. Setting up a new office involved a lot of administrative work that made it challenging to move full speed to migration-related activities.
- IRCC Miami consists only of a CBS and a LES. Because it is not an office processing files, an MPM absence is not normally covered by a TD. Other U.S.-based IRCC offices are generally designated as back-up.
- EMLES possibilities are limited, as there is no standing pool of security-cleared EMLES candidates, and only one CBS spouse has expressed interest (and that CBS spouse will no longer be available as of summer 2019). However, there is no expected foreseeable need for EMLES beyond January 2019.
- IRCC Miami MPM received training for new MPMs at IRCC NHQ in November-December 2018. IRCC/RAO Miami will also be receiving RAO training at IRCC NHQ in January 2019.
- IRCC Miami MPM participated to a contracting training in September 2018, and a 3-day all-Mission emergency management training in November 2018.
- IRCC Miami LES being a recent hire, training needs are great, but the LES has already been given a learning roadmap including GAC/IRCC courses (ranging from Values & Ethics, Introduction to Immigration, Information Management, to certain databases such as CICS MART) to be completed by the end of the fiscal year, which will also be part of the LES's PMP.
- A LES-06 from IRCC Washington will be coming to Miami in January 2019 to provide hands-on training for one week on administrative duties (finances, claims, etc.).

**Wellness: Promoting a Healthy & Diverse Workplace**

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

Migration Office: Miami Area: United States  
Operational Environment Risk Rating: B

- LES OT is rarely incurred, as IRCC Miami is not a processing office, and tasks can usually wait until the next business day. OT could incur in the future if VIP visits are received (e.g. MP coming to do irregular migration-related outreach) and/or during weekend/promotion student fairs, but these are expected to be sporadic in a year.
- The Miami Mission is a relatively small Mission (currently 27 employees), and the MPM is often called to participate in non-IRCC activities (e.g. 3-day all-Mission mandatory emergency management training, contracting training, all-Mission social events CMM, Mission committees, GCWCC, etc.), which can take time away from migration-related activities.
- The Miami Mission only has 8 CBS. Due to a flexible hours policy, all CBS are expected to participate to the rotating early opening (7:30)/closing (17:00) schedule, meaning that a CBS's turn typically comes up each month, which can be disruptive or inconvenient (for example when expected to open early right after returning from a trip). This often results in frequent time spent by the MPM trying to trade opening/closing days with other CBS.
- The Miami Mission is a fairly diverse office (in terms of ethnic heritages, languages spoken, religions and gender balance) and all competition notices mention our commitment to conduct inclusive, barrier-free selection processes.
- The Miami Mission organizes Diversity and Inclusion sessions several times a year. The last one held in December 2018 featured a guest speaker who spoke about Islam.
- The Miami MPM has an open door policy.
- The IRCC Miami LES has been given a learning roadmap to complete by the end of the current fiscal year, which include the following courses: Creating a Respectful Workplace; Your role in workplace diversity; Mental Health: Awareness; and Mental Health: Health and Wellness Strategies. The LES has also been made aware of the Employee Assistance Program.
- The Miami Mission offers a flexible workplace policy (which was a pilot in 2018, and will become permanent as of January 2019). The policy consists of offering CBS and LES the options of teleworking, compressed work week, and ad hoc flexible work arrangements (in addition to the already existing flexible hours policy where employees can start working at any time between 7:30-9:00, and finish work between 15:30-17:00). At the moment, OGDs (IRCC/CBSA/RCMP) have only adhered to the flexible working hours and ad hoc flexible work arrangements, but not teleworking or compressed work week, due to operational reasons.
- The Miami Mission has an active "Honeypot" Committee, which organizes regular social events.

s.16(1)(b)

s.16(1)(c)

Migration Office: Miami Area: United States  
Operational Environment Risk Rating: B

8. RISK MANAGEMENT (RIC, IRG)

**2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019**

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.  
Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.

Title of the Exercise/Titre de l'exercice	Goal/Objective / But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQLF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice

Migration Office: Miami Area: United States  
Operational Environment Risk Rating: B

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

*Please be aware that IRCC Miami is the RAO for the U.S.-based IRCC Offices. IRCC Miami does not process visa applications, and acts as risk assessment coordinator for U.S.-based IRCC offices (which will mostly translate in providing technical support to the other offices in terms of organizing QA exercises, providing sample sizes, questionnaires, etc.). IRCC/RAO Miami is currently working on a U.S. Quality Assurance (QA) framework, which will be completed in January 2019.*

#### Risk Assessment

##### Mission Specific:

- What fraud challenges / trends exist in your region of responsibility?
  - RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? [Non-RAO offices please report any ad hoc RA activities.]
  - Have RA activities resulted in visa processing/triaging updates in your office?
  - Has your office identified any low-risk movements in 2018?
- IRCC Miami doubles as the Risk assessment officer (RAO) for the U.S.-based IRCC Offices.

**s.16(1)(b)**

**s.16(1)(c)**

Migration Office: Miami Area: United States  
Operational Environment Risk Rating: B

**s.21(1)(b)**

• IRCC/RAO Miami has the plan to visit each IRCC office located in the U.S. at least once a year, in order to see how the offices are organized and are evolving, and to provide targeted training when needed. IRCC/RAO Miami has visited IRCC New York in October 2018, and plans to visit IRCC Los Angeles in February 2019, and IRCC Washington around May 2019.

- IRCC/RAO Miami sends out information capsules on a biweekly basis. Capsules remind staff about tools, GCMS tips policy or counterfoil, etc. changes in country visa
- IRCC/RAO Miami uses the GCconnex IRCC U.S. Network page to save and post guidance, tools,
- IRCC/RAO Miami is currently working on a Quality Assurance (QA) framework between U.S. IRCC offices and the CN.
- IRCC/RAO Miami is currently working on making arrangements for IRCC New York and IRCC Los Angeles to receive Chinook training, as Chinook use in the U.S. has so far been very limited.
- IRCC/RAO Miami would like to organize, along with RAO Mexico and RAO Bogota, a common RAO Assistant training for the Americas (most likely in Mexico) during the 2019-2020 fiscal year, following successful regional training done in IRCC Warsaw and IRCC Abu Dhabi.

**s.16(1)(b)**

**s.16(1)(c)**

Migration Office: Miami Area: United States  
Operational Environment Risk Rating: B

**Resources/Tools:**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
  - What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
  - Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?
- At the moment, only the IRCC Miami MPM/RAO (Marie-Claire Lemay) is doing Risk Assessment work, given the IRCC Miami LES was only hired in December 2018. There are plans for the LES to receive risk assessment training, in order to be able to provide risk assessment support starting in 2019.
- IRCC/RAO Miami completed, in consultation with U.S. IRCC offices, a full update to the U.S. country profile in the Country Information Library.
- 
- Resources, such as guidance, tools, and reports, are shared on the GCconnex IRCC U.S. Network page as they become available.
  - Support from IN/SPD has been great so far. A Regional RAO Dashboard has been made available to the IRCC/RAO Miami.

**9. INNOVATION & CLIENT SERVICE (RIC, RIO)**

**Client Service**

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

s.16(1)(b)

s.21(1)(b)

Migration Office: Miami Area: United States  
Operational Environment Risk Rating: B

- IRCC Miami is a specialized office not offering visa services. Most enquiries received at the Miami Mission (whether by phone, by email or in person) are immigration-related, which represents the main issue (clients not understanding how come a Consulate General is not offering visa services, even though it states so everywhere on the Mission website, social media accounts, and at the Mission reception). On average, close to 50% (*i.e.* average 130/month) of all calls received + approximately 30% (*i.e.* average 50/month) of all visitors at the Miami Mission are persons enquiring about immigration services.
- Most general enquiries are managed by the reception (Common Services). Guidance is sought from IRCC Miami when enquiries appear to be more complex.
- IRCC Miami responds to occasional immigration enquiries received directly by the HOM.
- IRCC Miami created a generic internal email, as well as a generic external email, to facilitate communication from other offices/departments, but also from the public on more complex issues. The external email is not widely shared, and does not appear on the Mission website, so as to reserve it for specific enquiries being redirected to IRCC Miami.
- The Miami Mission is active on social media (Facebook, Twitter, and Instagram), on top of the Mission website. IRCC messages are regularly posted each week (usually from a pre-vetted set coming from IRCC NHQ, but also on occasion locally crafted by IRCC Miami in response to local situation/enquiry trends).
- The Miami Mission publishes a bilingual Consulate General of Canada newsletter several times a year, which is shared with stakeholders from all departments.
- IRCC Miami is in the process of creating handy business cards to address the most general immigration enquiries - for the use of the HOM and other program managers (who receive frequent immigration enquiries), and possibly Miami Mission reception.
- Pamphlets about the new VACs in the U.S. were received, and are available in the Miami Mission reception area.

Client Service Initiatives			
Country	Brief description of initiative	Expected outcomes*	Implementation Date
U.S.A.	Obtain information related to immigration enquiries	<ul style="list-style-type: none"> <li>• Better communication with clients</li> <li>• Lessen the number of repetitive enquiries received at the Miami Mission</li> </ul>	First half of 2019

**s.16(1)(b)**

**s.21(1)(b)**

Migration Office: Miami Area: United States  
 Operational Environment Risk Rating: B

	(i.e. general responses, etc.)		
<p>*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.</p>			
<ul style="list-style-type: none"> <li>• A good proportion of enquiries received at the Miami Mission are in Spanish, and so far most information has been mostly available only in Canada's official languages.</li> </ul>			

**s.16(1)(b)**

**s.21(1)(b)**

Migration Office: Miami Area: United States  
Operational Environment Risk Rating: B

**Work-Sharing Arrangements**

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

The caseload of the various U.S.-based IRCC offices has evolved over the past decade, from full-service offices serving designated geographic areas,

Work-Sharing Arrangements							
Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date

s.16(1)(b)

s.21(1)(b)

Migration Office: Miami Area: United States  
Operational Environment Risk Rating: B

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

- IRCC Miami is not a processing office, and as such does not have work-sharing arrangements with other offices.

#### Other Innovations/ Best Practices

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

- IRCC Miami's existence is innovative on its own, being a newly created specialized office – the first of its kind in the network (along with IRCC Abuja) – focusing on risk assessment; promotion and recruitment (P&R); reporting and liaison (R&L); as well as outreach in relation to irregular migration
- Chinook has not been widely used so far in the U.S. IRCC/RAO Miami plans to push for Chinook training at IRCC New York and IRCC Los Angeles in 2019, in order for these offices to gain efficiencies.
- A Regional RAO Dashboard was created and made available by IN/SPD in December 2018.
- The Miami Mission uses Hootsuite to program social media messages in advance. IRCC Miami has been providing content to this tool.

Migration Office: Miami Area: United States  
Operational Environment Risk Rating: B

#### 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

##### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

N/A – Area Director is in IRCC Washington

##### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

N/A – Area Director is in IRCC Washington

##### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

N/A – Area Director is in IRCC Washington

Migration Office: Miami Area: United States  
Operational Environment Risk Rating: B

**Horizon**

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

N/A – Area Director is in IRCC Washington

Migration Office: Moscow Area: North Europe  
 Operational Risk Environment Risk Rating: C

1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	Moscow
Area:	North Europe and Reporting
Office Type: (Full Service, Satellite, RPC, Specialized)	Specialized: Analysis, Integrity and Operational Support Office
Updated (YYYY/MM/DD)	2018/12/15
Interrelated Offices:	Warsaw: Work-Sharing arrangement, and RAO support Kyiv and Vienna: RAO inputs and intell, as needed

Personnel		
	NAME	MITNET
MPM:		
D/MPM:		
Area Director:	GAWEL, Angela (London)	445-3400
GCMS Manager:		
BVO:	McKENZIE, Patricia	370-3420 (Warsaw)
RAO:		
eTA SPOC (Single Point of Contact):		
HOM:	Stephane Jobin, Charge	453-3250
GAC Regional Director:	Alison Grant	203-3603
CBSA LO:		
MOF:		
IEC SPOC:	None, no IEC	
P&R SPOC:		
Litigation SPOC:		
CBS		
Names:		
<b>Total # : 2</b>		

Migration Office: Moscow Area: North Europe  
Operational Risk Environment Risk Rating: C

<b>LES</b>
DMO #: 0
DMO(TR)#: 0
Other support staff #: 12
<b>Total #: 12</b>
<b>Emergency LES</b>
Total number of months in 2018: None
<b>TD</b>
Total number of weeks in 2018: None

## 2. TERRITORY OVERVIEW

### TERRITORY OPERATIONAL OVERVIEW

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Armenia	C	3,045,191			674		1			
Kazakhstan	C	18,556,698			2849		1		X	
Kyrgyzstan	C	5,789,122			492		1			
Russia	C	142,257,519			15908		3			
Tajikistan	D	8,468,555			220		1			
Uzbekistan	D	29,748,859			468		0			
Other	#N/A	#N/A			184					
<b>TOTAL:</b>				<b>0</b>	<b>20,795</b>		<b>7</b>			

### TERRITORY RISK OVERVIEW

<b>Caseload Risk</b>	<b>Operational Environment Risk</b>
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Migration Office: Moscow Area: North Europe  
 Operational Risk Environment Risk Rating: C

Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	Notes
Armenia	35		3.2%					
Kazakhstan	31		13.7%					
Kyrgyzstan	29		2.4%					
Russia	29		76.5%					
Tajikistan	21		1.1%					
Uzbekistan	22		2.3%					
Other	#N/A		0.9%					

\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

Les couleurs utilisées dans les tableaux sont basées sur les indices suivants :

- Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

KEY: Caseload Risk Level (Transparency International CPI)		KEY: Operational Environment Risk Level (Economist IU Risk Rating, Overall Assessment)	
	Not Rated		Not Rated
Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A

s.16(1)(b)

s.16(1)(c)

Migration Office: Moscow Area: North Europe  
 Operational Risk Environment Risk Rating: C

Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E

### 3. PERMANENT RESIDENT OVERVIEW

#### Permanent Resident

##### Moscow

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)
2018 (Jan - Aug)	Economic	0	3	18
	Family Class	0	2	13
	Humanitarian	83	88	39
	<b>TOTAL</b>	<b>83</b>	<b>93</b>	
2017	Economic	26	26	19
	Family Class	16	16	26
	Humanitarian	123	123	12
	<b>TOTAL</b>	<b>165</b>	<b>165</b>	
2016	Economic	60	111	31

Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan -Aug)	Events			
	Verifications			
	H&C			
	Misrepresentation			
	<b>TOTAL</b>		<b>1,099</b>	<b>0</b>
2017	Events			
	Verifications			
	H&C			
	Misrepresentation			
	<b>TOTAL</b>		<b>1,758</b>	<b>0</b>
2016	Events			

s.16(1)(b)

s.16(1)(c)

Migration Office: Moscow Area: North Europe  
 Operational Risk Environment Risk Rating: C

Family Class	36	58	20
Humanitarian	257	202	23
<b>TOTAL</b>	<b>353</b>	<b>371</b>	

Verifications	
H&C	
Misrepresentation	
<b>TOTAL</b>	

2,115	0
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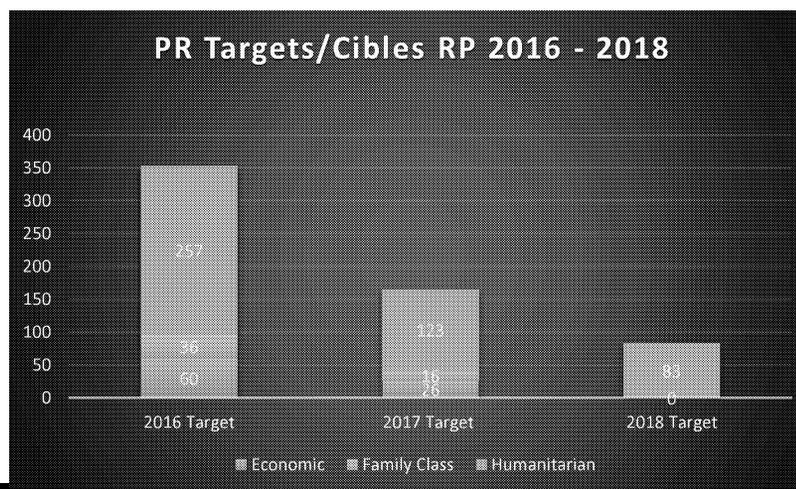
\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

**GUIDE:**

For the following three categories, FD targets are only indicative and outputs are measured in actual admissions :

- Government-assisted refugees (GARs)
- Privately-sponsored refugees (PSRs)
- Blended Visa-office-referred refugees (BVORs)

Application Type	2016 Target	2017 Target	2018 Target
Economic	60	26	0
Family Class	36	16	0
Humanitarian	257	123	83



**PR Trends/Issues**

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Moscow Area: North Europe  
Operational Risk Environment Risk Rating: C

Type your answer here:

- Trends

No PR processing at Moscow. Operate in support . responsible office, under Work-Sharing Agreement. Referred interviews, document verifications, research and more, but FDs managed and counted by Warsaw.

IRCC Moscow is responsible for a modest, largely PSR Refugee movement out of Russia (Afghans) and Armenia (Syrians). Target of 35 anticipated for 2019. Target managed by Warsaw, interviews and eligibility/admissibility assessments by Moscow. Well in hand.

- Processing times

Somewhat improved over the past year, with security clearance results coming in within a year of initiation for remaining body of outstanding PSR files.

- Please explain any discrepancies between the activities recorded into GCMS versus actually undertaken by your office.

Enormous amount of uncaptured work in support of Warsaw, though gaps closing as we record document verifications, etc. The handling of passports and issuance of visas in all cases is a heavier load than generally imagined. Request for passports from PR applicants across countries of our jurisdiction are generally seen as a call for obtaining new passports. Heavy editing of GCMS on behalf of Warsaw is the norm. Most recent iteration of work-load sharing arrangement has resulted in shift of new duties to on behalf of both offices, while assumed decision making responsibilities for VAC submitted files (27% of total) previously handled by officers in Moscow reduced by 2 CBOs as of early Dec 2018, while LE complement has assumed extra work with pre sel-dec queue management for e-Apps, all client communications, and e-App pre-assessments – getting decision-ready cases before officers. Moscow/Warsaw Transition (Moscow VAC Hub file splitting, VAC cases to Warsaw, passports and fee receipts to Moscow) completed at end Sept 2018.

s.16(1)(b)  
 s.16(1)(c)

Migration Office: Moscow Area: North Europe  
 Operational Risk Environment Risk Rating: C

#### 4. TEMPORARY RESIDENT OVERVIEW

### Temporary Resident

Moscow

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)
2018 (Jan - Aug)	Visitor	18246		16
	Student	1733		19
	Worker	310		31
	eTA	0		0
	<b>TOTAL</b>	<b>20289</b>		
2017	Visitor	23096		14
	Student	1892		19
	Worker	461		24
	eTA	1		0
	<b>TOTAL</b>	<b>25450</b>		
2016	Visitor	21529		10
	Student	1852		16
	Worker	442		25
	eTA	0		0
	<b>TOTAL</b>	<b>23823</b>		

Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>599</b>
2017	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>730</b>
2016	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>714</b>

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

#### TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

Migration Office: Moscow Area: North Europe  
Operational Risk Environment Risk Rating: C

Type your answer here:

- Trends

Steady increase in TR volumes, returning to highs seen in 2013,

- Processing times

Consistently within service standards.

- eTA

Not an issue. Few cases requiring intervention.

- Facilitative initiatives

Numerous. See the applicable section of INIMP.

- IEC, etc

Not applicable.

- Please explain any discrepancies between the activities recorded into GCMS versus actually undertaken by your office.

None, aside from observation that all officers processing cases from Moscow's area of jurisdiction do so from Moscow GCMS accounts, no matter whether located in Warsaw, Moscow or Vienna. Officer assisting part-time from Vienna (BVO) ceased this involvement as of Dec 2018.

- Significant developments:

Most recent iteration of mature, well-documented work-load sharing arrangement between Moscow and Warsaw has resulted in shift of new duties to Moscow, on behalf of both offices, while Warsaw assumed decision making responsibilities for VAC submitted files (27% of total) that had previously been handled by officers in Moscow. Moscow CBO team reduced by 2 as of early Dec 2018, while LE complement has assumed extra work with pre sel-dec queue management for all e-Apps, all client communications, and e-App pre-assessments – getting decision-ready cases before Warsaw officers. Moscow/Warsaw Transition (Moscow VAC Hub file splitting, VAC cases to Warsaw, passports and fee receipts to Moscow) completed at end Sept 2018.

Moscow retained responsibility for all walk-in TR applications (diplomatic, official, NGOs/UN and high-profile)

s.16(1)(b)

s.16(1)(c)

Migration Office: Moscow Area: North Europe  
Operational Risk Environment Risk Rating: C

## 5. OTHER APPLICATIONS OVERVIEW

### Other Applications

Moscow

Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	103		25
	PR renunciation	19		16
	TRP	8		-
	ARC	0		-
	Rehabilitation	-		-
	<b>Total</b>		<b>130</b>	
2017	PRTD	104		26
	PR renunciation	53		12
	TRP	8		-
	ARC	4		-
	Rehabilitation	-		-
	<b>Total</b>		<b>169</b>	
2016	PRTD	182		7
	PR renunciation	35		9
	TRP	9		-
	ARC	1		-
	Rehabilitation	-		-
	<b>Total</b>		<b>227</b>	

\*Stats supplied by  
OPPB

Migration Office: Moscow Area: North Europe  
Operational Risk Environment Risk Rating: C

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

**s.21(1)(b)**

Migration Office: Moscow Area: North Europe  
Operational Risk Environment Risk Rating: C

Type your answer here:

- Trends

Low volumes, stable and generally non-problematic.

- Processing times  
Consistently within published service standards.

- Useful historical info on VO

Significant restructuring and staff downsizing following (including a Migration Officer) while visas for replacements or staff rotating in were not being issued by the Russian authorities. Reduction from 9 CBO to 4, from 26 LES to 12. Establishment of now mature and well-documented work and risk-sharing arrangement with sister office in Warsaw. End Sept 2018 Moscow/Warsaw Transition, with VACC file splitting and Warsaw assuming cases for decision making, while other duties (primarily for re-structured LES team) were shifted to Moscow. Reduction by 01 Dec 2018 of 2 more CBO officers, leaving a complement of only 2.

- General info on VO

The IRCC Moscow team is solid, having found new purpose and confidence as an Analysis, Integrity and Operations Support office with resident RAO. A model "office-of-the-future".

- Network leveraging/work sharing arrangements

Well documented and mature work-sharing arrangement with Warsaw. IRCC Moscow manages movement from Russia, Armenia and the Central Asian Republics in partnership with Warsaw. Also shared responsibility for PSR files in Russia and Armenia plus referral files, verifications and QAs with Warsaw. Transition from Work-sharing arrangement, to hybrid "One Migration Office – Two campuses" model.

- Innovation

The Moscow/Warsaw approach to work-sharing, the structures, frameworks and tools developed to do so coherently, with integrity, are being emulated elsewhere.

s.15(1)(i)

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Moscow Area: North Europe  
Operational Risk Environment Risk Rating: C

- Key reporting and liaison topics

IRCC Moscow is a major contributor to timely, relevant and valuable reporting. Hitting above our weight.

- Promotion and Recruitment

promotion in excellent Kazakh market.

More active on Student

- Bilateral issues (irritants, agreements)

Canada's decision to strategically re-engage with Russia is best illustrated by the fruitful 20 April 2017 Canada - Russia Visa Serviced Dialogue at Moscow and Russian MFA interest in Canada hosting Consular Consultations by end April 2019.

- VACs

Total 3 in Russia, 2 in the 3 Central Asian Republics falling under Moscow's area of jurisdiction (none in Uzbekistan), plus one in Armenia. Three VACs were closed in Russia, summer 2016, at request of VFS, due to low volumes.

- Other

The work-sharing relationship with Warsaw has proven very successful, but requires significant ongoing communications, coordination and attention.

Migration Office: Moscow Area: North Europe  
 Operational Risk Environment Risk Rating: C

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated, if available.. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

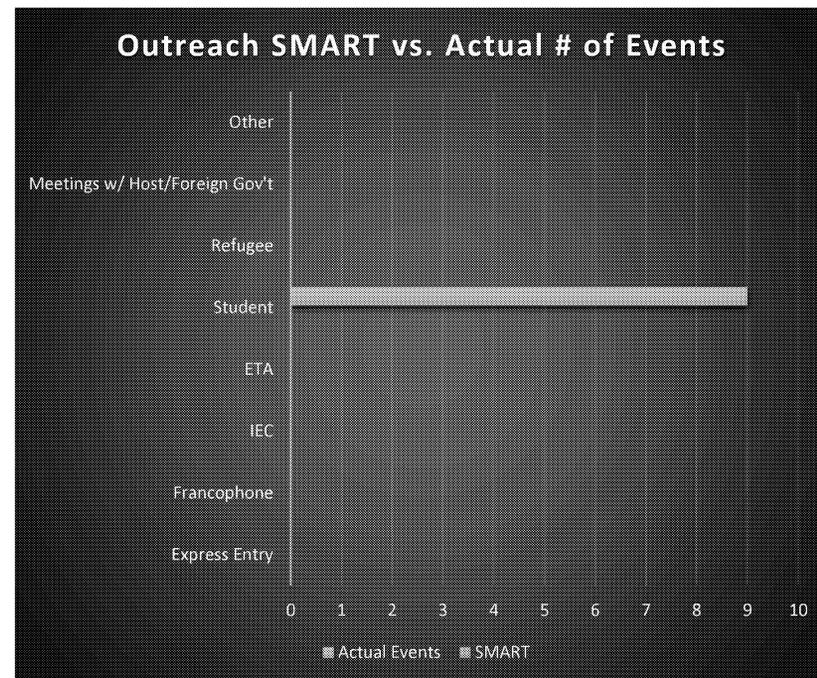
#### Moscow

SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)		IEC Events (Jan-Oct 2018 in SMART)		eTA/AVE Events (Jan-Oct 2018 in SMART)		Student Events (Jan-Oct 2018 in SMART)		Refugee Events (Jan-Oct 2018 in SMART)		Meetings w/ Host/Foreign Gov't (Jan-Oct 2018 in SMART)		Other
	Francophone	Other	Francophone	Other	Francophone	Other	Francophone	Other	Francophone	Other	Francophone	Other	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Actual Events (Please indicate the actual # of events performed)

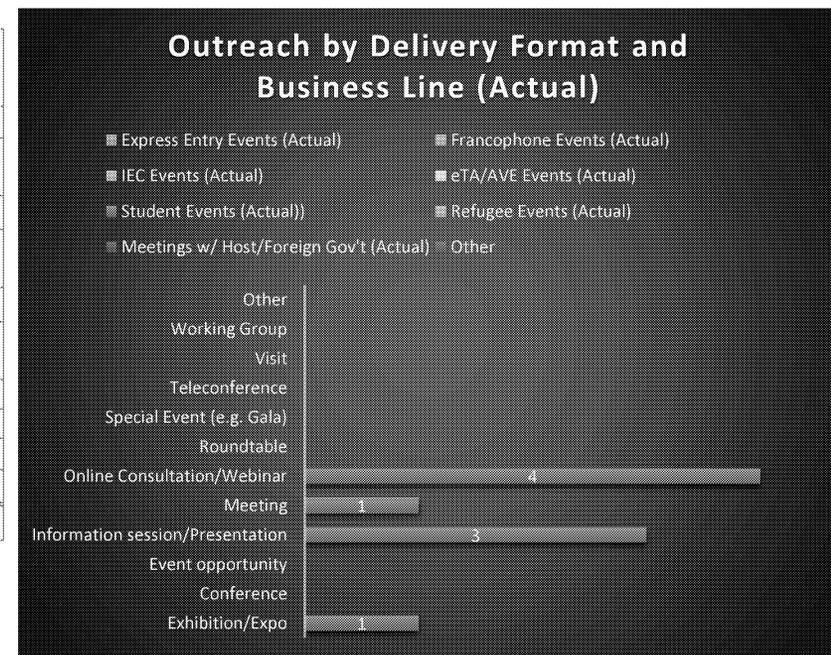
Delivery Format / Format de livraison	Express Entry Events (Actual)		IEC Events (Actual)		eTA/AVE Events (Actual)		Student Events (Actual)		Refugee Events (Actual)		Meetings w/ Host/Foreign Gov't (Actual)		Other
	Francophone	Other	Francophone	Other	Francophone	Other	Francophone	Other	Francophone	Other	Francophone	Other	
Exhibition/Expo													1



Migration Office: Moscow Area: North Europe  
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Conference	
Event opportunity	
Information session/Presentation	3
Meeting	1
Online Consultation/Webinar	4
Roundtable	
Special Event (e.g. Gala)	
Teleconference	
Visit	
Working Group	
Other	
<b>Total</b>	<b>9</b>

Business Line	SMART	Actual Events
Express Entry	0	0
Francophone	0	0
IEC	0	0
ETA	0	0
Student	0	9
Refugee	0	0
Meetings w/ Host/Foreign Gov't	0	0
Other	0	0
<b>Total</b>	<b>0</b>	<b>9</b>



s.15(1)(i)ii

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Moscow Area: North Europe  
Operational Risk Environment Risk Rating: C

### Migration Diplomacy / Outreach (RIO, RM)

- Describe the type and frequency of contact with local officials.
- Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
- Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
- Describe participation in local and international fora.
- Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

Type your answer here:

Highlight key changes to your operating environment and program delivery (including eTA if applicable to your mission) since the last INIMP.

- Russians are traveling again in part due to rouble appreciation and improvement in Russian economy. We continue to see modest growth in Russian TR application volumes (6%+) although not as high an increase as in 2017 (11%+). Modest volumetric growth is expected to continue. Notably, TR volumes in 2019 should return to pre-sanctions highs (2013) of 30,000.

- Strategic re-engagement with Russia continues following successful Visa Services Dialogue last April 2017 and aim to repeat this bilateral forum again in 2019. Bilateral strains remain, including on visa services front.

- Describe liaison activities to advance IRCC's international agenda, providing details on:

Contact with key officials for purposes related to IRCC programs (e.g. combating consultant fraud, TFW, international student and francophone promotion and recruitment in the country, SAWP, etc.);

Very active in analysis and reporting, with multiple well received products ranging from strategical reporting on changes in Russian citizenship laws and migration policies

Strategic re-engagement with MFA Consular on Visa matters has been advanced, and continues with positive results.

Strategic re-

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Moscow Area: North Europe  
Operational Risk Environment Risk Rating: C

- Participation in local/international fora (RCM, ISC or other migration-related for a; participation in UN-related meetings or other activities related to “migration diplomacy”, etc.);

In current climate very few such events are coordinated in this setting. However, our local staff did attend one international migration conference and reported upon their participation last year.

- Key engagement with Canadian employers, educational institutions and stakeholders (including IRCC and AUCC), local NGOs, service provider organizations, etc.;

promotion and recruitment for students is taking place in Kazakhstan.

A more pro-active

- Management of partnerships specific to your program (Five Country Conference members, etc.);

Our office meets with M-5 counterparts in Russia on a regular basis to exchange best practices and common risk management. IRCC Moscow is an active participant in the wider Anti-Fraud community of like-minded.

- Other.

RAO Moscow has broadened liaison to include NGOs and academics to gain insight in to such topics and Central Asian radicalization, Uzbek out-migration and labor migration within the Eurasian Economic Union. Such outreach has enriched the quality of reporting.

IRCC Moscow, as an Area Analysis, Integrity and Operations Support office, will continue to be a major contributor to quality, timely and relevant analysis and reporting.

- Describe the type and frequency of contact with local officials

Limited, strategic re-engagement has opened up dialogue at the operational level for visa services only, with MFA Consular. With abolishment of Russian Federal Migration Service in 2016, we do not have a natural counterpart to engage with even if that was possible. We have had no engagement with the Russian Ministry of Interior on migration issues.

**s.15(1)(i)i)**

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Moscow Area: North Europe  
Operational Risk Environment Risk Rating: C

• Identify ongoing or potential issues with host governments, including existing or potential areas of cooperation, and existing or potential “irritants” in the relationship arising from IRCC policies or operations.

• Identify what current news, events and developments will have a significant long-term impact on the future of your area of responsibility and why? Please identify 2-3 if possible.

• Identify what impacts you see these changes having on IRCC.

## Promotion and Recruitment (RM)

### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

**s.15(1)(i)**

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Moscow Area: North Europe  
Operational Risk Environment Risk Rating: C

Type your answer here:

- Describe the local labour market in your area of responsibility, including skills shortages.

- Include any current or upcoming major initiatives that may negatively or positively impact the local labour market.

- Identify priority sectors and regions for P&R activities in your territory.

Student promotion in Kazakhstan and Uzbekistan is one priority area that is being targeted now and for the coming year.

- Identify potential missions/ELN/centres of expertise with which to cooperate on overseas promotion.

None

- IN/Engagement at IRCC.INEE-EERI.IRCC@cic.gc.ca can assist with connecting with expertise in the network when missions are ready to start planning events and are unsure who to contact.

- Identify local labour market opportunities for the Employer Liaison network to utilize with provinces and employers. (you will be asked to provide this information going forward at regular intervals TBD)

s.16(1)(c)  
s.21(1)(b)

Migration Office: Moscow Area: North Europe  
Operational Risk Environment Risk Rating: C

None

- Identify information you need from the Employer Liaison network to assist in your P and R efforts. (i.e. Canadian labour market needs, pockets of opportunity, etc.)

None

- If possible, please elaborate on targeted events or meetings you plan on pursuing. Include details such as number, duration and type of events where possible.

No P&R events planned for skilled workers in our territory. However, we have recently made area trips to Kazakhstan to support TD in student promotion activities at student fairs with multiple educational institutions involved.

- Provide an estimate as to resource implications (approximate cost per event, number of staff involved in events – including levels, and/or FTEs devoted to P&R activities/per annum, etc.).

#### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
- Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

Type your answer here:

We participated in multiple activities with P&O for students at over recent months. Anticipate this file will expand with arrival in Dec 2018 of new TD officer holding jurisdiction for Student portfolio. P&O at IRCC Moscow will largely be defined through active support of our GAC/TD colleagues.

#### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.

s.16(1)(c)

s.16(2)

s.21(1)(b)

Migration Office: Moscow Area: North Europe  
Operational Risk Environment Risk Rating: C

- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

Type your answer here:

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)

File destruction exercise (3000 kgs, following last year's 2.9 tons) completed 19 Dec 2018. IRCC Moscow is in very good shape.

- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as micro-filming or scanning.)

What with transfer of PR case processing to \_\_\_\_\_ under the standing Work-Sharing Agreement, historic pressures on space and Registry capacity have been greatly reduced. The Feb 2018 shredding exercises have left us in a good position.

- Describe issues or challenges with file destruction.

None.

- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.

None received here. On the PR side IRCC Moscow only handles PSR applications of refugees in Russia and Armenia. We support \_\_\_\_\_ with referral files and with document verifications, interviews, QAs, etc. What little need be sent back and forth is sent by \_\_\_\_\_

- Estimate the number of files sent to Canada as a result of requests from litigation. Describe the method you use to send these files

Six or 8 in a year. IAD or Rule 9 requests (2 or 3 a year) sent by \_\_\_\_\_

The balance are PRTD appeals, \_\_\_\_\_

### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

s.15(1)(i)i

s.16(1)(c)

s.16(2)

s.21(1)(b)

Migration Office: Moscow Area: North Europe  
Operational Risk Environment Risk Rating: C

Type your answer here:

Describe activities, staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees)

Limited to corporate responsibilities, supporting mission committees.

- Describe activities related to receiving IRCC delegations from other branches, OGDS or IRCC partners (such as provinces)

- Describe any other activities in support of GoC objectives that take resources away from core activities

Reduction in CBO complement at IRCC Moscow (in Oct and another at end November) has put pressure on the two remaining officers to sustain wider participation in mission committees.

- Describe activities of other programs that occur within your office (use of space or resources by CBSA, Quebec Immigration, CSIS, RCMP)

None aside from periodic requests from CBSA. often requiring research, and demanding a few hours of LE-6 time each month.

#### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

Type your answer here:

s.16(2)

s.21(1)(b)

Migration Office: Moscow Area: North Europe  
Operational Risk Environment Risk Rating: C

## Other

• Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

Type your answer here:

• Describe/identify challenges/opportunities that your Migration Office faces and that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGD, etc.).

Sold, positive and motivated LES cadre. Likewise for CBO contingent.

Some staff absences which we have leveraged to provide developmental training purposes.

The Migration Annex has de-facto become the main chancery, with relocation of other program staff from failing and dangerous main chancery building resulting in a crowded co-location situation, as of late Dec 2018.

communications capabilities for half a year, and no solution is anticipated until after joining the British. Mission has not enjoyed full

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

s.19(1)

s.21(1)(b)

s.21(1)(d)

Migration Office: Moscow Area: North Europe  
Operational Risk Environment Risk Rating: C

Type your answer here:

• What challenges are you facing? (e.g. organizational, staff absences, LWOP, etc.)

Two CBOs have just departed Russia, a permanent reduction in the CBO complement, further to the Moscow/Warsaw Transition, with VAC files being directed to Warsaw as of Oct.

Perhaps representing less than 1.5 FTEs or work.

The challenge of attracting talent to this demanding environment is well known.

Both incumbents at mission (MPM, RAO)

Successors have been identified, 1

Backfilling by long-term terms is essential. This has been effectively managed to date, in consultation with MCO and Ottawa/IN Workforce Management.

• Do you foresee any staff vacancies in the coming year? Do you anticipate any vacancy / retirements of LES decision-makers (DMO, DMO(TR))? What are your thoughts on how to fill these positions? Have you already consulted with RIR INHQ?

None anticipated. There are no LEP at this mission.

• Describe the group training needs of your staff and whether it is for all staff or unit specific. (e.g. values & ethics, GCMS, Answers, etc.)

Significant investment in LES training recently, and projected. As we evolve the business model we need re-tool our LES for work of the future. Specialized training in PI tool (all LES at IRCC Moscow are so trained, all have experience as planners or monitors) is bolstered by formal training on advanced statistics and statistical analysis. Time Management, Values and Ethics and Stress Management training has been delivered, advanced written English, next level Stats and Media Monitoring planned.

• Based on your knowledge of workload pressures and resource needs at your mission, propose CBS and LES staffing changes that would be required/needed in the coming 5 years.

In its mature state, and with a continued shift to the e-App service alternative by IRCC Moscow's growing client base, without compromising on integrity, the Migration Diplomacy side or the risk management dimension of the Work-Sharing Agreement with Warsaw,

Dependencies exist on outcomes and impacts of new VAC footprint, BVO roles and access by BVO to Russia. With the evolved business

**s.21(1)(b)**

Migration Office: Moscow Area: North Europe  
Operational Risk Environment Risk Rating: C

model in partnership with Warsaw, any extra capacity could be maintained at Moscow and leveraged for solid returns, such as in pre-assessments of e-Apps on behalf of Warsaw based decision makers.

- Are you able to access funds for LES OT required for operational needs?

Yes, though requirements are limited and call on this budget light.

- Are you able to access unspent LES salary dollars from vacant positions to hire EMLES or contract LES?

Yes we can, no issues here.

- Please provide an explanation of the EMLES you are requesting in your budget templates. Specific information about classifications, duration (estimated number of hours or days, and cost per hour or day) and activities is required. Information on total estimated number of hours or days, as well as cost per hour or day should be included, and also reported in Appendix A (under Cost item "Emergency LES" or EMLES).

None requested.

- Please also explain if this represents an (increase/decrease/no change) from previous year and reason for this change (if applicable).

Less than historically required, as 2 file destruction exercises of the last year have left us in good shape. Evolved business model means retention of far less paper

### Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

s.21(1)(b)

Migration Office: Moscow Area: North Europe  
Operational Risk Environment Risk Rating: C

Type your answer here:

- What wellness challenges does your MO face? (e.g. excessive overtime? frequent absence due to illness? extended sick leave? low morale due to volumes? lack of understanding/acceptance of cultural differences / gender diversity / etc. between colleagues? etc.)

The "climb back" since the dark days of 2014 (50% down-sizing) where Team Moscow has regained confidence of purpose and a positive dynamic, including solid morale and attitude, is complete.

- Have you undertaken any mitigation strategies to counter wellness challenges?

Never complacent, we have encouraged all staff to participate in the Wellness offerings coordinated at this mission, from specialized courses on managing stress to Time Management seminars. IRCC Moscow is famed for our regular internal celebrations, often with blini, caviar and smoked salmon. Get the word out!

- What wellness activities do you plan on undertaking?

Hosting of a community event by the MPM will invariably be well received once again.

Celebrating successes will continue.

Management shall encourage participation of staff in wellness initiatives being introduced mission-wide.

## 8. RISK MANAGEMENT (RIC, IRG)

### 2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress. *Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.*

s.16(1)(b)  
 s.16(1)(c)  
 s.17

Migration Office: Moscow Area: North Europe  
 Operational Risk Environment Risk Rating: C

Title of the Exercis/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice
		QA	TR		N/A	Central Asia	Moscow	RAU	Nov2018 ongoing
		QA	TR		N/A	Central Asia	Moscow		Oct2018 ongoing
		QA	TR		N/A	Northern Europe	Moscow		Nov2018 ongoing

Migration Office: Moscow Area: North Europe  
Operational Risk Environment Risk Rating: C

	QA	FC		N/A		Moscow		Jan-2019
	QA	TR		N/A		Moscow	TBD	
	QA	TR		N/A		Moscow	TBD	
	QA	TR		N/A		Moscow	TBD	
	QA	PR		N/A		Moscow	TBD	
	QA	TR		VH-1		Moscow	TBD	

**Risk Assessment**

**Mission Specific:**

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? [Non-RAO offices please report any ad hoc RA activities.]
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

**s.16(1)(b)**

**s.16(1)(c)**

Migration Office: Moscow Area: North Europe  
Operational Risk Environment Risk Rating: C

*Type your answer here:*

*What fraud challenges / trends exist in your region of responsibility?*

*2) RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)?*

*RAU Moscow conducts ongoing QAs which inform decision makers about risk.*

*RAU Moscow has developed risk matrices for all countries in our Area of Responsibility, across all lines of business.*

*We continually disseminate information by email, both with Moscow decision makers.*

*Moscow RAU undertakes a review of Monthly Refugee Claimant report to detect fraud trends and this information is shared with decision-makers.*

*RAU assistant regional workshop took place in September in Warsaw in which training on activities specific to the program was delivered. It was an opportunity to share best practices and network between missions in the region.*

*Newly-arrived WSAW officers visit MOSCO for knowledge-transfer purposes and to be briefed on risk management.*

*3) Have RA activities resulted in visa processing/triaging updates in your office?*

Migration Office: Moscow Area: North Europe  
Operational Risk Environment Risk Rating: C

4) *Has your office identified any low-risk movements in 2018?*

*Both movements are believed to be low-risk.*

*These QAs will validate those assumptions that these are indeed low risk.*

*Confirmation of that fact may open up opportunities to further facilitate these two movements.*

s.15(1)(i)  
s.21(1)(b)

Migration Office: Moscow Area: North Europe  
Operational Risk Environment Risk Rating: C

#### Resources/Tools:

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

Type your answer here:

### 9. INNOVATION & CLIENT SERVICE (RIC, RIO)

#### Client Service

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

Type your answer here:

- Describe your office's management of client enquiries :

Almost all received via email, where triage is completed and daily distribution to responsible officer or unit, or office (Warsaw) with most being general and readily responded to with templated generic products within 2 work days. Moscow now manages all client communications for both offices: One Migration Office, 2 campuses.

- Describe your office's management of social media (mission's Facebook and Twitter accounts):

Mission's Advocacy and Outreach Committee is not particularly active. However, we regularly feed corporately approved bilingual Tweets directly to Public Affairs (Moscow and Astana) who are in charge of social media accounts, for publication on our 3 accounts: Russia, Armenia and Kazakhstan. Mission does not have a Facebook account.

Migration Office: Moscow Area: North Europe  
 Operational Risk Environment Risk Rating: C

Client Service Initiatives			
Country	Brief description of initiative	Expected outcomes*	Implementation Date
All in our Area of jurisdiction (6 countries)	Moscow manages client enquires on behalf of all e-Applicants and all general enquiries, rather than Warsaw.	Centralized approach for the majority (e-Apps now over 73% of TR movement).	Nov 2018
Russia - Kazakhstan	P & O activities to support Trade section - videoconferencing on student programs	Improve client service	Tested, now being implemented as normal operational practices.

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

Migration Office: Moscow Area: North Europe  
 Operational Risk Environment Risk Rating: C

**Work-Sharing Arrangements**

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

Type your answer here:

- Describe (in the table below) any existing initiatives at your mission that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, or improve client service, and QAs put in place to manage associated risks. :
- Describe (in the table below) any on-going work-sharing arrangements, permanent or temporary, that you have with other offices/networks, including, but not limited to, processing of cases (in part or in whole), back-office work, visa issuance, etc. Provide statistics where possible (e.g. number of visas printed for other offices) and explain QAs put in place to manage associated risks.
- Propose (in the table below) any new work sharing agreements, and explain how they will be designed and when they will be implemented, as well as planned QAs to manage associated risks.
- Identify workload (back office and/or processing) that could be processed elsewhere (by IN or CN), explain why and how it has been identified, as well as expected volume of work involved and associated Q/As that could be implemented to manage risks.
- Describe existing or any new initiatives that have been put in place to provide support to CN operations. Please specify the program/category (e.g. DPO, etc.). : NIL

Work-Sharing Arrangements							
Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

Migration Office: Moscow Area: North Europe  
Operational Risk Environment Risk Rating: C

### Other Innovations/ Best Practices

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

Type your answer here:

## 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Migration Office: Moscow Area: North Europe  
Operational Risk Environment Risk Rating: C

Type your answer here:

### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

Type your answer here:

### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

Migration Office: Moscow Area: North Europe  
Operational Risk Environment Risk Rating: C

Type your answer here:

### Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

Type your answer here:

Migration Office: Nairobi Area: Subsaharan Africa  
 Operational Environment Risk Rating: C

1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	Nairobi
Area:	Sub-Saharan Africa
Office Type: (Full Service, Satellite, RPC, Specialized)	Full Service
Updated (YYYY/MM/DD)	2018/12/14
Interrelated Offices:	Dakar, Accra, Abuja, Lagos, Dar es Salaam, Pretoria

Personnel		
	NAME	MITNET
MPM:		
D/MPM:		
Area Director:		
GCMS Manager:		
BVO:		
RAO:		
eTA SPOC (Single Point of Contact):	Lisa Stadelbauer	
HOM:		
GAC Regional Director:		
CBSA LO:		
MOF:		
IEC SPOC:		
P&R SPOC:		
Litigation SPOC:		
CBS		

Migration Office: Nairobi Area: Subsaharan Africa  
Operational Environment Risk Rating: C

*Total # : 13 positions, 12 filled as of 1 Jan 2019*

LES

DMO # : 4

DMO(TR)#: 1

Other support staff # : 32 positions, 3 vacant as of 1 Jan 2019

*Total # : 37*

Emergency LES

Total number of months in 2018:

TD

Total number of weeks in 2018:

## 2. TERRITORY OVERVIEW

DRAFT

### TERRITORY OPERATIONAL OVERVIEW

Migration Office: Nairobi Area: Sub-Saharan Africa  
 Operational Environment Risk Rating: C

Country / Territory	EIU Operational Risk Rating	<u>Population</u>	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Djibouti	C	865,267		169	655					
Eritrea	D	5,918,919		92	175					
Ethiopia	D	105,350,020		1,899	4941		1		X	
French Southern Territories	#N/A	#N/A								
Kenya	C	47,615,739		1,110	6289		1			
Mayotte	#N/A	235,132								
Reunion	#N/A	865,826								
Somalia	E	11,031,386		71	102					
South Sudan	#N/A	13,026,129		20	92					
Nigeria	D	190,632,261			18797		2			
Uganda	C	39,570,125			594					
Rwanda	C	11,901,484			562					
Burundi	D	11,466,756			428					
Tanzania	C				265					

**s.15(1)(i)**  
**s.16(1)(c)**  
**s.21(1)(b)**

Migration Office: Nairobi Area: Sub-Saharan Africa  
 Operational Environment Risk Rating: C

		53,950,935		
Other	#N/A	#N/A	62	372
<b>TOTAL:</b>			<b>3,423</b>	<b>33,272</b>
				<b>0</b>

### TERRITORY RISK OVERVIEW

Caseload Risk				Operational Environment Risk				
Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	Notes
Djibouti	31	4.9%	2.0%	Nairobi	Nairobi	Y		
Eritrea	20	2.7%	0.5%	Nairobi	Nairobi	N	Addis Ababa	
Ethiopia	35	55.5%	14.9%	Nairobi	Nairobi	Y		

s.15(1)(i)  
s.16(1)(c)  
s.21(1)(b)

Migration Office: Nairobi Area: Sub-Saharan Africa  
Operational Environment Risk Rating: C

French Southern Territories	#N/A	0.0%	0.0%	Pretoria?	Pretoria?	N		Covered by other IRCC office (Pretoria or Dar es Salaam)
Kenya	28	32.4%	18.9%	Nairobi	Nairobi	Y	Refugee selection in Kakuma	Refugees from Dadaab camps are moved to Nairobi for interview due to security restrictions but require special permission from host country authorities
Mayotte	#N/A	0.0%	0.0%	Pretoria?	Pretoria?	N		Covered by other IRCC office (Pretoria or Dar es Salaam)
Reunion	#N/A	0.0%	0.0%	Pretoria?	Pretoria?	N		Covered by other IRCC office (Pretoria or Dar es Salaam)
Somalia	9	2.1%	0.3%	Nairobi	Nairobi	N	Nairobi	
South Sudan	12	0.6%	0.3%	Nairobi	Nairobi	N	Nairobi	
Nigeria	27	0.0%	56.5%	Accra	Nairobi	N	Lagos	Available IRCC officers in Lagos and Abuja can conduct interviews and meetings
Uganda	26	0.0%	1.8%	Dar es Salaam	Dar es Salaam	N		Covered by IRCC Dar es Salaam
Rwanda	55	0.0%	1.7%	Dar es Salaam	Dar es Salaam	N		Covered by IRCC Dar es Salaam
Burundi	22	0.0%	1.3%	Dar es Salaam	Dar es Salaam	N		Covered by IRCC Dar es Salaam
Tanzania	36	0.0%	0.8%	Dar es Salaam	Dar es Salaam	N		Covered by IRCC Dar es Salaam
Other	#N/A	1.8%	1.1%					

Migration Office: Nairobi Area: Subsaharan Africa  
Operational Environment Risk Rating: C

<i>** cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1</i>

Les couleurs utilisées dans les tableaux sont basées sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

KEY: Caseload Risk Level(Transparency International CPI)		KEY: OperationalEnvironment Risk Level(Economist IU Risk Rating Overall Assessment)	
Not Rated		Not Rated	
Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A
Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C

s.16(1)(b)

s.16(1)(c)

Migration Office: Nairobi Area: Subsaharan Africa  
 Operational Environment Risk Rating: C

High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E

### 3. PERMANENT RESIDENT OVERVIEW

DRAFT

#### Permanent Resident

Nairobi

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)
2018 (Jan - Aug)	Economic	188	106	25
	Family Class	1,553	904	15
	Humanitarian	4,267	2,654	24
	<b>TOTAL</b>	<b>6,008</b>	<b>3,664</b>	
2017	Economic	104	104	13
	Family Class	1,629	1,629	15
	Humanitarian	3,422	3,923	38
	<b>TOTAL</b>	<b>5,155</b>	<b>5,656</b>	
2016	Economic	269	264	21
	Family Class	1,586	1,591	17
	Humanitarian	3,572	3,491	34

Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Events			
	Verifications			
	H&C			
	Misrepresentation			
	<b>TOTAL</b>		<b>62</b>	<b>0</b>
2017	Events			
	Verifications			
	H&C			
	Misrepresentation			
	<b>TOTAL</b>		<b>323</b>	<b>0</b>
2016	Events			
	Verifications			
	H&C			

s.16(1)(b)

s.16(1)(c)

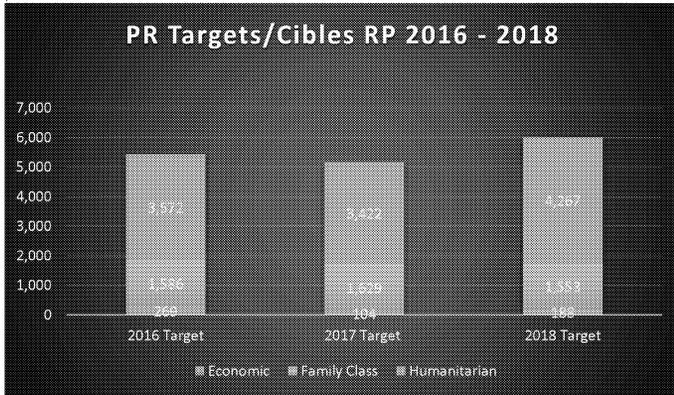
Migration Office: Nairobi Area: Subsaharan Africa  
 Operational Environment Risk Rating: C

<b>TOTAL</b>	<b>5,427</b>	<b>5,346</b>	
			<b>Misrepresentation</b>
			<b>TOTAL</b>
			<b>383</b>
			<b>2</b>

\*Stats supplied by OPP. 2016 targets current as of August 1st, 2016 and do not reflect upcoming adjustments.

**GUIDE:**  
 For the following three categories, FD targets are only indicative and outputs are measured in actual admissions :

- Government-assisted refugees (GARs)
- Privately-sponsored refugees (PSRs)
- Blended Visa-office-referred refugees (BVORs)



Application Type	2017		
	2016 Target	Target	2018 Target
Economic	269	104	188
Family Class	1,586	1,629	1,553
Humanitarian	3,572	3,422	4,267

**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

Migration Office: Nairobi Area: Subsaharan Africa  
 Operational Environment Risk Rating: C

**PR Trends/Issues**

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

**4. TEMPORARY RESIDENT OVERVIEW**

DRAFT

**Temporary Resident**

Nairobi

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)	Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Nov)	Visitor	33250	:	19	2018 (Jan - Aug)	Events		
	Student	8784	:	42		Verifications		
	Worker	507	:	49		Misrepresentation		
	eTA	0		0		TOTAL		291
	TOTAL	42541						
2017	Visitor	12476	!	13	2017	Events		
	Student	3274	.	25		Verifications		
	Worker	167	!	55		Misrepresentation		
	eTA	0		0		TOTAL		502
	TOTAL	15917						
2016	Visitor	9417	!	16	2016	Events		

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Nairobi Area: Sub-Saharan Africa  
Operational Environment Risk Rating: C

Student	2195	21	Verifications	
Worker	117	58	Misrepresentation	
eTA	4	263		
<b>TOTAL</b>	<b>11733</b>		<b>TOTAL</b>	<b>766</b>

\*The number of TR counterfoils (TRV, SP, WP, PRD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

#### TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

On March 1<sup>st</sup>, 2018, the Nairobi Temporary Resident Unit (TRU) began processing all applications submitted at VACs in Nigeria. Nairobi TRU also began processing all SP and WP e-applications received as of August 13, 2018 from clients residing in Nigeria. In 2018, the Nairobi TRU has experienced an average 206% increase (TRV – 197%, SP – 232%, WP – 311%) in application intake (mostly due to assuming responsibility for most of the Nigerian caseload).

Two additional CBO resources arrived in August 2018 and now the TRU is comprised of one FS-03 unit manager, two FS-02s, one LES DMO (TR) (with time divided amongst other business lines as part of development to become a fully-fledge DMO) and 3 LE-05 Program Assistants. Additionally, one officer is remotely processing applications in a teleworking arrangement with his home division at NHQ. This officer solely processes e-applications. This assists in prioritizing processing of e-apps.

Processing times for SPs and WPs remain within processing standards while TR processing times are just outside.

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Nairobi Area: Sub-Saharan Africa  
Operational Environment Risk Rating: C

The TRU receives a large number of urgent requests from other programs at missions in Nairobi's territory requesting very short processing times for visitors of program interest. The office has created an email address solely for program referrals, urgent, and high profile cases. Referral instructions have been forwarded to program managers by email and the unit continues to review and improve relationships with partners where possible.

Nairobi TRU leverages VAC resources to assist in file organization that helps to triage and to facilitate further risk assessment analysis. Such practise is now consistent in Nairobi. The TRU was introduced to the Chinook Module 3 processing tool in 2018 and it is consistently utilized to more efficiently process e-applications.

In 2018, the office implemented the first tranche of biometrics expansion for applicants with nationality from Africa, Europe and the Middle East. No significant issues were experienced upon implementation. There are a limited number of biometric collection sites in East Africa that make it difficult for some applicants, where the closest collection site is outside of their country of residence.

eTA activity in the Nairobi TRU is negligible.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Nairobi Area: Sub-Saharan Africa  
 Operational Environment Risk Rating: C

## 5. OTHER APPLICATIONS OVERVIEW

### Other Applications

#### Nairobi

Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	147		41
	PR renunciation	25		7
	TRP	26		51
	ARC	1		-
	Rehabilitation	-		-
	<b>Total</b>	<b>199</b>		
2017	PRTD	106		33
	PR renunciation	39		10
	TRP	45		18
	ARC	8		-
	Rehabilitation	-		-
	<b>Total</b>	<b>198</b>		
2016	PRTD	108		83
	PR renunciation	30		19
	TRP	18		33
	ARC	4		-
	Rehabilitation	-		-
	<b>Total</b>	<b>160</b>		

\*Stats supplied by OPPB

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Nairobi Area: Sub-Saharan Africa  
Operational Environment Risk Rating: C

#### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

#### **PRD/Renunciations**

PR renunciation remains steady with approximately 40 applications, :

Intake of PRTD applications for 2018 has increased by approximately 40%.

When TR applications are received and it is determined the applicant has PR status in Canada, applicants are notified either by telephone or email that they hold this status. They are provided information with regards to either submitting a PRD application or a renunciation. Once the applicant has either submitted the application for PRD or renunciation, processing on the initial application will proceed.

#### **TRP**

TRP intake also remains steady with approximately 40 applications received.

The TRU manager also triages referrals from other programs and monitors referred cases with serious inadmissibilities and coordinates on NIL/NITRP/PPTRV processes with support from the DMPM.

#### **ARC**

The office received two applications for ARC in 2018.

#### **Rehabilitation**

No applications for individual rehabilitation were received in 2018.

Migration Office: Nairobi Area: Sub-Saharan Africa  
Operational Environment Risk Rating: C

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated, if available.. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

#### Nairobi

##### SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan-Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)	Other
Exhibition/Expo						3		
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>

##### Actual Events (Please indicate the actual # of events performed)

Delivery Format /Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/Expo						3		

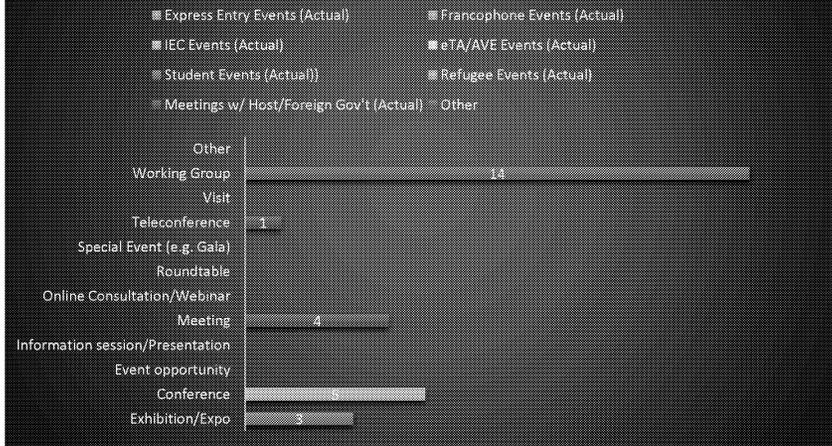
Migration Office: Nairobi Area: Subsaharan Africa  
Operational Environment Risk Rating: C

Conference										5
Event opportunity										
Information session/Presentation										
Meeting										4
Online Consultation/Webinar										
Roundtable										
Special Event (e.g. Gala)										
Teleconference										1
Visit										
Working Group										14
Other										
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>14</b>

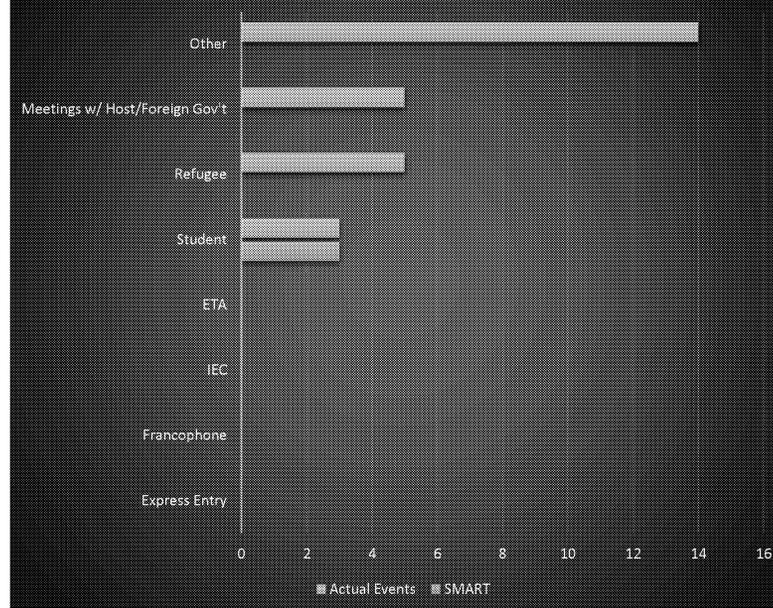
Business Line	SMART	Actual Events
Express Entry	0	0
Francophone	0	0
IEC	0	0
ETA	0	0
Student	3	3
Refugee	0	5
Meetings w/ Host/Foreign Gov't	0	5
Other	0	14
<b>Total</b>	<b>3</b>	<b>27</b>

Migration Office: Nairobi Area: Subsaharan Africa

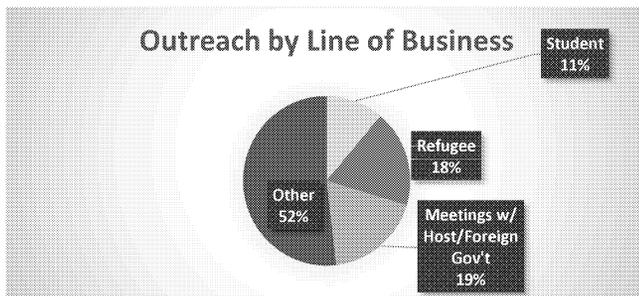
### Outreach by Delivery Format and Business Line (Actual)



### Outreach SMART vs. Actual # of Events



### Outreach by Line of Business



Migration Office: Nairobi Area: Subsaharan Africa  
 Operational Environment Risk Rating: C

SMART EVENT	
Names	Column1
NROBI	
Exhibition / Expo	
NROBI - Edu Canada Nairobi	
NROBI - EduCanada Mombasa	
NROBI - EduCanada Nakuru	

### Migration Diplomacy / Outreach (RIO, RM)

- Describe the type and frequency of contact with local officials.
  - Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
  - Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
  - Describe participation in local and international fora.
  - Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

- s.15(1)(i)
- s.16(1)(b)
- s.16(1)(c)
- s.19(1)
- s.21(1)(b)

Migration Office: Nairobi Area: Sub-Saharan Africa  
Operational Environment Risk Rating: C

Nairobi's contact with local officials in our processing region is relatively infrequent and mostly focused on functional information gathering or verifications.

The RAU and also the rest of the IRCC Nairobi team maintain regular contact with M5 missions in Nairobi and the region. The RAU represents Nairobi in anti-fraud meetings and exchanges with M5 partners and wider groupings. The Refugee Unit also maintains connections to other resettlement countries operating in East Africa as well as partner international organizations such as UNHCR and IOM. This is primarily functional and based on coordination of resettlement-related operations, but IRCC Nairobi also participates in regular UNHCR-led meetings convened on resettlement practices and initiatives such as complementary pathways, LGBTQ resettlement initiatives, private sponsorship/GRSI, and others. These are an excellent opportunity to share Canadian experiences, promote Canada's vision for immigration and refugee resettlement, and support UNHCR's efforts to promote expansion of resettlement space and address protection and resettlement issues. IRCC Nairobi will also be hosting, jointly with the US Embassy Nairobi, a visit in March 2019 by a delegation from

IRCC Nairobi has also been supporting Minister Hussen's membership on the High-Level Panel on International Migration in Africa, convened by UNECA members in conjunction with the AU. This has involved representing the Minister at meetings held in Africa when he is unavailable and also participating in technical meetings to develop the Panel's report and recommendations. This involvement has offered opportunities to promote Canada and IRCC's priorities in migration issues, including support for migrants' rights, support for vulnerable women and girls in migration, and the need for comprehensive migration planning and multilateral cooperation.

## Promotion and Recruitment (RM)

### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

s.15(1)(i)

s.21(1)(b)

Migration Office: Nairobi Area: Sub-Saharan Africa  
Operational Environment Risk Rating: C

Labour market in the region is relatively untapped. Nairobi's area is not a major source of work permit class applications. Nairobi has been feeding reporting into IN Engagement on all REML requests. or economic

Canadian employers have begun to explore opportunities in lower-skilled sectors such as food processing but numbers are small.

For the most part, P&R activities are related to student promotion and are undertaken in conjunction with our GAC colleagues at the mission.

#### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
  - Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
  - Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

IRCC Nairobi has a regular social media presence on the mission social media feeds in relation to IRCC communications priorities and through the use of NHQ-developed messaging and products.

Nairobi participates in student promotion events with GAC colleagues at mission. These generally include one large student fair in Nairobi (EduCanada) in late January/early February each year, as well as several smaller events at specific schools in other regions in Kenya throughout the year. EduCanada also took place in Ethiopia in 2018.

#### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

**s.16(2)**  
**s.21(1)(b)**

Migration Office: Nairobi Area: Subsaharan Africa  
Operational Environment Risk Rating: C

For file destruction and repatriation:

- 
- 

TR file storage: File storage space has become a challenge since Nairobi took on the Nigerian caseload.

PR file storage: `

File destruction presents no problems. `

Files transferred from CN are received via commercial courier,

The number of paper files transferred to Canada for appeals or litigation is not closely tracked, best estimate would be not more than 30 files. They are returned to Canada

Migration Office: Nairobi Area: Sub-Saharan Africa  
Operational Environment Risk Rating: C

#### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

Nairobi is a large mission where most programs are well-staffed and requests for support in routine operations are relatively few. Some CBS spouse EMLES with consular experience and bilingual ability employed in immigration are called on to support the Consular program due to a lack of available trained EMLES candidates; this is mitigated by an influx of CBS spouses, some with immigration experience, in the 2018 rotation. Occasionally, Immigration LES also support the main reception during scheduled breaks when regular staffing is disrupted by leave or events.

Nairobi has a full slate of staff and operational committees; as the largest program at the mission in terms of CBS and LES, IRCC Nairobi contributes to all of these at appropriate levels and numbers proportionate to our scale in the mission. Besides committees normally present, the High Commission together with the US Embassy co-owns the International School of Kenya (ISK), which requires participation of CBS in school governance boards and committees. Nairobi also operates in a region with an elevated risk of emergencies, and IRCC CBS hold significant roles in the mission Emergency Response Team, participate in exercises, and contribute to maintaining IRCC functionality at the mission's Alternate Command Post site. On the whole, these duties are a significant time commitment (shared with other programs) but they also support IRCC staff's working conditions, access to the ISK, and business continuity.

As Canada's largest mission in Africa, Nairobi also receives regular high-level visits and leads regional initiatives. Several IRCC CBS were involved in planning and executing the Sustainable Blue Economy Conference in Nairobi, a major event jointly hosted by Canada and Kenya and co-led for Canada by DFO and GAC. This occupied about half the work hours of two IRCC CBS for the latter half of November, plus significant overtime hours which will be billed to GAC's project funding. This commitment was mitigated by availability of TD officers during the same period and IRCC operations were not significantly disrupted.

In addition to whole of government efforts, IRCC Nairobi has supported regular visits by IRCC's minister and senior officials to Africa. This included a visit by CIMM to Tanzania and Uganda, as well as Ministerial visits to Tanzania, Uganda and Nigeria. Nairobi also hosted the Canada Africa Parliamentary Association.

#### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Nairobi Area: Sub-Saharan Africa  
Operational Environment Risk Rating: C

The Nairobi BVO Region was included in Biometric Expansion which came into effect on 31 July 2018. There have not been any significant problems noted as a direct result of biometric expansion. VACs are demonstrating sufficient capacity to offer biometric services for the current volume of applications.

Three new VACs have opened or were scheduled to open:

- Kigali, Rwanda - Opened 21 September 2018
- Cape Town, South Africa - Opened 29 November 2018
- Antananarivo, Madagascar – was scheduled to open 10 December 2018 – postponed due to late arrival and clearance of biometrics hardware; rescheduled opening date is pending confirmation of installation and testing

Nairobi BVO has done the following visits/has visits scheduled:

- Courtesy call on Nairobi VAC October 2018
- Unannounced visit to Kigali VAC October 24, 2018
- 
- 

Other VAC visits this year were:

- Unannounced visit to Harare by IRCC Pretoria in March 2018
- Unannounced\* visit to Addis by IRCC Nairobi in October 2018 (\*VAC was accidentally advised of trip by LES in Addis Ababa attempting to assist with trip planning)

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Nairobi Area: Sub-Saharan Africa  
Operational Environment Risk Rating: C

⊗

Client complaints relating to VAC service in the region mostly stem from the lack of VACs in all countries and the need for some clients to undertake long and expensive travel to reach a VAC (e.g. Indian Ocean island countries, except Mauritius, to reach Dar es Salaam, Pretoria or Nairobi) or difficulty leaving their country/entering the VAC country (Eritrea, Somalia). Queue wait times do not seem to generate complaints,

#### Other

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

Type your answer here:

Nairobi's bandwidth is due to be upgraded in February 2019, which should help e-app processing.

### 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

#### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

- s.16(1)(c)
- s.16(2)
- s.21(1)(b)

Migration Office: Nairobi Area: Sub-Saharan Africa  
Operational Environment Risk Rating: C

Type your answer here:  
Three positions are due to rotate out in 2019 –  
  
Nairobi has requested increased staffing for summer 2019  
  
Nairobi staff would benefit from a visit from OCR  
  
The most impactful HR challenge is delays in LES staffing | This has resulted in delays of 4-5 months to bring new staff on board,

**Wellness: Promoting a Healthy & Diverse Workplace**

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

Type your answer here:  
  
This leaves a challenging operating environment for LES and CBS.  
  
Nairobi staff have punishing travel schedules, to difficult environments. Overtime is a regular occurrence to keep up with the pace of work.  
  
Nairobi management has invited OCR to visit in FY 2019/2020 and has undertaken other wellness strategies  
OT responsibility is rotated between CBS. Employees are encouraged to discuss wellness issues, and are encouraged to take leave as and when it is needed.

**8. RISK MANAGEMENT (RIC, IRG)**

Instructions:  
Unless otherwise exempted (i.e. liaison and reporting offices), missions are required to complete a minimum of two (2) mission-specific targeted integrity exercises, each fiscal year. This is in addition to any regional or network-wide, centrally managed exercises.

Migration Office: Nairobi Area: Sub-Saharan Africa  
Operational Environment Risk Rating: C

Based on the integrity issues you have identified within your program, use the “Targeted Integrity Exercise Plan” table to outline at least two (2) planned quality assurance and/or anti-fraud exercises that you plan on conducting or participating in. The table provides an example as a guide.

Reference for Program Integrity Tools and further information: <http://cicintranet.ci.gc.ca/connexion/tools-outils/integrity-integrite/toolbox-outils/index-eng.aspx>

The Integrity Risk Guidance Branch (IRG) (formerly Program Integrity Branch) offers a number of resources to assist you in conducting your exercise:

- 1) The Targeted Integrity Exercise Guide provides instructions on how to conduct targeted integrity exercises through a five-step process (Planning, Design and Development, Execution and Monitoring, Data Analysis and Reporting, and Implementing Recommendations).
- 2) IRG has developed job-aids and templates that can help with data requests, analyzing findings, and reporting. To request these job aids and templates, please email the Integrity Risk Guidance Branch.
- 3) The PI Exercise Repository hosts all exercise reports that have been submitted since 2007 and can be used as a planning guide and reference to determine what targeted integrity exercises to undertake. The repository is available through the Program Integrity Tool, but an account to access the repository is not required.
- 4) IRG recommends using the Program Integrity Tool (PI Tool), which is a web-based application, to complete targeted integrity exercises. For access and training on the PI Tool, please contact the PI Tool Help-desk.

All targeted integrity exercise reports must be sent to

- IRG at [IRCC.ProgramIntegrity-IntegritedesProgrammes.IRCC@ci.gc.ca](mailto:IRCC.ProgramIntegrity-IntegritedesProgrammes.IRCC@ci.gc.ca), with copy to
- IN-RIC at [IRCC.INSPD-PPSRI.IRCC@ci.gc.ca](mailto:IRCC.INSPD-PPSRI.IRCC@ci.gc.ca).

## 2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019

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Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.  
*Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.*

s.16(1)(b)

s.16(1)(c)

s.17

Migration Office: Nairobi Area: Subsaharan Africa  
Operational Environment Risk Rating: C

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice
		QA	PR			Nairobi Region	Nairobi		Sept2018-April 2019
		QA	TR			Sub-Saharan Africa	Nairobi/Lagos/London		Dec-Jan 2019
		QA	PR			Sub-Saharan Africa	Nairobi	5 hours PR assistant - 2 hours RAA - 10 hours	
		QC	PR			Sub-Saharan Africa	Nairobi	CBS (TBD) 24 hours/ PA (TBD) 16 Hours	May /June 2019

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Nairobi Area: Sub-Saharan Africa  
Operational Environment Risk Rating: C

### Risk Assessment

#### Mission Specific:

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? [*Non-RAO offices please report any ad hoc RA activities.*]
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

Nairobi RAU's area of responsibility includes all countries covered by the Nairobi, Dar es Salaam and Pretoria offices. In addition to these countries, Nairobi is also processing all VAC-submitted TR applications and student and worker eApps from Nigeria.

- Presentation made to TR Unit regarding fraud trends in the region
- 
- 
- 
- 
-

s.17

Migration Office: Nairobi Area: Sub-Saharan Africa  
Operational Environment Risk Rating: C

**Resources/Tools:**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

Risk Assessment is conducted by the Risk Assessment Officer and his staff:

RAO:

RA Case Analyst:

RA Program Assistant:

In addition to Nairobi-based staff, the RAU collaborates with a CBSA LE-06 Liaison Officer Assistant in Addis Ababa for contact networks in Ethiopia, Ethiopian language assistance, and document verification. In return, IRCC Nairobi covers some of this employee's overtime costs to reflect efforts in support of IRCC programs.

**9. INNOVATION & CLIENT SERVICE (RIC, RIO)**

**Client Service**

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

s.15(1)(i)i)

s.21(1)(b)

Migration Office: Nairobi Area: Sub-Saharan Africa  
Operational Environment Risk Rating: C

Client inquiries arrive mainly by direct email to the inquiries mailbox, and also via the online webform and referrals from parliamentarians. One LE-05 is dedicated to triaging the incoming inquiries and sending those requiring action the various processing units for response. Incoming messages submitting additional documentation or information are sent for action by the registry to attach to applications and notify the processing team. Messages with generic inquiries answered on the web site are not responded to individually but receive an auto-response with links referring back to the most frequently accessed topics on the web site.

Social media for the mission is controlled by GAC public affairs and IRCC Nairobi contributes messaging for the mission social media feeds as requested by IRCC NHQ. We also request messaging go out via the social media feeds in response to particular issues or needs reflected in the local caseload, when appropriate pre-approved messages and tools are available to work with.

Inquiries and referrals from other programs and GAC offices in Nairobi's region and Nigeria arrive continuously and represent a considerable workload for TR management.

Frequent sending of information and useful tools to GAC and OGD colleagues occurs, but not often proactively as local contacts often seek interventions or make applications at the last minute. In order to try to manage these proactively, IRCC Nairobi is establishing a dedicated email channel for referrals from other programs and for inquiries from resident third country missions or host government official travel arrangers regarding biometrics and fees, to try to manage expectations and prevent misunderstandings that may cause confusion and delays at the point of application.

#### Client Service Initiatives

Country	Brief description of initiative	Expected outcomes*	Implementation Date
All	Inquiries channel for official travellers	Manage biometric/fee requirement issues and processing time expectations pre-application; reduce need for post-application exchange to seek biometrics or fees on short timelines and reduce volume of representations	January 2019

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Nairobi Area: Subsaharan Africa

Operational Environment Risk Rating: C

**Work-Sharing Arrangements**

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

Type your answer here:

Nairobi has a work sharing arrangement

**Work-Sharing Arrangements**

Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

**Other Innovations/ Best Practices**

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;

s.21(1)(b)

Migration Office: Nairobi Area: Subsaharan Africa  
Operational Environment Risk Rating: C

- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

Nairobi has been using Chinook Mod 3 since June 2018. All TD officers are trained in Chinook, as is Nairobi's remote resource, who processes only eApps. Nairobi officers have generally been using Chinook to process eApps. Significant gains in decision making capacity in eApps have been observed.

VACs feeding into the Nairobi office have all been instructed in file preparation and triaging TR & SP paper files.

10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Type your answer here:

Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.

Migration Office: Nairobi Area: Sub-Saharan Africa  
Operational Environment Risk Rating: C

- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

Type your answer here:

### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

Type your answer here:

### Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to "mitigate the risks" or "seize the opportunities".

Migration Office: Nairobi Area: Sub-Saharan Africa  
Operational Environment Risk Rating: C

Type your answer here:

## 1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	NEW YORK (Consulate General)
Area:	United States
Office Type: (Full Service, Satellite, RPC, Specialized)	Specialized
Updated (YYYY/MM/DD)	2018/12/11
Interrelated Offices:	N/A

Personnel		
	NAME	MITNET
MPM:	JOSEPH, Cyril	457-3400
D/MPM:	BROWN, Patricia	457-3411
Area Director:	VALOTAIRE, André	456-3400
GCMS Manager:	PARIZEAU, Danielle	457-3429
BVO:	BROWN, Patricia	
RAO:	LEMAY, Marie-Claire	368-3319
eTA SPOC (Single Point of Contact):	PARIZEAU, Danielle	
HOM:	YAFFE, Phyllis	457-3200
GAC Regional Director:	CRONIN, Niall	203-3586
CBSA LO:		
MOF:	N/A	
IEC SPOC:	N/A	
P&R SPOC:	PARIZEAU, Danielle	
Litigation SPOC:	TADDEO, Antoinette	457-3414
<b>CBS</b>		
Names:	JOSEPH, Cyril (MPM); BROWN, Patricia (D/MPM); PARIZEAU, Danielle (Unit Manager)	
<b>Total # : 3</b>		
<b>LES</b>		
DMO # :	3	
DMO(TR)#:	2	
Other support staff # :	16	
<b>Total # :</b>		
<b>Emergency LES</b>		
Total number of months in 2018:	14	
<b>TD</b>		
Total number of weeks in 2018:	0	

2. TERRITORY OVERVIEW

**TERRITORY OPERATIONAL OVERVIEW**

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
United States of America	B	326,625,791	X		7070		2			
Bermuda	#N/A	70,864	X		40	X				
Canada	A	35,623,680			1081					
Other	#N/A	#N/A			1218					
<b>TOTAL:</b>				<b>0</b>	<b>9,409</b>		<b>2</b>			

**TERRITORY RISK OVERVIEW**

Caseload Risk				Operational Environment Risk				Notes
Country / Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	
United States of America	75		75.1%					
Bermuda	#N/A		0.4%					
Canada	82		11.5%					
Other	#N/A		12.9%					

\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

**KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS**

KEY: Caseload Risk Level (Transparency International CPI)	KEY: Operational Environment Risk Level (Economist IU Risk Rating, Overall Assessment)
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s.16(1)(b)

s.16(1)(c)

	Not Rated		Not Rated
Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A
Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E

### 3. PERMANENT RESIDENT OVERVIEW

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)
2018 (Jan -Aug)	Economic	13	15	7
	Family Class	60	52	21
	Humanitarian	5	4	20
	<b>TOTAL</b>	<b>78</b>	<b>71</b>	
2017	Economic	22	27	11
	Family Class	63	63	13
	Humanitarian	5	5	56
	<b>TOTAL</b>	<b>90</b>	<b>95</b>	
2016	Economic	20	18	26
	Family Class	38	48	19
	Humanitarian	4	4	74
	<b>TOTAL</b>	<b>62</b>	<b>70</b>	

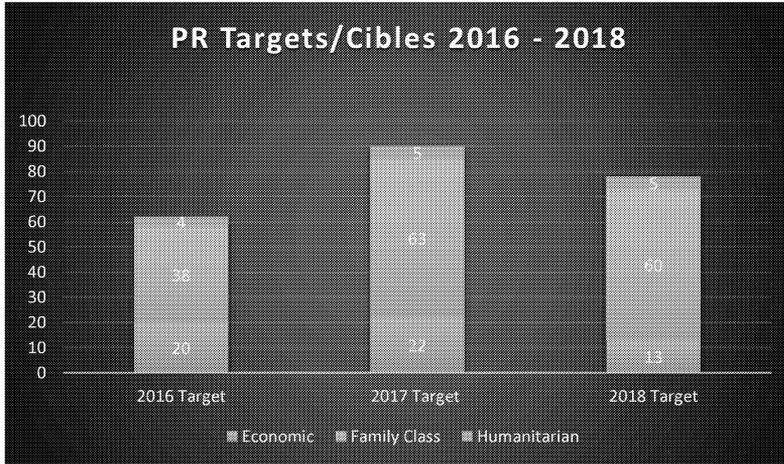
Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Events			
	Verifications			
	H&C			
	Misrepresentation			
<b>TOTAL</b>			<b>316</b>	<b>0</b>
2017	Events			
	Verifications			
	H&C			
	Misrepresentation			
<b>TOTAL</b>			<b>247</b>	<b>1</b>
2016	Events			
	Verifications			
	H&C			
	Misrepresentation			
<b>TOTAL</b>			<b>598</b>	<b>0</b>

\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments

Application Type	2016 Target	2017 Target	2018 Target
Economic	20	22	13
Family Class	38	63	60
Humanitarian	4	5	5

s.16(1)(b)

s.21(1)(b)



**PR Trends/Issues**

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

New York continues to process a small number of residual Permanent Resident applications toward the 2018 PR target of 74 FDs. Primary responsibility for Permanent Resident applications in the USA was moved to IRCC in April 2018

We will continue to support [redacted] and other offices in PR processing activities going forward such as DNA testing, criminal equivalency determination through UCES and document verification.

**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

#### 4. TEMPORARY RESIDENT OVERVIEW

Year	Category	Applications finalized (#)	Approval R'te (%)	Average Processing time (days)
2018 (Jan - Aug)	Visitor	7027		16
	Student	527		21
	Worker	2277		25
	eTA	66		77
	<b>TOTAL</b>	<b>9897</b>		
2017	Visitor	15471		22
	Student	258		74
	Worker	4354		81
	eTA	100		55
	<b>TOTAL</b>	<b>20183</b>		
2016	Visitor	16567		28
	Student	198		65
	Worker	3485		66
	eTA	47		66
	<b>TOTAL</b>	<b>20297</b>		

Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>37,200</b>
2017	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>29,506</b>
2016	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>30,427</b>

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

#### TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Since 2014, US based electronic TRV applications (e-apps) have been processed jointly by the [redacted] and the offices of the US Network. [redacted] New York processed complex e-apps referred by Case Processing Center-Ottawa (CPC-O), as well as all the paper TRV applications submitted via the Visa Application Centre (VAC) in New York. [redacted]

This has resulted in a decrease in the number of TRVs processed in New York.

New York continues to process:

Year to Date Temporary Resident processing times are:

- Temporary Resident Visa = 12 days;
- Work Permit = 29 days;
- Study Permit = 34 days (small volumes and attached to another application).

**Visa Printing Services:** A significant number of visa counterfoils (~50,000 in 2018) that are printed in New York are generated at CPC-O or other offices (turn-around time is typically 48 hours but we often have to expedite and provide same-day service for urgent / high profile cases).

There is ongoing collaboration between the US Network and [redacted] in particular). Based on experience and on analysis made by the US network,

New York established Push Back/Pull Back and Communications guidelines for the TR lines of business we share in collaboration

In order to ensure Quality Assurance, we conducted or continue to conduct processing consistency QA's and Full verification QA's.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

The US network can also pull files that are urgent and/or sensitive (either because of H&C elements or national interest type of elements) in nature.

**Work Permits:** New York can pull urgent and/or sensitive WP applications New York became aware of via OGDs or client enquires and applications New York is aware of after having direct contact with the clients through promotion and outreach activities.

**eTA:** New York processes eTAs referred by OSC for the US Network. eTAs are referred to New York if it is determined that an interview is required, or if the client requires a TRP, an ARC, is high profile, inadmissible, or if there are fraud or misrepresentation concerns.

The US offices recently agreed to establish a more formal type of established push / pull back criteria for the eTA, similar to one done for the TRV e-apps.

**Diplomats:** New York City has one of the world's highest concentrations of diplomats. Many countries not only have a consulate but also an office for permanent representation to the UN. Added to this is a large population of UN workers and associated agencies that hold official status in the US. New York offers an in-person, flexible and facilitative service to diplomats with quick processing times (5 days in average). There is also onsite enrolment of biometrics (3 days per week).<sup>1</sup>

## 5. OTHER APPLICATIONS OVERVIEW

Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	346		6
	PR renunciation	412		16
	TRP	30		64
	ARC	26		504
	Rehabilitation	-		-
	<b>Total</b>	<b>814</b>		
2017	PRTD	312		11
	PR renunciation	552		14
	TRP	277		281
	ARC	110		351
	Rehabilitation	-	-	-
	<b>Total</b>	<b>1,251</b>		

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

<b>2016</b>	PRTD	364	11
	PR renunciation	487	10
	TRP	408	241
	ARC	155	321
	Rehabilitation	-	-
	<b>Total</b>	<b>1,414</b>	

\*Stats supplied by OPPB

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

**Rehabilitation Applications** are a significant workload in the USA.

New York expects to receive ~ 2,000 rehabilitation applications in 2018. The most frequent criminal offences seen are DUIs and assaults. Frequently individuals only have a record for a single offence often committed a long time ago. These elements together result in the need to manage a substantial number of criminally inadmissible visitors coming to Canada for legitimate purposes all while balancing the objectives of the Act. Given the amount of in-depth analysis to determine criminal equivalencies, a prerequisite to a final decision, these cases are disproportionately resource-intensive. New York continues to offer a Business Facilitation Program to expedite decisions on RHB applications for business travellers. In this stream, 80% of applications for clients seeking to travel for business or professional reasons are processed within four months of application receipt.

In addition to the significant analysis required for each application, the Rehabilitation caseload is very administratively heavy. The Rehabilitation application is a paper form with no “scannable” parts. It is not covered by the VAC contract and is mailed directly to the visa office. Thus it requires additional GAC mailroom resources and IRCC LES clerical support to receive the applications, open them in the controlled mailroom, create the files, store the thousands of files, and manage this increasing paper caseload.

**US Criminality Evaluation Service (UCES)** Since 2015, IRCC New York has developed an expertise service to assist all IRCC offices with the evaluation of U.S.-based criminal records [see report CNGNY-

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

344 *US Criminality Evaluation Service (UCES)*]. IRCC New York has recorded and processed over 140 requests since its inception. In order to track these requests, they are now being tracked via an Organization/Entity ID in GCMS but this has not always been the case therefore GCMS does not accurately report the # of UCES requests received or completed.

**ARC** inventories are small (~115 files) the average intake remains at approximately 12-14 per month. ARC processing is can be labour intensive and much of the work is limited to CBOs by GCMS.

**PRTDs** are processed quickly. Many PRTD applications are submitted while the applicant is in Canada. A number of these applicants are high-value executives who are unable to remain in Canada while they await issuance of their PR card.

**PR Renunciation:** New York, together with L started a PR renunciation pilot on Sept. 4, 2018 in which both New York continues to receive renunciation applications which are scanned and sent to an ( following an email template with the subject line "PR Renunciation Request" or "Urgent – PR Renunciation" along with the renunciation attached as PDF. will create the application in GCMS and process the renunciation. has committed to processing non-urgent requests within 5 days; urgent requests within 24 hours

## 6. ENVIRONMENTAL OVERVIEW

### SMART (For Reference Only)

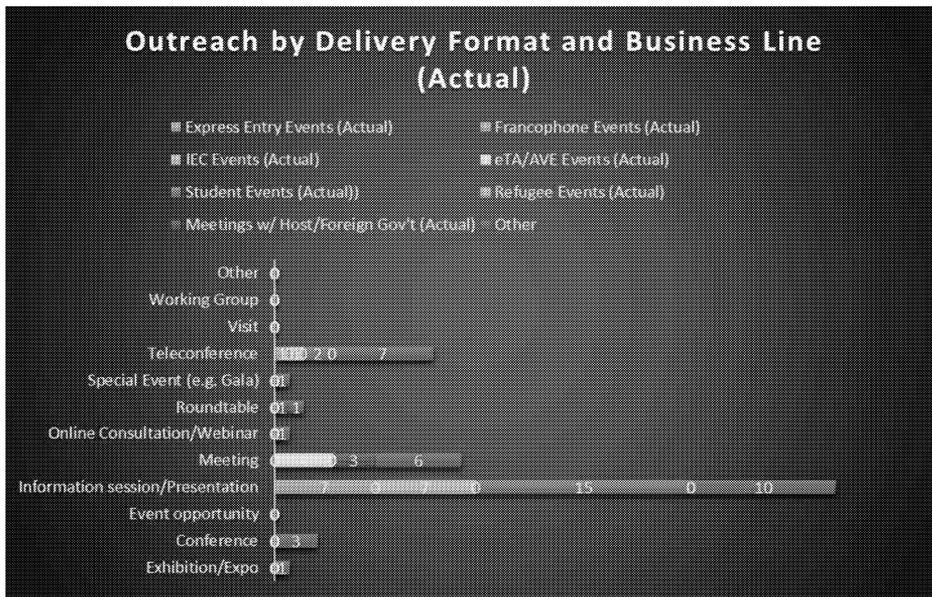
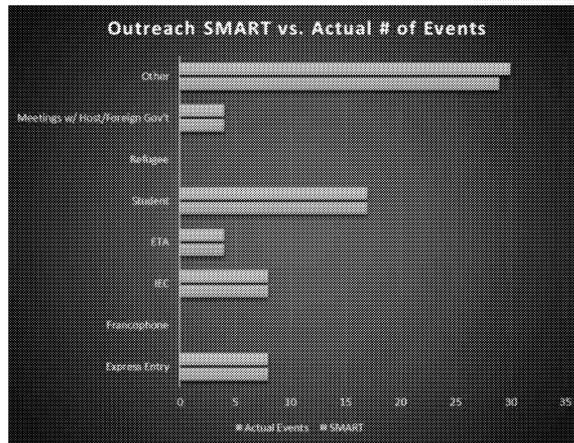
Delivery Format / Format de livraison	Express Entry Events (Jan- Oct 2018 in SMART)	Francophone Events (Jan- Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct in SMART)	Student Events (Jan- Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)	Other
Conference	0	0	0	0	0	0	0	3
Exhibition/ Expo	0	0	0	0	0	0	0	1
Information Session/Presen- tation	7	0	7	0	15	0	0	10
Meeting	0	0	0	4	0	0	3	6
Online Consultation/ Webinar	0	0	0	0	0	0	0	1
Roundtable	0	0	0	0	0	0	1	1
Teleconference	1	0	1	0	2	0	0	7
			0	0				
<b>Total</b>	<b>8</b>	<b>0</b>	<b>8</b>	<b>4</b>	<b>17</b>	<b>0</b>	<b>4</b>	<b>29</b>

### Actual Events (Please indicate the actual # of events performed)

Delivery Format / Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/ Expo	0	0	0	0	0	0	0	1
Conference	0	0	0	0	0	0	0	3
Event opportunity	0	0	0	0	0	0	0	0
Information session/ Presentation	7	0	7	0	15	0	0	10
Meeting	0	0	0	4	0	0	3	6
Online Consultation/ Webinar	0	0	0	0	0	0	0	1
Roundtable	0	0	0	0	0	0	1	1
Special Event (e.g. Gala)	0	0	0	0	0	0	0	1

Teleconference	1	0	1	0	2	0	0	7
Visit	0	0	0	0	0	0	0	0
Working Group	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
<b>Total</b>	<b>8</b>	<b>0</b>	<b>8</b>	<b>4</b>	<b>17</b>	<b>0</b>	<b>4</b>	<b>30</b>

Business Line	SMART	Actual Events
Express Entry	8	8
Francophone	0	0
IEC	8	8
ETA	4	4
Student	17	17
Refugee	0	0
Meetings w/ Host/Foreign Gov't	4	4
Other	29	30
<b>Total</b>	<b>70</b>	<b>71</b>



**Conference**

CNGNY- Authentication & Digital Identity Forum  
 Promoting Just and Inclusive Communities in Ohio, Kentucky, and Indiana

**Exhibition / Expo**

CNGNY - Tech MeetUp Job Fair

**Information session/Presentation**

CNGNY – Canadian Association of New York (CANY) Immigration Seminar reception  
 CNGNY - Presentation at New York University  
 CNGNY - Presentation at Pace University  
 CNGNY – Presentation at Pace University  
 CNGNY – Presentation to tech start-ups at NYPAY  
 CNGNY - Stuyvesant High School  
 CNGNY- Doing Business in Canada Business Breakfast Seminar  
 CNGNY- EE presentation to MBA students at Columbia University

**Meeting**

CNGNY - Liaison with immigration advocates in New York  
 CNGNY- Meeting with  
 CNGNY- I  
 IRCC New York participates to the airlines managers' meeting

**Online Consultation/Webinar**

CNGNY- Migration Policy Institute (MPI) Webinar

**Roundtable**

CNGNY - Liaison with immigration authorities in New York  
 CNGNY – NY American Immigration Lawyers Association (AILA) Chapter, Global Migration Panel

**Teleconference**

CNGNY – Call with  
 CNGNY – Call with  
 CNGNY – Call with Saskatchewan  
 CNGNY – Teleconference with Executives from the tech start up industry  
 CNGNY- Call with U & S Services, Inc.  
 CNGNY- Langan Environmental and Engineering Services Call

**CNGNY**

**Conference**

CNGNY- CMS ANNUAL ACADEMIC & POLICY SYMPOSIUM  
 CNGNY- Consular Luncheon 2018 Safeguarding Children  
 CNGNY Trade Day

**Information session/Presentation**

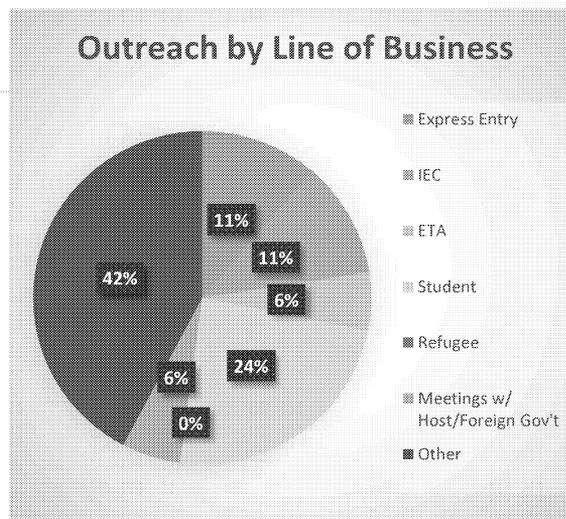
CNGNY at Cornell University  
 CNGNY at Yale University

**Meeting**

CNGNY and NBA Meeting

**Teleconference**

CNGNY Conference Call with



s.15(1)(i)

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

### Migration Diplomacy / Outreach (RIO, RM)

- Describe the type and frequency of contact with local officials.
  - Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
  - Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
  - Describe participation in local and international fora.
  - Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

New York meets regularly with local officials. We cooperate with local government in regional groups that are focused, for example, on protecting the rights of the immigrant community and suppressing fraud.

We have conducted outreach and advertised locally in Bermuda to mitigate bilateral irritants related to the first wave of Biometrics Expansion in July.

GAC has approved a new Honorary Consul and New York is working closely with her going forward and planning further outreach with Canadian educational institutions so as not to disrupt this important source of foreign students for Canada.

This has made Canada a more attractive destination which has benefitted efforts to attract investment and business expansion in Canada. The number of foreign students entering Canadian institutions has increased.

### Promotion and Recruitment (RM)

#### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

s.15(1)(i)(j)

s.21(1)(b)

As the unemployment rate is low in the US and the salaries offered competitive in many areas, there is no push factor to Canada for American citizens and green card holders.

However,

many international students and workers in the US are interested by Canada as a long term solution.

Based on this analysis, our P&R activities have mostly targeted at international students in the US as well as working in collaboration with our GAC colleagues to attract investment to Canada.

#### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
- Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

While New York has been previously involved in reporting and outreach activities alone or in collaboration with other sections of the mission, the office adopted an ambitious outreach strategy at the beginning of 2018, as part of the US area broader P&R strategy.

New York has identified that there are many international students in the US who would be excellent Express Entry candidates and that there is a strong interest in Canadian immigration programs.

Equipped with this knowledge we decided to target well-known universities with large international student populations in our area of responsibility. By the end of this year, New York will have conducted 20 presentations at different universities, for example: Columbia, NYU, Rutgers, Yale, Cornell, University of Minnesota to name a few and our agenda for the beginning of 2019 is already filling up with universities that we have already visited like NYU and Pace, as well as new ones like Princeton. As many of these presentations took place in November and December and are therefore not taken into account on Annex V.

Through these presentations, New York is not only promoting Express Entry but also studies in Canada, IEC, francophone immigration (C16), as well as the provincial and regional immigration programs. These presentations were also an opportunity to New York to establish relationships with the different institutions to plan future events but also to promote our upcoming Express Entry webinars for current students but also for international students that have now graduated and are working in the US on the equivalent of the post-graduation work permit. Many of these students will be great candidates for Express Entry with a few years of experience in the US and many of them will be looking for options at the expiration of their work permit.

**s.21(1)(b)**

IRCC New York has conducted one presentation in French and will try to do more in the next year.

New York traveled to Bermuda to participate in the [Atlantic Canadian Education Fair](#) (see report CNGNY-312). The area trip was a good opportunity to inform the student population of the new biometric requirement and the advantages of studying in Canada; as well as to explore how the impacts of the biometric requirement could be mitigated in a country without a Visa Application Centre (VAC). It was also an occasion to liaise with the schools from Bermuda and the Maritimes, to establish new contacts and to start planning future events.

In 2018, New York also travelled to Buffalo, Detroit, Boston, Minneapolis and Plattsburgh.

These trips were the occasion to meet with the missions' staff, present at different universities, meet with the sport teams and enforcement contacts but also to participate at different events or meetings with the Trade Commissioner Service (TCS) to promote investments in Canada. Following these initial trips, we are planning to return to all these locations in the next year as there is a strong demand. As many of these trips have taken place in November and December, they are not included in Annex V.

In New York, the migration section is working closely with the Trade Commissioner Service (TCS) and the Ontario Trade & Investment office. In 2018, New York has participated in many events (round tables and panels), as well as several conference calls with different companies interested to invest or expand their activities in Canada. We have a close working relationship with our colleagues who often consult us on immigration related questions and we are planning many trips/events for the next year.

New York met with different sports teams and league in New York as well as in the different area trips, often in collaboration with the Consular team and CBSA.

New York has also participated in 14 meetings in collaboration with CBSA in New York and in the course of the different trips.

There has been an increasing involvement of LES in P&R / Engagement activities that were really hired and trained for processing. We have found the new generic job descriptions allowed more flexibility in this regard and active and ongoing change management has led to a greater willingness of most to take on this new type of work. To these ends we have facilitated local and NHQ-provided training as well as coaching and mentoring.

### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

s.16(2)

The office move prompted New York to streamline the number of documents held in its registry to minimize the number of files that would have to move to the new office. As a result we shredded and repatriated a large number of files.

**Shredding:** we sent ~400 boxes for shredding (~ 50,000 documents from various lines of business that were beyond the file retention period). In addition we shredded counterfoil labels we had retained from July 2010 to July 2015. <sup>1</sup>

**Repatriation:** we repatriated 31 boxes of IMM08 documents (~3,100 documents) to NHQ.

**Relocation:** 140 boxes of files moved to the new office comprised of:

- ~10,800 TRVs
- ~105 PRTDs
- ~121 PR files
- ~390 TRP files
- ~ 105 ARC files
- ~ 2, 000 Rehab

From Jan 1 – Dec 14, New York has received 89 litigation requests. The majority are Judicial Reviews of Work Permit refusals (47); with TRV refusals (28), and 3 ARC. There have been 11 PRTD appeals. <sup>1</sup>

#### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

While New York has been previously involved in reporting and outreach activities alone or in collaboration with other sections of the mission, the office adopted an ambitious outreach strategy at the beginning of 2018. It has contributed to the mission's goals and objectives such as the attraction of investments and the promotion of studies in Canada.

New York has identified that there are many international students in the US who would be excellent Express Entry candidates and that there is a strong interest in Canadian immigration programs, especially in light of the current situation in this country.

Equipped with this knowledge we decided to target well-known universities with large international student populations in our area of responsibility. By the end of this year, New York will have conducted more than 20 presentations at different universities, for example: Columbia, NYU, Rutgers, Yale, Cornell, University of Minnesota to name a few and our agenda for the beginning of 2019 is already filling up with universities that we have already visited like NYU and Pace, as well as new ones like Princeton.

Through these presentations, New York is not only promoting Express Entry but also promoting studies in Canada, which is a GAC objective. The DHOM has joined IRCC for one of the presentations :

New York has been actively working in collaboration with GAC in the different missions of its territory. We have actively participated in numerous conference calls, meetings and events with our colleagues from TCS and companies interested in investing in Canada. Some members of the P&R team are experts in the processing of work permit applications and have been instrumental in answering questions and providing feedback to these companies and their TCS colleagues.

In order to further this relationship outside of New York, the P&R team was also responsible for the organization of 5 area trips that included presentations at AI conferences, universities, local missions and also participation at events/meetings with our GAC colleagues in Boston, Buffalo, Minneapolis, Detroit and Bermuda.

#### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

The USA BVO position is based in New York. The BVO is responsible for oversight of the NY and LA VACs. There is a VAC Liaison Officer (LO) in LA who was previously a BVO and has been able to very capably supervise the LA VAC.

NY and LA were significantly affected by the new 2018 VAC contract. The previous USA VACs were managed by the contractor CSC and closed as planned on Nov. 1, 2018. The closure of the old VACs went reasonably smoothly although it did require a lot of support from our offices. A new contract with TTS/VFS started on Nov. 2, 2018 with the VACs opening for business on time on Nov.2, 2018.

s.16(1)(c)

s.21(1)(b)

Under the new VAC contract, VAC on-site compliance verification visits (which are equivalent to the Comprehensive inspection visits under the 2012 VAC contract)

NY BVO will conduct the NY VAC on-site compliance verification visit and LA VAC LO will conduct the LA VAC visit,

Biometrics expansion affected NY with CIF 1 on July 31, 2018 as this office is responsible for Bermuda which is a British territory. A significant number of students from Bermuda study in high school and post-secondary institutions in Canada and were unaware of the impending change which happened during the peak SP period. NY took a proactive approach to communicate this message through the newspaper and social media in Bermuda. Unfortunately, there is no VAC in Bermuda and clients have been travelling to the USA to submit biometrics at either the VAC or a US ASC. This has generated additional complaints

NY was also proactive in communications through the circulation of a diplomatic note regarding biometric expansion with diplomats in our area of responsibility in order to raise their awareness about the need for biometrics when applying for visas for personal travel. CIF 2 on Dec 31, 2018 will have a significant impact on NY as our clientele is generally foreign nationals residing in the USA, with the largest groups being nationals of India, China and the Philippines all of whom will be biometric-required as of Dec 31, 2018.

Biometric expansion has had a significant impact also on foreign nationals who are residing in Canada but applying for an initial work permit or study permit which is an "outside Canada" application. They have been required to submit biometrics but are unable to do so in Canada. They must travel to the USA or another country in order to provide biometrics. This has generated a significant number of representations and complaints from clients and their representatives.

s.16(1)(c)

s.21(1)(b)

#### Other

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

New York's Common Services Team (CS) is primarily staffed by four Program Support staff at the LE-4 level and a Program Assistant at the LE-5 level. It is supervised by a Designated Migration Officer (LE-9). During periods where there is a surge in demand, the office uses overtime to deal with the pressures, moves IRCC staff from other teams to the CS team and also employs a varying number of locally engaged emergency staff (EMLES) at the LE-4 level. This team provides essential core services to all IRCC staff. On a rotational basis, they process all mail, respond to client enquiries (approx. 50/day), receive applications and passports from the VAC, correct errors in biographical data on e-apps to ensure information is correct for the counterfoil, print counterfoils, prepare envelopes for the passport return and prepare the requisite VAC dispatches for 5000 passports per month. In addition, this team performs all registry duties including filing, coordinating document shredding and file repatriation; and conducts biometric enrolment of the diplomatic clientele on two afternoons per week.

New York's internal service standard for printing the visas for e-apps is within 48 hours of receipt of the passport from the VAC. In urgent cases, visas can be printed and returned to the client the same day. Because of our prime location, New York often prints counterfoils for frequent travellers (business persons, performers or government officials) who were unable to await visa issuance at the office responsible for their application. Many travel to the USA en route to Canada and seek visa issuance here. This volume is estimated to be 8% (4300 in 2017 YTD) of the overall volume. These cases can be politically sensitive and often generate a significant volume of high level representations.

While a small number of the errors were due to the fact that the applicant submitted a different passport than was previously entered into GCMS, in most cases the error was due to incorrect GCMS information. The importance of detecting errors on counterfoils before issuance cannot be overemphasized in the client experience. Receiving a counterfoil with errors is exasperating for the client and reflects very poorly on the professionalism and competence of the department. The cost and inconvenience to a client of having to return a passport with an incorrect counterfoil, or being denied boarding due to an incorrect counterfoil, is frustrating and may have a significant financial impact. New York works with CN through ongoing communication and a monthly operational call to diminish issues such as this.

The volume of this resource-intensive work continues to grow, with a 22% growth in passport submission for e-apps from 2017 to 2018. New York will continue to utilize overtime, deploy staff internally from other IRCC teams and employ EMLES to provide surge capacity. For a detailed report on this issue, please see CNGNY 354 IRCC New York CS Team Report dated December 11, 2018.

s.21(1)(b)

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

There have been almost continuous staffing processes through-out the last FY due to an unusually large number of vacancies. Currently we are fully staffed

There have been a large number of LE-04 EMLES working through-out the year. At the same time as our printing of counterfoils for other offices is at an all-time high, we also had to relocate our offices across mid-town Manhattan. This meant a lot of work on: file destruction; file repatriation; and organizing, packing and moving the registry files from the old office to the new one. Complicating all of this was the transition from one VAC to a new one which did not go as smoothly as it could have.

The work in New York has evolved quickly over the last two years and it would have been difficult to imagine where we would be now back in 2016. Looking forward is even more challenging. I

We are doing an increasing amount of work on criminality and rehabilitation. There are ongoing demands to use new ways to conduct outreach and training on electronic communications such as webinars and the effective use of social media would be most beneficial for P&R.

This year we have had the ability to fund these positions almost exclusively with salary slippage. Once we are fully staffed, there will be less flexibility.

### Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

s.16(1)(b)

s.16(1)(c)

The move to our new location has alleviated a number of the wellness problems that we experienced due to the poor accommodations at the former location (HVAC, lack of natural light, pests and vermin).

The staff compliment is reflective of the diversity of the New York area. We have a mix of genders, faiths, nationalities, ethnicities, etc. Morale is good. But this is something that took some effort to achieve and must be nurtured to maintain. Working with our HR colleagues at mission and NHQ, both with GAC and IRCC we have sorted through a number of issues to get to where we are now.

8. RISK MANAGEMENT (RIC, IRG)

**2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019**

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress. *Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.*

Title of the Exercise / Titre de l'exercice	Goal / Objective - But / objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region / Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level / Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice
LMIA exempt WP decision-making consistency		QA			N/A	USA		D. Humphrey/LE-9/40hours	March 2019 - TBD

s.16(1)(b)

s.16(1)(c)

Study Permit decision-making consistency	QA	[Redacted]	N/A	USA	[Redacted]	D. Humphrey/LE-9/40hours	April 2019 - TBD
TRV decision-making consistency	QA	[Redacted]	N/A	USA	[Redacted]	M. Yu/LE-9/40hours	April 2019 - TBD

**Risk Assessment**

**Mission Specific:**

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? [*Non-RAO offices please report any ad hoc RA activities.*]
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

New York has been conducting a wide range of risk assessment activities as described elsewhere in this document to support the integrated management of a shared workload and we have benefitted from the arrival of a US Network Risk Assessment Office in Miami.

The work done on managing risk in TRV business lines will be replicated and applied in the management of work permits submitted online and processed in New York.

**Resources/Tools:**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

Risk Assessment is the responsibility of all CBS and LES in the daily review of applications and operational work. There are no specific Risk Assessment staff in New York. Until September 2018, the regional RAO was based in Port of Spain. As of September, the RAO for the USA is based in Miami.

Nationals of virtually every country in the world may apply through CNGNY with the largest representation from China and India. Most applicants have been granted status in the USA or Canada already but local knowledge from other countries is not always easy to access when working under time constraints. NY often reaches out to offices abroad for local knowledge when required.

As part of an integrated processing network, with work sharing arrangements with CN, we work closely with our processing partners to establish triaging business rules and have monthly teleconferences to provide feedback and make any necessary adjustments.

**9. INNOVATION & CLIENT SERVICE (RIC, RIO)**

**Client Service**

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

**s.16(1)(c)**

**s.21(1)(b)**

Currently, the principal client service issue is the VAC transition, as detailed above. Normally our client service issues in the USA generally revolve around expectation management. The NY processing and passport printing timeframes are relatively fast and normally well within service standards. However, many of the NY clients are not resident in the USA but are travelling through and are unable to wait for the completion of the visa process in their country of residence. The demand to print visas within 24 hours is great and many foreign nationals are fearful to be without their primary piece of identification (the passport) in the USA for more than a few days. NY is active on social media (Facebook and Twitter) in advising applicants of processing times.

NY maintains a special diplomatic service for the many diplomats who are based or travelling through the USA. Diplomats are served in person on an appointment basis thrice weekly.

NY issues a weekly update on processing times and other issues of interest on both Facebook and Twitter. When dissemination of other information is required, for example biometrics information or the VAC transition information, additional postings or tweets are sent.

### Client Service Initiatives

Country	Brief description of initiative	Expected outcomes*	Implementation Date

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

### Work-Sharing Arrangements

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

Type your answer here:

### Work-Sharing Arrangements

Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

### Other Innovations/ Best Practices

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

s.21(1)(b)

New York uses social media regularly to communicate important information with the public and stakeholders. New York posts processing time updates on social media every Friday. The update it is often referenced by clients and is an important tool to manage customer expectations and interactions. Social media has also been used to update and notify the public in regards to changes in processing procedures and requirements. Twitter and Facebook were used to communicate the new biometrics requirement as well as reminders on eTA requirements. It was also used to alert clients to a change in the VAC services and location in New York City.

Social Media was used to advertise for an Express Entry presentation IRCC NY conducted in Boston which was open to the public. The outreach was successful as was advertising for webinars for French speakers held by the Paris mission. As most of our presentations held at Universities are promoted internally at the institution and receive a large turnout, additional social media advertising by New York is unnecessary.

## 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Type your answer here:

### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

Type your answer here:

### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

Type your answer here:

### Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

Type your answer here:

Bureau de Migration: Paris Zone: L'EUROPE DU SUD ET LE MAGHREB  
 Niveau de risque lié à l'environnement opérationnel: B

## 1. APERÇU DU BUREAU DE MIGRATION

Information sur le bureau	
<b>Bureau de migration:</b>	Paris
<b>Zone:</b>	L'Europe méridionale et Maghreb
<b>Type de bureau:</b>	Offrant des services complets, CRP
<b>Mise à jour : (AAAA/MM/JJ)</b>	05 décembre 2018
<b>Bureaux connexes:</b>	Alger, Rabat, Tunis, Rome et Bucarest

Personnel		
	NOM	MITNET
<b>Gestionnaire du programme de migration (GPM):</b>	Caroline GUIMOND	447-3400
<b>GPM adjoint:</b>	Roswitha DIEHL-MacLEAN	447-3410
<b>Directeur de zone:</b>	Caroline GUIMOND	447-3400
<b>Gestionnaire du SMGC:</b>	Dylan KIRK	447-3411
<b>Agent des visas biométriques:</b>	Chantal AMIRAULT	447-3458
<b>Agent d'examen des risques (AER):</b>		
<b>Point de contact unique (PCU) de l'AVE:</b>	Chantal AMIRAULT	447-3458
<b>Chef de Mission:</b>	Isabelle HUDON	447-3200
<b>Directeur régional d'AMC:</b>	Graeme CLARK	447-3240
<b>Agent de liaison de l'ASFC:</b>	Alain BOUCHARD	447-3531
<b>Médecin agréé (MOF) :</b>		
<b>PCU de l'Expérience Internationale Canada (EIC):</b>	Bao-Zhen TANG	447-3406
<b>PCU de la P et R (promotion et recrutement) :</b>	Roswitha DIEHL-MacLEAN	447-3410
	Louise VAN WINKLE	447-3425
<b>PCU pour le litige:</b>	Kathleen KNOX-DAUTHUILLE	447-3416
<b>EC</b>		
Noms :	Caroline Guimond Roswitha Diehl- MacLean Chantal Amirault Dylan Kirk Jennifer Morgan- Jones	

Bureau de Migration: Paris Zone: L'EUROPE DU SUD ET LE MAGHREB  
Niveau de risque lié à l'environnement opérationnel: B

Nicolas Drouin  
Christian Raymond  
Bao-Zhen Tang  
Jennifer Woo

**Nombre total : 9**

**Employés recrutés sur place (ERP)**

Nbre d'AMD: 4  
AMD (résidence temporaire): 1  
Comms (ERP-07) : 1  
Autres membres du personnel de soutien (nombre): 37

**Nombre total: 43**

**ERP d'urgence**

Nombre de mois en 2018: 38

**DT : 3**

Nombre de semaines en 2018: 20

2. APERÇU DU TERRITOIRE

**TERRITOIRE DE RESPONSABILITÉ**

Bureau de Migration: Paris Zone: L'EUROPE DU SUD ET LE MAGHREB  
 Niveau de risque lié à l'environnement opérationnel: B

Pays/Territoire	Niv. de Risque lié à l'Environnement Opérationnel EIU	Population	Exempté de visa? (X)	Nbre de demandes de RP reçues (par pays de résidence, 1 janvier - 31 août)	Nbre de demandes de RT reçues (par pays de résidence, 1 janvier - 31 août)	AVE (X)	# de CRDV	EIC (X)	Arrangements pour impression à distance? (X)	Programmes de facilitation et spéciaux (noms et/ou codes seulement)
Algeria	D	40,969,443		427	25621		1		X	
Andorra	#N/A	76,965	X			X	0			
Belgium	B	11,491,346	X	48	787	X	0		X	
Cameroon	D	24,994,885			3690					
France	B	67,106,161	X	186	8290	X	2			
Libya	D	6,653,210		287	1		0			
Liechtenstein	#N/A	38,244	X			X	0			
Luxembourg	A	594,130	X	4		X	0			
Monaco	#N/A	30,645	X			X	0			
Portugal	B	10,839,514	X	9	225	X	0		X	
Spain	B	48,958,159	X	26	2587	X	1		X	
Switzerland	A	8,236,303	X	38	1389	X	0		X	
Tunisia	C	11,403,800		191	3		1			

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 Niveau de risque lié à l'environnement opérationnel: B

Iran	D	82,021,564	371	33
Other	#N/A	#N/A	222	6094
<b>TOTAL:</b>			<b>1,809</b>	<b>48,720</b>
				<b>5</b>

### APERÇU DES RISQUES DU TERRITOIRE

Niveau de risque associé aux dossiers à traiter				Niveau de risque lié à l'environnement opérationnel				
Pays/ territoire	CPI/IPC	% de la charge de travail RP	% de la charge de travail RT	Emplacement du bureau responsable des RP	Emplacement du bureau responsable des RT	Voyages de zone prévus? (O/N) **	Si aucun voyage, indiquez les pays tiers visités pour entrevues, rencontres, etc. **	Remarques
Algeria	33	23.6%	52.6%	Paris	Paris			
Andorra	#N/A	0.0%	0.0%	Paris	Paris			
Belgium	75	2.7%	1.6%	Paris	Paris			
Cameroon	25	0.0%	7.6%	Dakar	Dakar			

Bureau de Migration: Paris Zone: L'EUROPE DU SUD ET LE MAGHREB  
 Niveau de risque lié à l'environnement opérationnel: B

France	70	10.3%	17.0%	Paris	Paris
Libya	17	15.9%	0.0%	Paris	Tunis
Liechtenstein	#N/A	0.0%	0.0%	Paris	Paris
Luxembourg	82	0.2%	0.0%	Paris	Paris
Monaco	#N/A	0.0%	0.0%	Paris	Paris
Portugal	63	0.5%	0.5%	Paris	Paris
Spain	57	1.4%	5.3%	Paris	Paris
Switzerland	85	2.1%	2.9%	Paris	Paris
Tunisia	42	10.6%	0.0%	Paris	Tunis
Iran	30	20.5%	0.1%	Ankara	Ankara
Other	#N/A	12.30%	12.5%		

Les couleurs utilisées dans les tableaux sont basées sur les indices suivants :

Bureau de Migration: Paris Zone: L'EUROPE DU SUD ET LE MAGHREB  
 Niveau de risque lié à l'environnement opérationnel: B

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### CLÉS POUR LES NIVEAUX DE RISQUE ASSOCIÉS AUX DOSSIERS À TRAITER ET LIÉS À L'ENVIRONNEMENT OPÉRATIONNEL

CLÉ : Niveau de risque associé aux dossiers à traiter (Index des perceptions sur la corruption [IPC] de Transparency International)		CLÉ : Niveau de risque lié à l'environnement opérationnel (Cote de risque de l'unité du renseignement du magazine The Economist - Évaluation globale)
	Aucun classement	Aucun classement
	Résultat à l'IPC de TI : 80 - 100	Très faible
Très faible	Résultat à l'IPC de TI : 60 - 79	Faible
Faible	Résultat à l'IPC de TI : 40 - 59	Modéré
Modéré	Résultat à l'IPC de TI : 20 - 39	Élevé
Élevé	Résultat à l'IPC de TI : 0 - 19	Très élevé
Très élevé		Évaluation globale: E

s.16(1)(b)

s.16(1)(c)

Bureau de Migration: Paris Zone: L'EUROPE DU SUD ET LE MAGHREB  
 Niveau de risque lié à l'environnement opérationnel: B

### 3. APERÇU – RÉSIDENTS PERMANENTS

#### Résident permanent

Paris

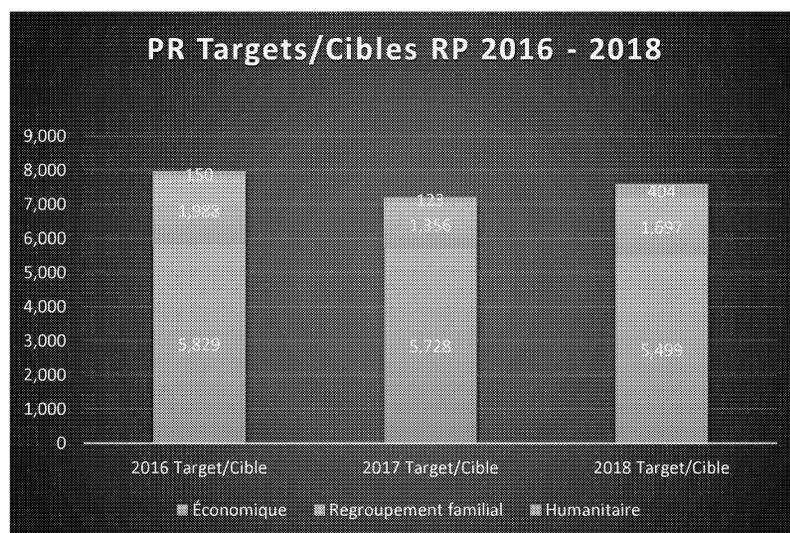
Année	Catégorie	Cible (#)	Demandes traitées (#)	Délais de traitement moyens (mois)
2018 (Jan -Aug)	Économique	5,499	4,103	17
	Regroupement familial	1,697	1,276	13
	Humanitaire	404	267	15
	<b>TOTAL</b>	<b>7,600</b>	<b>5,646</b>	
2017	Économique	5,728	5,732	12
	Regroupement familial	1,356	1,356	12
	Humanitaire	123	119	15
	<b>TOTAL</b>	<b>7,207</b>	<b>7,207</b>	
2016	Économique	5,829	5,837	10
	Regroupement familial	1,988	2,062	9
	Humanitaire	150	150	15
	<b>TOTAL</b>	<b>7,967</b>	<b>8,049</b>	

Année	Activité	Activités (#)	Vignettes d'un autre bureau (# imprimées)*	Demandes du PVV (#)
2018 (Jan - Aug)	Événements			
	Vérifications			
	C&H			
	Fausse déclaration			
	<b>TOTAL</b>		<b>355</b>	<b>12</b>
2017	Événements			
	Vérifications			
	C&H			
	Fausse déclaration			
	<b>TOTAL</b>		<b>233</b>	<b>17</b>
2016	Événements			
	Vérifications			
	C&H			
	Fausse déclaration			
	<b>TOTAL</b>		<b>1,623</b>	<b>26</b>

\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

Bureau de Migration: Paris Zone: L'EUROPE DU SUD ET LE MAGHREB  
 Niveau de risque lié à l'environnement opérationnel: B

Catégorie	2016	2017	2018
	Target/Cible	Target/Cible	Target/Cible
Économique	5,829	5,728	5,499
Regroupement familial	1,988	1,356	1,697
Humanitaire	150	123	404



### Tendances/problèmes relatifs aux résidents permanents (RP)

- Veuillez donner un aperçu des caractéristiques/tendances d'importance observées dans les mouvements des RP et recenser toutes les difficultés pouvant avoir des répercussions sur les délais de traitement.
- Quels sont les principaux critères de recommandation par suite d'une entrevue (recevabilité, admissibilité, assurance de la qualité, autre)

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Bureau de Migration: Paris Zone: L'EUROPE DU SUD ET LE MAGHREB  
Niveau de risque lié à l'environnement opérationnel: B

- Quels sont les principaux facteurs qui contribuent au refus des demandes
- S'il y a lieu, veuillez expliquer tout écart entre les activités consignées dans le SMGC et celles qui sont réellement menées par votre bureau.

#### Aperçu des caractéristiques/tendances

Paris est un bureau disposant d'une unité de résidence permanente avec une longue expertise de la gestion de la diversité et de la complexité. En 2018, le bureau avait comme cible 7 605 décisions finales réparties comme suit : 72% de dossiers économiques, 23% de réunification familiale et 5% de dossiers de protection des réfugiés. Les cibles de 2019 ne sont pas encore confirmées mais nous nous attendons à une réduction suite au transfert des dossiers QC.

La section de l'unité RP comprend un gestionnaire d'unité (FS3), 5 agents (2 FS2, 3 ERP-9), 2 analystes (ERP-6), 6 adjointes (ERP-5) et 6 assistantes (ERP-4). Compte tenu de la croissance exponentielle de la charge de travail, tous les membres de l'unité de résidence permanente ont suivi une formation polyvalente et apportent un soutien régulier à la section de résidence temporaire en fonction des besoins de planification déterminés par l'équipe de gestion en plus d'appuyer les multiples activités de promotion et d'engagement.

En raison des accords de partage avec d'autres bureaux et du fait que la France soit un pôle de transit en particulier pour l'Afrique francophone, les demandes traitées concernent une clientèle variée et diversifiée. Les sources de volume les plus importantes pour les demandes de résidence permanente sont : l'Algérie, l'Iran, la Tunisie et la France. Cependant, les demandes de requérants de plus de 30 nationalités différentes ont été traitées en 2018. La diversité de la clientèle ajoute à la complexité du processus consistant à se tenir au courant des conditions du pays, à se familiariser avec les documents locaux et aux profils de gestion des risques. La charge de travail variée se prête plus difficilement à un traitement en groupe à grande échelle.

IRCC/Paris a connu une croissance significative de la cible de réfugiés pour 2018 et s'attend encore à une nouvelle augmentation de 200% de la cible de réfugiés pris en charge par le gouvernement (RPG) en 2019 (de 200 à 400 pax). Deux nouveaux programmes de RPG ont été officialisés en 2018 :

Le HCR fournit un soutien logistique comprenant la coordination des convocations, une traduction lors des entrevues et le suivi avec les réfugiés. L'OIM a coordonné les missions médicales et a organisé les préparatifs de voyage. Bien que Paris ait conduit des entretiens et traité les demandes avec succès, | Nous notons que cette charge de travail concerne des personnes vulnérables et fragilisées ayant un besoin de protection élevé. Nos techniques de traitement pour les cas de réfugiés destinés à être réinstallés directement de | ont été régulièrement applaudies par le HCR et d'autres pays rétablissant les réfugiés lors de réunions de haut niveau cette année. La coordination de notre programme de réfugiés va au-delà du traitement car notre bureau est sollicité pour son expertise sur la question par les autorités de plusieurs pays de notre région, notamment la France. Cette dernière préside le Groupe de travail sur le rétablissement en méditerranée qui couvre nos programmes en | mais également au | .a coordonnatrice du programme réfugiés joue donc un rôle important dans ce contexte en assurant une approche commune de la part de tous les bureaux d'IRCC impliqués dont |

La France reste l'un des 10 principaux pays d'immigration au Canada, | la majorité des Français interrogent directement notre bureau et beaucoup auront assisté à l'une de nos activités de promotion et de recrutement. Il est à noter que les ressortissants français référés à IRCC/Paris pour le traitement de leur demande risquent d'avoir des délais de traitement plus longs, car des vérifications

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

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ou une évaluation approfondie des questions d'admissibilité (telles que l'équivalence pénale) seront probablement nécessaires.

IRCC/Paris a conclu des accords de partage du travail de résidents permanents (travailleurs qualifiés québécois du Burundi et du Rwanda) et avec des résidents permanents (catégories économiques à l'exception des candidats des provinces) et avec des résidents permanents (travailleurs qualifiés québécois du Burundi et du Rwanda). Récemment, Paris a également pris en charge le traitement des dossiers qui étaient précédemment sous la responsabilité de ces ententes de travail partagé permettent ainsi de regrouper la clientèle francophone régionale et les dossiers destinés au Québec compte tenu de l'expertise d'IRCC/Paris, particulièrement en ce qui concerne les besoins de ces clients en matière de service à la clientèle.

IRCC/Paris traite l'un des plus importants volumes de dossiers de résidents permanents destinés au Québec au sein du réseau international. Ce secteur d'activité présente à la fois des défis et des opportunités. Alors que le Québec évalue l'éligibilité des candidats au programme avant d'émettre un CSQ conformément à leurs responsabilités, la principale préoccupation liée aux dossiers économiques concerne l'évaluation de l'admissibilité.

#### **Délais de traitement**

Les temps de traitement pour les demandes demeurent stables. Depuis 2015, Paris traite la plupart des dossiers en 12 mois, incluant les réfugiés (GAR & PSR). Nous avons conservé ces temps de traitement en 2018

À la suite de l'accord de partage du travail avec le Liban, Paris a reçu un inventaire de demandes dans la catégorie QBiz, principalement soumises par des ressortissants iraniens, qui avaient été initialement soumises à Damas. Étant donné leur ancienneté, elles ont nécessité des mises à jour importantes, ce qui rallonge les délais de traitement.

s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

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**Critères pour entrevues**

Les raisons pour lesquelles les agents exigent des entrevues varient selon la catégorie et le pays d'origine du demandeur. Pour les CF, les entrevues portent principalement sur les dossiers économiques sont principalement vus en entrevue pour les entrevues en Algérie et à Tunis sont principalement réalisées par des agents d'IRCC basés dans ces pays, avec un appui administratif et une coordination de la part d'IRCC/Paris. Toutefois, compte tenu de l'augmentation du nombre de demandes de résidents temporaires (RT) et des pressions opérationnelles exercées sur ces petits bureaux,

**Facteurs contribuant au refus des demandes**

Les motifs de refus principaux varient selon la catégorie et le pays de résidence du demandeur et sont plus ou moins alignés aux raisons pour lesquelles des entretiens sont nécessaires. Il convient de noter que la charge de travail peut inclure des refus qui prennent plus du temps,

**Activités dans SMGC**

Tout comme pour 2018, Paris suivra de très près les cibles RP en 2019. Paris utilise les outils de tableaux de bord et des tableurs Excel afin de suivre activement l'état de ses cibles tout en permettant également aux agents de connaître leur niveau de productivité.

4. APERÇU – RÉSIDENTS TEMPORAIRES

**Résident temporaire**

Paris

Année	Catégorie	Demandes traitées (#)	Taux d'approbation (%)	Délais de traitement moyens (jours)
2018 (Jan - Au)	Visiteur	38407		18
	Étudiant	8503		24
	Travailleur	2365		52

Année	Activité	Activités (#)	Vignettes d'un autre bureau (# imprimées)*
2018 (Jan - Au)	Événements		
	Vérifications		

s.16(1)(b)

s.16(1)(c)

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	AVE	246	100		Fausse déclaration	
	<b>TOTAL</b>	<b>49521</b>			<b>TOTAL</b>	<b>339</b>
<b>2017</b>	Visiteur	<b>42420</b>	<b>16</b>	<b>2017</b>	Événements	
	Étudiant	<b>9097</b>	<b>22</b>		Vérifications	
	Travailleur	<b>3328</b>	<b>43</b>		Fausse déclaration	
	AVE	<b>586</b>	<b>85</b>		<b>TOTAL</b>	<b>388</b>
	<b>TOTAL</b>	<b>55431</b>				
<b>2016</b>	Visiteur	<b>37185</b>	<b>11</b>	<b>2016</b>	Événements	
	Étudiant	<b>7219</b>	<b>19</b>		Vérifications	
	Travailleur	<b>3141</b>	<b>29</b>		Fausse déclaration	
	AVE	<b>525</b>	<b>52</b>		<b>TOTAL</b>	<b>945</b>
	<b>TOTAL</b>	<b>48070</b>				

\*The number of TR counterfoils (TRV, SP, WP, PRD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

### Tendances/problèmes relatifs aux RT

- Veuillez donner un aperçu des caractéristiques/tendances d'importance observées dans les mouvements des RT et recenser toutes les difficultés pouvant avoir des répercussions sur les délais de traitement.
- Quels sont les principaux facteurs qui contribuent au refus des demandes ?
- Quelle est la procédure à suivre afin d'établir l'ordre de priorité des demandes électroniques par rapport aux cas des centres de réception des demandes de visa (CRDV) ?
- Quelle est la procédure à suivre afin de repérer et de traiter les cas urgents, fortement médiatisés ou transmis par d'autres ministères ?
- Veuillez décrire votre charge de travail lié aux AVE, le cas échéant.
- S'il y a lieu, veuillez expliquer tout écart entre les activités consignées dans le SMGC et celles qui sont réellement menées par votre bureau.

s.15(1)(i)

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

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### Caractéristiques/Tendances

La section traite des demandes parvenant de quatre CRDVs (Paris, Lyon, [redacted] ainsi que des demandes en ligne incluant celles de la zone de [redacted] (environ 30% de la clientèle de ce territoire est traité par Paris avec un appui saisonnier de [redacted]. L'augmentation du volume de demandes RT se poursuit (+16 % en 2017 par rapport à 2016 et en hausse de 22 % en 2018 par rapport à 2017). Le bureau est donc passé de 48 000 à 70 000 demandes en deux ans. Cette augmentation résulte également des multiples activités de promotion de mobilité Francophone et pour étudiants internationaux en Afrique du Nord et de l'Ouest.

Les efforts des collèges et universités pour recruter à l'international et surtout dans les marchés francophones se poursuivent et semblent fonctionner. A la fin octobre 2018, Paris recevait 32 % plus de demandes de PE. Ces demandes sont complexes [redacted] puisque les demandes en ligne sont centralisées au Canada. Une nouvelle [redacted] si l'on se fie aux chiffres de 2017 où une "nouvelle" mini-haute saison a été observée d'octobre à décembre. Cette nouvelle haute-saison était, en 2018, équivalente à la moyenne des dossiers reçus par semaine durant l'été 2016 et a nécessité une réorganisation des ressources de la section RT d'IRCC/Paris.

### Difficultés ou répercussions sur les délais de traitement : Impact de la Biométrie

L'introduction de l'expansion de la biométrie nous a causé un surplus de travail car de nombreux demandeurs n'ont pas été en mesure de payer leur frais de biométrie en ligne. Nous avons développé des requêtes et des procédures internes qui ont été adoptées par d'autres bureaux.

### Principaux facteurs qui contribuent aux refus

Les cas provenant de [redacted] sont extrêmement complexes, et la fraude est un facteur à prendre en considération. De surcroît, les requérants qui reçoivent un premier refus soumettent une 2e, voire même une 3e demande. [redacted] La visite d'un agent et d'une adjointe de [redacted] en novembre 2018 [redacted] Un autre voyage est prévu en 2019.

La non-conformité des clients est aussi un facteur important qui contribue aux refus. Plusieurs clients demandent des visas en ligne avec de très courts délais avant leur date de voyage prévue, et ne réalisent pas le temps requis pour ensuite soumettre le passeport après qu'une décision soit prise. De nombreux clients ne complètent donc pas l'étape de soumission du passeport, ce qui engendre également un refus sur la base de la non-conformité.

### L'ordre de priorité des demandes électroniques par rapport aux cas des centres de réception des demandes de visa (CRDV) ?

Nous basons l'ordre de priorité des demandes électroniques par rapport aux cas des centres de réception des demandes de visa en équivalence, et essayons de garder l'équilibre entre les dates de réception. [redacted] L'homogénéité des dossiers [redacted] acilite un traitement efficace. Les demandes TVRPs qui sont reçues que par le CRDV sont traitées en priorité, et souvent vues par un agent la journée même pour analyse.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

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Un planning est envoyé à chaque semaine à l'équipe RT avec un message soulignant les priorités de la semaine et indiquant le type de demandes sur lequel chacun travaillera.

#### **Politique des cas référés**

Nous avons une politique de cas référés permettant aux collègues d'autres ministères de signaler des cas importants pour le Canada ou pour leurs programmes. Des procédures ont été distribuées et présentées aux chefs de programme. Ceci est renforcé avec nos collègues des autres missions dans notre territoire.

#### **AVes**

IRCC/Paris continue de recevoir une quantité constante d'AVes à traiter quotidiennement, lesquelles prennent significativement plus de temps que les visas habituels considérant leur complexité

Cette ligne d'affaires continue de croître et de se complexifier durant 2018-2019 par l'engendrement de plus de demandes d'ARC, de PST et de RHB.

De plus, nous avons une augmentation importante de correspondance avec les clients en lien avec l'AVE.

La correspondance avec les clients devient plus compliquée quand ils ont fait appel à une tierce partie (par exemple une agence de voyage) et que l'adresse courriel du client n'a pas été utilisée. Nous recevons également à chaque mois des plaintes d'arnaque, souvent pour avoir utilisé des sites internet frauduleux. Nous transférons ces messages à la centrale.

#### **Veillez expliquer tout écart entre les activités consignées dans le SMGC et celles qui sont réellement menées par votre bureau - ?**

Désormais, toute vérification effectuée est inscrite dans SMGC. Nous utilisons les onglets de correspondances pour noter les échanges avec les clients et nous continuons d'encourager le respect des procédures établies afin de pouvoir extraire des statistiques fiables.

Nous continuons d'apporter un soutien aux clients de notre territoire qui ont une demande traitée ailleurs. Par exemple, nous envoyons des lettres d'introduction pour les étudiants traités par CPC-Edmonton qui n'ont pas reçu leur lettre. Aussi, il peut arriver que nous allouions les frais et envoyons la lettre de collecte de biométrie pour des clients de notre région, Ces dossiers ne sont pas des dossiers d'IRCC/Paris, et donc ces interventions par nos bureaux ne nous sont pas attribuées dans SMGC.

#### **Autres**

**Formation** : Une formation RT générale étalée sur plusieurs semaines (ciblant particulièrement les PT) a été donnée à toutes les adjointes de l'équipe d'IRCC/Paris. Cette formation a été suivie d'exercices pratiques afin de mieux se préparer à l'été 2018. Cette formation sera suivie d'une autre formation sur les imposteurs.

**EIC** : Le Canada a présentement des ententes sous EIC avec la France (14,000), l'Espagne (1000), la Belgique (750) et la Suisse (250). Même si le traitement de ces demandes est centralisé au Canada, IRCC/Paris continue de présenter et promouvoir les programmes EIC dans une multitude d'événements. Des milliers de courriels de clients portent sur EIC et IRCC/Paris se tâche d'y répondre.

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## 5. APERÇU DES AUTRES DEMANDES

***Veillez consulter l'onglet IV dans le tableur Excel ci-joint.***

### Tendances/problèmes liés aux autres secteurs d'activité

- Veuillez donner un aperçu des caractéristiques/tendances d'importance observées dans les autres secteurs d'activité et recenser toutes les difficultés pouvant avoir des répercussions sur les délais de traitement.
- Quelles sont les procédures à suivre afin de repérer les demandes exigeant de prendre en compte un permis de séjour temporaire ?
- Quelles sont les procédures à suivre afin d'aiguiller un client qui est un RT (ou un RP) à l'égard d'une demande de titre de voyage pour résident permanent (TVRP) ou d'une évaluation de la renonciation au besoin ?
- Veuillez expliquer tout écart entre les activités consignées dans le SMGC et celles qui sont réellement menées par votre bureau.

**s.15(1)(i)**

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

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Les **AVEs** continuent de créer beaucoup de travail dans notre territoire en obligeant les requérants à soumettre une demande de TVRP, Renonciation, ARC, RHB ou PST car ils découvrent dans le processus de demande qu'ils ne sont pas admissibles à cette AVE. Les demandes TVRPs et renonciations ont diminué depuis l'année 2017, par contre les demandes ARC et PST sont en croissance (+41% et +30% respectivement).

Les demandes de **TVRP** sont traitées en priorité, et souvent dans les 1 à 2 jours ouvrables suivant leur dépôt au CRDV. Ceci affecte évidemment les autres lignes d'affaires mais est essentiel compte-tenu de la situation souvent pressante pour les RP sans carte. Les agents ont reçu la consigne de minimaliser tout suivi afin d'améliorer le service à la clientèle. Nous travaillons avec le service consulaire et nos collègues des autres ministères pour éviter que ces urgences ne créent davantage de travail pour eux.

**Information supplémentaire sur le contexte**

Un intérêt constant se maintient dans les projets temporaires au Canada pour les résidents du territoire desservi par Paris. L'exemple des bassins EIC-France en est la preuve : le Canada reste immensément populaire comme pays d'expatriation en Europe. Quant à l'Algérie et l'Afrique (zone de Dakar), nos statistiques parlent d'elles-mêmes.

**Procédures PST**

Les PST sont identifiés par les agents au moment du traitement des dossiers et référés au gestionnaire de l'unité, qui consultera la gestionnaire des opérations dépendamment de la raison de l'inadmissibilité, et ce en suivant les autorités de délégation.

**Procédures RT pour TVRP ou renonciation**

L'agent demande qu'un courriel soit envoyé au client lui donnant les deux options et les liens aux formulaires. Le client aura 30 jours pour fournir une renonciation ou une demande de TVRP. Pour les cas avec des éléments C&H, et où il est évident que la personne ne rencontrera pas les exigences de TVRP et n'a pas voyagé un jour dans les derniers 365 jours, un agent pourrait demander à un adjoint de téléphoner au client pour expliquer qu'une décision négative entamera une période d'appel durant laquelle la personne ne pourra pas demander un VRT. Les agents sont encouragés à utiliser leur jugement. Nous avons plusieurs clients français qui ne se croient pas RP, car ils ont quitté le Canada depuis les années 70s et n'ont jamais rencontré de difficultés voyageant au Canada avec leur passeport français auparavant. Souvent, un appel expliquant la situation évite plusieurs retours de courriel et la frustration de cette clientèle moins à l'aise à utiliser les sites web pour s'informer.

**Écarts entre les activités consignées dans SMGC et celles réellement menées par notre bureau**

Les questions touchant à St-Pierre-et-Miquelon (SPM) sont habituellement délicates.

L'introduction de la biométrie a ajouté une complexité supplémentaire, surtout pour les citoyens-tiers qui habitent l'archipel. En 2018, IRCC/Paris a fait une téléconférence avec la préfecture de SPM à ce sujet, et une boîte organisationnelle de courriel entièrement dédiée à SPM a été créée. Ainsi, il s'avère que la plupart de ces cas doivent être traités au cas par cas, souvent avec des situations de délégation d'autorité nécessitant la gestionnaire d'unité et la gestionnaire des opérations.

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## 6. APERÇU DU CONTEXTE

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated, if available.. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

#### Paris

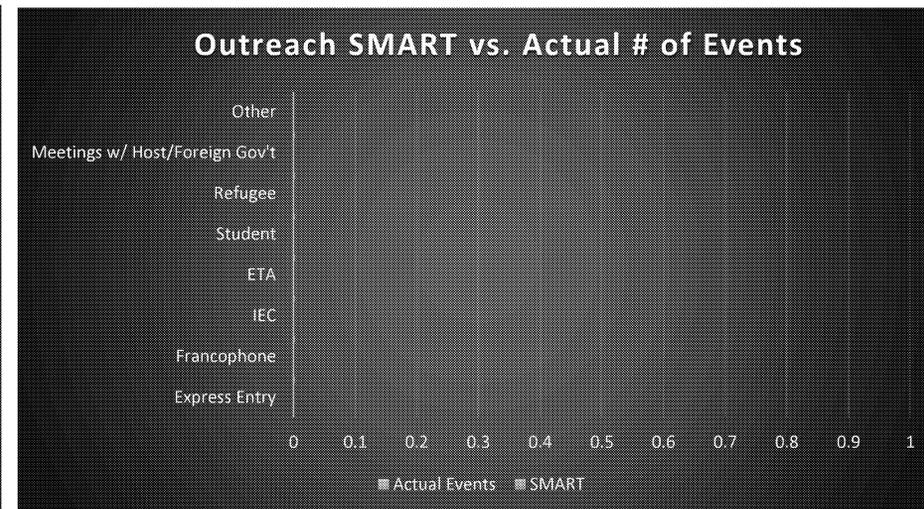
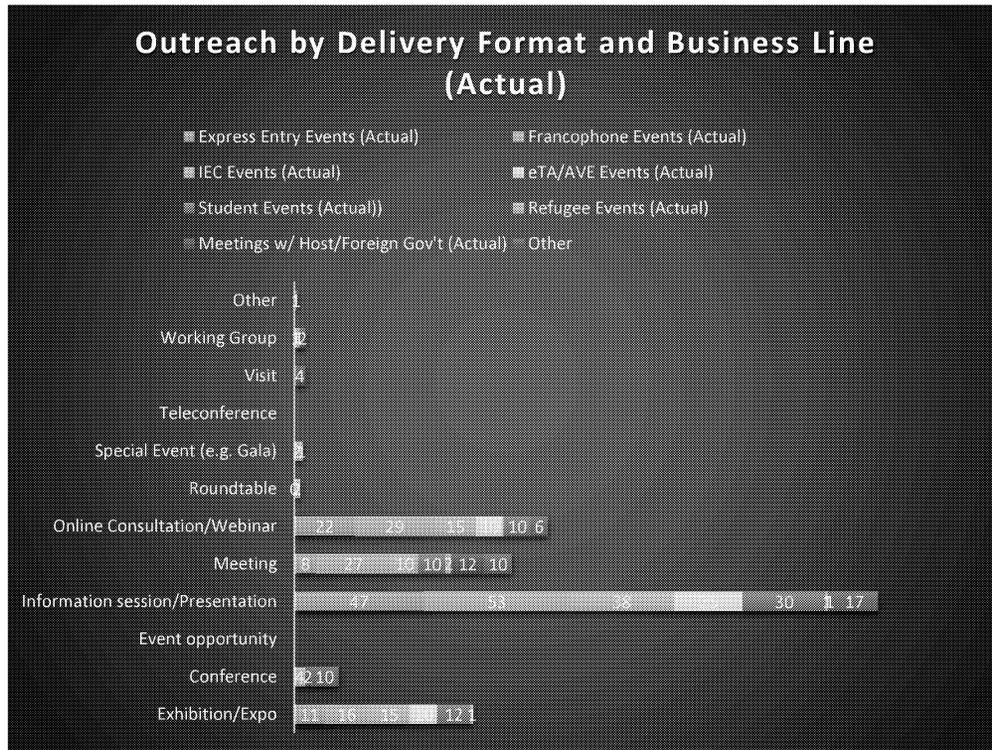
##### SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan-Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)	Other
Exhibition/Expo	11	16	15	10	12			4
Information Session/Presentation	47	53	38	25	30			16
Online Consultation/Webinar	22	29	15	10	10			6
	8	27	10		10			
		1						
		2						

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Total	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
<b>Actual Events (Please indicate the actual # of events performed)</b>									
Delivery Format /Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other	
Exhibition/Expo	11	16	15	10	12	1			
Conference						4		2	10
Event opportunity									
Information session/Presentation	47	53	38	25	30	1		1	17
Meeting	8	27	10		10	2		12	10
Online Consultation/Webinar	22	29	15	10	10				6
Roundtable							2		
Special Event (e.g. Gala)		2				1			
Teleconference									
Visit									4
Working Group		1				1		2	
Other									1
Total	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!

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Business Line	SMART	Actual Events
Express Entry	#REF!	#REF!
Francophone	#REF!	#REF!
IEC	#REF!	#REF!
ETA	#REF!	#REF!
Student	#REF!	#REF!
Refugee	#REF!	#REF!
Meetings w/ Host/Foreign Gov't	#REF!	#REF!
Other	#REF!	#REF!
<b>Total</b>	<b>#REF!</b>	<b>#REF!</b>

Event Name	# of Event Days
<b>PARIS</b>	<b>61</b>
<b>Exhibition / Expo</b>	<b>14</b>
PARIS - ENVIE DE VIVRE ET TRAVAILLER AU NOUVEAU- BRUNSWICK	1
PARIS - JOURNÉES PORTES OUVERTES ÉTUDIER AU CANADA	2
PARIS - LES RENDEZ-VOUS POUR L'EMPLOI D'ORLY	1
PARIS - SALON Paris pour l'emploi	2
PARIS EE-IMMIGRATION FRANCOPHONE : Journée portes ouvertes: étudier au Canada	1
PARIS EE-IMMIGRATION FRANCOPHONE : Salon	1
PARIS EE-IMMIGRATION FRANCOPHONE : salon FORUM EXPAT - Paris	2
PARIS EE-IMMIGRATION FRANCOPHONE : Salon JOBarcelona'18 - Barcelone - Espagne	1
PARIS EE-IMMIGRATION FRANCOPHONE : Salon S'Expatrier, Mode d'emploi	1
PARIS EE-IMMIGRATION FRANCOPHONE : Salon Studyrama des Formations	1
internationales - Genève	1
PARIS EIC-IMMIGRATION FRANCOPHONE : Déplacement en Suisse et participation au salon Studyrama	1
<b>Information session/Presentation</b>	<b>29</b>

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PARIS - EE - IMMIGRATION FRANCOPHONE - DESTINATION ACADIE - LA FRANCOPHONIE DU CANADA ATLANTIQUE	1
PARIS - EE - IMMIGRATION FRANCOPHONE - JOURNÉE MOBILITÉ : ÉTUDIER, TRAVAILLER, VIVRE AU CANADA	1
PARIS - EE - IMMIGRATION FRANCOPHONE - SESSION D'INFORMATION SUR L'IMMIGRATION AU CANADA	1
PARIS - ENVIE DE VIVRE ET TRAVAILLER AU CANADA ?	8
PARIS - ENVIE DE VIVRE ET TRAVAILLER AU CANADA ET AU NOUVEAU-BRUNSWICK	4
PARIS - ENVIE DE VIVRE ET TRAVAILLER AU CANADA ET AU NOUVEAU-BRUNSWICK	1
PARIS - ENVIE DE VIVRE ET TRAVAILLER AU CANADA ET AU NOUVEAU-BRUNSWICK ?	2
PARIS - SESSION D'INFORMATION SUR L'IMMIGRATION AU CANADA	1
PARIS EE-IMMIGRATION FRANCOPHONE : Session d'information sur l'immigration au Canada et au Nouveau-Brunswick	7
PARIS-EE-IMMIGRATION FRANCOPHONE - DESTINATION ACADIE- LA FRANCOPHONIE DU CANADA ATLANTIQUE	1
PARIS-EE-IMMIGRATION FRANCOPHONE - SESSION D'INFORMATION SUR L'IMMIGRATION AU CANADA ET AU NOUVEAU-BRUNSWICK	2
<b>Online Consultation/Webinar</b>	<b>18</b>
PARIS - COMMENT PRÉSENTER UNE DEMANDE D'IMMIGRATION PERMANENTE POUR LE CANADA ?	2
PARIS - EE - IMMIGRATION FRANCOPHONE - WEBCONFÉRENCE - ABORDER LE MARCHÉ DU TRAVAIL	1
PARIS - EE - IMMIGRATION FRANCOPHONE - Webconférence - Vivre et Travailler en Ontario	1
PARIS - Vivre en français au Nouveau-Brunswick	1
PARIS - Vivre et travailler à Terre-Neuve-et-Labrador	1
PARIS - VIVRE ET TRAVAILLER AU MANITOBA	1
PARIS - Vivre et travailler en Alberta	2
PARIS - Webconférence - Comment obtenir un permis d'études pour étudier au Canada ?	1
PARIS EE-IMMIGRATION FRANCOPHONE : Facebook live de Destination Ontario	1
PARIS EE-IMMIGRATION FRANCOPHONE : Salon virtuel de l'emploi-RDEE CANADA	1
PARIS EE-IMMIGRATION FRANCOPHONE : Webconférence - Comprendre les programmes d'immigration	2

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PARIS EE-IMMIGRATION FRANCOPHONE : Webconférence - Vivre et travailler aux Territoires du Nord-Ouest	1
PARIS EE-IMMIGRATION FRANCOPHONE : Webconférence - Vivre et travailler en français en Ontario	1
PARIS EE-IMMIGRATION FRANCOPHONE : Webdiffusion - Destination Ontario	1
PARIS EIC-IMMIGRATION FRANCOPHONE : Webconférence - Voyager et travailler au Canada avec Expérience internationale Canada (EIC)	1
<b>Grand Total</b>	<b>61</b>

### Diplomatie des migrations / Activités de sensibilisation [RIO, RM]

- Décrivez le type et la fréquence de vos rapports avec des représentants locaux.
  - Indiquez les problèmes actuels ou éventuels avec des gouvernements hôtes, notamment les secteurs de coopération, ainsi que les irritants liés à la relation découlant des politiques ou des opérations d'IRCC.
  - Décrivez les activités de liaison avec les partenaires du M5, les OIG/ONG et les autres intervenants portant sur les programmes d'IRCC et son programme international.
  - Décrivez la participation à des forums nationaux et internationaux.
  - Recensez les événements et les faits nouveaux dans votre région de responsabilité qui sont susceptibles d'avoir une forte incidence sur les tendances en matière de migration.
- (N'OUBLIEZ PAS DE SAISIR L'INFORMATION SUR L'ENSEMBLE DES RÉUNIONS/ACTIVITÉS/ÉVÉNEMENTS DANS L'OUTIL SMART.)

s.16(1)(b)

s.16(1)(c)

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### Vue d'ensemble

L'année 2018 a été fructueuse à bien des égards en termes de diplomatie migratoire, et le résultat des efforts et de l'engagement d'IRCC/Paris est amené à se concrétiser davantage en 2019. IRCC/Paris a continué à consolider son réseau de contacts au sein de son territoire et à développer sa capacité de suivi et de sensibilisation. Grâce à son travail sur le terrain et sa participation active lors de rencontres, **IRCC/Paris connaît dorénavant suffisamment le contexte local et les acteurs-clés pour créer des liens et influencer positivement le débat en France, mais aussi de plus en plus au sein de son territoire de responsabilité.**

Dans le cadre de sa planification stratégique pour l'année 2019-20, IRCC/Paris continuera ce travail et orientera son action auprès des élus locaux, des parlementaires, et de la jeunesse. Il est envisagé que des outils de veille stratégique de l'actualité soient développés et mis à disposition pour la zone. IRCC/Paris s'appuiera également sur la nouvelle stratégie de diplomatie migratoire pour l'Europe récemment développée par IIR, et établira des objectifs permettant de maximiser l'efficacité de son engagement. Dans cette optique, les thèmes de l'intégration, de l'inclusion, et du parrainage privé des réfugiés (GRSI) demeureront des axes prioritaires.

Parallèlement, IRCC/Paris poursuivra aussi ses efforts de liaison, reportage et de suivi en 2019, année particulièrement intéressante considérant la récente signature des Pactes mondiaux et les élections européennes qui se tiendront en mai 2019, entraînant des changements considérables en termes de politiques migratoires et d'intégration des étrangers sur le territoire européen et par conséquent également en France.

### Type et fréquence des rapports avec autorités

**Relations bilatérales :** Avec un territoire couvrant 12 pays et étant un hub international traitant des demandes de plus de 150 nationalités, IRCC/Paris est très impliqué dans ses relations bilatérales avec les pays hôtes. La nature des relations varie, de relation essentielle pour les opérations de base pour obtenir des visas et autres (Alger), à une relation plus stratégique comme celle avec la France sur le plan du partage, tant des meilleures pratiques opérationnelles que des politiques migratoires.

**En France,** la fréquence de nos rapports avec les autorités sur les questions de migration est régulière. Des rencontres fréquentes et cordiales ont lieu avec les acteurs impliqués dans les politiques de migration, de protection des réfugiés, d'intégration des nouveaux arrivants et d'application des lois (Ofpra, Ministère de l'Intérieur, Ministère des Affaires étrangères). Une liaison régulière avec le Ministère des Affaires étrangères - j - est maintenue et concerne, entre autres,

La nomination en 2018 d'un nouveau délégué interministériel aux réfugiés au sein du Ministère de l'Intérieur nous a permis de consolider notre relation avec le gouvernement français. En 2018, IRCC/Paris a également rencontré la nouvelle Présidente de la Cour Nationale du Droit d'Asile ainsi que le nouvel Ambassadeur de France chargé des questions de migration.

Au niveau politique, IRCC/Paris a établi un réseau de relations solides avec les élus français qui s'intéressent aux questions de migration. Un rapport parlementaire déposé en février 2018 citant directement le Canada en tant que modèle a servi de tremplin permettant à IRCC/Paris d'approfondir davantage ses relations avec les députés. IRCC/Paris a été auditionné à l'Assemblée nationale en mars 2018 dans le cadre de la réforme des politiques d'immigration et d'intégration en France. Un deuxième rapport parlementaire citant à nouveau l'exemple canadien a résulté

**s.15(1)(i)i)**

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

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de cette audition. En juillet 2018, une proposition de loi sur le parrainage privé des réfugiés citant explicitement le Canada comme modèle a été déposée au Parlement. IRCC/Paris a de nouveau saisi cette opportunité pour partager ses bonnes pratiques et établir des relations solides, qui sont appelées à se solidifier davantage en 2019.

Des visites de terrain ont été effectuées en 2018 en **Espagne**, au **Portugal**, au **Luxembourg** et en **Belgique**, permettant de solidifier nos relations bilatérales. Les rapports avec les autorités **portugaises, espagnoles, suisses, luxembourgeoises et belges** demeurent ad hoc selon l'actualité et les questions de visas soulevées de temps à autre en lien avec des refus. Le GRSI est une initiative fréquemment évoquée dans nos échanges avec les interlocuteurs suisses, belges, luxembourgeois, portugais, et espagnols.

#### **Problèmes actuels ou éventuels avec gouvernements hôtes**

Malgré nos craintes initiales, l'expansion de la biométrie n'a pas causé d'irritants avec les autorités, et un travail de sensibilisation a été effectué stratégiquement dans les pays du territoire d'IRCC/Paris.

#### **Activités de liaison avec les partenaires du M5, OIG/ONG et autres acteurs + Participation à des forums nationaux et internationaux**

En 2018, IRCC/Paris a participé de façon proactive et stratégique à plusieurs activités organisées par des acteurs de la **société civile** (Techfugees, More in Common, France Terre d'Asile, Secours Catholique, Caritas, Ordre de Malte, Forum Réfugiés Cosi), du **secteur privé** (Fondation BNP Paribas), du **milieu de la recherche** (IFRI, IRIS) et du **monde académique** (Collège de France).

A titre d'exemple, IRCC/Paris a participé au Techfugees Global Summit (inclusion des réfugiés à l'aide de la technologie), à trois tables-rondes de l'Ifri sur les voies complémentaires pour les réfugiés, ainsi qu'à divers événements-phares organisées par des ONG locales et internationales (OIM et HCR)

IRCC/Paris a organisé à la Chancellerie une table-ronde en juin 2018 sur la réinstallation des réfugiés LGBTQ2+, permettant ainsi d'étendre son réseau et de rencontrer des acteurs français qui travaillent sur ces questions (Le Refuge, MAG Jeunes, Ofpra, France Terre d'Asile, Lesbiennes sans frontières, etc).

IRCC/Paris organisera conjointement avec l'Organisation mondiale pour les migrations en décembre 2018 une projection débat dans le cadre du Festival International du Film sur la migration.

IRCC/Paris fait partie du « Core Group on Mediterranean Resettlement and Complementary Pathways » et participe activement aux réunions trimestrielles.

Les rencontres avec le groupe M5 sont focalisées sur les aspects d'intégrité et se font en partenariat avec l'AFSC. Des rencontres avec les USA ont lieu ponctuellement.

s.16(1)(c)  
s.21(1)(b)

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**Évènements /faits nouveaux dans la région de responsabilité susceptible d'avoir une incidence sur les tendances en matière de migration**

L'année 2018 fut particulièrement marquée par l'omniprésence des questions migratoires au sein de l'actualité et des débats politiques français et européens. De manière généralisée en Europe,

Dans un tel contexte,

le dialogue

déjà entamé en 2018 mérite d'être poursuivi en 2019.

**En France**, la nouvelle loi sur l'immigration et l'intégration a été votée. Elle sera mise en application à partir de 2019. Et la question fait maintenant partie du grand débat national initié par le Président suite aux manifestations des Gilets jaunes.

**EIC**

Parmi les pays qui sont sous la responsabilité d'IRCC/Paris, le Canada a signé des ententes de mobilité des jeunes

Accord Canada/France : L'année dernière, le Canada a rédigé le compte rendu du Comité de suivi annuel. L'Annexe prévue par l'Accord a également été mise à jour.

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Niveau de risque lié à l'environnement opérationnel: B

## Promotion et recrutement [RM]

### Vue d'ensemble du marché du travail/des secteurs clés

- Décrivez le marché du travail local dans le cadre de votre secteur de responsabilité.
- Indiquez les secteurs et les régions prioritaires pour les activités de P et R sur votre territoire.

Dans l'objectif d'augmenter le nombre d'immigrants francophones à l'extérieur du Québec, Paris a une équipe de 4 employées (1 ERP-09, 1 ERP-07, 1 ERP-06 et 1 ERP-05) dédiée à la promotion francophone et est reconnu comme étant un Centre d'expertise du réseau en la matière.

IRCC/Paris rédige et tient à jour des fiches profils pays indiquant les secteurs à fort potentiel, les compétences en français et en anglais, les métiers en pénurie ainsi que les collaborateurs actuels ou potentiels (ex. services publics de l'emploi). A ce jour, des fiches sont disponibles pour les pays suivants du territoire d'IRCC/Paris : France, Belgique, Espagne, Portugal, les Français à Londres, à Hong Kong et à New York.

La France et la Belgique ont des économies très variées avec du potentiel notamment dans les secteurs prioritaires identifiés par IRCC/Paris : la petite enfance et l'éducation en français, la haute technologie et les services (hôtellerie-restauration, banques/finances, services aux personnes etc.) Parmi les défis restent l'accès aux professions réglementées (éducation, santé, ingénierie) et les pénuries ici (santé, technologie). Pour les métiers qualifiés s'ajoute le défi des compétences en anglais.

A noter que les services publics de l'emploi peuvent afficher tous type de poste, mais ne font pas de promotion ou de présélection pour les professions et métiers en pénurie dans leur pays.

Le taux de chômage est en baisse en France et Belgique, Il y aussi un potentiel important parmi les citoyens français au Royaume-Uni dans le contexte du BREXIT, mais aussi en Australie et en Nouvelle-Zélande où des dizaines de milliers de jeunes participent au PVT (programme Vacances-travail) ainsi que dans les collectivités françaises.

Des collaborations sont à développer avec les services publics de l'emploi en Espagne et au Portugal. Le nouvel accord EIC avec le Portugal suscite déjà de l'intérêt de certaines provinces, et c'est un des pays identifiés pour Destination Acadie en avril 2019.

.Bien que la promotion d'EIC se fasse sur l'ensemble des activités de promotion du service migration, nous avons continué d'effectuer certaines activités spécifiques à EIC : à l'EFREI (école d'ingénieur), au Forum Mobilité de Reims, à Cap sur le Monde (Valenciennes). Il y a eu également 1 web-conférence qui a été effectuée et dont le lien a été diffusé.

### EIC

EIC-PARIS demeure un point de contact pour les autres missions du territoire d'IRCC/Paris. Les collègues concernés de Belgique, d'Espagne, de Suisse et maintenant du Portugal reçoivent les informations relatives à l'ouverture et à la fermeture de la saison. Ils sont également tenus au courant en cas de réallocation des quotas. De plus, ils sont informés des web-conférences EIC et reçoivent les éléments nécessaires pour pouvoir annoncer ces web-conférences sur leurs propres réseaux sociaux.

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#### s.21(1)(b)

#### Activités

- Décrivez brièvement les activités de P et R liées à Entrée express, aux programmes pour les étudiants, à Expérience internationale Canada (EIC) ou à d'autres programmes ou politiques.
- Présentez une brève analyse des interactions avec les provinces/territoires, les établissements d'enseignement, les chambres de commerce ou d'autres intervenants.
- Relevez les débouchés sur le marché du travail local pour le Réseau de liaison avec les employeurs et obtenez l'information nécessaire auprès du Réseau de liaison avec les employeurs afin de contribuer aux activités de P et R.

(N'OUBLIEZ PAS DE SAISIR L'INFORMATION SUR L'ENSEMBLE DES RÉUNIONS/ACTIVITÉS/ÉVÉNEMENTS DANS L'OUTIL SMART.)

Dans le cadre de l'élaboration de la stratégie en immigration francophone,

Nous anticipons donc de poursuivre en 2019 le même type et rythme d'activités qu'en 2018 (pour plus de détails voir Aperçu de l'environnement – Engagement) tout en restant réactifs aux nouveaux programmes et nouvelles initiatives (ex. Pilote rural).

#### Activités

Chaque année, l'équipe Promotion francophone organise ~60 **sessions d'information**, dont 10 disponibles en web diffusion (4 000 participants), ~60 **web-conférences** (7 000 participants) et participe à 15 **salons** (~12 000 participants). En 2019, nous continuerons la prospection de nouveaux salons pour atteindre des candidats ciblés, notamment dans la haute technologie (ex. VivaTech, WebSummit). Cette gamme d'activités améliore le service client en donnant de l'information pertinente dans le continuum décisionnel. Les activités virtuelles sont promues par les bureaux d'IRCC à travers le monde par le biais des réseaux sociaux. Avec le studio de diffusion web de la nouvelle chancellerie, nous avons une nette amélioration permettant des présentations de plus haute qualité technique.

**Destination Canada Forum Mobilité**, activité phare de l'année pour la promotion de l'immigration francophone, a lieu pendant 3 jours à Paris et 1 jour à Bruxelles. L'objectif du forum est d'informer des candidats francophones des opportunités qui existent pour vivre et travailler en français à travers le Canada. Sur place les candidats qualifiés rencontrent des représentants de plusieurs provinces et territoires du Canada ainsi que des employeurs canadiens. Nous travaillons étroitement avec les services publics de l'emploi en France et en Belgique pour la présélection des candidats invités au forum. Les services publics du Maroc et de la Tunisie sont venus observer le forum et présenter leur offre de service.

Les éditions 2017 et 2018 de **Destination Canada forum mobilité** ont vu une augmentation du nombre de candidats et de participants canadiens. En 2018, 3 000 candidats ont participé à Paris et à Bruxelles. Les présentations et ateliers disponibles en webdiffusion ont donné lieu à 4 000 connexions. IRCC/Rabat a organisé une session « Destination Canada en direct », permettant à 150 candidats de profiter des webdiffusions avec des agents d'IRCC sur place pour répondre à leurs questions. 120 personnes se sont déplacées du Canada (7 provinces/territoires, incluant la Ministre de l'immigration de la Nouvelle-Ecosse ; agences de développement économique municipales et régionales ; organismes francophones ; employeurs).

**s.21(1)(b)**

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Près de 400 descriptions de postes ont été affichées, représentant près de 1 500 positions à combler.

Nous avons eu une forte présence de nos collègues d'IRCC, notamment le champion des langues officielles SMA Mills, les gestionnaires de bureaux d'IRCC de notre zone, l'Expérience client, Etablissement et Centre de politique en immigration francophone.

Le site web de Destination Canada fait peau neuve et migrera fin 2018 sur Canada.ca.

**Les outils** développés par IRCC/Paris pour gérer les inscriptions aux activités de promotion et de faire une sélection de candidats potentiels ont été partagés avec d'autres bureaux d'IRCC.

**Les questionnaires** de rétroaction approuvés récemment par Engagement et Communications pour des clients mais aussi les participants canadiens aux activités telles que Destination Canada, permettront de mieux mesurer l'impact des activités de promotion et de continuer à les améliorer.

**Tournées de liaison au Canada 2 fois par année** : les objectifs des tournées sont de partager nos connaissances des bassins potentiels de candidats qualifiés dans les pays sous notre responsabilité, sensibiliser nos interlocuteurs aux préoccupations locales (fuite des cerveaux), mieux connaître les besoins du marché du travail local au Canada et les communautés francophones, étendre les réseaux de contacts afin d'appuyer des activités telles que Destination Canada forum mobilité, et faire connaître les programmes d'IRCC qui appuient l'immigration francophone. Ces tournées sont mieux connues et appréciées au sein du Ministère et pourraient recevoir un plus grand appui en 2019 par exemple de la part du Centre d'expertise en politique d'immigration francophone.

**Médias et publications**

**L'Infolettre mensuelle** a plus de 100K abonnés dans une trentaine de pays, et offre entre autres une plateforme aux communautés francophones pour faire connaître leurs opportunités et services.

Nous avons une présence active sur Twitter et Facebook; incluant la préparation de contenu pour les bureaux d'IRCC et missions canadiennes.

En collaboration avec IRCC-Communications, nous avons travaillé sur le guide « Vivre et travailler au Canada », mise à jour annuelle, ainsi qu'un projet vidéo Mobilité francophone.

Nous continuons notre collaboration avec les médias, notamment pour le hors-série annuel de L'Express, « S'installer au Canada ».

**Interaction avec les P/Ts, établissements d'enseignement, chambres de commerce ou d'autres intervenants**

**s.14(a)**  
**s.21(1)(b)**

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**Les Provinces et Territoires :** Nous travaillons étroitement avec les Provinces en les appuyant dans leurs activités de P&R, selon nos capacités (pas de soutien logistique, par exemple). Nous avons des interactions plus fréquentes et approfondies avec le Nouveau-Brunswick, la Nouvelle-Ecosse et l'Ontario. On constate une notoriété croissante du Nouveau-Brunswick comme résultat de leur investissement et présence, en plus de leur initiative stratégique pour les immigrants francophones. Nous avons donné l'appui à Destination Acadie (4 provinces atlantiques) et Destination Ontario et nous avons organisé des tournées de sessions d'information avec le Nouveau-Brunswick et la Nouvelle-Ecosse.

Parmi d'autres plateformes offertes aux provinces/territoires par IRCC/Paris il y a les web-conférences sur leurs programmes des candidats, la participation à Destination Canada et aux Journées mobilité, ainsi que des articles dans l'Infolettre et des interactions sur les réseaux sociaux.

**Autres intervenants :** En tant que Centre d'expertise en P&R, IRCC/Paris offre des formations aux autres bureaux du Réseau international sur l'utilisation des réseaux sociaux, des outils d'inscription pour les activités et sur la gestion des web-conférences.

IRCC/Paris travaille avec la **Fédération des communautés francophones et acadienne (FCFA)** et le réseau de sensibilisation et de liaison avec les employeurs et Engagement pour l'organisation et la promotion des tournées. A l'invitation de la FCFA, IRCC/Paris participera aux entrevues du cabinet d'études mandaté pour l'élaboration d'une stratégie nationale communautaire en immigration francophone.

Parmi les autres collaborateurs sont les provinces/territoires, agences de développement économique, chambres de commerce, organismes francophones, conseils sectoriels et associations professionnelles.

IRCC/Paris participe au Groupe de travail sur l'immigration francophone d'IRCC.

IRCC/Paris appui les activités d'EduCanada avec les établissements post-secondaires et écoles de langues canadiens.

En 2019, nous continuerons d'explorer l'implication accrue des **municipalités** (ex. Halifax Partnership qui était présent à Destination Canada 2018).

**Services publics de l'emploi :** IRCC/Paris collabore avec les services publics de l'emploi (SPE) en France et en Belgique, qui offrent un appui au recrutement tout au long de l'année et en particulier lors d'activités comme Destination Canada ou les salons virtuels de l'emploi. Les SPE sont aussi des sources importantes d'information sur les compétences disponibles et en pénurie dans leur pays ou région.

IRCC/Paris est le point de contact pour les employeurs canadiens, pour la diffusion d'offres auprès des services publics de l'emploi en France, Belgique, Maroc et Tunisie. Depuis la mise en place du LMRE/REML, IRCC/Paris a répondu aux deux requêtes reçues sur les secteurs de l'aérospatiale et de la technologie de l'information.

**EIC**



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L'équipe est pleinement intégrée aux activités de la mission et est souvent appelée à appuyer ces activités telles que la visite du Premier Ministre et lors des commémorations des deux guerres mondiales.

#### **Comités**

- Participation hebdomadaire de la directrice de zone ou de son remplaçant en cas d'absence à la rencontre du comité de gestion de l'ambassade avec l'Ambassadrice et tous les autres chefs de programme (COMEX).
- Participation de la directrice de zone, coordonné par une agente IRCC, au comité de gestion de la mission (trimestriel) et au comité de gestion de consultation avec les représentants des employés recrutés sur place (trimestriel).
- Participation active au comité de la sécurité de l'ambassade et au groupe de gestion des urgences (GPM Adj.)
- Participation au Comité de Logement (deux agents canadiens)

#### **Activités**

- Une vingtaine de rencontres/sessions d'information sur les procédures de demande des permis d'études en soutien aux activités de promotion des études au Canada de nos collègues des affaires sociales d'AMC.
- Appui aux provinces lors d'activités provinciales de promotion de l'immigration sur notre territoire.
- Rencontre d'information (agent/adjointe) avec la section commerciale d'AMC pour des sessions d'infos sur des programmes d'EIC.
- Participation ad hoc aux activités de relation générale en soutien à l'Ambassadrice et au programme de relations générales de l'ambassade (par exemple, visites ministérielles, rencontre de diplomates français allant en poste au Canada, appui à la planification de visites de délégations de parlementaires français).
- Formation donnée aux nouveaux Consuls Honoraires sur la gamme de nos activités.

#### **Visites**

- Cette année, IRCC/Paris a été mobilisée pour plusieurs visites officielles; la visite de notre Ministre/Hon. Hussein et DMA/Kochar, suivi par la visite de DG SPP/de Vlieger en janvier 2018, ensuite pour la visite de la Ministre de l'immigration, Ministre aux Affaires acadiennes et de la Francophonie de la Nouvelle-Écosse/Mme Diab, DMA/Manicom en octobre et une dizaine de collègues d'IRCC, incluant le Champion de LO/Mills.
- Pour la mission, les visites du PM ont été soutenues par l'un des membres de notre équipe.

#### **Autres**

- Appui de notre agent de communication à l'équipe de Communication de la mission.
- Soutenir la participation du gouvernement du Canada aux rencontres internationales tenues à Paris.
- Participation à des rencontres multinationales ayant un aspect lié aux migrations à l'OCDE en soutien à AMC – au besoin.

#### **CRDV et biométrie:**

- Veuillez décrire la supervision exercée sur les CRDV dans votre région, notamment les inspections et les problèmes.



s.19(1)  
s.21(1)(b)  
s.21(1)(d)

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- Pensez-vous qu'il sera nécessaire de modifier la dotation des employés canadiens et des ERP dans les cinq prochaines années ?
- Décrivez les besoins en formation de votre personnel en indiquant s'ils concernent l'ensemble de l'effectif ou des unités en particulier (p. ex. valeurs et éthique, SMGC, *Loi sur l'immigration et la protection des réfugiés* [LIPR], etc.).
- Quels sont les autres défis que vous devez relever (p. ex. défi organisationnel, absences du personnel, congés non payés, etc.) ?

#### **Difficultés à surmonter**

Absences et conditions de travail : Sur le plan organisationnel, le nombre de ressources ERP disponibles au quotidien est impacté par plusieurs facteurs,

#### **Postes vacants/Dotation**

En 2018, plusieurs postes ont été pourvus, dont un poste d'Assistante (ERP-04). En termes de postes vacants, nous sommes actuellement en voie de les combler, avec l'embauche d'un Adjoint (ERP-05) d'ici avril 2019 et un de nos ANI, nous avons embauché un ERP-04 sous un contrat à durée déterminée (CDD). L'effectif à Paris est plus stable qu'ailleurs, mais nos employés peuvent assister au concours au sein de l'ambassade

En 2019, l'agent de communication stratégique

et un remplacement à l'interne est prévu.

Considérant les volumes RT sans cesse croissants de notre bureau, l'augmentation de nos cibles RP, et le rôle que joue notre bureau non seulement en tant que centre régional d'expertise P&R mais aussi en tant que centre de connaissances SMGC, le besoin en ressources supplémentaires est avéré, d'autant plus qu'un de nos cinq décideurs locaux (ERP) est entièrement dédié au travail de promotion et de recrutement. De plus, dans le cadre de la diplomatie migratoire et des discussions en rapport avec les Pactes mondiaux, il y a davantage d'attentes en termes de reportage sur les questions de migration et de réfugiés dans notre territoire et de consolidation d'un réseau plus élargi de contacts à ces fins.

#### **Besoin des employés en matière de formation**

À Paris, un taux d'absentéisme relativement élevé, tel qu'évoqué ci-dessus. Au cours des années précédentes, la culture organisationnelle du bureau était axée sur la spécialisation et la personnalisation des rôles et des tâches, pénalisant ainsi la productivité du bureau quand un « spécialiste » était absent. Depuis 2017 et encore plus en 2018, la nouvelle stratégie de gestion s'oriente vers une synergie d'équipe prônant la polyvalence et la formation. La formation est maintenant bien établie et nous avons créé une « Académie de Paris ». Ainsi, cette stratégie permet d'assurer une planification du travail efficace tout en offrant l'opportunité aux employés d'accroître leur pleine opérationnalisation et de diversifier leurs tâches. En ce sens, une formation hebdomadaire en groupe a été développée et mise en place par une Analyste (ERP-6) et s'adresse à l'ensemble du personnel de soutien opérationnel. Cette formation sera amenée à être poursuivie et enrichie en 2019.

s.19(1)  
s.21(1)(b)  
s.21(1)(d)

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Un guide d'arrivée destiné à nos nouveaux employés a également été élaboré, ce qui favorise l'intégration des nouveaux arrivants en leur fournissant les documents essentiels à leur familiarisation au contexte local et organisationnel (guide de valeurs et d'éthique, organigrammes, fiches explicatives, etc.).

**Autres défis :**

**ERP et heures supplémentaires :** Un montant annuel pour le paiement des heures supplémentaires des ERPs est réservé pour IRCC à l'intérieur du budget des services communs en se basant sur les besoins prévus et l'utilisation des dernières années. Le déménagement de l'ambassade en mai a nécessité un taux élevé de surtemps pour les ERPs de tous niveaux. De plus, nous prévoyons une tendance similaire aux années précédentes concernant les heures supplémentaires effectuées par l'équipe P&R durant l'année, notamment pendant les tournées de liaison au Canada, ainsi que lors des événements phares, Destination Canada à Paris et Bruxelles. Pendant la haute saison, les heures supplémentaires sont généralement effectuées par les décideurs.

**Fonds salariaux des ERP non dépensés en raison des postes vacants pour embaucher des ERP d'urgence**

**Budget salaire :** Les fonds salariaux des ERP non dépensés en raison des postes vacants ou autres congés non rémunérés sont « réservés » au programme d'IRCC et disponibles pour l'embauche d'employés d'urgences au besoin. Nous avons réussi à combler tous nos besoins d'ERP d'urgence avec ce budget.

Nous avons besoin d'ERPs au niveau 4 pendant notre haute saison estivale, mais également pour pourvoir les postes vacants le reste de l'année. De plus, en 2018, nous avons embauché des ERP d'urgences pour pallier aux absences créées par l'envoi constant de nos ERPs en rotation à Lyon.

**Hausse ou baisse en fonction de l'exercice financier précédent**

Au cours de l'exercice financier précédent, le budget d'IRCC pour l'embauche d'employés d'urgence a été retourné. C

**Mieux-être: Promouvoir un milieu de travail sain et diversifié**

- À quels problèmes liés au mieux-être votre bureau de migration est-il confronté (p. ex. les heures supplémentaires, les absences/congés prolongés, le moral des employés, les différences interculturelles/interpersonnelles, la diversité des genres, etc.)
- Quelles mesures prenez-vous afin de relever ces défis?

s.21(1)(b)

s.21(1)(d)

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### **Défis**

Le déménagement à la nouvelle Chancellerie, en mai 2018, était un défi de taille tout en étant une immense opportunité pour favoriser l'esprit de cohésion de l'équipe. Le nouvel espace, apprécié par l'équipe, est un espace de travail ouvert, plus ergonomique, ainsi que plus lumineux et propre. L'équipe occupe dorénavant le même étage. L'attribution des places a été faite sans discrimination entre les différentes catégories d'employés (locaux et canadiens) ou entre les niveaux ; ce qui a été apprécié par les ERPs.

### **Stratégies d'atténuation**

L'une de nos stratégies-phares entamée en 2017 et poursuivie en 2018 pour promouvoir un milieu de travail sain est de se départir de la compartimentation et du cloisonnement des équipes en deux « sections », autrefois résidence temporaire et permanente.

Un bulletin des opérations est envoyé de manière hebdomadaire par la Gestionnaire des opérations à l'équipe depuis septembre 2017, permettant à tous de se sentir mieux informés et sensibilisés aux diverses activités du bureau.

Nous souhaitons encourager l'ensemble du personnel à avoir une vision d'ensemble et développer un sentiment d'appartenance au sein d'une équipe d'immigration, amenée à effectuer du travail RT tout comme du travail RP. Dans ce but, des réunions entre agents décisionnels, analystes, assistant(e)s et adjoint(e)s ont également lieu régulièrement afin de leur permettre d'avoir un cadre d'échange, de discuter de sujets communs et de formuler des recommandations pour la gestion.

Nous prévoyons organiser, tout comme à chaque année, une journée de retraite en équipe qui encouragera l'ouverture et l'échange ainsi que la participation active de tous.

Nous offrons également l'opportunité à nos employés de soutien d'effectuer des voyages de formation, et non seulement aux décideurs. Nous promovons le sentiment d'intégration en ce sens en permettant à des employés de tous les niveaux de bénéficier de ces opportunités.

### **Activités liées au mieux-être**

Après le déménagement en mai, mesure : » , que nous avons adressés et continuons d'adresser au fur et à

- Une charte d'équipe a été élaborée comme outil à établir des « règles de vie » afin de favoriser un milieu de travail respectueux et sain.
- Changement des postes de travail au besoin
- Messages sur des espaces communs dans le communiqué hebdomadaire
- 
- Des sessions de méditation rapide offertes une fois par semaine par une DIO pur tous.

Des formations liées au bien-être continuent d'être offerts par la mission, notamment une série de LifeSpeak.

s.16(1)(b)

s.16(1)(c)

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8. GESTION DES RISQUES [RIC, DGORI]

**2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019**

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress. *Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.*

Titre de l'exercice	But/objet de l'exercice	Type d'exercice (AQ/CQ/LF)	Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sous-secteur d'activité	Sous-catégorie	Région géographique	Ressources	Date prévue de début et de fin de l'exercice
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Bureau de Migration: Paris Zone: L'EUROPE DU SUD ET LE MAGHREB  
Niveau de risque lié à l'environnement opérationnel: B

	To complete an analysis of								
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**Évaluation des risques**

**Activités propres à la mission :**

- Quels sont les défis/tendances en matière de fraude dans votre région de responsabilité ?

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

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Défis

Tendances

- Bureaux d'AER : Quelles sont les activités réalisées afin d'informer les décideurs (p. ex. la formation, les ateliers régionaux, les téléconférences, les bulletins, etc.)? [*Bureaux autres que les AER, veuillez indiquer toutes les activités particulières d'évaluation des risques.*]
- En quoi les activités d'évaluation des risques contribuent-elles à la mise à jour du triage et du traitement des demandes de visas dans votre bureau ?
- Votre bureau a-t-il identifié des mouvements à faible risque en 2018 ?

Liaison régulière avec les représentants des pays partenaires (M5) et participation aux rencontres liées à la lutte contre la fraude dans le domaine des migrations en France et autres pays européens (rencontres incluent habituellement les pays du M5, la France et l'Allemagne).

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

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Participation en avril 2018 à la réunion trimestrielle des agents de liaison étrangers organisée par l'agent de liaison de l'ASFC à Paris. Notre collaboration continue avec ces partenaires et une prochaine rencontre est prévue en 2019.

Élaboration d'un répertoire spécifique pour les informations liées aux risques de notre région : Un bulletin mensuel est envoyé par AER de la région afin de sensibiliser/informer les employés à des tendances de fraude identifiées et les facteurs de risques, mais aussi des meilleures pratiques et outils disponibles. Chaque bureau contribue et les éléments statistiques sont fournis par Paris pour l'ensemble de la zone.

Participation régulière à une téléconférence organisée pour la zone par l'AER.

Participation à un atelier de formation AER organisé par [redacted] par une analyste du bureau.

Préparation d'un atelier de formation pour la zone, prévue en février 2019.

Grâce à la diversité de notre clientèle et à des arrangements de partage du travail, nous faisons beaucoup de coordination et liaison avec les bureaux responsables pour la clientèle pour les dossiers dont notre bureau traite.

Mettre à jour l'information contenue dans le répertoire d'information sur les pays et [redacted] pour les pays dans notre région.

Élaboration d'une procédure de vérification de documents qui s'appuie sur l'expertise locale en collaboration avec [redacted] Procédure permettant une utilisation efficace des ressources notamment en réduisant le travail au niveau de l'agent, d'aligner l'utilisation de l'activité de Fausse déclaration conformément aux instructions de la RI, et qui permette d'accroître la qualité du service à la clientèle en ayant des vérifications faites plus rapidement.

En quoi les activités d'évaluation des risques contribuent-elles à la mise à jour du triage et du traitement des demandes de visas dans votre bureau ?

- Utilisation d'un filtrage SMGC utilisant les facteurs de risques identifiés
- Utilisation des groupes dans SMGC pour regrouper des demandes similaires dans Chinook afin de permettre aux agents de travailler plus efficacement.
- Vérifications systématiques de documents sur certains dossiers

Votre bureau a-t-il identifié des mouvements à faible risque en 2018 ?

- [redacted]

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

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## Ressources/outils :

### Service à la clientèle

- Quels sont les principaux problèmes liés au service à la clientèle dans votre région?
- Décrivez la façon dont votre bureau gère les demandes de renseignements des clients.
- Décrivez la façon dont votre bureau gère ou utilise les médias sociaux.
- Indiquez (dans le tableau ci-dessous) les initiatives en matière de service à la clientèle en cours ou proposées à votre bureau.

#### Innovations

##### Partage du travail

Avec la croissance des volumes liés à la résidence temporaire et notre soutien accru au traitement qui découlent des arrangements de travail partagé avec d'autres bureaux du réseau, davantage de ressources sont requises pour traiter les demandes de résidence temporaire. Cette situation nous a permis de nous adapter et de moderniser notre équipe, afin de la rendre plus polyvalente, flexible, et en mesure de répondre aux besoins croissants de traitement. Cela a également permis de trouver des solutions créatives pour libérer des capacités pour le traitement des demandes RP. Pour les cas où les principales préoccupations sont liées à l'admissibilité les agents canadiens sont en mesure de prendre des décisions Nous avons modifié l'ordre dans lequel certaines activités dans les demandes sont effectuées, et organisé le traitement en fonction de la complexité du cas afin de gagner en efficacité et de garantir l'atteinte de nos objectifs. Ceci est particulièrement important pour l'année 2018, qui sera la première année où Paris expérimentera réellement le traitement « Just in Time ».

Par ailleurs, en 2019, l'équipe Promotion francophone soutiendra les opérations en prenant en charge une partie importante de la gestion de la correspondance.

##### Service à la clientèle

Un des principaux problèmes du service client est que les clients de notre territoire nous écrivent bien que le dossier soit traité ailleurs. Si la situation n'est pas urgente, nous leur conseillons de remplir le formulaire web. Nous entretenons de bonnes relations avec CPC/Edmonton, ce qui nous a aidé au mois d'août lorsque plusieurs étudiants français sont venus à l'ambassade avec des demandes urgentes traitées par CPC/Edmonton.

Nous avons développé une stratégie de correspondance basée sur une première distinction entre les courriels de clients potentiels et les clients actuels. Cela nous permet d'investir davantage de ressources pour des clients actuels, de prioriser des aspects critiques au traitement des dossiers et d'identifier plus facilement les urgences. Les demandes de clients sont gérées selon la date de réception, et le niveau d'urgence. La stratégie regroupe également des tâches quotidiennes et les centralise à une personne responsable qui change par rotation. Ceci nous a donné des gains en termes de productivité.

Nous utilisons des requêtes pour récupérer les documents fournis dans les correspondances reçues et non par les dates de BF, ce qui améliore le service au client. Nous avons regroupé les demandes de clients potentiels qui sont plutôt génériques et y répondons par lots lors des pannes SMGC. La stratégie a identifié les cas les plus courants et nous avons développé des réponses types pour des gains d'efficacité et une expérience client plus homogène.

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Les médias sociaux, en particulier Facebook et Twitter, sont utilisés pour appuyer les efforts de promotion en encourageant l'inscription à nos activités mais aussi pour partager avec les clients l'information sur la biométrie, le nouveau CRDV, l'ouverture de EIC et autres sujets d'actualité.

et des actions comme la création de présentations sur de nouvelles thématiques (aborder le marché du travail, se préparer financièrement) pour nos web-conférences. Cette offre de contenu riche et plus variée est couplée avec l'amélioration des capacités techniques du nouveau studio de diffusion web.

Le partage de contenu pour les réseaux sociaux avec les autres bureaux d'IRCC et missions canadiennes permet d'élargir la portée avec un minimum de ressources de leur part.

Le nouvel outil d'inscription étendue développée par IRCC/Paris permet aux autres bureaux d'IRCC de mieux cibler leurs activités de promotion en invitant les candidats qui semblent éligibles à l'immigration (études, expérience, compétences linguistiques).

#### Initiatives de service à la clientèle en cours

Nous avons développé des outils dans SMGC et avec le module 1 de Chinook afin de mieux gérer

- Développement d'un système de gestion permettant de mieux cibler la productivité des agents : utilisation du tableau de bord « Mon Tableau » permettant aux employés d'obtenir plus d'information sur leur rendement respectif et aux gestionnaires d'assurer un suivi du rendement de tout le bureau.
- Utilisation accrue des fonctionnalités du SMGC afin d'intégrer l'utilisation systématique de filtres dans le cadre de gestion du risque.
- Triage des demandes en vue d'accroître l'efficacité et le service à la clientèle tout en assurant une gestion du risque adéquate.
- Entrevue de requérants
- Pour mieux cibler et augmenter la productivité, IRCC/Paris développe un système de coefficients pour le traitement des demandes RT. Plus explicitement, nous essayons de proposer des quotas plus réalistes pour chaque agent en fonction de la difficulté de traitement des lignes d'affaire qui leur sont attribuées, ce qui constitue, par exemple, une façon de concilier efficacement le traitement des dossiers PT en ligne avec les dossiers VRT papier.

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- Paris a développé un système de partage de temps appelé « Sudoku », qui sera amené à être perfectionné en 2019 et adapté à tous les employés du bureau. Ce système permet une répartition proactive du travail et les Agent(e)s du côté résidence permanente sont assigné(e)s au travail RP ou RT dépendamment des volumes reçus. Paris l'utilise maintenant également avec les Adjoint(e)s. Cette méthode de partage du travail permet d'identifier plus précisément nos capacités/besoins de production et promeut la synergie et la polyvalence puisqu'au moins une journée par semaine est consacrée aux tâches d'une autre unité. Ce système nous permet de prédire nos capacités de production d'une façon plus précise.
- Nous travaillons sur une estimation des besoins et capacités de nos décideurs afin de mieux balancer les charges de travail.

### Initiatives en matière de service à la clientèle

Pays	Brève description de l'initiative	Résultats attendus*	Date de mise en œuvre
France	Service itinérant à Lyon	diminution du temps de traitement, amélioration du service à la clientèle	31 juillet 2018
Tous les pays dans la zone de responsabilité d'IRCC/Paris	Service aux étudiants qui ont eu les problèmes avec les lettres et les frais de la biométrie	diminution du temps de traitement, amélioration du service à la clientèle	15 août 2018
Tous les pays dans la zone de responsabilité d'IRCC/Paris	Mise en œuvre de la stratégie de la correspondance	amélioration du service à la clientèle, gain de productivité	01 mars 2018
France et la Suisse	Participation aux ?? foires des étudiants	amélioration du service à la clientèle	Pendant le cours de l'année
*Exemples de résultats attendus : diminution du temps de traitement, amélioration du service à la clientèle, gain de productivité, autre – veuillez préciser.			

### Ententes de travail partagé

- Décrivez (dans le tableau ci-dessous) les ententes de travail partagé en cours qui ont été conclues avec d'autres bureaux ou réseaux (par activité ou par charge de travail).
- Si vous êtes partie prenante, à l'heure actuelle, à des ententes de travail partagé, comment gérez-vous les risques ou le transfert du savoir ?
- Indiquez toute tâche (par activité ou par charge de travail) qui pourrait être traitée ailleurs (par le RI ou le RC). Expliquez la façon dont vous l'avez ciblée et précisée le volume de travail escompté en cause ainsi que les activités d'AQ connexes qui pourraient être mises en œuvre afin de gérer les risques (si votre mission a des suggestions relatives à la répartition de la charge de travail, veuillez communiquer avec RIC afin de débiter les discussions).

s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

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**Entente de partage de responsabilités**

Paris a des ententes de partage de responsabilités avec les bureaux de  
 Afin de mieux se familiariser avec les contextes locaux et opérationnels dans lesquels ces bureaux évoluent, de promouvoir la formation, et d'encourager le partage des pratiques/connaissances, nous prévoyons organiser des voyages permettant l'échange de personnel (agents et personnel de soutien) en 2019.

Paris travaille aussi de façon étroite avec les bureaux où la majorité des entrevues pour les requérants de ces pays sont effectuées par leur personnel.

L'accent est mis sur le traitement, mais nous profitons de cette occasion pour mentionner à quel point nous travaillons plus étroitement sur le programme de réinstallation des réfugiés en Méditerranée. Avec la France comme chef de file du Groupe de réinstallation en Méditerranée centrale, PARIS est le chef de file de la relation avec la France. Cependant, dans la mesure où cela concerne le traitement des réfugiés en Libye, au Niger et au Tchad, il existe une coordination et collaboration étroite entre PARIS, C'est un très bon exemple des liens qui existent entre notre travail diplomatique sur la migration et notre engagement bilatéral, étayés par la crédibilité de notre expertise sur le terrain.

**Ententes de travail partagé**

Pays	Brève description du programme	Bureau (RI/RN et nom)	RT ou RP?	Demande électronique ou papier?	Résultats attendus*	Activités de gestion des risques (AQ)	Date de mise en œuvre
	TQQ, NV5		RP	Papier	Gain de productivité pour traiter des réfugiés	AQ des NV5 avant le transferts de cas	2015
	Traitement de demandes en ligne		RT	Électronique	Gain de productivité à cause de la bande passante	Coordination des vérifications régulières avec échanges/ visites régulières	2015 ?
	Traitement des tous RP		RT	Papier	Gain de productivité à cause	Entrevues à	2013 ?

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

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					de la bande passante		
	ous RP		RP	Papier	Gain de productivité pour traiter des réfugiés	S/o	Décembre 2018
*Exemples de résultats attendus : diminution du temps de traitement, amélioration du service à la clientèle, gain de productivité, autre – veuillez préciser.							

**Autres innovations/ Pratiques exemplaires**

Indiquez les autres innovations/pratiques exemplaires se rapportant :

- À Chinook, notamment les gains d'efficacité ou les améliorations apportées à la prise de décisions fondée sur des données probantes ;
- Au SMGC, y compris les requêtes, les tableaux de bord, les organisations/activités, les groupes, etc. ;
- Aux vidéoconférences pour les entrevues ou d'autres activités ;
- À l'efficacité du traitement, dont l'utilisation des CRDV, le triage, etc. ;
- À la gestion des limites relatives à la bande passante et des volumes (p. ex. recours à des horaires variables) ;
- Autres.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

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Depuis le mois de mai, tous les agents se servent du module 3 de l'outil Chinook pour prendre des décisions. Nous avons revu les procédures de polissage des dossiers pour s'assurer que les informations préparées par les polisseurs sont utiles au traitement et figurent dans le module 3. Ceci nous a permis de simplifier nos procédures. Nous avons aussi centralisé certains processus pour être plus efficaces.

Nous continuons à tester et affiner notre utilisation du module 1, ce qui garantira ultimement une meilleure gestion des dossiers. Nous visons la distribution quotidienne des dossiers via le module 1 en 2019.

Nous avons centralisé plusieurs processus administratifs au personnel de soutien, autrefois effectués par des agents. Les demandes de lettre d'envoi de passeport et les lettres de refus pour les dossiers en ligne ne sont plus envoyées par les agents (une étape qui prenait beaucoup de temps dans le système). De plus, les allocations de frais de biométrie sont aussi faites au préalable par une assistante pour éviter que les agents rentrent dans la section des frais, comme était le cas au début de l'expansion de biométrie.

Nous utilisons les groupes pour identifier au niveau du polissage les dossiers qui ont besoin de prochaines étapes et qui ne sont pas prêts pour un agent.

Les finalisations de dossiers sont aussi centralisées dans la section RT. Ceci veut dire que les agents côté RP peuvent se concentrer uniquement sur la prise de décision. Ceci est très important durant l'été et la période de pointe des étudiants pour laquelle la plupart de notre clientèle a besoin des examens médicaux qui ne sont pas faits au préalable.

Nous nous fions d'abord sur les activités pour identifier les dossiers prêts pour finalisation, en nous servant de requêtes. Cette approche permet à la majorité des agents de se concentrer sur les décisions.

L'ensemble de ses changements a permis d'améliorer notre efficacité. Malgré une hausse de 22% pour certaines lignes d'affaires (travailleurs, étudiants et visiteurs), nous avons augmenté notre production de 21%.

Nous avons effectué des entrevues

## 10. APERÇU DE LA ZONE (À REMPLIR PAR LES DIRECTEURS DE ZONE SEULEMENT)

### Faits saillants

- Indiquez les principaux changements qui ont été apportés en 2018 à votre environnement opérationnel et à la prestation des programmes. Ces éléments pourraient inclure les tendances régionales, les innovations, les initiatives en matière de service à la clientèle, les questions nouvelles, etc. que vous voulez mettre en évidence auprès de l'administration centrale (AC).

Bureau de Migration: Paris Zone: L'EUROPE DU SUD ET LE MAGHREB

Niveau de risque lié à l'environnement opérationnel: B

- **RP** : Indiquez les tendances de la charge de travail relative aux RP et donnez votre avis sur les facteurs ayant une incidence sur le taux d'approbation, les délais de traitement et la capacité d'atteindre les objectifs ainsi que de se conformer aux normes de service (fraude, taux d'entrevue, non-conformité, inadmissibilité, analyse d'ADN, biométrie pour les réfugiés, etc.).
- **RT** : Indiquez les tendances de la charge de travail relative aux RT (réception des demandes, modes d'acheminement des demandes) et donnez votre avis sur les facteurs ayant une incidence sur le taux d'approbation, les délais de traitement et la capacité de se conformer aux normes de service (fraude, admissibilité, contrôle de sécurité, biométrie, diffusion de renseignements, etc.). Commentez l'expérience liée à l'AVE.
- **Autre** : Indiquez les tendances liées à la charge de travail relatives à d'autres programmes et donnez votre avis sur les facteurs ayant une incidence sur le taux d'approbation et les délais de traitement.

#### Répartition régionale des tâches, périodes de devoir temporaire (DT) stratégique, gestion des cibles

- Décrivez les initiatives dans votre zone qui tirent parti du SMGC et du réseau intégré d'IRCC afin d'augmenter davantage les gains de productivité, de réduire les délais de traitement et d'améliorer le service à la clientèle. Cela comprend les ententes régionales sur le partage du travail, qu'elles soient temporaires ou en cours.
- Décrivez les plans régionaux pour le DT stratégique : les déplacements afin de diffuser des connaissances pour appuyer les échanges de travail ou les déplacements afin de partager une expertise, d'appuyer le traitement efficace dans toute la région, ainsi que le « DT stratégique » dont les objectifs vont au-delà de la capacité de traitement temporaire.
- Décrivez votre gestion des cibles de RP de la zone en 2018, dont la réaffectation au sein de la zone et les communications avec l'administration centrale du Réseau international (ACRI).

Bureau de Migration: Paris Zone: L'EUROPE DU SUD ET LE MAGHREB  
Niveau de risque lié à l'environnement opérationnel: B

Entrez votre réponse ici.

### Programmes Mondiaux de Facilitation

- Décrivez le statut courant du programme CAN+ dans votre région. A-t-il généré des gains de productivité, et avez-vous identifié des défis particuliers?
- Décrivez les opportunités et défis prévus dans votre région si les programmes comme le Statut de destination approuvée / Volet direct pour les visiteurs, Volet direct pour les gens d'affaires, ou Volet direct pour les études (VDE), devaient être déployés à l'échelle mondiale.

Entrez votre réponse ici.

Bureau de Migration: Paris Zone: L'EUROPE DU SUD ET LE MAGHREB  
Niveau de risque lié à l'environnement opérationnel: B

### Horizon

- Indiquez les éléments clés dans votre zone (problèmes et/ou possibilités) qui sont susceptibles d'avoir une incidence sur le mandat d'IRCC (politiques ou opérations) à court ou à moyen terme (d'ici deux à cinq ans).
- Indiquez une ou deux mesures concrètes que les bureaux de migration dans votre zone peuvent prendre, avec l'aide de l'AC le cas échéant, afin d'« atténuer les risques » ou de « profiter des possibilités ».

Entrez votre réponse ici.

Migration Office: Port of Spain Area: Latin America and the Caribbean  
 Operational Risk Environment Risk Rating: C

1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	PSPAN
Area:	Americas and the Caribbean
Office Type: {Full Service, Satellite, RPC, Specialized}	Full Service
Updated (YYYY/MM/DD)	2019/01/10
Interrelated Offices:	

Personnel		
	NAME	MITNET
MPM:		
D/MPM:		
Area Director:		
GCMS Manager:		
BVO:		
RAO:		
eTA SPOC (Single Point of Contact):		
HOM:	Carla Hogan-Rufelds	383-3200
GAC Regional Director:	Tarik Khan	203-4591
CBSA LO:		
MOF:		
IEC SPOC:		
P&R SPOC:		
Litigation SPOC:		
CBS		
Names:		
<b>Total # : three</b>		
LES		
DMO #		
DMO(TR)#:		
Other support staff # : 14		
<b>Total # :</b>		

Migration Office: Port of Spain Area: Latin America and the Caribbean  
 Operational Risk Environment Risk Rating: C

<b>Emergency LES</b>
Total number of months in 2018: 12 months
<b>TD</b>
Total number of weeks in 2018: 4 weeks

## 2. TERRITORY OVERVIEW

### TERRITOIRE DE RESPONSABILITÉ

Pays/Territoire	Niv. de Risque lié à l'Environnement Opérationnel EIU	Population	Exempté de visa? (X)	Nbre de demandes de RP reçues (par pays de résidence, 1 janvier - 31 août)	Nbre de demandes de RT reçues (par pays de résidence, 1 janvier - 31 août)	AVE (X)	# de CRDV	EIC (X)	Arrangements pour impression à distance? (X)	Programmes de facilitation et spéciaux (noms et/ou codes seulement)
Anguilla	#N/A	17,087	X		18	X				
Antigua & Barbuda	#N/A	103,050		2	1374					
Barbados	B	292,336	X	7	404	X				
British Virgin Islands	#N/A	35,015	X			X				
Dominica	#N/A	73,897		4	534					
French Guiana	#N/A	274,153	X			X				
Grenada	#N/A	111,724		16	1159					
Guadeloupe	#N/A	429,085			24					
Guyana	C	737,718		68	5738		1		X	
Jamaica	C	2,990,561			1					
Marie-Galante	#N/A		X			X				

Migration Office: Port of Spain Area: Latin America and the Caribbean  
 Operational Risk Environment Risk Rating: C

		12,009					
Martinique	#N/A	374,780	X		37		X
Montserrat	#N/A	4,900	X		4		X
Saba	#N/A	1,991	X				X
Saint-Barthélemy	#N/A	9,427	X				X
St. Eustatius	#N/A	3,193	X				X
St. Kitts & Nevis	#N/A	55,345			457		
Saint Lucia	#N/A	164,994		14	1609		
Saint-Martin/ St. Maarten	#N/A	77,741	X		34		X
St. Vincent & Grenadines	#N/A	109,897		20	1523		
Suriname	C	591,919			294		
Trinidad and Tobago	C	1,218,208		68	15974		1
Other				58	376		
<b>TOTAL:</b>				<b>257</b>	<b>29,560</b>		<b>2</b>

## APERÇU DES RISQUES DU TERRITOIRE

Niveau de risque associé aux dossiers à traiter	Niveau de risque lié à l'environnement opérationnel
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Migration Office: Port of Spain Area: Latin America and the Caribbean  
 Operational Risk Environment Risk Rating: C

Pays/ territoire	CPI/IPC	% de la charge de travail RP	% de la charge de travail RT	Emplacement du bureau responsable des RP	Emplacement du bureau responsable des RT	Voyages de zone prévus? (O/N) **	Si aucun voyage, indiquez les pays tiers visités pour entrevues, rencontres, etc. **	Remarques
Anguilla	#N/A	0.0%	0.1%			N		
Antigua & Barbuda	#N/A	0.8%	4.6%			N		
Barbados	68	2.7%	1.4%			N		
British Virgin Islands	#N/A	0.0%	0.0%			N		
Dominica	57	1.6%	1.8%			N		
French Guiana	#N/A	0.0%	0.0%			N		
Grenada	52	6.2%	3.9%			N		
Guadeloupe	#N/A	0.0%	0.1%			N		
Guyana	38	26.5%	19.4%			Y		
Jamaica	44	0.0%	0.0%			N		
Marie-Galante	#N/A	0.0%	0.0%			N		
Martinique	#N/A	0.0%	0.1%			N		
Monserrat	#N/A	0.0%	0.0%			N		
Saba	#N/A	0.0%	0.0%			N		
Saint-Barthélemy	#N/A	0.0%	0.0%			N		
St. Eustatius	#N/A	0.0%	0.0%			N		
St. Kitts & Nevis	#N/A	0.0%	1.5%			N		
Saint Lucia	55	5.4%	5.4%			N		
Saint-Martin/ St. Maarten	#N/A	0.0%	0.1%			N		
St. Vincent & Grenadines	#N/A	7.8%	5.2%			N		
Suriname	41	0.0%	1.0%			N		
Trinidad and Tobago	41	26.5%	54.0%			N		
Other	#N/A	22.6%	1.3%					

s.16(1)(b)

s.16(1)(c)

Migration Office: Port of Spain Area: Latin America and the Caribbean  
 Operational Risk Environment Risk Rating: C

\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

Les couleurs utilisées dans les tableaux sont basées sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

**CLÉS POUR LES NIVEAUX DE RISQUE ASSOCIÉS AUX DOSSIERS À TRAITER ET LIÉS À L'ENVIRONNEMENT OPÉRATIONNEL**

CLÉ : Niveau de risque associé aux dossiers à traiter (index des perceptions sur la corruption [IPC] de Transparency International)		CLÉ : Niveau de risque lié à l'environnement opérationnel (Cote de risque de l'unité de renseignement du magazine The Economist - Évaluation globale)	
	Aucun classement		Aucun classement
	Résultat à l'IPC de TI : 80 - 100		Évaluation globale: A
	Résultat à l'IPC de TI : 60 - 79		Évaluation globale: B
	Résultat à l'IPC de TI : 40 - 59		Évaluation globale: C
	Résultat à l'IPC de TI : 20 - 39		Évaluation globale: D
	Résultat à l'IPC de TI : 0 - 19		Évaluation globale: E

3. PERMANENT RESIDENT OVERVIEW

**Résident permanent**

Port of Spain

Année	Catégorie	Cible (#)	Demandes traitées (#)	Délais de traitement moyens (mois)
2018 (Jan -Aug)	Économique	188	214	8

Année	Activité	Activités (#)	Vignettes d'un autre bureau (# imprimées)*	Demandes du PVV (#)
2018 (Jan -	Événements			

s.16(1)(b)

s.16(1)(c)

Migration Office: Port of Spain Area: Latin America and the Caribbean  
 Operational Risk Environment Risk Rating: C

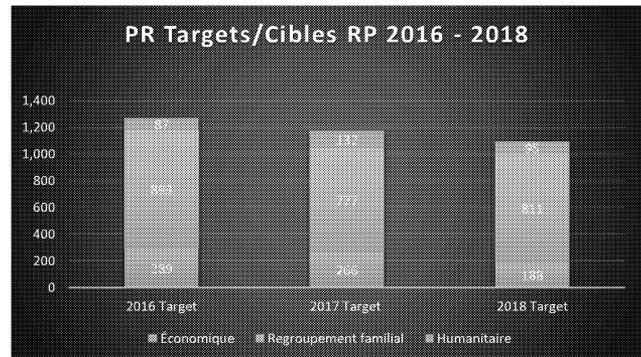
	Regroupement familial	811	554	19
	Humanitaire	95	61	34
	<b>TOTAL</b>	<b>1,094</b>	<b>829</b>	
<b>2017</b>	Économique	266	268	9
	Regroupement familial	777	777	19
	Humanitaire	132	122	36
	<b>TOTAL</b>	<b>1,175</b>	<b>1,167</b>	
<b>2016</b>	Économique	289	289	10
	Regroupement familial	893	894	18
	Humanitaire	87	87	36
	<b>TOTAL</b>	<b>1,269</b>	<b>1,270</b>	

Aug)	Vérifications		
	C&H		
	Fausse déclaration		
<b>TOTAL</b>	<b>179</b>	<b>5</b>	
<b>2017</b>	Événements		
	Vérifications		
	C&H		
	Fausse déclaration		
<b>TOTAL</b>	<b>219</b>	<b>2</b>	
<b>2016</b>	Événements		
	Vérifications		
	C&H		
	Fausse déclaration		
<b>TOTAL</b>	<b>93</b>	<b>6</b>	

\*Stats supplied by ODP. 2016 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

GUIDE:  
 For the following three categories, FD targets are only indicative and outputs are measured in actual admissions:  
 • Government-assisted refugees (GARs)  
 • Privately-sponsored refugees (PSRs)  
 • Blended Visa-office-referred refugees (BVORs)

Application Type	2016 Target	2017 Target	2018 Target
Économique	289	266	188
Regroupement familial	893	777	811



Migration Office: Port of Spain Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

Humanitaire	87	132	95
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#### PR Trends/Issues

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

**s.15(1)(i)i)**

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Port of Spain Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

**Trends in PR workload**

As of January 1, 2018, all new PR applications from Trinidad and the Port of Spain area of responsibility go to Port of Spain will finalize cases in process, and support processing in under the collaborative processing model.

The workload trend in from the area revolves around mostly the Family Class applications (52% FCP and 20% FC4/7).

Several applications received at this office require additional steps to process,

In 2018, PSPAN processed 34 refugee cases; UNHCR may seek to refer more cases in 2019.

The PR unit assists the TR unit 5 months of the year on a full time basis. The unit supervisor and DMPM is also the BVO and is heavily involved in the transition to the new global VAC contract for the VACs in Port of Spain, Georgetown, Kingston and Montego Bay as well as biometric expansion in the area.

**Processing times**

Overall, Port of Spain had a PR approval rate of 85% in 2018. The approval rate of Family Class cases was 85% and the approval rate of Economic cases was 85%.

In 2018, Port of Spain conducted

Port of Spain strives to complete processing on priority caseloads within the standards set by the department (6 mths for EE, 12 mths for FCP).

**Particular issues or challenges related to PR processing**

Not all of the countries in Port of Spain's area of responsibility have Panel Physicians which results in some applicants being required to travel to another country to complete their medical exams. In the case of refugees, this can prove to be very difficult.

s.16(1)(b)

s.16(1)(c)

Migration Office: Port of Spain Area: Latin America and the Caribbean  
 Operational Risk Environment Risk Rating: C

4. TEMPORARY RESIDENT OVERVIEW

Résident temporaire

Port of Spain

Année	Catégorie	Demandes traitées (#)	Taux d'approbation (%)	Délais de traitement moyens (jours)	Année	Activité	Activités (#)	Vignettes d'un autre bureau (# imprimées)*
2018	Visiteur	39755		7	2018 (Jan - Aug)	Événements		
	Étudiant	982		16		Vérifications		
	Travailleur	2171		15		Fausse déclaration		
	AVE	24		136		TOTAL		71
	TOTAL	42932						
2017	Visiteur	32641		13	2017	Événements		
	Étudiant	734		31		Vérifications		
	Travailleur	2050		21		Fausse déclaration		
	AVE	29		136		TOTAL		86
	TOTAL	35454						
2016	Visiteur	28628		7	2016	Événements		
	Étudiant	724		21		Vérifications		
	Travailleur	2062		19		Fausse déclaration		
	AVE	5		84		TOTAL		66
	TOTAL	31419						

\*The number of TR counterfoils (TRV, SP, WP, PRD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.

**s.15(1)(i)**

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Port of Spain Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

• If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

**Trends in TR workload**

The transition between VAC providers as well as the planned introduction of the CIF2 biometric requirement on December 31, 2018 have motivated more applicants to apply in Q3, (13,184 applications compared to 5,825 in 2017) which contributed to an overall increase of 28.3% in TRV applications for Jan-Dec 2018 compared to the same time last year. Intake in December, 2018 compared to December, 2017 was up by over 190%.

**Program Integrity**

**eTA**

The volume of eTA referrals, in majority from Barbados, remains marginal.

**Processing times and approval rates**

As described above, the exceptional increase in Q3 volumes during what is usually a low season and difficulties related to the VAC transition meant that departmental standards were not met during the quarter. Nonetheless, overall departmental standards will be met in 2018 for both paper and online applications. Over the busy 2018 summer season, externally posted processing times were maintained at 6-8 days for TRV (depending on where they are applying from) and 4 weeks for SP. These numbers do not include transit time between the VAC and the IRCC office, which adds 2-3 days of processing time for paper files (from the Guyana VAC in particular).

without undue effect on refugee claims or enforcement outcomes.

the overall acceptance rate has also increased

The Guyana economy is picking up, and is reflected in an increasing acceptance rate.

**Urgent/high profile/OGD-referred cases**

Most communication with clients is conducted through the PSPAN-IMMIGRATION e-mail address. However, due in part to the amount of official and diplomatic travel from the Caribbean to Canada, we have a dedicated TR program assistant who is able to explain the visa process to the various MFA offices and follow-up on requested information and enquiries. This approach is also used to manage our relationship with the region's Ministries of Labour and their respective Seasonal Agricultural Worker Programmes.

Migration Office: Port of Spain Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

All requests for emergency and/or expedited processing (including urgent business travel) are recorded by the VACs and triaged at the MO for the TR Supervisor's review.

Remote printing at the High Commission in Georgetown (Guyana) is available for Guyanese or Surinamese clients by referral from our contacts in the Trade or Political sections.

s.16(1)(b)

s.16(1)(c)

Migration Office: Port of Spain Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

5. OTHER APPLICATIONS OVERVIEW

**Autres secteurs d'activité**

Port of Spain				
Année	Catégorie	Demandes reçues	Taux d'approbation (%)	Délais de traitement moyens (jours)
2018 (Jan-Dec)	TVRP	364		29
	Renonciation	125		7
	PST	10		-
	ARC	82		77
	Réhabilitation	7		-
	<b>Total</b>	<b>588</b>		
2017	TVRP	332		28
	Renonciation	162		7
	PST	12		1359
	ARC	91		75
	Réhabilitation	-		-
	<b>Total</b>	<b>597</b>		
2016	TVRP	409		22
	Renonciation	132		8
	PST	17		102
	ARC	74		167
	Réhabilitation	-		-
	<b>Total</b>	<b>632</b>		

\*Stats supplied by OPPB

**Other Lines of Business Trends/Issues**

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

**s.16(1)(b)**

Migration Office: Port of Spain Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

**s.21(1)(b)**

Year on year, the number of applications for ARCs, TRPs, Renunciation and PRTDs remain relatively the same as are the acceptance rates, with some minor fluctuations.

PRTD applications are time sensitive. Very often, people leave Canada because of an emergency, being told that they can apply for a PRTD abroad. They do not realize that they have to prove that they really reside in Canada and leave without any documents (most of the time, they have applied for a PR card and sent all their documents to Sydney: they believe that we have access to those documents.) Processing times are less than a month but for many people, a month of absence from Canada has significant impact.

Any TR applicant who has landed as a PR in the past and for whom there is no renunciation entered in the system, is sent a letter explaining their options (renunciation or PRTD.) Too many, believing that they still have a chance to get their PR status back opt for the second option even if they have not been in Canada for decades.

ARC: somewhat important line of business in PSPAN.

TRP: Most clients self-identify as requiring a TRP as they have usually been refused in the past for inadmissibility.

RHB cases in 2018 were for the most part refused FC1 applicants because of a criminal inadmissibility.

Migration Office: Port of Spain Area: Latin America and the Caribbean  
 Operational Risk Environment Risk Rating: C

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated, if available. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

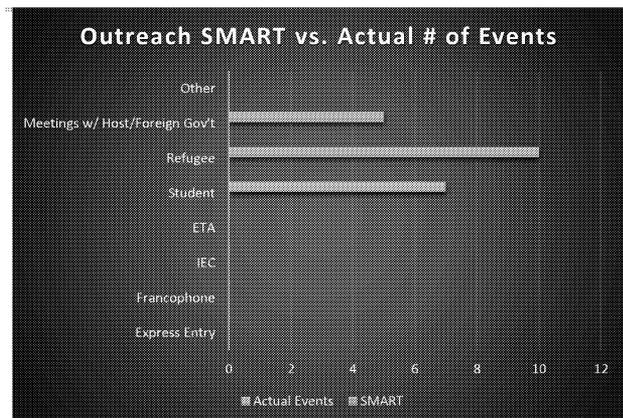
Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

#### Port of Spain SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan- Oct 2018 in SMART)	Francophone Events (Jan- Oct 2018 in SMART)	IEC Events (Jan- Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct SMART)	Student Events (Jan-Oct SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)	Other
	<b>Total</b>	0	0	0	0	0	0	0

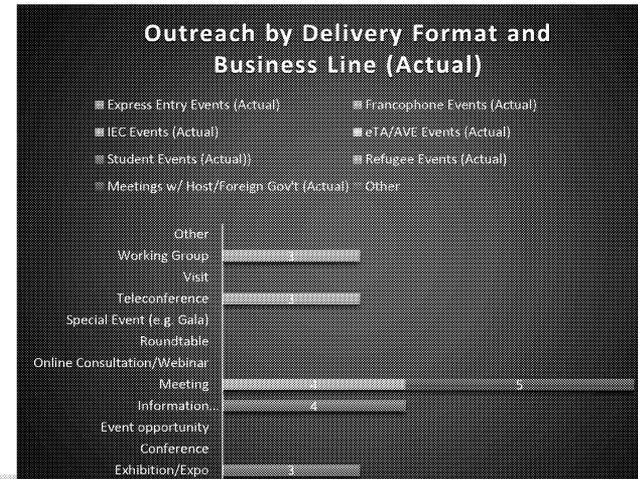
#### Actual Events (Please indicate the actual # of events performed)

Delivery Format / Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/Expo					3			
Conference								

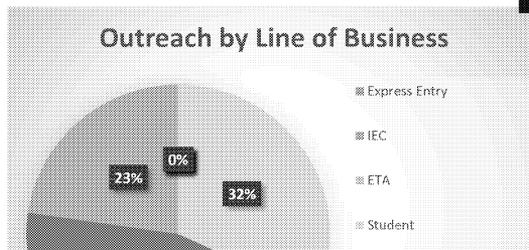


Migration Office: Port of Spain Area: Latin America and the Caribbean  
 Operational Risk Environment Risk Rating: C

Event opportunity	SMART	Actual Events
Information session/Presentation	4	5
Meeting	4	5
Online Consultation/Webinar		
Roundtable		
Special Event (e.g. Gala)		
Teleconference	3	
Visit		
Working Group	3	
Other		
<b>Total</b>	<b>0</b>	<b>0</b>



Business Line	SMART	Actual Events
Express Entry	0	0
Francophone	0	0
IEC	0	0
ETA	0	0
Student	0	7
Refugee	0	10
Meetings w/ Host/Foreign Gov't	0	5
Other	0	0



**s.15(1)(i)i)**

**s.21(1)(b)**

Migration Office: Port of Spain Area: Latin America and the Caribbean  
 Operational Risk Environment Risk Rating: C

<b>Total</b>	<b>0</b>	<b>22</b>
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**Migration Diplomacy / Outreach (RIO, RM)**

- Describe the type and frequency of contact with local officials.
- Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
- Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
- Describe participation in local and international fora.
- Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

PSPAN meets with representatives of the Trinidad & Tobago government, mostly the Ministry of National Security, Immigration Division and the Ministry of Labour and Small Enterprise Development. Our meetings for the former are usually to discuss and agree on procedures surrounding the processing of refugee cases (ie. allowing refugees residing in other country to come to Trinidad for their medical exams, exit procedures for refugees registered with the UNHCR etc.)

We meet with representatives of the various Ministries of Labour of the region regarding SAWP workers and procedures surrounding their applications. Our contacts are frequent by phone and we meet personally with all stakeholders at the annual Caribbean SAWP meeting. 2018 was particularly important as many changes took place: preparation for CIF2 and advice and help to send all applications online. Some countries, encountered difficulties adapting to the payment online.

Of the M5 partners, only the USA have a visa office in Trinidad and we are in regular contact with them, mostly by phone but also once or twice per year in meetings during which we discuss trends. The RAO, when still posted in PSPAN, met with her American counterparts regularly in both bilateral and multilateral meetings.

Regular meetings have taken place this year with reps from the UNHCR and the IOM. With the former, to discuss specific cases, potential cases (would you accept to take such a case?) and trends; discussions with the IOM revolve around procedures regarding refugees.

s.15(1)(i)

s.16(2)

Migration Office: Port of Spain Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

Crime continues to grow in Trinidad & Tobago with more than 500 murders in 2018.

#### Promotion and Recruitment (RM)

##### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

The T&T government has had to close its refineries and thousands of skilled workers (many are highly skilled) both from the refineries themselves or from the private sector are now unemployed.

Port of Spain will be undertaking additional efforts to collect labour market information in the coming year.

##### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
- Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

**s.21(1)(b)**

Migration Office: Port of Spain Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

PSPAN has participated in three Education Fairs organised by Trade sections from both Port of Spain and Bridgetown. In all those events we also distributed information (leaflets and oral presentations) on Express Entry.

Unfortunately, no EE event has been organised so far this year due to the loss of two CBO positions and other factors which have limited capacity for such activities. We are still trying to organise one before the end of this fiscal year. As noted above, skilled workers from the petroleum sector may present a potential pool for EE outreach: the Trade section has agreed to help us to identify them and to organise a session on Entry Express.

**Records Management (RIS)**

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

**s.16(2)**

**s.21(1)(b)**

Migration Office: Port of Spain Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

**Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)**

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

Migration Office: Port of Spain Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

All CBOs are members of one or more committees within the mission: CMM, Ops, H&S, Housing etc. There are also numerous ad hoc committees that plan and prepare various important events such as Canada Day, staff retreat etc. Usually, those committees take a lot of time and resources and we have asked to keep them to a minimum.

There are few high profile visits to PSPAN, usually one or two a year and our section has little or no involvement in those.

PSPAN has not hosted any delegation lately.

#### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

The transition between VAC providers in November 2018 as well as the planned introduction of the CIF2 biometric requirement on December 31, 2018 motivated more applicants to apply in Q3, which contributed to an overall increase of 28% in TR applications for 2018 compared to last year. The exceptional increase of 126% in 2018 Q3 volumes (compared to 2017 Q3) during what is usually a low season and challenges related to the VAC transition meant that departmental standards were not met during the quarter. Some of these challenges:

- IRCC's communication strategy related to VAC closures and contract changes did not anticipate or address client concerns that the Trinidad and Tobago VAC was closing permanently. This coupled with the new biometric requirement (and cost) caused a rush to apply for a visa.
- Nearly 700 complete mail-in applications were left unopened and unscanned into GCMS at the time the CSC VAC stopped accepting new applications on November 1,

**s.21(1)(b)**

Migration Office: Port of Spain Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

which meant PSPAN had to spend extra resources on completing VAC-related activities. This does not include several other incomplete mail-in applications which were returned to applicants.

- Transition issues at the new VAC also required some intervention by the office. The relatively high volume of mail-in applications that the Port of Spain VAC receives is an issue that required attention.

As indicated above, we experienced exceptional volumes of visa applications in anticipation of CIF2.

Biometric expansion will eventually have an impact on volumes from our neighbouring islands as applicants will have to travel to a VAC to provide their biometrics.

Migration Office: Port of Spain Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

Type your answer here:

**Other**

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

**7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)**

**Staffing and Training**

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?

Migration Office: Port of Spain Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

Migration Office: Port of Spain Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

**s.21(1)(b)**

**s.21(1)(d)**

PSPAN has 20 employees,

All PAs have learned to work with new tools such as NOMA, and the officers use Chinook. One CBO will also take a course on Chinook Module 1 and train the other officers upon his return. Training on Values & Ethics will take place during the Staff retreat as is always the case.

Migration Office: Port of Spain Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

#### Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

Migration Office: Port of Spain Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

**s.21(1)(b)**

Trinidad & Tobago has a very high crime rate (more than 500 murders in 2018 for a population of 1,4 million, for example.) ,

To relax the atmosphere, the migration section organizes short events such as office decorating for Halloween or Christmas, potlucks or coffee breaks across the street for everyone once a month. The mission is offering an all staff retreat with counsellors coming from Ottawa but also short sessions on various topics such as nutrition.

s.16(1)(b)

s.16(1)(c)

Migration Office: Port of Spain Area: Latin America and the Caribbean  
 Operational Risk Environment Risk Rating: C

8. RISK MANAGEMENT (RIC, IRG)

**2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019**

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.  
 Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.

Title of the Exercise / Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Region géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice

Migration Office: Port of Spain Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

## Risk Assessment

### Mission Specific:

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? *[Non-RAO offices please report any ad hoc RA activities.]*
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

There are no particular trends emerging in the region though the quality of supporting documents submitted with e-apps merits attention. Scanned documents have lost their security features, which may increase the risk in detecting counterfeit or altered documents.

Existing fraud in the region appears to be on an individual basis rather than an organized one. Decision makers will make frequent verifications, activities which were done in the past by the RAO team.

Child marriage concerns in Trinidad and Tobago continues to justify the close scrutiny of child applicants.

The office has identified applicants over the age of 55 as low risk; for the last two years we group together applicants over 55 of age who are not included in the CAN+ group. SAWP workers are another low-risk group. For those two groups, document review is minimized and decision-making streamlined

**s.16(1)(b)**

**s.16(1)(c)**

Migration Office: Port of Spain Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

**Resources/Tools:**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

and has the advantage of a Unit to help offices within its AOR. We receive regular "RAO Capsules" or "RAUnd up reports" and other Fraud Bulletins, which are used to inform processing. PSPAN refers to the RAU for any questions or information deemed necessary.

**9. INNOVATION & CLIENT SERVICE (RIC, RIO)**

**Client Service**

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Port of Spain Area: Latin America and the Caribbean  
 Operational Risk Environment Risk Rating: C

Most communication with clients is conducted through the PSPAN-IMMIGRATION e-mail address. However, due in part to the amount of official and diplomatic travel from the Caribbean to Canada, we have a dedicated TR program assistant who is able to explain the visa process to the various MFA offices and follow-up on requested information and enquiries. This approach is also used to manage our relationship with the region's Ministries of Labour and their respective Seasonal Agricultural Worker Programmes. Additional client service initiatives include:

- All requests for emergency and/or expedited processing are recorded by the VACs and triaged at PSPAN.
- Remote printing at the High Commission in Georgetown (Guyana) is available for Guyanese or Surinamese clients by referral from our contacts in the Trade or Political sections.
- Updates on processing times are relayed on the High Commission's Twitter account on a weekly basis.

Chinook and NOMA are tools that are now used by all in this office. They have proved to be very efficient tools and have helped this office in maintaining a service standard of approximately 7 days for TRV throughout the year.

With the Biometric Expansion, we have seen the opening of a new VAC in Bridgetown, Barbados.

**Client Service Initiatives**

Country	Brief description of initiative	Expected outcomes*	Implementation Date

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Port of Spain Area: Latin America and the Caribbean  
 Operational Risk Environment Risk Rating: C

**Work-Sharing Arrangements**

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

As most of our PR files are now processed one of Port of Spain's DIO is going to for a three-week TD in order to transfer knowledge on PSPAN's clientele.

At the moment, PSPAN has no other work-sharing arrangement with any other office.

**Work-Sharing Arrangements**

Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

**Other Innovations/ Best Practices**

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;

Migration Office: Port of Spain Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

Covered in other sections.

There are currently no bandwidth limitations in PSPAN except for the occasional "slow day"

#### 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

##### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Type your answer here.

##### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

Migration Office: Port of Spain Area: Latin America and the Caribbean  
Operational Risk Environment Risk Rating: C

Type your answer here:

#### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

Type your answer here:

#### Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

Type your answer here:

Migration Office: Pretoria Area: Sub-Saharan Africa  
 Operational Risk Environment Risk Rating: C

1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	Pretoria
Area:	Sub-Saharan Africa
Office Type: (Full Service, Satellite, RPC, Specialized)	Full Service
Updated (YYYY/MM/DD)	2018/12/12
Interrelated Offices:	N/A

Personnel		
	NAME	MITNET
MPM:		
D/MPM:	N/A	
Area Director:		
GCMS Manager:		
BVO:		
RAO:		
eTA SPOC (Single Point of Contact):		
HOM:	Sandra McCardell	369-3200
GAC Regional Director:		
CBSA LO:		
MOF:		
IEC SPOC:	N/A	
P&R SPOC:		
Litigation SPOC:		
CBS		
Names:		
<b>Total # : 3</b>		
LES		
DMO # : 1		
DMO(TR)#: 1		

Migration Office: Pretoria Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

Other support staff # : 11
<b>Total # : 13</b>
<b>Emergency LES</b>
Total number of months in 2018:
TD
Total number of weeks in 2018:

## 2. TERRITORY OVERVIEW

### TERRITORY RISK OVERVIEW

Caseload Risk				Operational Environment Risk				
Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	Notes
Angola	19	1.5%	3.1%	Pretoria	Pretoria	Y		

Migration Office: Pretoria Area: Sub-Saharan Africa  
 Operational Risk Environment Risk Rating: C

Botswana	61	15.4%	1.8%	Pretoria	Pretoria	Y		
Lesotho	42	0.4%	0.3%	Pretoria	Pretoria	N	Pretoria	Applicants residing in Swaziland may travel easily to Pretoria if an interview is required.
Madagascar	24	3.6%	5.0%	Pretoria	Pretoria	Y		
Malawi	31	6.5%	1.2%	Pretoria	Pretoria	Y		
Mauritius	50	7.2%	14.4%	Pretoria	Pretoria	Y		
Mozambique	25	5.4%	1.1%	Pretoria	Pretoria	Y		
Namibia	51	0.6%	1.9%	Pretoria	Pretoria	Y		
South Africa	43	50.6%	62.3%	Pretoria	Pretoria	Y		
Swaziland	39	0.1%	0.5%	Pretoria	Pretoria	N	Pretoria	Applicants residing in Swaziland may travel easily to Pretoria if an interview is required.
Zimbabwe	22	6.1%	7.9%	Pretoria	Pretoria	Y		
Other	#N/A	2.6%	0.6%					

\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

Migration Office: Pretoria Area: Subsarahan Africa  
Operational Risk Environment Risk Rating: C

Les couleurs utilisées dans les tableaux sont basées sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

KEY: Caseload Risk Level (Transparency International CPI)		KEY: Operational Environment Risk Level (Economist IU Risk Rating, Overall Assessment)	
Not Rated	Not Rated	Not Rated	Not Rated
Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A
Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E

### 3. PERMANENT RESIDENT OVERVIEW

DRAFT

#### Permanent Resident

Migration Office: Pretoria Area: Subsaharan Africa  
 Operational Risk Environment Risk Rating: C

Pretoria

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)
2018 (Jan - Aug)	Economic	570	545	10
	Family Class	480	401	16
	Humanitarian	1,304	982	35
	<b>TOTAL</b>	<b>2,354</b>	<b>1,928</b>	
2017	Economic	893	902	10
	Family Class	615	615	22
	Humanitarian	1,041	975	33
	<b>TOTAL</b>	<b>2,549</b>	<b>2,492</b>	
2016	Economic	839	816	11
	Family Class	486	500	20
	Humanitarian	1,049	1,040	36
	<b>TOTAL</b>	<b>2,374</b>	<b>2,356</b>	

Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Events			
	Verifications			
	H&C			
	Misrepresentation			
	<b>TOTAL</b>		<b>487</b>	<b>2</b>
2017	Events			
	Verifications			
	H&C			
	Misrepresentation			
	<b>TOTAL</b>		<b>1,034</b>	<b>23</b>
2016	Events			
	Verifications			
	H&C			
	Misrepresentation			
	<b>TOTAL</b>		<b>240</b>	<b>16</b>

\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

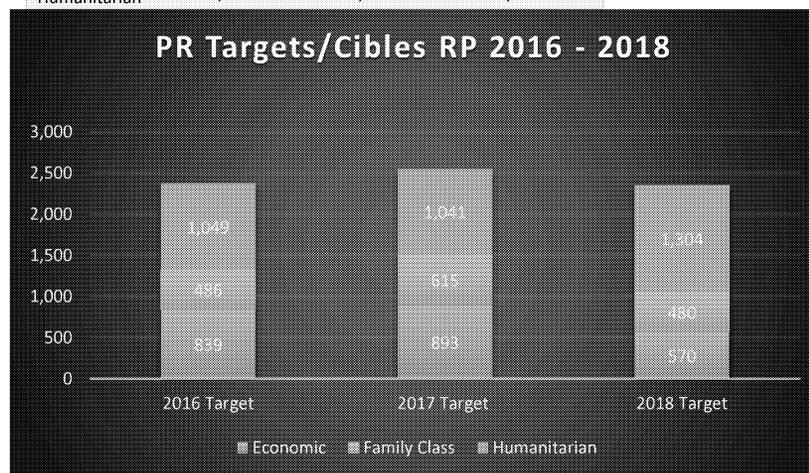
**GUIDE:**

For the following three categories, FD targets are only indicative and outputs are measured in actual admissions :

- Government-assisted refugees (GARs)
- Privately-sponsored refugees (PSRs)
- Blended Visa-office-referred refugees (BVORs)

Migration Office: Pretoria    Area: Subsaharan Africa  
 Operational Risk Environment Risk Rating: C

Application Type	2016 Target	2017 Target	2018 Target
Economic	839	893	570
Family Class	486	615	480
Humanitarian	1,049	1,041	1,304



### PR Trends/Issues

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

s.15(1)(i)

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Pretoria Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

- The general profile of Pretoria's Permanent Resident movement has remained stable over recent years, with the bulk of Economic Class cases coming from South Africa and Mauritius, and the bulk of Family Class cases coming from South Africa, Mauritius, and Zimbabwe.
- 
- 
- Pretoria has noticed a slight increase in applicants with farming experience applying the Provincial Nominee programs.
- The profile of Pretoria's refugee movement has also remained relatively stable. The bulk of our refugee movement continues to be nationals from Somalia, DRC, Eritrea, and Ethiopia.
- Processing Pretoria's Privately Sponsored Refugee (PSR) caseload is particularly resource intensive and time consuming. Family composition on PSR cases is usually small (under two persons per case)
- Challenges in processing our GAR caseload include  
Delays in processing can be due by the late reception of UNHCR referrals in 2018.
- One Year Window applications
- Although we have seen some improvement

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Pretoria Area: Subsaharan Africa  
Operational Risk Environment Risk Rating: C

#### 4. TEMPORARY RESIDENT OVERVIEW

### Temporary Resident

Pretoria

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)
2018 (Jan - Aug)	Visitor	16048		12
	Student	1818		45
	Worker	907		51
	eTA	0		0
	<b>TOTAL</b>	<b>18773</b>		
2017	Visitor	21410		17
	Student	2402		50
	Worker	855		75
	eTA	2		93
	<b>TOTAL</b>	<b>24669</b>		
2016	Visitor	19703		20
	Student	1960		65
	Worker	814		86
	eTA	1		13
	<b>TOTAL</b>	<b>22478</b>		

Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>252</b>
2017	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>446</b>
2016	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>83</b>

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

s.15(1)(i)i)

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Pretoria Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

### TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

- After several years of continued growth, TR and SP application intake levelled off in 2018, with intake levels being virtually identical to 2017.
- WP application intake rose sharply in 2018 – roughly 35% by the end of December.
- TR refusal rates vary significantly across Pretoria's 11 countries.

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Migration Office: Pretoria Area: Subsaharan Africa  
Operational Risk Environment Risk Rating: C

## 5. OTHER APPLICATIONS OVERVIEW

### Other Applications

Pretoria

Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	222		21
	PR renunciation	54		1
	TRP	10		-
	ARC	3		-
	Rehabilitation	-		-
	<b>Total</b>	<b>289</b>		
2017	PRTD	223		27
	PR renunciation	61		21
	TRP	8		-
	ARC	6		-
	Rehabilitation	-		-
	<b>Total</b>	<b>298</b>		
2016	PRTD	221		34
	PR renunciation	73		16
	TRP	4		-
	ARC	6		-
	Rehabilitation	-		-
	<b>Total</b>	<b>304</b>		

\*Stats supplied by  
OPP

Migration Office: Pretoria Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
  - What procedures are in place to identify applications requiring TRP consideration?
  - What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
  - Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.
- There are no significant, notable trends in lines of business outside PR and TR (e.g., PRTDs, ARCs, etc.) Pretoria receives a relatively low number of these applications and they are, for the most part, straightforward.

Migration Office: Pretoria Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated, if available.. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

#### Pretoria

##### SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan-Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)	Other
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

##### Actual Events (Please indicate the actual # of events performed)

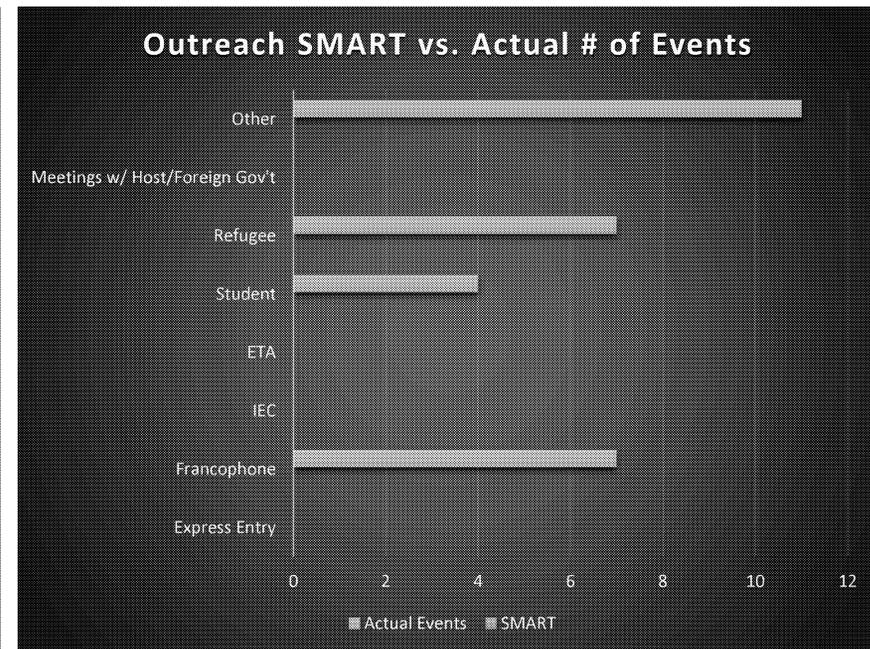
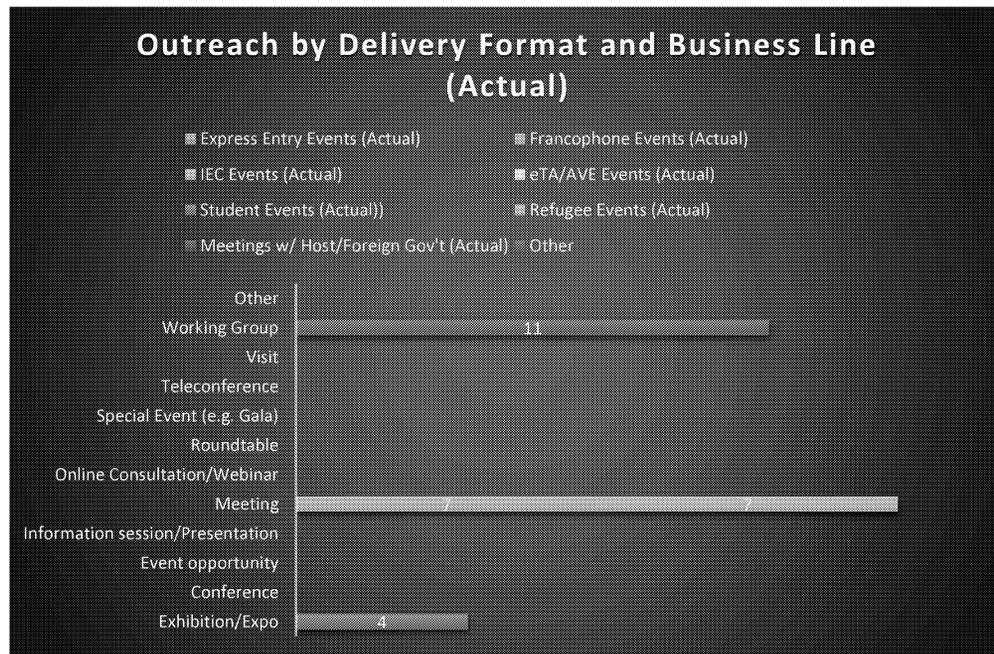
Delivery Format /Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/Expo						4		

Migration Office: Pretoria Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

Conference									
Event opportunity									
Information session/Presentation									
Meeting			7				7		
Online Consultation/Webinar									
Roundtable									
Special Event (e.g. Gala)									
Teleconference									
Visit									
Working Group									11
Other									
<b>Total</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>7</b>	<b>0</b>	<b>11</b>	

Business Line	SMART	Actual Events
Express Entry	0	0
Francophone	0	7
IEC	0	0
ETA	0	0
Student	0	4
Refugee	0	7
Meetings w/ Host/Foreign Gov't	0	0
Other	0	11
<b>Total</b>	<b>0</b>	<b>29</b>

Migration Office: Pretoria Area: Subsarahan Africa  
 Operational Risk Environment Risk Rating: C



#### Migration Diplomacy / Outreach (RIO, RM)

- Describe the type and frequency of contact with local officials.
  - Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
  - Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
  - Describe participation in local and international fora.
  - Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

s.15(1)(i)ii)

s.21(1)(b)

Migration Office: Pretoria Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

- IRCC Pretoria has regular contact with South African government officials, most frequently with the Department of Home Affairs, on a variety of topics including: immigration policy, VIP travel, individual applications, and verification of documents.
- 
- IRCC Pretoria has regular contact with local like-minded missions,
- During area trips, officers regularly meet with like-minded countries, local authorities, and other groups in order to advance IRCC and/or Government of Canada international interests.
- For example, on the last area trip to Madagascar, an officer met with the Central Adoption Authority to better understand the adoption procedures and detect possible fraud. The officer also met with high-level officials from the Ministère de l'Emploi, de l'Enseignement Technique, et de la Formation Professionnelle to better understand the labour market and potential pools of labour.
- Similarly, in Mauritius, an officer met with the Ministry of Labour, Industrial Relations, Employment and Training, to discuss possible promotion and recruitment activities in Mauritius
- IRCC Pretoria has a continuous and close collaboration with IOM, speaking with the local office on a weekly basis, most frequently to discuss for refugee travel itineraries and arrangements, and to arrange medical examinations.
- Pretoria officers meet the regional UNHCR representative approximately every two months to discuss referrals and regional trends, and to provide feedback on applications and caseloads. We are also in regular contact with local UNHCR offices throughout our area of responsibility, particularly in Botswana, Namibia, South Africa, Malawi, and Mozambique. The UNHCR provides assistance with organizing refugee selection trips in and out of camps.
- Many refugees choose South Africa as a country of refuge because of its open refugee policies and opportunities the country has to offer.

IRCC Pretoria is assessing the durable solution in South Africa on a case by case basis and will conduct research on actual living conditions and opportunities of recognized refugees in South Africa.

## Promotion and Recruitment (RM)

### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

Migration Office: Pretoria Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

- Economies in Pretoria's area of responsibility vary significantly, but most are developing with high levels of unemployment, underemployment, and low GDPs. Mauritius ranks 86<sup>th</sup> in GDP per capita; Botswana 111<sup>th</sup>; South Africa 118<sup>th</sup>; Namibia 135<sup>th</sup>; Angola 160<sup>th</sup>; Lesotho 190<sup>th</sup>; Zimbabwe 203<sup>rd</sup>; Madagascar 218<sup>th</sup>; Mozambique 222<sup>nd</sup>; and Malawi 223<sup>rd</sup>.
- The eleven countries that comprise Pretoria's area of responsibility are generally marked by high unemployment rates (e.g., up to 26% for South Africa; and likely much higher in Zimbabwe.)
- Accurate analysis of labour markets is complicated by a lack of reliable statistical data.
- Within Pretoria's area of responsibility, South Africa has the most advanced and diverse economy and presents the greatest opportunities for P&R activities. Sectors of note include mining, health care, and engineering.
- Mauritius also provides significant P&R opportunities, especially for Francophone recruitment and for recruitment in financial services.

#### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
- Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

- IRCC Pretoria is not staffed to pursue extensive P&R activities but attempts to seize low-cost opportunities when they present themselves.
- IRCC Pretoria attends educational fairs in Mauritius twice per year.
- Officers also make presentations in some universities and targeted high schools in the Pretoria/Johannesburg area.
- Pretoria's DIO is in frequent contact with educational institutions in Canada in order to facilitate the processing of student applications.
- In 2018 officers in Pretoria had several meetings with officials from two large Canada food service companies that have been recruiting heavily in Madagascar and Mauritius. The meetings were held to help the employers understand immigration requirements and processes.
- P&R activities in Pretoria's area of responsibility must be sensitive to local concerns over brain drain. Regional economies are underdeveloped and there is a generalized concern that educated professionals are not remaining in the region, thereby hampering economic development.

s.16(2)  
s.21(1)(b)

Migration Office: Pretoria Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

- TRV files are destroyed regularly as per the prescribed schedule.
- 
- Pretoria has adequate file storage capacity
- 
- Pretoria receives files from CN
- In 2018 IRCC Pretoria received 44 Rule 9 requests. Initial requests are usually . In the same time period eight cases went to Judicial Review

Migration Office: Pretoria Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

- In June 2018 Pretoria's Migration Program Manager travelled to Malawi on an advance visit in anticipation of a planned ministerial visit. Although the visit was eventually cancelled, a significant effort was put into planning the visit, which would have included a logistically complex visit to the Dzaleka Refugee Camp.
- One of Pretoria's three CBS participated in the mission's Housing Committee in 2018. This required an extensive amount of time in the early 2018 pre-posting season.
- In 2018 one CBS and one LES were members of the Occupational Health and Safety Committee, which meets at least nine times per year and carries out annual inspections of the Pretoria and Johannesburg offices. In 2019, only one LES will remain on the committee.
- One CBS was a member of the Canada Fund for Local Initiative committee during 2018. The meetings are concentrated in May-June, for a total of approximately 12 hours. As the activities of the committees are occurring in peak-season, the migration section will not be involved in 2019.
- Mission administration regularly asks the migration section to cover their reception (answering the phone, welcoming clients) for one or two hours each time.

### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

- Until recently, Pretoria was responsible for three Visa Application Centres: Pretoria South Africa), Harare (Zimbabwe), and Port Louis (Mauritius).
- Two new VACs were added to Pretoria's region in December: Cape Town (South Africa) and Antananarivo (Madagascar).
- VAC inspections are normally carried out yearly – although the last visit to VAC Mauritius was October 2017.
- The expansion of biometrics requirements went smoothly throughout Pretoria's region, with few technical issues, and few complaints from clients.
- 

- thus far. VAC Harare currently accepts only cash or online payment. We have not heard any complaints from clients
-

s.16(2)

s.21(1)(b)

s.21(1)(d)

Migration Office: Pretoria Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

## Other

• Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

- Pretoria covers a large physical area
- 
- Pretoria's bandwidth was upgraded in 2018 and we have noticed an increase in performance.
- Travel to refugee camps can be challenging physically and emotionally for interview officers. ,

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

- 
- GCMS training with a focus on queries and other tools for workload management would be beneficial for all staff to develop innovation and efficiencies.
- Pretoria has experienced significant turnover of LES in the past two years. In 2018 we conducted three competitions.
- 
-

Migration Office: Pretoria Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

**Wellness: Promoting a Healthy & Diverse Workplace**

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

- IRCC Pretoria LES must, on an ongoing basis, deal with a number of major stressors, including: extremely high levels of violent crime; political instability; and economic instability. These stressors can frequent affect the general level of morale in the office.
- To deal with heightened stress levels Pretoria has implemented a number of wellness strategies that have been well received. There is a daily walking break for staff members in the morning and virtually all staff participates every day, walking for 10-15 minutes near the embassy as a group. The group participation helps ensure the safety of the staff while walking and has contributed to an improved sense of teamwork.
- Staff may also participate in short (5-10 minute) daily meditation breaks that are led by different CBS and LES.
- In December immigration staff participated in workshops on respectful workplaces and stress management led by a facilitator from Global Affairs Canada's Values, Ethics, and Workplace Wellness division (ZIB).
- Discussions are currently underway with IRCC's Office of Conflict Resolution to arrange a trip to Pretoria (and Accra and Nairobi as well) in early 2019.

8. RISK MANAGEMENT (RIC, IRG)

**2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019**

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.  
Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.

Title of the Exercis/Titre de l'exercicee	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/ Refugee/Citizenship) Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice
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**s.16(1)(b)**  
**s.16(1)(c)**  
**s.17**

Migration Office: Pretoria Area: Sub-Saharan Africa  
 Operational Risk Environment Risk Rating: C

<i>Student Anti-Fraud Project</i>		<i>AF</i>	<i>TR</i>		<i>N/A</i>	<i>Su-Saharan Africa</i>	<i>Pretoria</i>	<i>LE05/37.5 hrs</i>	<i>Jan-2019</i>
<i>Third-Country Anti-Fraud</i>		<i>AF</i>	<i>TR</i>		<i>N/A</i>	<i>Sub-Saharan Africa</i>	<i>Pretoria</i>	<i>/LE05/37.5 hrs</i>	<i>Jan-Feb 2019</i>

**Risk Assessment**

**Mission Specific:**

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? [Non-RAO offices please report any ad hoc RA activities.]
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

**s.15(1)(i)**

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Pretoria Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C



s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Pretoria Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

#### Resources/Tools:

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?
  - Anti-fraud activities are integrated into all aspects of processing. Both of Pretoria's locally-engaged decisions makers are highly experienced with excellent local knowledge about regional official documents (e.g., work permits, civil documents, etc) and fraud trends. Pretoria's current MPM formerly served in Pretoria from 2009-2012 as the CBSA LO and also has extensive knowledge of local documents and fraud trends.

#### 9. INNOVATION & CLIENT SERVICE (RIC, RIO)

##### Client Service

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

s.16(2)

s.21(1)(b)

Migration Office: Pretoria Area: Sub-Saharan Africa  
Operational Risk Environment Risk Rating: C

- The principal client service issue in Pretoria's region is the cost and effort that many of our clients must bear to travel to a VAC to provide biometrics. With five VACs located in four countries, clients in countries without a VAC must frequently travel a long distance to provide biometrics. Given the economic situation of many of our clients, and the difficulties of regional travel, this can often pose a significant challenge.
- The majority of Pretoria's client enquiries are received via email into a dedicated inbox. The inbox is monitored daily and messages are moved into appropriate subfolders according to the related file type (e.g., Family Class, Economic, etc.) General enquires are replied to directly. Pretoria makes extensive use of standard reply templates and the system works well.
- Pretoria posts regularly to the mission's Facebook and Twitter accounts on a variety of topics including fraud, promotion and recruitment, biometric requirements, how to apply, etc.
- Pretoria also regularly monitor's the mission's Facebook and Twitter accounts for client enquiries and complaints and replies accordingly.
- The opening of VACs in Cape Town and Antananarivo will significantly benefit clients in those regions by eliminating the need to travel significant distances to provide biometrics.

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 Operational Risk Environment Risk Rating: C

**Client Service Initiatives**

Country	Brief description of initiative	Expected outcomes*	Implementation Date
*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.			

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Operational Risk Environment Risk Rating: C

### Work-Sharing Arrangements

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

- Pretoria does not currently participate in any work-sharing arrangements.
- On several occasions in 2018 Pretoria has assisted other offices, for a limited time, with processing applications.

Work-Sharing Arrangements							
Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

### Other Innovations/ Best Practices

- Describe any other innovations / best practices related to:
- Chinook, including efficiencies gained or improvements to evidence-based decision making;
  - GCMS, including queries, dashboards, orgs/activities, groups, etc.;
  - Videoconferencing for interviews or other activities;
  - processing efficiencies including use of VACs, triaging, etc.;
  - Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or

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• Other.

- Pretoria recently implemented Chinook to assist in the processing of online applications. We have seen small productivity gains but expect these to increase as officers become more comfortable with the new tool.
- IRCC Pretoria makes extensive use of custom-built dashboards to assist in the tracking and processing of both TR and PR applications.
- 
- 

## 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Type your answer here:

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Operational Risk Environment Risk Rating: C

### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

Type your answer here:

### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

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Type your answer here:

### Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

Type your answer here:

## 1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	New York – Permanent Mission of Canada to the United Nations (PRMNY)
Area:	North Europe and Reporting
Office Type: (Full Service, Satellite, RPC, Specialized)	Specialized
Updated (YYYY/MM/DD)	2018/12/28
Interrelated Offices:	Geneva, Brussels

Personnel		
	NAME	MITNET
MPM:	Stephen Hum	452-3262
D/MPM:	n/a	n/a
Area Director:	Angela Gawel	445-3400
GCMS Manager:	n/a	n/a
BVO:	n/a	n/a
RAO:	n/a	n/a
eTA SPOC (Single Point of Contact):	n/a	n/a
HOM:	Marc-André Blanchard	452-3200
GAC Regional Director:	Jeffrey Marder	203-2438
CBSA LO:	n/a	n/a
MOF:	n/a	n/a
IEC SPOC:	n/a	n/a
P&R SPOC:	n/a	n/a
Litigation SPOC:	n/a	n/a
<b>CBS</b> Names: Stephen Hum  <b>Total # :1</b>		
<b>LES</b> DMO # : nil DMO(TR)#:nil Other support staff # : 1  <b>Total # : 1</b>		
<b>Emergency LES</b>  Total number of months in 2018: nil		
<b>TD</b>  Total number of weeks in 2018:nil		

## 2. TERRITORY OVERVIEW

**Please refer to attached Excel sheet and complete Tab I.**

## 3. PERMANENT RESIDENT OVERVIEW

**Please refer to Tab II in the attached Excel sheet.**

### PR Trends/Issues

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

n/a

## 4. TEMPORARY RESIDENT OVERVIEW

**Please refer to Tab III in the attached Excel sheet.**

### TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

n/a

## 5. OTHER APPLICATIONS OVERVIEW

**Please refer to Tab IV in the attached Excel sheet.**

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

n/a

## 6. ENVIRONMENTAL OVERVIEW

**Please refer to attached Excel sheet and complete Tab V.**

### Migration Diplomacy / Outreach (RIO, RM)

- Describe the type and frequency of contact with local officials.
- Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
- Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
- Describe participation in local and international fora.
- Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

New York (PRMNY) is a Specialized office focussed on migration diplomacy, including furthering Canada's migration and refugee interests at United Nations Headquarters in New York. This requires regular contact with other Member States, the UN system (including the International Organization for Migration and the UN High Commissioner for Refugees), and civil society organizations. PRMNY is responsible for attending and participating in meetings where migration and refugee issues are discussed, as well as negotiating resolutions and documents on behalf of Canada.

Migration and refugee issues continue to have a high degree of visibility at the UN; the President of the UN General Assembly for September 2018-19 has identified migration and refugee issues as one of her seven priority areas, and December 2018 saw the UN General Assembly formally adopt the *Global Compact for Safe, Orderly and Regular Migration (GCM)* as well as the *Global Compact for Refugees (GCR)*. While the negotiation and adoption of these two, non-legally binding documents has now been completed,

### Promotion and Recruitment (RM)

#### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

n/a

### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
  - Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
  - Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

n/a

### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

n/a

### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

PRMNY sees numerous high profile delegations throughout the year, including each September, when world leaders converge on New York for the opening of the UN General Assembly's new session. Each year since 2016 has seen the Prime Minister and several Cabinet Ministers participate in the opening of the General Assembly.

Since early 2016, the Minister of IRCC has visited PRMNY five times. 2019 is expected to continue to see a number of high profile visits,

There is regular and extensive collaboration with OGDs at mission, including regular staff meetings in which IRCC participates actively. Issues at the United Nations tend to be cross-cutting, and migration and refugee issues have been particularly contentious over the past year, with several Ambassador-level meetings that have required significant collaboration.

### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

n/a

## Other

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

Nil.

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

- No staff vacancies anticipated in 2019.
- No staffing changes for CBS or LES anticipated in the next five years.
- MPM is scheduled to rotate in summer 2019.

### Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

- While PRMNY is a non-operational office, and therefore does not face the same challenges that high-volume IRCC offices face, there are still considerable challenges with the heavy workload and working hours at certain times of the year.
- The UN's official working hours are from 10 – 6, so official meetings and negotiations can be scheduled during this time bloc. However, negotiations may start earlier, and often go late. Significant overtime is often incurred during negotiations (which tend to be concentrated in the fall, from September to December); these can be difficult to plan for, since updated documents are often released by the UN in the evening or late at night, with short turnarounds before the next round of negotiations.
- This has an adverse effect on work-life balance, and is experienced by all officers at mission, regardless of Department. Vacation leave during quieter times of the year is crucial to avoiding morale and other issues relating to the long work hours.
- In 2018, PRMNY's senior managers adopted a Gender Pledge that covers many areas, including gender diversity.

## 8. RISK MANAGEMENT (RIC, IRG)

***Please refer to attached Excel sheet and complete Tab VI.***

## Risk Assessment

### Mission Specific:

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? *[Non-RAO offices please report any ad hoc RA activities.]*
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

n/a

### Resources/Tools:

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

n/a

## 9. INNOVATION & CLIENT SERVICE (RIC, RIO)

### Client Service

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

n/a

### Client Service Initiatives

Country	Brief description of initiative	Expected outcomes*	Implementation Date

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

s.15(1)(i)

s.21(1)(b)

### Work-Sharing Arrangements

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

- The Program Assistant at PRMNY has engaged in work-sharing with the IRCC New York team located at the Consulate General of Canada in New York (CNGNY); this has involved him physically residing with the IRCC New York team in order to benefit from their expertise (including GCMS knowledge), and to manage risk.
- Ad-hoc work-sharing is done with the MPM when time permits;
- All work sharing is ad-hoc.

Work-Sharing Arrangements							
Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

### Other Innovations/ Best Practices

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

n/a

## 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Type your answer here:

### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

Type your answer here:

### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

Type your answer here:

### Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to "mitigate the risks" or "seize the opportunities".

Type your answer here:

Migration Office: Rabat Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: C

## 1. MIGRATION OFFICE OVERVIEW

s.17

<b>Migration Office:</b>	<b>RABAT</b>
<b>Area:</b>	<b>MOROCCO</b>
<b>Office Type: (Full Service, Satellite, RPC, Specialized)</b>	FULL SERVICE
<b>Updated (YYYY/MM/DD)</b>	2019/01/22
<b>Interrelated Offices:</b>	N/A

	NAME	MITNET
<b>MPM:</b>		
<b>D/MPM:</b>	n/a	
<b>Area Director:</b>		
<b>GCMS Manager:</b>		
<b>BVO:</b>		
<b>RAO:</b>		
<b>eTA SPOC (Single Point of Contact):</b>		
<b>HOM:</b>	(CHARGÉ)	321-3200
<b>GAC Regional Director:</b>	RASHNA MISHRA	343-203-3291
<b>CBSA LO:</b>		
<b>MOF:</b>		
<b>IEC SPOC:</b>	N/A	
<b>P&amp;R SPOC:</b>		
<b>Litigation SPOC:</b>		
<b>CBS</b>		
Names:		
<b>Total # : 3</b>		
<b>LES</b>		
DMO # : 2 (OF WHICH 1 IS NOT YET DESIGNATED)		

Migration Office: Rabat Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: C

DMO(TR)#: 0
Other support staff # : 11
<b>Total # :</b>
<b>Emergency LES</b>
Total number of months in 2018: 721 DAYS
<b>TD</b>
Total number of weeks in 2018: 0

## 2. TERRITORY OVERVIEW

### TERRITOIRE DE RESPONSABILITÉ

Pays/Territoire	Niv. de Risque lié à l'Environnement Opérationnel EIU	Population	Exempté de visa? (X)	Nbre de demandes de RP reçues (par pays de résidence, 1 janvier - 31 août)	Nbre de demandes de RT reçues (par pays de résidence, 1 janvier - 31 août)	AVE (X)	# de CRDV	EIC (X)	Arrangements pour impression à distance? (X)	Programmes de facilitation et spéciaux (noms et/ou codes seulement)
Morocco	C	33,986,655		497	12965		1			
Western Sahara	#N/A									
Other	#N/A	603,253 #N/A		5	165					
<b>TOTAL:</b>				<b>502</b>	<b>13,130</b>		<b>1</b>			

s.15(1)(i)i)

s.21(1)(b)

Migration Office: Rabat Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: C

## APERÇU DES RISQUES DU TERRITOIRE

Niveau de risque associé aux dossiers à traiter				Niveau de risque lié à l'environnement opérationnel				
Pays/territoire	CPI/IPC	% de la charge de travail RP	% de la charge de travail RT	Emplacement du bureau responsable des RP	Emplacement du bureau responsable des RT	Voyages de zone prévus? (O/N) **	Si aucun voyage, indiquez les pays tiers visités pour entrevues, rencontres, etc. **	Remarques
Morocco	40	99.0%	98.7%					
Western Sahara	#N/A	0.0%	0.0%					
Other	#N/A	1.0%	1.3%					

\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

Les couleurs utilisées dans les tableaux sont basées sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

Migration Office: Rabat Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: C

## CLÉS POUR LES NIVEAUX DE RISQUE ASSOCIÉS AUX DOSSIERS À TRAITER ET LIÉS À L'ENVIRONNEMENT OPÉRATIONNEL

<u>CLÉ : Niveau de risque associé aux dossiers à traiter</u> (Index des perceptions sur la corruption [IPC] de Transparency International)		<u>CLÉ : Niveau de risque lié à l'environnement opérationnel</u> (Cote de risque de l'unité du renseignement du magazine The Economist - Évaluation globale)	
<b>Aucun classement</b>		<b>Aucun classement</b>	
<b>Très faible</b>	Résultat à l'IPC de TI : 80 - 100	<b>Très faible</b>	Évaluation globale: A
<b>Faible</b>	Résultat à l'IPC de TI : 60 - 79	<b>Faible</b>	Évaluation globale: B
<b>Modéré</b>	Résultat à l'IPC de TI : 40 - 59	<b>Modéré</b>	Évaluation globale: C
<b>Élevé</b>	Résultat à l'IPC de TI : 20 - 39	<b>Élevé</b>	Évaluation globale: D
<b>Très élevé</b>	Résultat à l'IPC de TI : 0 - 19	<b>Très élevé</b>	Évaluation globale: E

Migration Office: Rabat Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: C

s.16(1)(b)

s.16(1)(c)

### 3. PERMANENT RESIDENT OVERVIEW

## Résident permanent

### Rabat

Année	Catégorie	Cible (#)	Demandes traitées (#)	Délais de traitement moyens (mois)
2018 (Jan - Aug)	Économique	1,425	1,026	15
	Regroupement familial	829	418	12
	Humanitaire	12	2	36
	<b>TOTAL</b>	<b>2,266</b>	<b>1,446</b>	
2017	Économique	1,195	1,194	12
	Regroupement familial	651	651	13
	Humanitaire	65	63	12
	<b>TOTAL</b>	<b>1,846</b>	<b>1,908</b>	
2016	Économique	2,083	2,083	11
	Regroupement familial	847	847	11
	Humanitaire	23	23	6
	<b>TOTAL</b>	<b>2,953</b>	<b>2,953</b>	

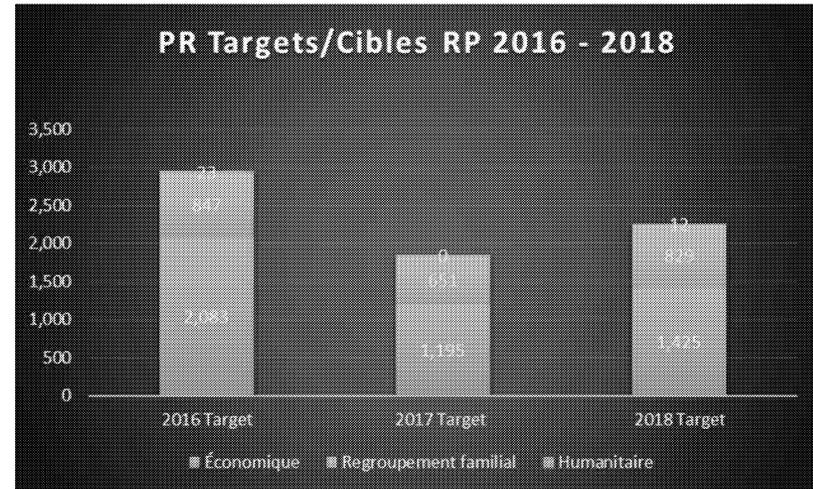
Année	Activité	Activités (#)	Vignettes d'un autre bureau (# imprimées)*	Demandes du PVV (#)
2018 (Jan - Aug)	Événements			
	Vérifications			
	C&H			
	Fausse déclaration			
<b>TOTAL</b>			<b>301</b>	<b>0</b>
2017	Événements			
	Vérifications			
	C&H			
	Fausse déclaration			
<b>TOTAL</b>			<b>154</b>	<b>3</b>
2016	Événements			
	Vérifications			
	C&H			
	Fausse déclaration			
<b>TOTAL</b>			<b>89</b>	<b>2</b>

\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

Migration Office: Rabat Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: C

Application Type	2016 Target	2017 Target	2018 Target
Économique	2,083	1,195	1,425
Regroupement familial	847	651	829
Humanitaire	23	65	12



### PR Trends/Issues

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

### TRENDS:

- The majority of Rabat's PR cases are Quebec Skilled Workers (QSW), cases are now processed centrally, with a portion being treated in Rabat. There is an existing inventory of QSW from 2018 that is currently in process in 2019.
- 
- 

These cases are now processed centrally. Rabat also has an existing inventory of QSW from 2018 that is currently in process in 2019.

Migration Office: Rabat Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: C

Four years of active promotion of the federal Express Entry program in Morocco is seeing expanded interest among potential migrants.

#### PROCESSING TIMES:

- Processing times are within departmental service standards (6 months for EE, less than 12 months for FCP). In view of ongoing streamlining of PR procedures,
- 

#### DISCREPENCIES BETWEEN ACTIVITIES RECORDED IN GCMS/ UNDERTAKEN BY THE OFFICE:

- FC1 interviews were inconsistently recorded in 2016, but as of 2017, they were recorded more systematically as events.
- PR verifications were recorded only in GCMS notes until Dec 2016, when they started to be recorded as in the Verification field of GCMS as well.
- It is illegal to mail passports within Morocco, thus all approved PR applicants must go, or send someone, to pick up their visa on a designated day from the embassy.
- In 2014 and part of 2015, convocation for picking up visas was recorded as an event in GCMS. This stopped in mid-2015, because the event had to be entered for each individual case.

Migration Office: Rabat Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: C

#### 4. TEMPORARY RESIDENT OVERVIEW

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

### Résident temporaire

#### Rabat

Année	Catégorie	Demandes traitées (#)	Taux d'approbation (%)	Délais de traitement moyens (jours)
2018 (Jan - Aug)	Visiteur	10455		15
	Étudiant	1759		51
	Travailleur	364		78
	AVE	1		16
	<b>TOTAL</b>	<b>12579</b>		
2017	Visiteur	13101		16
	Étudiant	2334		53
	Travailleur	240		77
	AVE	0		0
	<b>TOTAL</b>	<b>15675</b>		
2016	Visiteur	11542		16
	Étudiant	1821		39
	Travailleur	84		50
	AVE	0		0
	<b>TOTAL</b>	<b>13447</b>		

Année	Activité	Activités (#)	Vignettes d'un autre bureau (# imprimées)*
2018 (Jan - Aug)	Événements		
	Vérifications		
	Fausse déclaration		
	<b>TOTAL</b>		<b>799</b>
2017	Événements		
	Vérifications		
	Fausse déclaration		
	<b>TOTAL</b>		<b>837</b>
2016	Événements		
	Vérifications		
	Fausse déclaration		
	<b>TOTAL</b>		<b>643</b>

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

Migration Office: Rabat Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: C

## TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

### TRENDS:

- Canada continues to be seen by Moroccans as an attractive destination for visiting, working and studying, due in part to its reputation as a tolerant and open society, and to the ties of the existing Moroccan community. The various pathways to PR status are attractive for SP and WP applicants.
- **The TR program overall has grown 52% in the past 3 years, with pronounced growth in SP applications received, with a 92% increase between 2015 and 2018.\***
- The number of WP applications received dipped in 2015, due to the lack of LMIA exemption which had been accorded under the Francophone Significant Benefit stream (ended 2014). With the introduction of the Mobilité Francophone stream in June 2016, **the number of WP applicants has risen remarkably, with a 719% increase between 2016 to 2018**, and is expected to continue to rise.\*
- Students are largely attracted to Quebec, given that French is often the language of instruction. In addition to many world-class universities, Quebec has professional high schools and technical colleges, which are an educational option not available elsewhere. These institutions appeal many Moroccan students as they offer training at a lower cost,  
Many students intend to apply for a post-graduate WP upon completion of their program. As a result, continued growth is expected in the student movement.

*\*2018 statistics pulled from OPP's Weekly Report for week ending Dec 29, 2018.*

Migration Office: Rabat Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: C

**eTA:**

- Not applicable.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

**FACILITATIVE MEASURES**

- The local CAN initiative, whereby those who have visited Canada within the past 5 years can apply with fewer documents, had run since 2015 until the introduction of the global CAN+ initiative in November 2017.

**IEC, ETC.**

- The Mobilité Francophone stream, mentioned above, is highly attractive to employers, recruiters and potential employees alike, due to the LMIA exemption under C16. Growing interest among recruiters continued in 2018.
- A handful of AIESEC students also apply for programs in Canada.

**PROCESSING TIMES:**

- Since the retirement of a DIO in mid-2016, Rabat has had a reduced complement of decision makers.  
A number of streamlining efforts were undertaken in 2018 to better cope with the growth. Screening needs also resulted in delays for many SP and WP applicants, increasing the processing time.

**DISCREPENCIES BETWEEN ACTIVITIES RECORDED IN GCMS/ UNDERTAKEN BY THE OFFICE:**

- As of March 1, 2017, phone interviews began to be recorded as an event in GCMS. Accordingly, the number of events almost doubled in 2017.
- Verifications have been fairly consistently entered into GCMS over the years, but with greater regularity in 2017. Thus the increase in verifications is partly due to more consistent data entry, but also reflects a true increase in the number of verifications done in for QA and AF exercises.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Rabat Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: C

- The table (tab III) covers Jan-Aug 2018 only, so does not include the verifications done for a AQ exercise undertaken in Nov 2018.

## 5. OTHER APPLICATIONS OVERVIEW

### Autres secteurs d'activité

Rabat

Année	Catégorie	Demandes reçues	Taux d'approbation (%)	Délais de traitement moyens (jours)
2018 (Jan-Aug)	TVRP	348		15
	Renonciation	78		10
	PST	1		-
	ARC	7		-
	Réhabilitation	-		-
	<b>Total</b>	<b>434</b>		
2017	TVRP	349		15
	Renonciation	116		14
	PST	6		-
	ARC	11		18
	Réhabilitation	-		-
	<b>Total</b>	<b>482</b>		
2016	TVRP	376		20
	Renonciation	89		14
	PST	3		-
	ARC	18		22
	Réhabilitation	-	-	-
	<b>Total</b>	<b>486</b>		

\*Stats supplied by OPPB

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Rabat Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: C

## Other Lines of Business Trends

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

- 
- PRTD applications tend either to be straightforward cases of people recently landed with no PR Card, or complex cases involving appeals and H&C requests.
- As TRP numbers are minimal, there are no special procedures in place to identify them before coming to an officer for decision.
- 

Rabat's

internal procedures are evolving with the introduction of Chinook,

Migration Office: Rabat Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: C

## 6. ENVIRONMENTAL OVERVIEW

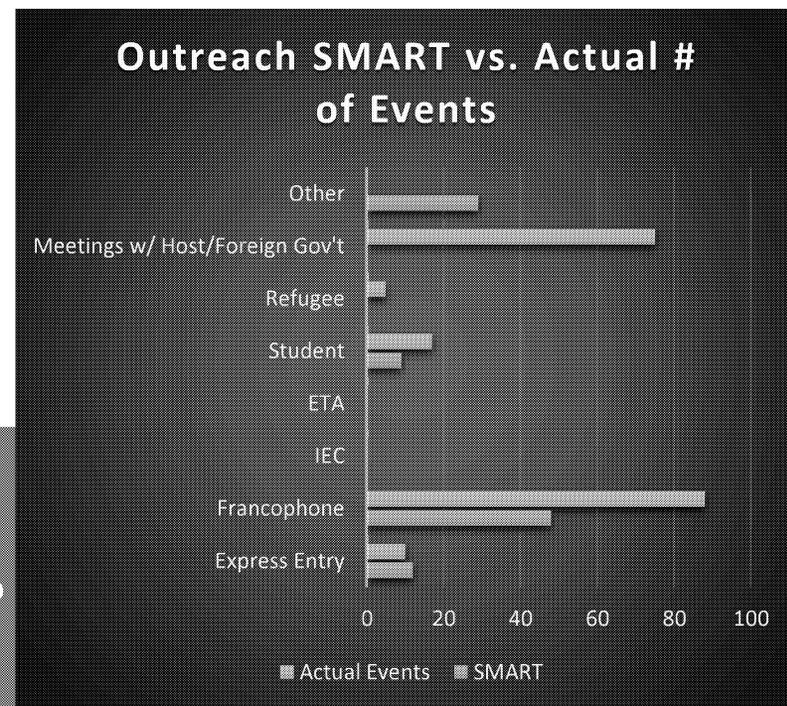
### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated, if available. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

#### Rabat SMART (Reference)

Delivery Format / Format de livraison	EE Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan-Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/A VE Events (Jan-Oct 2018 in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan-Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan-Oct 2018 in SMART)	Other
Information Session/Presentation	12	39			1			26
Online Consultation/Webinar		9			8			
Meeting							1	



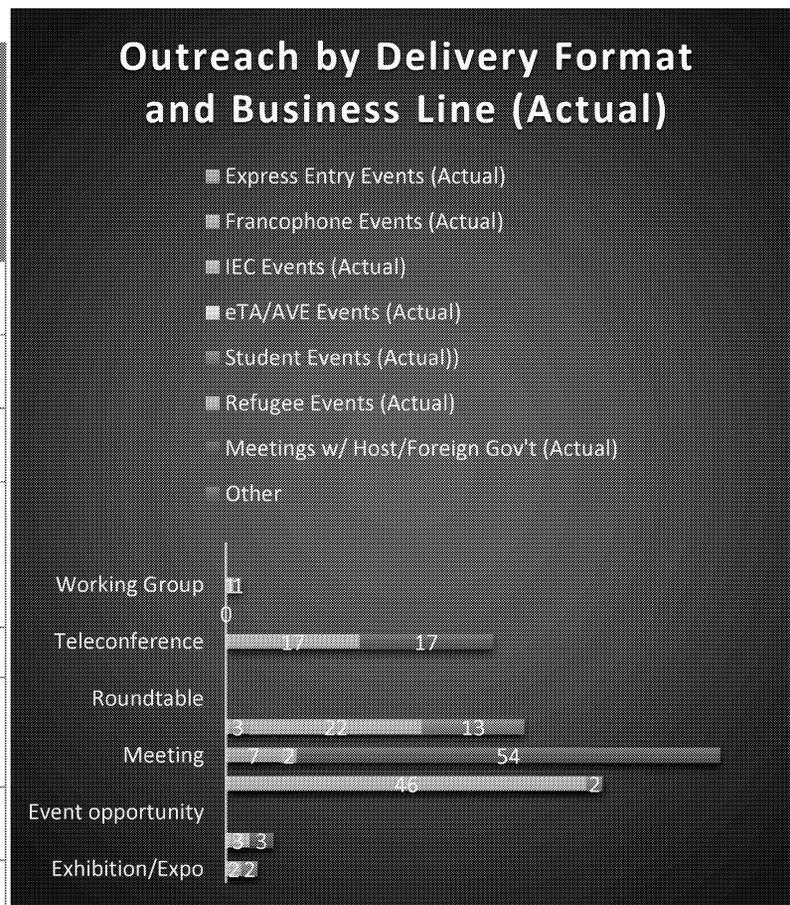
Migration Office: Rabat Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: C

Visit									1
									2
<b>Total</b>	<b>12</b>	<b>48</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9</b>

**Actual Events (Please indicate the actual # of events performed)**

Delivery Format / Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/Expo		2			2			
Conference						3	3	
Event opportunity								
Information session/Presentation		46			2			
Meeting	7					2	54	
Online Consultation/Webinar	3	22			13			
Roundtable								
Special Event (e.g. Gala)								

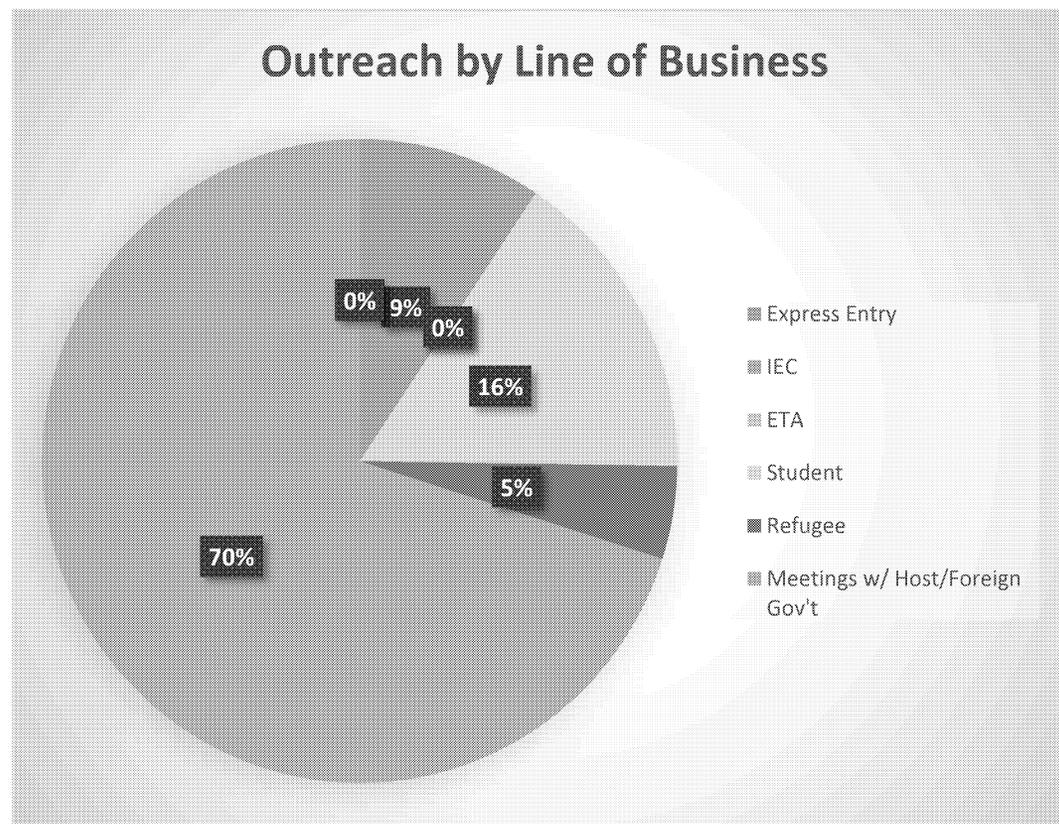
**Outreach by Delivery Format and Business Line (Actual)**



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Teleconference		17				17	
Visit						0	
Working Group		1				1	
Other							
<b>Total</b>	<b>10</b>	<b>88</b>	<b>0</b>	<b>0</b>	<b>17</b>	<b>5</b>	<b>75 0</b>

Business Line	SMART	Actual Events
Express Entry	12	10
Francophone	48	88
IEC	0	0
ETA	0	0
Student	9	17
Refugee	0	5
Meetings w/ Host/Foreign Gov't	0	75
Other	29	0
<b>Total</b>	<b>98</b>	<b>195</b>



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SMART EVENT Names	Column1
MISSIONS	Count of Mission
RABAT	28
Information session/Presentation	19
RABAT - Participation à Destination Acadie	11
Rabat - Session d'information sur Entrée Express	4
RABAT - Sessions d'information sur Entrée Express	3
Session d'information sur les permis d'études.	1
Online Consultation/Webinar	9
Rabat - Comment demander un permis de travail temporaire au Canada	1
Rabat - Webinar pour les étudiants au Maroc	5
Rabat : Webinar pour le permis de travail temporaire au Canada	1
Rabat : Webinar pour les étudiants au Maroc	2
RABAT	30
Information session/Presentation	20
Rabat - Destination Ontario	7
RABAT - Envie de vivre et travailler au Canada	5
RABAT - Participation à Destination Acadie	2
Rabat - Session d'information sur Entrée Express	5

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RABAT- Envie de vivre et travailler au Canada	1
Meeting	2
Rabat - Destination Ontario	2
Online Consultation/Webinar	7
RABAT - Envie de vivre et travailler au Canada	1
Rabat - Webinar pour les étudiants au Maroc	2
Rabat : Webinar pour les étudiants au Maroc	2
Visit	1
RABAT - Échange avec des partenaires	1
<b>Grand Total</b>	<b>58</b>

## Migration Diplomacy / Outreach

- Describe the type and frequency of contact with local officials.
- Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
- Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
- Describe participation in local and international fora.
- Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?  
(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

## HOST GOVT CONTACT

- IRCC Rabat has regular, positive contact with a range of local officials (see SMART data).
- In 2014, Morocco unveiled its National Strategy on Immigration and Asylum, which included work on new legislation. Morocco has taken the lead regionally on migration matters, especially since taking on the portfolio upon rejoining the African Union in

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January 2017. Accordingly, official interest in migration management has grown; Canada's system is seen as an interesting model for managed migration.

- Migration trends in the regions, with Morocco as a source, transit and destination country. Morocco works closely with the EU on migration matters, and as a result has developed a number of initiatives of interest, such as regularization campaigns, and local integration of refugees. IRCC has participated in migration-related conferences and workshops held in Morocco, at a local, regional and international level,
- Morocco has an interest in Canada's approach to managed migration;

#### DESCRIPTION OF LIAISON ACTIVITIES

- **ANAPEC** (Agence nationale de promotion de l'emploi et des compétences): Deepening relationship with ANAPEC, Morocco's governmental employment agency and various Canadian partners, managed in with support of IRCC Rabat. This includes regular meetings, liaison between ANAPEC and provincial officials interested in recruiting TFW from Morocco, invitation to ANAPEC official to Destination Canada in Paris in November. ANAPEC provides a valuable range of free services to overseas employers and recruiters, such as posting jobs, arranging tests and interviews, screening CVs etc, as well as free services for job-seekers. ANAPEC also has considerable knowledge about local job market and possible pools of workers of interest to Canada, which is useful for assisting IN increase the number of francophone workers immigrating to provinces outside Quebec.  
and ANAPEC ran a small pilot in Spring 2018 to recruit skilled workers in the hotel/restaurant industry. As ANAPEC is a key partner for Canadian employers, recruiters and provinces, it is well placed to publicize the planned webinars to be hosted by IRCC Rabat on how to submit a WP application.
- **UNHCR & IOM**: Although Rabat's refugee program is relatively small (under 60 persons landed per year), it is significant as it is the main RST program for those who cannot integrate locally, and has been used strategically to encourage resettlement to other countries. Rabat VO maintains regular contact with both IOM and UNHCR for managing the RST program, and for gathering information on local and regional migration trends.

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- **Likeminded missions:** The Anti-Fraud Embassy Group, including embassies from EU, UK, USA and Canada, is a forum for sharing information on fraud and security trends and best practices on doing verifications in the local context. IRCC Rabat has also Initiated contact with French and Spanish consulates in secondary cities around Morocco in 2017/18, to further build detailed local knowledge on trends, client base, and fraud patterns.
- **Francophonie:** IRCC Rabat participates in annual liaison visits to stakeholders in Canada (provinces, employers, ELN), in coordination with IRCC Paris, and in Destination Canada held in November in Paris. The Atlantic provinces are interested in recruiting workers and students from Morocco, and in April 2019 will hold the fourth Destination Acadie In Morocco, visiting Casablanca. This event will be an opportunity to pilot a “promotional event mission agreement”, which outlines clear expectations, responsibilities and timelines.
- The Province of Québec opened a Bureau de Québec à Rabat in August 2018, and is active in planning promotional events for stakeholders in Quebec wishing to recruit Moroccan TFWs. IRCC Rabat has regular meetings with the director to ensure coordination.

## Promotion and Recruitment (RM)

### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

### LOCAL LABOUR MARKET IN MOROCCO:

- The Moroccan government supports the organized outward migration of its citizens, as the individuals can benefit from good employment prospects and the country as a whole benefits from revenues from remittances as well as circular migration. The Moroccan labour code requires international recruitment to be conducted either through accredited recruiters, recognized by the Ministry of Labour, or, more commonly, through ANAPEC. ANAPEC restricts international recruitment to jobs which are legal in Morocco.

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- Morocco has a relatively high unemployment rate (officially around 10%, and significantly higher for youth, at approx. 30%), and a significant portion of the population is well-educated. The push factors for migration are thus relatively high.
- Morocco has been identified by a number of Canadian provinces (Ontario and the Atlantic provinces, in addition to Quebec, historically destination of choice for most Moroccan migrants) as a good potential source of francophone workers. Employers from BC and Alberta have also been active recruiting in Morocco, primarily in the Mobilité francophone stream.
- The hotel/restaurant and tourism sectors offer particularly strong pools of potential migrants, as training is available for all levels of work. People working in this sector are often multi-lingual, and have solid experience in Morocco's well-developed tourism industry. Other service industries, such as hairdressing, call centres, offer good potential for recruitment.
- Although French is widely spoken, public education at elementary and secondary levels is primarily in Arabic. Many middle and upper class parents choose private schools for their children where French is the language of instruction. Post-secondary education in the trades is primarily in Arabic, whereas university and professional training tends to be in French. As a result, white collar workers tend to have sufficiently high levels of French for immigration, whereas those in the trades are often not able to work in French, thus hampering their potential to succeed in applying as TFW/ economic immigrants.
- The post-secondary system in Morocco follows the French model, with many institutions working in partnership with French universities. Morocco has a strategy of attracting students from francophone west Africa, with good quality, affordable francophone education.

#### **KEY SECTORS FOR P&R:**

##### **Economic immigration/Temporary Workers**

- 
- IRCC Rabat conducted webinars for WP applicants in 2018-19, and

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- According to feedback from Canadian employers and recruiters, the hospitality industry (hotel, restaurant) offers very good potential, as there are very experienced, multilingual Moroccans who have been working in the well-developed tourism industry, primarily around Marrakech and Agadir.
- A number of hairdressers have been recruited from Morocco to franchises in western Canada.
- often hire university graduates from computer sciences or technical programs; these young, well-trained, often bilingual workers would likely be good candidates for TFW/immigration programs. However, recruitment should be approached with caution,
- Morocco's aeronautical industry is growing over the past 3-4 years, with the location of Bombardier factory near Casablanca. Newly formed centres offer training in aeronautical production and maintenance. The automotive industry is more established, with factories producing for the European market for many years. The limitation of these skilled trades workers is linguistic: most do not have the necessary capacity in French or English to easily enter the Canadian labour market.
- Nursing 

the UAE has set up a system of extensive training, in English, for Moroccan nurses to work in the Gulf States. These nurses are trained in English in a specific institution in Morocco funded by the UAE (Collège Fatima) and obtain a BSN. They must pass IELTS level 6 in order to obtain their BSN.
- Agriculture is a major economic sector in Morocco, with a number of dedicated training programs. Agricultural professionals, such as agronomic engineers, agricultural technicians, and livestock workers,

### International students

- IRCC Rabat started offering regular webinars for SP applicants in May 2017. Since information on SPs is offered in a regular manner, the office is more selective in choosing which student fairs it attends with GAC. Advertising the monthly webinars at the embassy kiosk at fairs ensures that students are aware of where to get accurate information on how to apply for a SP. Staff

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time and budget can then be focussed on the fairs where we see a higher proportion of students ready and able to study in Canada, e.g. EduCanada.

•

### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
- Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

### DESCRIPTION OF ACTIVITIES:

- Rabat coordinates closely with Paris (as lead on francophone P&R), and Dakar, Tunis and Algiers (as visa offices with similar clientele/operations). Rabat sends assistants to support IRCC Paris with Destination Canada in Paris, and Paris has sent support for events in Morocco such as Destination Acadie and Destination Ontario.
- Rabat offers EE sessions in different cities, such as Rabat and Casablanca, Tangiers, Fez, and Agadir, throughout the year. The sessions were adapted in 2018 to our clientele and now include a brief presentation on the NOC requirement and on the Francophonie in Canada.
- For student and work permits, Rabat offers webinars every month, except during high season (June to September, and November to December). We also participate in the EduCanada fair to provide information to potential international students.
- In November 2018, Rabat organized “Destination Canada en direct de Rabat” in collaboration with ANAPEC and IRCC Paris. The event webcasted some of the workshops taking place at the main event in Paris. Rabat also offered adapted presentation in person and was able to answer all of the participants’ questions.

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s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

- In 2018, Rabat offered 25 sessions pertaining to Express Entry. Rabat organized or participated in more than 70 presentations (webinars, forums, information sessions) either on Express Entry, SP or WP.

#### **INTERACTIONS:**

- The Moroccan context offers Canadian employers good opportunities for international recruitment: the local employment agency, ANAPEC, offers free services to support promotion and recruitment of workers internationally; the Moroccan labour code provides a strong legal framework to protect its citizens seeking work abroad; and outward migration is viewed officially as a net benefit for Morocco because of remittances and enhanced work experience.
- As mentioned in the previous section, Rabat liaises with different provinces such as Ontario for their Destination Ontario event, with the Maritimes provinces with Destination Acadie and with Québec for their different events.
- Rabat is sometimes contacted by employers and recruiters and the office provides them with information and guides them to ANAPEC.
- In 2018, Rabat increased its interactions with educational institutions. Some institutions offer presentations to their candidates at the embassy and IRCC Rabat often does a presentation on study permits. Those occasions are also useful to meet with the school and obtain information regarding their recruitment, their challenges and other information that may be useful for SP processing.

#### **LABOUR MARKET OPPORTUNITIES AND ELN EFFORTS:**

- For labour market opportunities, please see previous section under “ KEY SECTORS FOR P&R”.

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## Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
  - Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
  - Describe issues or challenges with file destruction.
  - Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
  - Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.
- 
- File destruction and repatriation is done annually, and it presently up to date. PR files are kept within the mission for 2-3 years before destruction/archiving; TR files are kept for 2 years before destruction.
  - Storage space is sufficient within the mission,
  - Destruction of files is done
  - All staff, including cleaning staff, are aware of the need to shred/destroy any document which has personal information.
  - CN sends file to IRCC Rabat
  - Approximately 40-70 files are sent to Canada annually for litigation (37 in 2018, 37 in 2017, 65 in 2016). These are sent

## Mission Management / Collaboration with

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
  - Describe any other activities in support of GoC objectives that take resources away from core activities
  - Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.
- 
- CBOs and LES within IRCC Rabat are very involved in supporting broader mission objectives, with participation on the following committees: Housing, Social, Learning, Social Media, LES, Mission Management. In addition, IRCC staff volunteer to assist with Canada Day celebration preparations and mission retreat activities.

s.16(2)

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- Visits by provinces, for events such as Destination Acadie, can require significant degrees for IRCC staff involvement, for preparation, logistics, liaison with local authorities, and participation in the promotional sessions.
- The mission was very involved in a 9 day visit of Minister Hussen for the Global Compact on Migration in Marrakech (Dec 2018) and subsequent bilateral visit.
- Rabat also participates in events organized by other sections, such as EduCanada or visits of educational institutions. These activities require the presence of one or more IRCC staff. (e.g. EduCanada implicated 9 FTE days).

#### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
  - What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
  - Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?
- 
- There is one VAC operating in Morocco, and it generally functions well. IRCC Rabat conducts regular visits, and management responds quickly to requested changes.
  - In July 2018, the Rabat VAC moved location to a new office building where services are offered for other countries (including Nordic countries, UK, Netherlands, Ukraine). An oversight visit was conducted in Aug 2018 by PWGSC. Concerns identified at that time have been addressed.
  - There were no significant issues associated with biometrics expansion.

#### Other

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

Rabat historically had a very poor bandwidth,  
April 2018,

In

resulting in a much improved connection.

s.19(1)  
s.21(1)(b)  
s.21(1)(d)

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## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

#### STAFFING OVERVIEW:

- No vacancies are foreseen for 2019.
- An EMLES will be hired to cover this absence.
- There is a solid, relatively diverse workforce within IRCC Rabat. A vacant LE-4 position was filled in July 2018. The two local officers are relatively new: one was designated in 2015, and the other started as LE-08 in March 2017
- IRCC Rabat faces significant growth within its TR LOBs,  
Thus the section has been reorganized over the past year to involve all staff in handling TR cases, as that is where continued growth is expected. Increases have been primarily in labour-intensive LOBs (SP and WP). Rabat has thus far managed to handle this increase in volumes by reorganizing, revamping procedures, piloting Chinook, and using EMLES. However, growth should be monitored carefully. Use of Chinook evolves and has the potential to assist further in handling volume increase. †
- IRCC Rabat is located in one of the most stable arabophone countries,  
To ensure that the office as a whole is capable of dealing with files from any office within the IRCC network, the two most recent job processes have required candidates be

s.19(1)  
s.21(1)(b)

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trilingual (French/English/Arabic).

†

#### TRAINING:

- Staff could benefit from training on a variety of topics: GCMS, Answers, Chinook, and values and ethics.

- 

#### Wellness: Promoting a Healthy

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)

- What steps have you taken to address these challenges?

- Wellness challenges within IRCC Rabat stem primarily from increases in TR LOBs (volumes increase), changing job tasks as more staff become involved in all TR LOBs and in P&R activities, as well as some interpersonal differences.
- Hiring EMLES (who have been trained during the low season) has relieved some of the pressure felt by permanent LE4/LE5 during the busy season.

A pool of experienced EMLES is able to fill in the gaps.

- Dealing with change more broadly is an ongoing challenge dealt normally with regular, consistent communication about the direction of IRCC generally and the office in particular, eg. with regular all-staff meetings and smaller staff meetings for those dealing with particular LOBs. This is expected to continue to be an area to work on.

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- Providing job-specific training to LE assistants by sending them on TDs to other offices has been greatly appreciated: staff return with a broader perspective, practical new ideas, and see that their contribution is valued, i.e. the organization has invested in their training. It is recommended to continue this practice.
- CBS have the option of taking up to 37.5 hours of overtime as time in lieu once in the FY.

## 8. RISK MANAGEMENT (RIC, IRG)

### 2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress. *Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.*

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice

s.16(1)(b)

s.16(1)(c)

s.17

s.21(1)(b)

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	N/A		Morocco	2	Q3-Q4 of 2019-20
		Morocco		Q3-Q4 of 2019-20	





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s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

- |
- |

**Rabat's ongoing QA and AF exercises include the following:**

- 
- 
- 
- 
- 
-

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#### Resources/Tools:

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

- All staff are implicated to some degree in RA work. The focal point with all officers, MPM, and RAO. who works in close coordination
- 
- 
- Rabat has TRV risk matrix, prepared first in 2015, updated on an ad hoc basis.
- IRCC Rabat continues with regular webinars on how to apply for SP and WP with the aim of providing free, complete information to the public, as part of a strategy to improve both program integrity and client service. From a PI perspective, the intention is to counter faulty information provided by unauthorized consultants operating in Morocco.

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s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

## 9. INNOVATION & CLIENT SERVICE (RIC, RIO)

### Client Service

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

#### PRINCIPAL CLIENT SERVICE ISSUES:

- The main concerns about client service expressed to IRCC Rabat include: difficulty of navigating IRCC website, misunderstanding of statutory questions on TR application form (namely question 2 b), processing times, and lack of clarity of TR/SP refusal letters. Some of these issues could be addressed by changes made centrally.
- 

#### CLIENT ENQUIRIES:

- There are two main mailboxes for applicants: TR and PR, which are monitored daily. We also have mailboxes for verifications and for Francophonie/P&R applicants. In addition, a specific mailbox for MFA and Palace contacts was set up in 2017 in an effort to redirect queries from these sources which normally went directly to the HOM's office.
- Cases are replied to on an individual basis, using set phrasing (saved in Outlook signatures), personalized as required.
- Embassy guards have communications forms, given to people who insist on coming by with an enquiry. The paper form is then given to LES dealing with that caseload, and a reply is given by email.
- Embassy guards are regularly trained by an LE5 on how to deal with members of the public who approach the IRCC entry to ensure their enquiries are appropriately directed.

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**SOCIAL MEDIA:**

- Rabat uses both the mission’s FB and Twitter accounts to announce upcoming P&R sessions, webinars, and reminders about different programs and other service announcements. A monthly list of messages is provided to RABAT-GR.
- Two members of the IRCC team are part of the mission’s Social Media Committee.
- A brief review of IRCC’s presence on Moroccan social media was conducted in Dec 2018, to assess what the main concerns and lacunae in information are in various online for a.

**OTHER CLIENT CONTACT:**

- Due to strict laws forbidding the mailing and couriering of passports even within Morocco, applicants in Morocco must deliver and collect their passports in person for visa issuance either to the embassy or to the VAC. As a result, for now most PR applicants collect their visas in person at the embassy, on set dates. On these days, clients provide their passport and while waiting for visa issuance, watch a video on settling in Canada. An LE5 also provides a brief presentation on the landing process.
- Successful WP applicants are called in to the embassy on a weekly basis to collect their visas. Most WP applicants apply under Mobilité francophone, a stream which aims to strengthen francophone communities outside Quebec. WP applicants do not have access to settlement services as they are not PRs. However, if they are not aware of the presence of francophone communities and support networks in their city of destination, it is not likely they will participate in those communities, thus undermining the goal of the stream. At visa collection, an LE4 gives them a short presentation on francophone services and networks outside Quebec, so that clients may participate in these communities right from the start.
- Regular webinars are offered on the topics of how to submit a WP or SP application, wherein participants have the opportunity to ask questions directly to officers.

Client Service Initiatives			
Country	Brief description of initiative	Expected outcomes*	Implementation Date
Morocco	PR passport retrievals (obligatory)	Provision of info on landing process and overview of settlement services	Longstanding practice

s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

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Morocco	WP passport retrievals	Provision of info on francophone communities outside Quebec, to allow WP applicants to make educated settlement choices and support the goal of Mobilité francophone.	2018
Morocco	Webinars: How to submit SP application	Provision of free, reliable info to public in regular manner. Help counter faulty messages of unauthorized agents acting locally. Improved applications (ie properly filled with correct documents) allowing for smoother processing.	Mid 2017
Morocco	Webinars: How to submit WP application	Provision of free, reliable info to public in regular manner. Help counter faulty messages of unauthorized agents acting locally. Improved applications (ie properly filled with correct documents) allowing for smoother processing.	May 2018
Morocco	VIP mailbox	Designated mailbox with address provided only to VIP contacts (MFA, Palace) to encourage them to contact IRCC Rabat directly rather than phoning other sections of the embassy	2017
*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.			

### Work-Sharing Arrangements

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

- Rabat took on the remainder of [redacted] caseload in Feb 2018. The CBO supervising PR work in Rabat visited [redacted] for a week in Feb 2018 to learn about specific fraud concerns and to work out details of worksharing agreement

**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

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 Operational Environment Risk Rating: C

- In April 2018, when the mission’s bandwidth was upgraded, Rabat took back eApp TRVs which had previously been processed in Paris (Oct 2015-Spring 2017) and Bucharest (Spring 2017-March 2018). At the same time, Rabat began piloting Chinook, which allowed Rabat was able to successfully take back this caseload.

**IRCC Rabat is building its capacity to play a more strategic role within the network, and could at some point take on additional workloads from the Middle East, North African and/or West African regions:**

- 
- Since spring 2018, Rabat enjoys a significantly improved bandwidth resulting in a good connection to GCMS.
- As a full service centre, Rabat’s staff have years of experience in processing all categories of temporary and permanent residents.
- Linguistically, the locally engaged staff has Arabic, French and English capacity, with recent hires required to be trilingual to allow greater flexibility in worksharing, while ensuring strong program integrity as staff are able to read civil status and other documents issued in all three languages, and can do appropriate verifications in those languages.
- Located in [REDACTED] IRCC Rabat can thus offer the network a useful location to process cases of Arabic or French speaking applicants from either the Middle East/North Africa (MENA) region or West Africa.

Work-Sharing Arrangements							
Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date
							Feb 2018
*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.							

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Rabat Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: C

## Other Innovations/ Best Practices

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

### CHINOOK:

- Rabat started using Chinook in 2018 to help processing eApps and VAC files for SP and VRT applications. The SP preselection team is also using it for triaging and to help input notes more efficiently. These measures have helped decision makers in coping with the increased volumes, especially SP applications during high season.

### GCMS:

- With the support of IRCC Paris, Rabat has improved its use of Dashboards in order to measure work of polissage and preselection.
- Rabat now has a LES who is proficient at Answers and the creation of Dashboards. New dashboards were created in order to measure intake, processing biometrics and much more.

### TRIAGING

- Rabat triages its TRV applications based on certain indicators which helps in the overall processing.
- WP applications are also triaged during the preselection We are therefore able to identify rapidly and efficiently those in need of interviews

Migration Office: Rabat Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: C

- We have been working closely with the VAC to improve some procedures which facilitate our triaging and processing of applications. There have been improvements in the way the applications are presented, i

## 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Type your answer here:

Migration Office: Rabat Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: C

### Regional Work-sharing, Strategic TDs

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

Type your answer here:

### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

Type your answer here:

Migration Office: Rabat Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: C

## Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

Type your answer here:

Migration Office: Riyadh Area: The Middle East  
 Operational Risk Rating: B

## 1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	Riyadh
Area:	Middle East
Office Type: (Full Service, Satellite, RPC, Specialized)	TR office
Updated (YYYY/MM/DD)	2018/11/29
Interrelated Offices:	Abu Dhabi (Refugees, RAO, BVO), Ankara (Area Director), London (other PR)

Personnel		
	NAME	MITNET
MPM:		
D/MPM:		
Area Director:		
GCMS Manager:		
BVO:		
RAO:		
eTA SPOC (Single Point of Contact):		
HOM:	pending	
GAC Regional Director:		
CBSA LO:		
MOF:		
IEC SPOC:	n/a	
P&R SPOC:		
Litigation SPOC:		
CBS		
Names:		
<b>Total # : 5 (1 vacant)</b>		
LES		

Migration Office: Riyadh Area: The Middle East  
Operational Risk Rating: B

DMO # : 0 DMO(TR)#:0 Other support staff # : 11 (1 vacant)
<b>Total # :</b>
<b>Emergency LES</b>
Total number of months in 2018: 341 days
<b>TD</b>
Total number of weeks in 2018: 6

## 2. TERRITORY OVERVIEW

### TERRITORY OPERATIONAL OVERVIEW

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Saudi Arabia	B	28,571,770			24652		1			
Other	#N/A	#N/A			211					
<b>TOTAL:</b>				<b>0</b>	<b>24,863</b>		<b>1</b>			

### TERRITORY RISK OVERVIEW

<b>Caseload Risk</b>	<b>Operational Environment Risk</b>
----------------------	-------------------------------------

Migration Office: Riyadh Area: The Middle East  
Operational Risk Rating: B

Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	Notes
Saudi Arabia	49		99.2%					
Other	#N/A		0.8%					

\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

Les couleurs utilisées dans les tableaux sont basées sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

KEY: Caseload Risk Level (Transparency International CPI)		KEY: Operational Environment Risk Level (Economist IU Risk Rating, Overall Assessment)	
Not Rated		Not Rated	
Very Low	TI CPI score of	Very Low	Overall Assessment: A

s.16(1)(b)  
 s.16(1)(c)

Migration Office: Riyadh Area: The Middle East  
 Operational Risk Rating: B

	80 - 100		
Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E

### 3. PERMANENT RESIDENT OVERVIEW

#### Permanent Resident

Riyadh

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)	Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Economic	-	-	-	2018 (Jan - Aug)	Events			
	Family Class	-	-	-		Verifications			
	Humanitarian	-	-	-		H&C			
	<b>TOTAL</b>	<b>0</b>	<b>0</b>			Misrepresentation			
					<b>TOTAL</b>		<b>1,245</b>	<b>0</b>	
2017	Economic	-	-	-	2017	Events			
	Family Class	-	-	-		Verifications			

s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

Migration Office: Riyadh Area: The Middle East  
 Operational Risk Rating: B

	Humanitarian	-	-	-
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	
2016	Economic	-	-	-
	Family Class	-	-	-
	Humanitarian	-	-	-
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	

	H&C	
	Misrepresentation	
	<b>TOTAL</b>	<b>1,163</b>
2016	Events	
	Verifications	
	H&C	
	Misrepresentation	
	<b>TOTAL</b>	<b>806</b>

	<b>1,163</b>	<b>0</b>
	<b>806</b>	<b>0</b>

\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

**GUIDE:**  
 For the following three categories, FD targets are only indicative and outputs are measured in actual admissions :

- Government-assisted refugees (GARs)
- Privately-sponsored refugees (PSRs)
- Blended Visa-office-referred refugees (BVORs)

**PR Trends/Issues**

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

Although responsibility for PR file processing falls to Abu Dhabi (refugees) and London (all other), RYADH is involved in conducting interviews for FC and EC cases (a couple per year) and assisting with verifications or interpreting local migration/document policy as well as being highly involved in the refugee program. We support TD officers (Eight weeks in 2018) coming for interviews, provide back-office LES support, and are involved in eligibility and admissibility decisions ourselves. I spent eight weeks interviewing in 2018). Given inventory of PSRs resident in KSA,

s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

Migration Office: Riyadh Area: The Middle East  
 Operational Risk Rating: B

#### 4. TEMPORARY RESIDENT OVERVIEW

### Temporary Resident

Riyadh

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)
2018 (Jan - Aug)	Visitor	23150		21
	Student	2691		21
	Worker	546		33
	eTA	1		5
	<b>TOTAL</b>	<b>26388</b>		
2017	Visitor	27850		20
	Student	4405		24
	Worker	627		38
	eTA	0		0
	<b>TOTAL</b>	<b>32882</b>		
2016	Visitor	23867		12
	Student	3869		20
	Worker	514		43
	eTA	1		0
	<b>TOTAL</b>	<b>28251</b>		

Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>197</b>
2017	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>239</b>
2016	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>231</b>

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

Migration Office: Riyadh Area: The Middle East  
 Operational Risk Rating: B

### TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

Type your answer here:

Application intake was increasing by over 20% in the first half of 2018 (compared to the first half of 2017), however, once the diplomatic crisis between KSA and Canada hit in August 2018, there was a sharp drop in applications. With the widely reported expulsion of the HOM, many clients were under the impression that the entire embassy was closed. It took approximately three weeks for the message to get through to clients that IRCC Riyadh was still operational and for application intake from third-country nationals to return to normal levels. Although many Saudi students have been permitted to continue studying in Canada, this has not been reported locally and Saudi clientele is still lower than normal.

The majority of our applicants are biometrics-required (even before the July 31<sup>st</sup> expansion). The introduction of Chinook (Module 3) in Riyadh in May 2018, made processing of complete e-applications faster

A referral system for OGDs was put in place in Riyadh in Fall 2017 and renewed in November 2018 with the arrival of new staff. The formal process is identical to that instituted in ABDBI as the IRCC and GAC territories in the Gulf overlap. VAC staff and LES assigned to monitor emails are trained to identify possible urgent cases and to bring these to the attention of a CBS.

s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

Migration Office: Riyadh Area: The Middle East  
Operational Risk Rating: B

## 5. OTHER APPLICATIONS OVERVIEW

### Other Applications

Riyadh

Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	114		15
	PR renunciation	74		15
	TRP	36		49
	ARC	8		-
	Rehabilitation	-		-
	<b>Total</b>	<b>232</b>		
2017	PRTD	202		51
	PR renunciation	95		28
	TRP	42		81
	ARC	7		-
	Rehabilitation	-		-
	<b>Total</b>	<b>346</b>		
2016	PRTD	226		34
	PR renunciation	107		21
	TRP	37		82
	ARC	1		-
	Rehabilitation	-		-
	<b>Total</b>	<b>371</b>		

\*Stats supplied by OPPB

**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

Migration Office: Riyadh Area: The Middle East  
Operational Risk Rating: B

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

Type your answer here:

PRTD/Renunciation: There is a standard document request to inform TRV/SP/WP applicants whose PR status has not been formally dealt with to submit a renunciation application or a PRTD application if they wish to apply to retain their status. There are many H&C requests;

Migration Office: Riyadh Area: The Middle East  
Operational Risk Rating: B

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated, if available.. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

#### Riyadh

##### SMART (For Reference Only)

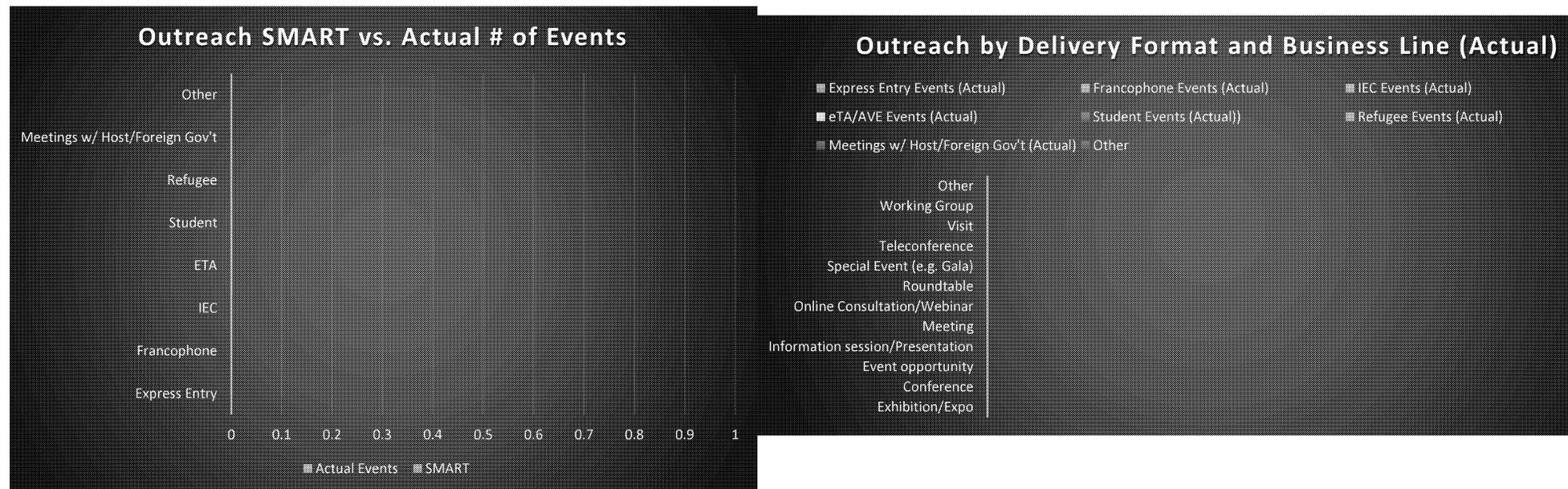
Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan-Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)	Other
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

##### Actual Events (Please indicate the actual # of events performed)

Delivery Format / Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/Expo								

Migration Office: Riyadh Area: The Middle East  
Operational Risk Rating: B

Conference										
Event opportunity										
Information session/Presentation										
Meeting										
Online Consultation/Webinar										
Roundtable										
Special Event (e.g. Gala)										
Teleconference										
Visit										
Working Group										
Other										
<b>Total</b>	<b>0</b>									



Migration Office: Riyadh Area: The Middle East  
Operational Risk Rating: B



#### Migration Diplomacy / Outreach (RIO, RM)

- Describe the type and frequency of contact with local officials.
  - Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
  - Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
  - Describe participation in local and international fora.
  - Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

s.15(1)(i)

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Riyadh Area: The Middle East  
Operational Risk Rating: B

Type your answer here:

We are in continual contact with officials at the Saudi Cultural bureau in Ottawa, Throughout the August 2018 crisis and since then, this productive relationship has been maintained.

In March 2018, the Area Director, MPM, and Ambassador called on the

This was warmly welcomed by the Canadian community, especially small and medium-sized businesses.

IRCC Riyadh has a strong relationship with counterparts in Riyadh and calls upon equivalents during visits to those cities for VAC inspections. We have some interaction with and Visas and Immigration colleagues. The cover KSA, and they will call upon our embassy on their infrequent visits. As our RAO is based is relayed to us from him.

As noted elsewhere, current KSA policies are having significant impacts on migration trends:

## Promotion and Recruitment (RM)

### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

Migration Office: Riyadh Area: The Middle East  
Operational Risk Rating: B

Type your answer here:

The local labour market is undergoing a period of transition, with the local government undertaking a variety of measures to modernize the workforce and diversify the economy. In 2017, there were 32.5 million residents of Saudi Arabia with 12 million expatriates. Fifty percent of the Saudi population is under the age of 25 and youth unemployment is estimated at above 30%. Official statistics pegged the overall unemployment rate at 12.9%, rising in 2018 even with the Vision 2030 goal of reducing the unemployment rate to 7% by 2030.

#### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
  - Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
  - Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

Type your answer here:

The 2018 event, organized by the Ministry of Education, catered to the K-12 sector.

IRCC Riyadh supported IRCC Abu Dhabi's Express Entry event in February 2018, which approximately 50 people attended (including 10 embassy staff and family members).

IRCC Riyadh has recently responded to the REML requests on available pools of talents. Our concerns have been provided back to that network: the process is not yet clear and we are unsure whether the templates and types of information provided are suitable for the ELN. We would like to see the final products coming out of the IN input to justify the time spent on this research and to continue to obtain support from trade colleagues.

#### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

s.16(1)(b)

s.16(2)

s.21(1)(b)

Migration Office: Riyadh Area: The Middle East  
Operational Risk Rating: B

Type your answer here:

As IRCC Riyadh does not have PR responsibility, we do not take part in repatriation exercises.

Since moving into a renovated space in the main chancery, we have plenty of file storage space.

This issue will eventually resolve itself as we move towards online applications only.

### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

Type your answer here:

As a small group in a hardship location, and as IRCC officers make up the largest section in the embassy, we do have responsibilities in terms of participation in mission committees and having a voice in the management of the mission

### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

Type your answer here:

IRCC Riyadh oversees three VACs in KSA in Riyadh, Jeddah and Al Khobar. We visit Jeddah and Al Khobar and visit Riyadh per year. VAC Riyadh moved out of cramped quarters into a new facility in June 2018 which allows them to provide better service to our clients. As most of our clientele has been biometric-required for several years, the impact of biometrics expansion has been minimal.

### Other

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

Type your answer here:

N/A (?)

s.15(1)(i)i)  
s.16(1)(c)  
s.21(1)(b)

Migration Office: Riyadh Area: The Middle East  
Operational Risk Rating: B

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

Type your answer here:

A new CBO position was added as of August 2018 to meet TR growth. However, one CBO I position has not yet been filled.

allowing us to work on a comprehensive training plan for LES, migration diplomacy (reporting) for CBO and senior LES and would give more flexibility to approve officer leave

LE6. A process to fill this position is on-going.

For several years, we could only hire EMLES that already have an MFA residence permit (i.e. they are dependents of someone already working in an embassy).

This has been identified as a training need that we hope to be able to work on

in Q4.

### Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

s.15(1)(i)

s.21(1)(b)

Migration Office: Riyadh Area: The Middle East  
Operational Risk Rating: B

Type your answer here:

CBS and LES alike faced a very stressful period in August 2018.

#### 8. RISK MANAGEMENT (RIC, IRG)

### 2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.

Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice

s.16(1)(b)  
s.16(1)(c)  
s.17

Migration Office: Riyadh Area: The Middle East  
Operational Risk Rating: B

Pre-Assessment	[Redacted]	QC	TR	[Redacted]	N/A	Middle East	KSA	[Redacted]	FS2, 15 hours	Mar-2019
TRV Intentions Validation Exercise	[Redacted]	QA	TR	[Redacted]	N/A	Middle East	KSA	[Redacted]	at, FS1, 15 hours, F. Gondal, LE4, 15 hours	January-February 2019

**Risk Assessment**

**Mission Specific:**

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? [Non-RAO offices please report any ad hoc RA activities.]

**s.16(1)(b)**  
**s.16(1)(c)**

Migration Office: Riyadh Area: The Middle East  
Operational Risk Rating: B

- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

Type your answer here:

**Resources/Tools:**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

Type your answer here:

All CBS and the LE5s are being trained in Risk Assessment. Our RAO visited once in March 2018 and we launched Chinook Module 3 in May 2018.

s.15(1)(i)i

s.21(1)(b)

Migration Office: Riyadh Area: The Middle East  
Operational Risk Rating: B

## 9. INNOVATION & CLIENT SERVICE (RIC, RIO)

### Client Service

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

Type your answer here:

It seems that since August 2018, most clients are just happy that we are still open and accepting applications. We've seen a reduction in the overall number of enquiries,

We have a lengthy auto-reply in English, French and Arabic to the general migration org box. It can be easily updated by the MPM as needed. This directs clients with general enquiries to the website and with case-specific enquiries to the IRCC Riyadh Webform. We then only respond to enquiries submitted through the Webform (unless regular emails appear to be urgent). Processing times reached a two year low in July 2018 and this also resulted in far fewer enquiries. We have an LE5 triaging emails and answering urgent and complex enquiries with LE4s processing other emails (such as requests for police clearance dip notes).

In February 2018, we created a new org email box to handle questions from the Ministry of Foreign Affairs and other key stakeholders regarding applications for official and diplomatic travel.

All application kits have been updated in the last year. Several pages of supplementary information were eliminated.

We had made good use of the Embassy twitter page from November 2017-July 2018 and did see early applications from clients in the traditional slow season.

### Client Service Initiatives

Country	Brief description of initiative	Expected outcomes*	Implementation Date
KSA	Establish Module 1 of Chinook	Better management of eapps	January 2019

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

Migration Office: Riyadh Area: The Middle East  
 Operational Risk Rating: B

### Work-Sharing Arrangements

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

Type your answer here:

September-October 2018: LES worked on file checking for \_\_\_\_\_ They followed precise SOPs provided by the originating office.

IRCC Riyadh CBS support \_\_\_\_\_ refugee resettlement program, mainly by conducting interviews (8 weeks of full-time interviews in 2018). LES in \_\_\_\_\_ have also tasked Riyadh LES with certain administrative tasks associated with these interviews.

### Work-Sharing Arrangements

Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date
KSA			PR	Eapp	Cost savings		On-going
KSA			TR	Eapp	Cost savings, productivity gains		September-October 2018

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

### Other Innovations/ Best Practices

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

s.16(2)  
s.21(1)(b)

Migration Office: Riyadh Area: The Middle East  
Operational Risk Rating: B

Type your answer here:

Chinook Module 3 was implemented in May 2018 and had a significant impact on productivity for both eapps and paper applications when used by experienced officers. While we have access to Module 1, the administrative burden of setting it up and maintaining has not proven more efficient than GCMS queries and management of the relatively small inventory by the usual means. We hope to use the next o see how Module 1 can benefit our office.

s.17

Migration Office: Rome Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: B

### 1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office: IRCC Rome	ROME
Area: Southern Europe & The Magreb	Southern Europe
Office Type: Full Service	Full Service
Updated (YYYY/MM/DD)	2018/12/15
Interrelated Offices:	Paris

Personnel		
	NAME	MITNET
MPM:		
D/MPM:		
Area Director:		
GCMS Manager:	Jacqueline Kalisz	455-3410
BVO:		
RAO:		
eTA SPOC (Single Point of Contact):		
HOM:	Alex Bugailiskis	455-3200
GAC Regional Director:	Alain Gendron (EUB)	203-3704
CBSA LO:		
MOF:	Dr. Rene LaMontagne(London)	445-3471
IEC SPOC:	Jacqueline Kalisz	455-3410
P&R SPOC:		
Litigation SPOC:	Sarah Erlichman	455-3404
CBS		
Names:		
<b>Total # : 6</b>		
LES		

Migration Office: Rome Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

DMO # : 0 DMO(TR)#: 0 Other support staff # : 9 <b>Total # : 9</b>
<b>Emergency LES</b> 2 people Total number of months in 2018: 6 months + 3 months
<b>TD</b> Total number of weeks in 2018: 0

## 2. TERRITORY OVERVIEW

### TERRITORY OPERATIONAL OVERVIEW

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Albania	C	3,047,987		85	2014		1			
Cyprus	B	1,221,549	X	11	373	X				
Greece	C	10,768,477	X	20	402	X	1	X		
Israel	B	8,299,706	X	37	0	X	1			PNP only
Italy	B	62,137,802	X	67	4129	X	1	X		
Malta	B	416,338	X	8	60	X				
San Marino	#N/A	33,537	X	0	1	X		X		
Sudan	D	37,345,935		1,612	1					PR only

s.16(1)(b)

Migration Office: Rome Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

s.16(1)(c)

Vatican City	#N/A	1,000	X		2	X	
Niger	D	19,245,344		203	0		1 REF-OVS only
Other	#N/A	#N/A		31	119		
<b>TOTAL:</b>				<b>2,074</b>	<b>7,101</b>		<b>5</b>

## TERRITORY RISK OVERVIEW

Caseload Risk				Operational Environment Risk				
Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	Notes
Albania	38	4.1%	28.4%	Rome	Rome	Y		
Cyprus	57	0.5%	5.3%	Rome	Rome	Y		
Greece	48	1.0%	5.7%	Rome	Rome	Y		

Migration Office: Rome Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

Israel	62	1.8%	0.0%	Tel Aviv	Tel Aviv/Rome	N	Tel Aviv
Italy	50	3.2%	58.1%	Rome	Rome	Y	
Malta	56	0.4%	0.8%	Rome	Rome	Y	
San Marino	#N/A	0.0%	0.0%	Rome	Rome	N	Rome
Sudan	16	77.7%	0.0%	Cairo	Rome	Y	
Vatican City	#N/A	0.0%	0.0%	Rome	Rome	N	Rome
Niger	33	9.8%	0.0%	Dakar	Dakar/Rome	Y	
Other	#N/A	1.5%	1.7%				

Migration Office: Rome Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: B

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\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

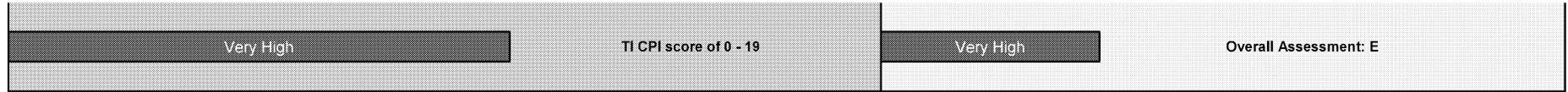
Les couleurs utilisées dans les tableaux sont basées sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

KEY: Caseload Risk Level (Transparency International CPI)		KEY: Operational Environment Risk Level (Economist IU Risk Rating, Overall Assessment)	
	Not Rated		Not Rated
Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A
Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D

Migration Office: Rome Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B



### 3. PERMANENT RESIDENT OVERVIEW

## Permanent Resident

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)
2018 (Jan - Aug)	Economic	603	472	12
	Family Class	759	474	14
	Humanitarian	2,427	1,561	22
	<b>TOTAL</b>	<b>3,789</b>	<b>2,507</b>	
2017	Economic	842	843	14
	Family Class	601	601	14
	Humanitarian	2,118	2,118	33
	<b>TOTAL</b>	<b>3,561</b>	<b>3,562</b>	
2016	Economic	942	947	12
	Family Class	630	636	12
	Humanitarian	2,194	2,194	46
	<b>TOTAL</b>	<b>3,766</b>	<b>3,777</b>	

### Rome

Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Events			
	Verifications			
	H&C			
	Misrepresentation			
	<b>TOTAL</b>		<b>82</b>	<b>3</b>
2017	Events			
	Verifications			
	H&C			
	Misrepresentation			
	<b>TOTAL</b>		<b>113</b>	<b>2</b>
2016	Events			
	Verifications			
	H&C			
	Misrepresentation			
<b>TOTAL</b>			<b>138</b>	<b>6</b>

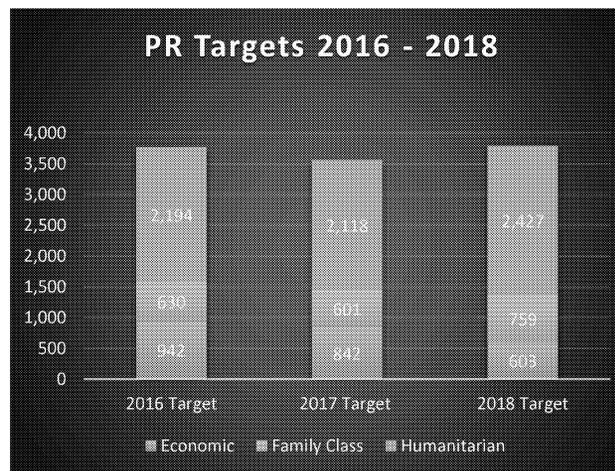
Migration Office: Rome Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: B

*\*Stats supplied by GPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.*

**GUIDE:**

For the following three categories, FD targets are only indicative and outputs are measured in actual admissions :

- Government-assisted refugees (GARs)
- Privately-sponsored refugees (PSRs)
- Blended Visa-office-referred refugees (BVORs)



Application Type	2016 Target	2017 Target	2018 Target
Economic	942	842	603
Family Class	630	601	759
Humanitarian	2,194	2,118	2,427

**PR Trends/Issues**

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?

s.16(1)(c)

s.21(1)(b)

Migration Office: Rome Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

IRCC Rome PR Program is made up of the following categories:

**Refugee Resettlement (60% of final decisions taken in 2018):**

Privately Sponsored Refugees:

- In order to meet admission target of 1500 in 2018, over 2200 final decisions were made.
- Processing times dropped significantly in 2018 from 62 to 21 months
- 
- 98% of clients reside Sudan.
- Cases are assessed prior to interview to identify targeted eligibility and admissibility concerns.
- IRCC Rome travels to Sudan for selection interviews and biometrics collection
- 
- Inventory remains high
- 

Government-Assisted Refugees:

- 
- 
- IRCC Rome started to process UNHCR referrals from Niger in August 2018, conducted a selection mission in September, and processed over 300 persons by the end of 2018, including some Emergency Transit Mechanism (ETM) cases out of Libya. For more info on ETM: <https://www.unhcr.org/news/press/2018/10/5bc8494b4/unhcr-evacuates-vulnerable-refugees-libya-fighting-resumes.html>

Migration Office: Rome Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

- IRCC Rome received referrals for nearly 70 more ETM persons in November and December 2018.
- Processing requires complex coordination for logistics and travel with UNHCR and IOM in Sudan and in Niger. IRCC Rome maintains a close working relationship with UNHCR and IOM in both countries.

**Family Class (21% of final decisions taken in 2018)**

FC Priority

- Final decision target of 684 in 2018.
- Approximately 70% of the caseload is in Sudan (primarily family members of resettled refugees).
- 
- 
- 10% in Albania, 3% in Greece, 11% in Italy (40% of PAs residing in Italy are Italian citizens). Small numbers in other countries.
- 

Parents & Grandparents

- Final decision target of 67 in 2018.
- Clients represent a mix of nationalities and countries of residence

**Economic (16% of final decisions taken in 2018)**

- Final decision target of 414 Provincial Nominees (PNP) in 2018, clients primarily residents of Israel.
- Final decision target of 76 Quebec Skilled Worker, most clients residents of Albania.

s.16(1)(b)

s.16(1)(c)

Migration Office: Rome Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

- Final decision target of 83 Federal Skilled workers, mix of nationalities and countries of residence.
- Overseas dependants of Refugees in Canada (DR) (3% of final decisions taken in 2018)**
- FD target of 99 in 2018.
  - Clients are a mix of nationalities. Over 80% residing in Sudan.
  - Small trend of Turkish nationals residing temporarily in Greece and Albania.

#### 4. TEMPORARY RESIDENT OVERVIEW

### Temporary Resident

Rome

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)
2018 (Jan - Aug)	Visitor	5593	50.37%	10
	Student	815	67.32%	9
	Worker	551	71.78%	13
	eTA	157	3.87%	75
	<b>TOTAL</b>	<b>7116</b>		
2017	Visitor	6966	52.09%	9

Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>87</b>
2017	Events		

Migration Office: Rome Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: B

	Student	962	62.73%	10		Verifications	
	Worker	825	72.44%	15		Misrepresentation	
	eTA	93	13.19%	109			
	<b>TOTAL</b>	<b>8846</b>				<b>TOTAL</b>	<b>118</b>
2016	Visitor	5238	56.37%	8	2016	Events	
	Student	904	60.47%	9		Verifications	
	Worker	710	68.41%	16		Misrepresentation	
	eTA	8	37.50%	72			
	<b>TOTAL</b>	<b>6860</b>				<b>TOTAL</b>	<b>54</b>

\*The number of TR counterfoils (TRV, SP, WP, PRD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

## TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

- IRCC Rome created in 2018 a dedicated temporary resident section to support efficient and consistent TR processing. This section consists of 2 CBS and 4 LE4s.
- Caseload Overview:
  - IRCC Rome is responsible for temporary resident applications from the following countries: Italy, Albania, Greece, Malta and Cyprus and San Marino
  - Applications from Italy, Greece, Malta and Cyprus consist primarily of third country nationals, while applications from Albania are primarily Albanian. Indian Citizens are by far the largest grouping of third country nationals in the area due to the large number of manufacturing and agricultural workers in Italy, Greece and Malta as well as the family connections to Canada.
  - IRCC Rome has experienced increase in all TR application categories in 2018 (to Nov 30):
    - TRV +19%, eTA +16%, SP +12%, WP +3%

s.15(1)(i)i)

s.16(1)(c)

s.21(1)(b)

Migration Office: Rome Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: B

- SPs: Italians and Albanians together constitute 71% of the SP movement (35% and 36% respectively).
- Work Permits:
  - IEC: IEC quotas for 2018 are 1,000 for Italy, 200 for Greece, 25 for Malta and 25 for San Marino. The Youth Mobility agreement with San Marino was signed on September 21, 2016. IEC remains a very popular program in Italy,
  
  - Cases are for the most part processed
  - Caregivers: The majority of caregiver applications are received from clients residing in Malta and Cyprus who are currently working as temporary foreign domestic workers in those countries.
  
  - CETA: There is an interest in the business community and among OGD partners. IRCC Rome has begun engagement with the Trade section as this is a common topic in their meetings.
- eTA:
  - Reasons for eTA referrals are varied, need for document requests and procedural fairness, processing times are significant. Given the complexity of these cases, and
  -
- eApps: IRCC Rome has experienced a significant increase of 27% in applications submitted as eApps in 2018 to date. This increase in eApps exceeds the overall growth of 17% across TR categories. The introduction of the 1/10 biometrics rule also allows biometrics required clients to submit an eApp without having to go in person to the VAC.
- High Profile and Urgent: The program manager and temporary resident supervisor liaise with other Embassy sections, the Ministry of Foreign Affairs and diplomats to ensure smooth, priority processing for urgent and high profile cases.

## 5. OTHER APPLICATIONS OVERVIEW

### Other Applications

Rome

Migration Office: Rome Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: B

Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	217	.	3
	PR renunciation	71	.	7
	TRP	19	.	19
	ARC	20	.	508
	Rehabilitation	-	.	-
	<b>Total</b>	<b>327</b>		
2017	PRTD	311	.	3
	PR renunciation	137	1	5
	TRP	10	.	134
	ARC	20	.	281
	Rehabilitation	-	.	-
	<b>Total</b>	<b>478</b>		
2016	PRTD	191	.	4
	PR renunciation	63	.	7
	TRP	20	.	20
	ARC	21	.	112
	Rehabilitation	-	-	-
	<b>Total</b>	<b>295</b>		

\*Stats supplied by OPPB

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Rome Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

- There is a growing number of TRP and ARC requests in recent years,
- TRP requests come as a request with a TRV application,
- 
- Renunciation of PR status is now an established procedure, and clients are often advised of their options regarding PRD or Renunciation at the time of an eTA application. Clients then approach IRCC Rome with their choice of application and it is processed.

Migration Office: Rome Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated, if available.. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

#### Rome

##### SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan-Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)	Other
Event Opportunity						1		4
Exhibition/Expo								1
Information Session/Presentation	2	2			3			3
Online Consultation/Webinar	1							2
Workshop								2
<b>Total</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>12</b>

Migration Office: Rome Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

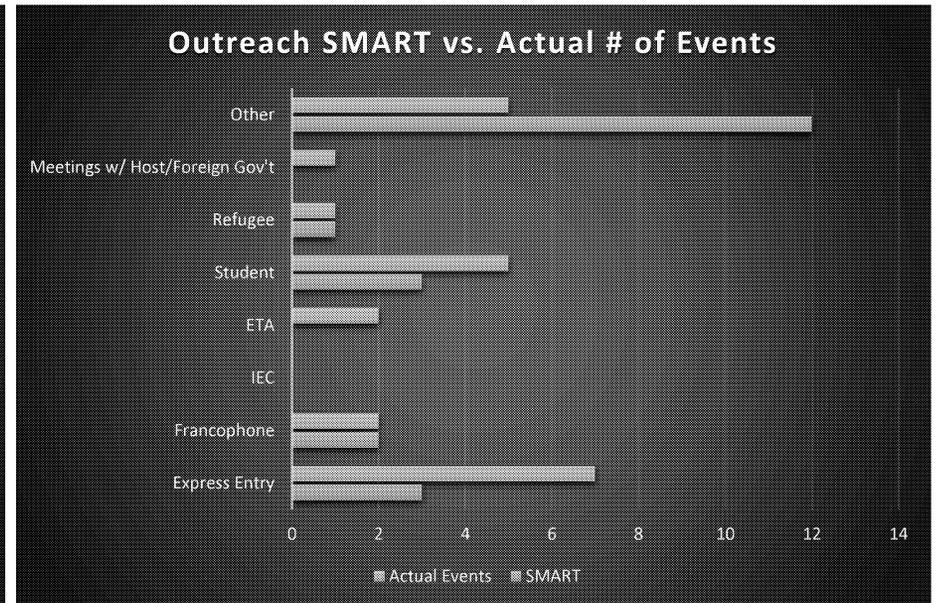
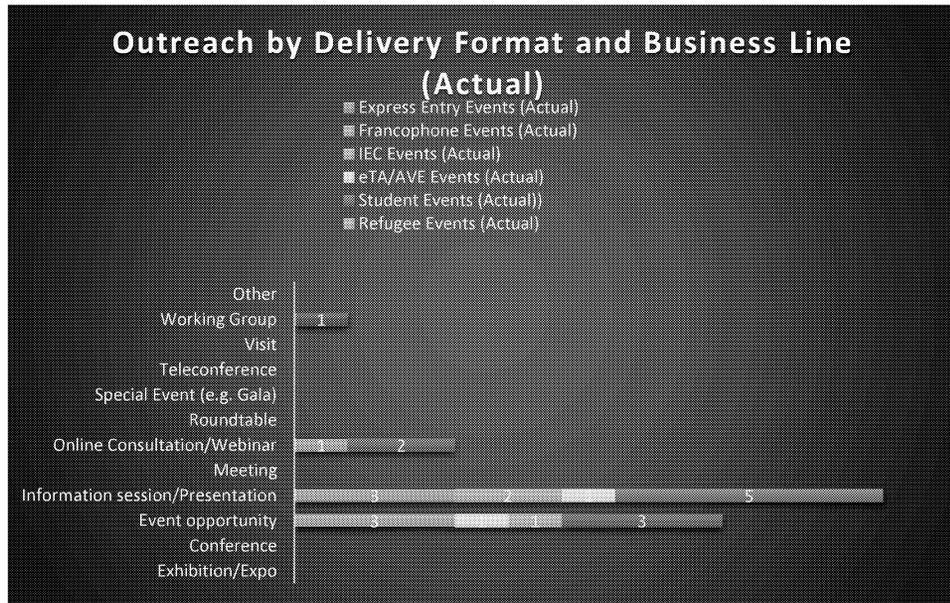
**Actual Events (Please indicate the actual # of events performed)**

Delivery Format /Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/Expo								
Conference								
Event opportunity	3				1		1	3
Information session/Presentation	3		2		1	5		
Meeting								
Online Consultation/Webinar	1							2
Roundtable								
Special Event (e.g. Gala)								
Teleconference								
Visit								
Working Group								1
Other								
<b>Total</b>	<b>7</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>5</b>	<b>1</b>	<b>1</b>	<b>5</b>

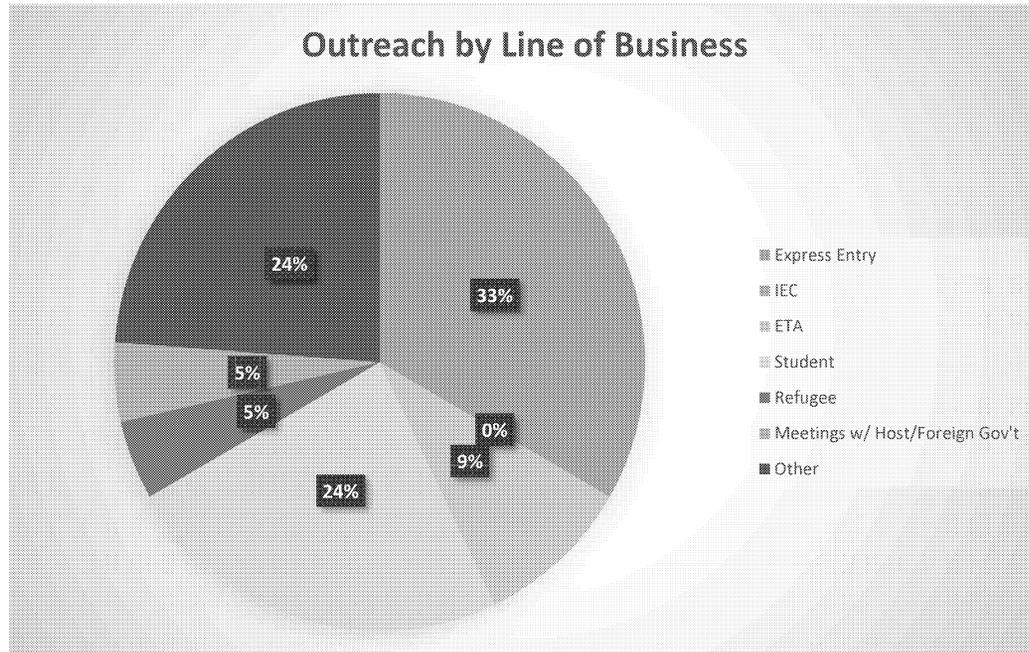
Business Line	SMART	Actual Events
Express Entry	3	7
Francophone	2	2
IEC	0	0
ETA	0	2
Student	3	5
Refugee	1	1
Meetings w/ Host/Foreign Gov't	0	1
Other	12	5

Migration Office: Rome Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: B

<b>Total</b>	<b>21</b>	<b>23</b>
--------------	-----------	-----------



Migration Office: Rome Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: B



Event Names (SMART)
ROME
Event opportunity
ROME - Job Meeting
ROME - Job Meeting
ROME - UNHCR Conference on refugees from Southern Europe
Exhibition / Expo
ROME - Job Meeting
Information session/Presentation

Migration Office: Rome Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

- ROME - Quebec Business presentation
- ROME - Edu Canada
- ROME - EduCanada
- ROME - EduExpo Fair
- ROME - Express Entry presentation
- Rome EE
- Online Consultation/Webinar
  - ROME - webinar on Biometrics
  - Rome EE
- Workshop
  - ROME - SABIR FESTIVAL
  - ROME Training
- ROME
  - Information session/Presentation
    - ROME - Let's Go Canada
    - ROME - Work and Study in Canada to Francophiles in Italy

### Migration Diplomacy / Outreach (RIO, RM)

- Describe the type and frequency of contact with local officials.
  - Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
  - Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
  - Describe participation in local and international fora.
  - Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

s.15(1)(i)i)

s.16(1)(c)

s.21(1)(b)

Migration Office: Rome Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

IRCC Rome's territory includes Italy, Greece, Malta and Cyprus, four countries that constitute, with Spain and Portugal, Europe's southern border. These countries are on the frontline of important and constantly shifting migration movements coming from Africa and Asia.

Migration movements have become key social and political issues in these countries, especially in Italy and in Greece, often polarizing the public opinion. IRCC Rome is more and more involved in reporting on the rapidly evolving situation in these European countries, IRCC Rome is also more and more solicited in explaining Canada's migration programs, and advocating Canada's positions on migration, integration and diversity, with local governments, with NGOs, civil society actors, and even with UN agencies based in Rome like the FAO and the WFP.

IRCC Rome continues to coordinate efforts with other Rome and Athens Embassy sections (GAC's FPDS, FAO, Public Affairs, and Trade sections) to advocate Canada's position on migration, integration and diversity, migrants' human rights, workers' mobility, etc.

IRCC Rome has an increasing presence in migration related events and as such is more frequently invited to participate in more migration related meetings in Italy and other countries of its territory.

IRCC Rome will also continue to cover the Vatican's approach to the issue of migration and their influence on the discussion of migrants in Italy.

IRCC Rome will continue to report regularly on area trips and promotion and recruitment activities for Express Entry, Student fairs, etc.

IRCC Rome will also continue to report on any country conditions that may affect processing in those countries.

**ALBANIA:**

relationships with local contacts remain cordial.

**CYPRUS & GREECE:**

Although a lot less than in 2015 and 2016, Greece continues to receive a high volume of irregular migrants

<https://data2.unhcr.org/en/situations/mediterranean/location/5179> . With nearly 32,000 sea arrivals in 2018, more than in 2017, and with a population of 10, 7 millions, Greece proportionally receives more migrants than Italy or Spain. To face this challenge, Greek authorities are financially supported by the European Union, through IOM and UNHCR, or directly, but very few migrants are relocated in other EU countries or returned to Turkey.

s.15(1)(i)ii)

s.16(1)(c)

s.21(1)(b)

Migration Office: Rome Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

are able to travel further in other EU countries. In this context, migrants' settlement and integration in Greece is bound to become a crucial societal issue. General elections will be held in Greece in 2019, at the latest in October.

Until now, IRCC Rome

Questions from its ministers of Foreign Affairs or Interior are usually channeled through the Embassy of Canada in Athens.

Cyprus – IRCC Rome

Questions from the Cypriot authorities are usually channeled through the Embassy of Canada in Athens.

**ITALY:**

Migration continues to be an important social and political issue in Italy.

The Italian government changed following general elections in March 2018. It is now led by a coalition of two parties (Ligua and Cinque Stelle) which are implementing an important policy shift towards migration issues. The number of arrivals by sea across the Mediterranean dropped considerably in 2018 compared to previous years (<https://data2.unhcr.org/en/situations/mediterranean/location/5205>).

- In October and November 2018, the government introduced a decree implementing major changes to its migration laws,
- The government also regularly performs punctual actions like closing ports to the arrival of new migrant ships and the closure of migrant's housing centers operated by NGOs.

Nevertheless, the Italian government continues to show strong interest in policies and programs that could more positively manage migration movements, and continues to see Canada as a model to follow. And many actors in the Italian civil society continue to advocate for a more constructive attitude towards migrants. In 2019, IRCC Rome will continue to work with local partners like Caritas, IOM, UNHCR, etc., to advocate Canada's approach to migration integration and social diversity.

In 2018, IRCC Rome supported a pilot project similar to Canada's WUSC model to improve refugee's youth integration in Italy's academic education system. The Italian Ministry of Interior and IOM concluded the pilot phase of this project in November 2018

IEC remains a very popular program in Italy, Italian MFA, providing general information on IEC programs and options available to other EU countries.

IRCC Rome assists by maintaining regular contacts with the

Migration Office: Rome Area: Southern Europe and the Maghreb  
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**MALTA:**

IRCC Rome continues to strengthen contacts with [redacted] as they are particularly interested in migration and inclusion issues.

The President's Foundation for the Wellbeing of Society hosted a roundtable discussion on Migration, Integration, and Youth on 3 September 2018 and IRCC Rome was invited to participate to it. The roundtable brought together representatives from civil society, education institutions, and non-governmental organisations to discuss themes of integration, inclusion, and education. This was the third roundtable organised by the Foundation in which IRCC Rome participated.

While geographically close to Italy and sharing much of the same caseload of asylum seekers, [redacted] This continues to be both a driver to employment integration in Malta as well as a pull factor for migrants elsewhere in the European Union. The political climate in Malta is also different from that in Italy. There are concerns among the Maltese population regarding integration and migration; however, there also appeared to be an acknowledgment that migration is required to continue economic growth.

**SAN MARINO:**

[redacted] San Marino does not appear to have migration challenges similar to the ones experienced in Italy or Greece. Nevertheless, San Marino does participate in the relocation and resettlement of a few refugees through its participation in the "Humanitarian Corridors" project led by Catholic communities

**SUDAN:**

IRCC Rome monitors closely the situation in Sudan:

IRCC Rome and our GAC Political colleagues in Khartoum maintain cordial relationships with officials in the Sudanese Embassy in Rome and Sudanese government official:

**UN AGENCIES:**

Rome is also the HQs for the Food and Agriculture Organization (FAO) and the World Food Programme (WFP), two United Nations agencies that increasingly focus on migration issues,

Migration Office: Rome Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: B

considering food insecurity as one of the main drivers of migration movements.

<http://www.fao.org/migration/en/>

<http://www.fao.org/publications/highlights-detail/en/c/1174057/>

<https://www.wfp.org/news/news-release/new-wfp-report-finds-food-insecurity-accelerates-global-migration>

## Promotion and Recruitment (RM)

### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

- ⊗ The unemployment rate in countries of IRCC Rome's area of responsibility remains high, particularly for youth. Limited economic opportunities in the region spur interest in migrating to Canada. The unemployment rate for Italy is 9.7 percent, 7.5 percent in Cyprus, and 19 percent in Greece. It is 13 percent in Albania and 12.5 percent in Sudan. In contrast, Malta has a lower unemployment rate than Canada at 3.8 percent, with labour shortages in construction and information technology industries.
- ⊗ Particular attention is paid to Italy for promotion and recruitment efforts. The potential labour force in Italy is young and well-educated,
- ⊗ While Greece has high unemployment, there has been limited interest from Greek clients for economic migration programs. There is some interest from Greek citizens in postsecondary education in Canada.
- ⊗ There are very small numbers of applicants from Malta and Cyprus. As the Maltese economy has a lower unemployment rate than Canada, there is very limited interest in economic migration or in study/work opportunities in Canada.
- ⊗ Language is often one of the greatest hurdles for those who are interested in economic migration. IRCC Rome has promoted other avenues to increase official language capacity when speaking with interested clients, such as the International Experience Canada program for young adults and postsecondary programs.
- ⊗ IRCC Rome processes permanent resident applications from Sudan, including economic cases. Applicants in Sudan also face challenges relating to settlement funds, as rapid inflation means that the funds shown for their family size at the time the application is made would be insufficient by the time the

Migration Office: Rome Area: Southern Europe and the Maghreb  
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application is assessed. Outreach and promotion are not conducted by IRCC Rome for economic migration programs.

8

### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
  - Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
  - Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

- IRCC Rome conducts outreach at student and employment fairs throughout Italy in cooperation with the Public Affairs section. These events typically involve answering public inquiries at a booth, as well as presenting directly to students and parents on procedures. Sample events in 2018 have included EduCanada fairs, the World Business Forum, Let's Go Canada event held with the City of Rome, and other fairs and conferences.
- IRCC Rome also engages its territory through in-person presentations on the Express Entry program, as well as webinars on economic migration. Presentations in 2018 were held in Italy and Albania on Express Entry.
- In the past year, IRCC Rome has attended presentations with the Bureau d'immigration du Québec and works in close partnership with BIQ.

### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.

**s.15(1)(i)**

**s.16(2)**

**s.21(1)(b)**

Migration Office: Rome Area: Southern Europe and the Maghreb  
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- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

- Space in the registry to file retired TR and PR applications
- Increasingly, PR applications in Rome are electronic, with REF-OVS paperless, EE, and PV2. The remaining PR applications that are submitted on paper are Family Class applications and some Provincial Nominees. In the long term this will reduce the burden on the storage space.

### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

- IRCC Rome works closely with GR and Trade colleagues to help support all of the Embassy's initiatives. IRCC Rome regularly provides assistance for all embassy events, VIP visits, etc.
- IRCC Rome continues to coordinate efforts with other Rome and Athens Embassy sections (GAC's FSPD, FAO, Public Affairs, and Trade sections) on issues where programs overlap. IRCC Rome works very well with Rome's GAC Public Affairs section for promotion and outreach activities like EduCanada fairs, Let's Go Canada, etc.
- IRCC Rome also coordinates well with Rome and Athens GAC's FPDS sections for liaison and reportage on migration, human rights and political issues, all topics that often overlap in the region. For instance, making it a topic that is of interest to the Migration section as well as to the Foreign Policy and Diplomacy Section. The working relation between our sections is excellent, with frequent consultations to plan work, participations at events with outside partners, drafting of reports, mutual consultations on reports, etc.
- In February 2019, Rome will host an Ops meeting between Refugee coordinators from Nairobi, Paris, Dakar and Ottawa, including Area Director from Nairobi and Paris, and ROD-Ottawa members, to plan and coordinate refugee resettlement work out of Africa.
- MPM is Head of the Housing Committee. During the spring and early summer this can be a busy position. MPM also participates regularly in CMM, OPS and "Albania coordination" meetings.
- Several IRCC Rome employees, LES and CBO, are members various Embassy committees: Diversity / Social activities Committee, Housing Committees, etc.

s.16(1)(c)

s.21(1)(b)

Migration Office: Rome Area: Southern Europe and the Maghreb  
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### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

- IRCC Paris BVO is responsible for the VACs in IRCC Rome's area.
- A new VAC opened in Athens on 31 August 2018. The opening followed with biometrics expansion to European citizens on 1 Aug.
- IRCC Rome has spent the fall of 2018 working with the VACs to review contractual obligations in terms of data entry as well as improve file preparation for submission. New file preparation instructions are expected to improve efficiency in anticipation of yet another year of increased intake.

#### Impacts of Biometric Expansion

- Phase 1 (Europe, Middle East and Africa):
  - Biometrics expansion was advertised on social medial channels and through information webinars
  - For temporary residence, this primarily impacted SP and WP applicants from visa-exempt European counties. VAC Athens opened soon after the expansion, providing another point of enrolment in Europe.
  - Currently, there is no VAC in Sudan, where a majority of IRCC Rome's FC applicant's reside. Under biometric expansion, Eritrean and Sudanese nationals are required to provide their biometrics under this application category, and no exemptions apply. To date, IRCC Rome has not received any applications from CPCM with biometrics completed. Many of the applicants in Sudan do not have status that would allow them to travel to the nearest VACs (Nairobi or Cairo) in order to enroll their biometrics.
- Phase 2 (Asia, Asia Pacific and the Americas)
  - Indian Citizens: Indian citizens make up a large portion of the IRCC Rome TR caseload. Many of these clients apply using eApps, as they are not located near the VAC in Rome. They will be required to travel to Rome to enroll biometrics as of Dec 31.
  - WP applicants (primarily caregivers) in Cyprus and Malta will be required to travel to VAC Athens or VAC Rome to enroll biometrics as there is no VAC in Cyprus or Malta.

### Other

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

IRCC Rome's office was renovated in the winter of 2016 and benefits from a very good office setting. Rome still has a few extra workstations to accommodate EMLES and/or TD officers.

Bandwidth and internet speed are not a problem in Rome.

s.21(1)(b)

s.21(1)(d)

Migration Office: Rome Area: Southern Europe and the Maghreb  
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## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

IRCC Rome's HR structure is unusual in the International Network, with 6 Canada Based Officers (CBO), 5 indeterminate LE-5 positions, 2 indeterminate LE-4 positions, and two term positions expiring on May 31<sup>st</sup>, 2019.

FS-4	1	
FS-3	1	
FS-2	3	
FS-1	1	
LE-5	5	Indeterminate
LE-4	2	Indeterminate
LE-5	1	Term, expiring May 31 <sup>st</sup> , 2019
LE-4	1	Term, expiring May 31 <sup>st</sup> , 2019

With a diminishing number of paper files, a growing number of e-applications, including in the refugee stream, with an increasing role for liaison, reportage, migration diplomacy, Risk Assessment and REML, this exceptionally low ratio of LES to CBO can be seen as the way forward for IN's office of the future.

Nevertheless, to process more complex cases in the refugee stream,

Migration issues are becoming crucial and omnipresent on the European social and political scenes. In recent years, an important portion of this work was performed by the GAC Foreign Policy and Diplomacy Services (FPDS) section in Rome

s.21(1)(b)

s.21(1)(d)

Migration Office: Rome Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

- Maintain and develop further a network of outside partners involved in migration matters, within the host government and civil society actors,
- Gather, sort and analyse information in the local language to support further liaison and reporting by CBOs.

Ultimately, IRCC Rome should be staffed in the following way:

In the fall of 2018, IRCC Rome gradually established a new organizational chart with more precise responsibilities. And leaderships roles were assigned to CBO and LES employees for the following duties:

- Updating Office Calendar of Staff Leave, Area Trips and Promotion Activities.
- Trip planning & Coordination
- Finance & Budget
- Migration Diplomacy and Reportage
- Training, Planning and Delivery
- Client Service, Clients' e-mails
- Forms Control
- Promotion Activities and updates to the Smart Calendar
- Regional Economic Migration Liaison (REML)
- Risk Assessment & Quality Assurance
- VAC Liaison
- Biometrics & IT Material
- Files Management & Archiving

s.21(1)(b)

s.21(1)(d)

Migration Office: Rome Area: Southern Europe and the Maghreb  
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Each with an LES leader, a CBO leader, and some backups.

This reorganization of working responsibilities is supported by ongoing in-house training of many topics: GCMS, use of dashboards, CHINOOK, etc. The Training leaders will establish an inventory of training needs and regular training sessions will take place on various topics, including Values & Ethics.

### Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

With a larger turnover of Canadian based Officers during summer 2018 (4 out of 6), the expanding workload (New refugee applications workload from Niger), reorganization of duties, new tools and improvements of processes (CHINOOK, new dashboards, etc.), IRCC Rome lived an intense period of changes in the second half of 2018. IRCC Rome is planning a Team building and Retreat day in late January or early February 2018, focused on change management, client services, IRCC's role, mandate and its integration the global IRCC network.

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 Operational Environment Risk Rating: B

8. RISK MANAGEMENT (RIC, IRG)

**2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019**

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.  
 Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice
EXAMPLE: Student Pilot Project	To determine the level of compliance to the program by confirming whereabouts of students after their study program concluded	QA	TR	Study Permit	N/A	South America	Mexico	J.Smith/LE-5/40hours	Sept - Oct 2018

A  
S  
C  
E

Migration Office: Rome Area: Southern Europe and the Maghreb  
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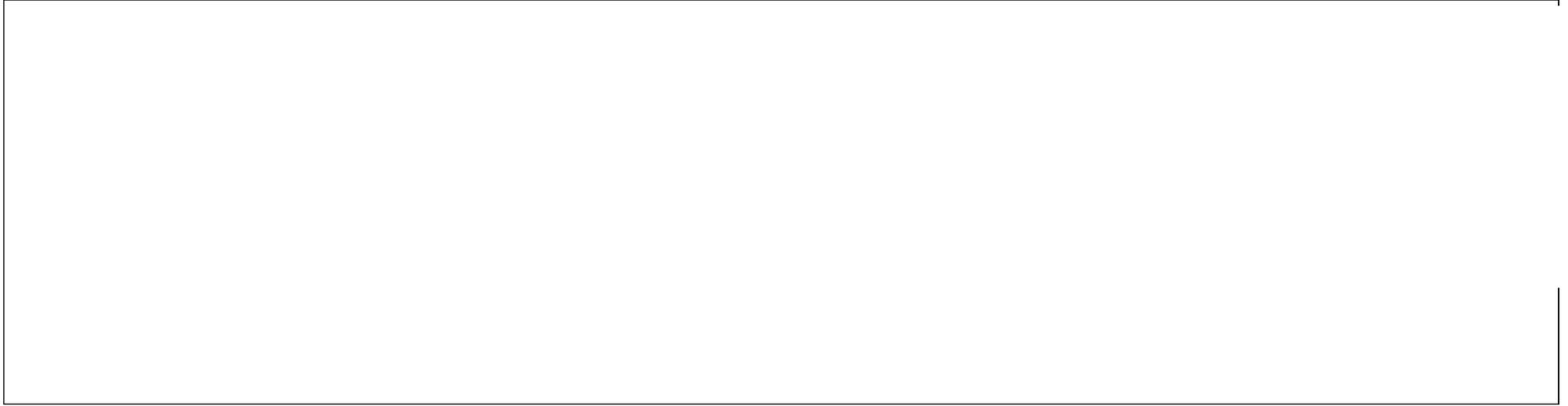
## Risk Assessment

### Mission Specific:

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? *[Non-RAO offices please report any ad hoc RA activities.]*
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

**s.16(1)(b)**  
**s.16(1)(c)**

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**Resources/Tools:**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

- [redacted] is the RAO i [redacted] Locally, RA is done by [redacted] with support from [redacted]
- IRCC Rome participates in a bi-weekly teleconference call regarding risk assessment and fraud for Southern Europe and the Maghreb. IRCC Rome contributes to monthly risk assessment bulletins for the region.
- Further training for risk assessment would be hugely useful.

**9. INNOVATION & CLIENT SERVICE (RIC, RIO)**

**Client Service**

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

- FCP spousal applicants have to wait a long time for an interview due to the limited number of interview trips to countries in our territory especially Albania and Greece.
- It is challenging to communicate with refugee clients living in precarious and remote situations with limited English or French or access to communications technology.
- Client enquiries are almost all through electronic mail. Emails are sorted in PR versus TR categories by locally engaged staff. These emails are then answered, distributed or discarded. Most are taken care of by the assistant responsible for the file. The email is forwarded to the officer only when necessary.
- IRCC Rome provides social media content to Rome FPDS/public affairs section to post IRCC's message of interest (like apply early, messages on the use of paid representatives etc.) on the social media platforms.
- IRCC Rome is developing automatic responses to eliminate repeated emails and direct general enquiries toward the IRCC website for answers.
- IRCC Rome is reviewing and updating its correspondence templates during the first quarter of 2019, to streamline, simplify and ensure accurate communication with clients.

**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

Migration Office: Rome Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: B

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Client Service Initiatives			
Country	Brief description of initiative	Expected outcomes*	Implementation Date
All of IRCC Rome territory	Review and update of correspondence templates.	Streamlined and clearer communication with clients.	
All of IRCC Rome territory			Ongoing, gradually, by December 2019
*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.			

s.21(1)(b)

Migration Office: Rome Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: B

**Work-Sharing Arrangements**

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

- IRCC Rome has provided surge capacity to [redacted] on an ad hoc basis since Jan-Feb 2017 and throughout the spring and summer of 2018. IRCC Rome officers received briefings of caseload trends, and one IRCC Rome officer completed a temporary duty in [redacted] to become familiar with the caseload.
- [redacted] IRCC Rome does have some capacity to assist, and will prepare to provide surge capacity in the summer months. This will be made possible by focusing PR efforts early and late in the year and shifting more office resources to TR during the peak season.
- IRCC Rome works closely with IRCC Paris and other IRCC offices in the area on the Mediterranean Refugee Resettlement programme. With France as lead on the Central Mediterranean Resettlement Core Group, IRCC Paris is the lead in the relationship with France and yet, as it involves processing out of Libya, Niger and Chad, it requires close relationships and coordination between IRCC Paris, Rome and Dakar. Decisions and planning of refugee selection missions by IRCC Rome to Niger will continue to be closely coordinated with IRCC Paris.

**Work-Sharing Arrangements**

Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

**Other Innovations/ Best Practices**

- Describe any other innovations / best practices related to:
- Chinook, including efficiencies gained or improvements to evidence-based decision making;
  - GCMS, including queries, dashboards, orgs/activities, groups, etc.;
  - Videoconferencing for interviews or other activities;
  - processing efficiencies including use of VACs, triaging, etc.;
  - Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
  - Other.

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- Paperless processing of refugee applications.
- Officers use Module 3 of Chinook to improve processing efficiency.
- Implementation of more dashboards to monitor inventory, productivity, correspondence and targets in all categories. This facilitates increased use of paperless files.

#### 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

##### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Type your answer here:

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### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

Type your answer here:

### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

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Type your answer here:

**Horizon**

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to "mitigate the risks" or "seize the opportunities".

Type your answer here:

## 1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	Sao Paulo
Area:	Americas
Office Type: (Full Service, Satellite, RPC, Specialized)	Full Service
Updated (YYYY/MM/DD)	2018/12/01
Interrelated Offices:	

Personnel		
	NAME	MITNET
MPM:		
D/MPM:		
Area Director:		
GCMS Manager:		
BVO:		
RAO:		
eTA SPOC (Single Point of Contact):		
HOM:	Stephane Larue	376-3200
GAC Regional Director:	Cheryl Urban	203-2707
CBSA LO:		
MOF:		
IEC SPOC:		
P&R SPOC:		
Litigation SPOC:		
CBS		

Names:

**Total # : 6**

**LES**

DMO # : 0  
DMO(TR)#: 2  
Other support staff # : 10

**Total # :**

**Emergency LES**

Total number of months in 2018: 24

**TD**

**0**

Total number of weeks in 2018: 0

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

## 2. TERRITORY OVERVIEW

Please refer to attached Excel sheet and complete Tab I.

### TERRITORY OPERATIONAL OVERVIEW

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Brazil	C	207,353,391		33	38876	X	5		X	
Other	#N/A	#N/A		5	149					
<b>TOTAL:</b>				<b>38</b>	<b>39,025</b>		<b>5</b>			

Sxc

### TERRITORY RISK OVERVIEW

Caseload Risk				Operational Environment Risk				Notes
Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	
Brazil	37	86.8%	99.6%		Sao Paulo	Y		

**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

Other	#N/A	13.2%	0.4%
<i>** cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1</i>			

Les couleurs utilisées dans les tableaux sont basées sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

KEY: Caseload Risk Level (Transparency International CPI)		KEY: Operational Environment Risk Level (Economist I.U. Risk Rating, Overall Assessment)	
Not Rated	Not Rated	Not Rated	Not Rated
Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A
Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E

s.16(1)(b)

s.16(1)(c)

### 3. PERMANENT RESIDENT OVERVIEW

Please refer to Tab II in the attached Excel sheet.

## Permanent Resident

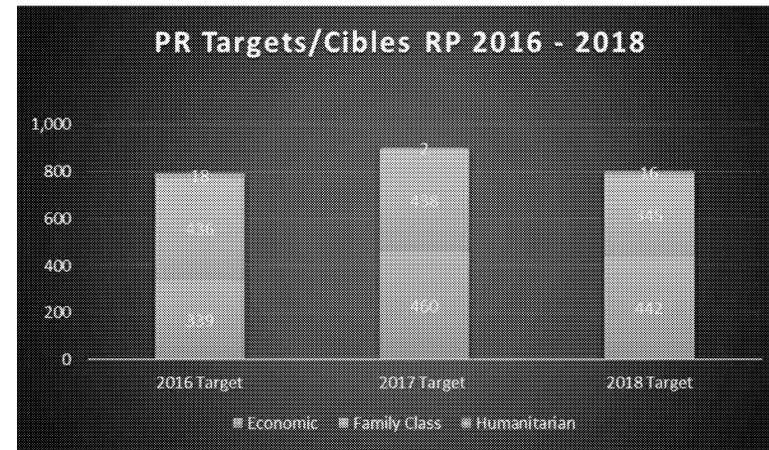
### Sao Paulo

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)
2018 (Jan - Aug)	Economic	442	322	15
	Family Class	345	210	19
	Humanitarian	16	0	0
	<b>TOTAL</b>	<b>803</b>	<b>532</b>	
2017	Economic	460	461	10
	Family Class	438	438	14
	Humanitarian	2	2	7
	<b>TOTAL</b>	<b>900</b>	<b>901</b>	
2016	Economic	339	341	9
	Family Class	436	436	11
	Humanitarian	18	18	16
	<b>TOTAL</b>	<b>793</b>	<b>795</b>	

Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Events			
	Verifications			
	H&C			
	Misrepresentation			
	<b>TOTAL</b>		<b>229</b>	<b>3</b>
2017	Events			
	Verifications			
	H&C			
	Misrepresentation			
	<b>TOTAL</b>		<b>397</b>	<b>5</b>
2016	Events			
	Verifications			
	H&C			
	Misrepresentation			
	<b>TOTAL</b>		<b>232</b>	<b>11</b>

\*Stats supplied by OPP. 2018 targets current as of August 1<sup>st</sup>, 2018 and do not reflect upcoming adjustments

Application Type	2016 Target	2017 Target	2018 Target
Economic	339	460	442
Family Class	436	438	345
Humanitarian	18	2	16



s.15(1)(i)

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

## PR Trends/Issues

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.
- What are the principal factors contributing to application refusals? General: The economy continues to improve, boosted by the recent election of Jair Bolsonaro who campaigned on an anti-corruption, business friendly and “de-statization” ticket. While the weak Real has made imports and foreign travel more expensive, it has been a boon to exports, particularly in the agro-industrial and services sectors. SPALO continues to see interest in migration to Canada, building on the trends observed in 2017

Brazil continues to offer a highly skilled and educated labour force eager to seek opportunities in advanced economies. The trend observed in 2017 of families pursuing study/work options in Canada (often with a recently laid-off or on sabbatical highly skilled professional) continues, boosted by the growing diaspora of Brazilian-born consultants offering immigration advice to Brazilian clients.

With all new PR work since January 2018 being centralized in SPALO’s focus has been in finalizing all PR files in the mission over the course of 2019 and to devote resources to enhancing Promotion and Recruitment activities across Brazil.

- Economic Class files: The target for permanent residence applications was reduced in 2018 in part due to relatively low inventories and application volumes. The expectation of rising Express Entry submission linked to increased promotion activities remains a difficult measure to quantify. In July, SPALO signed a more comprehensive agreement with the Canada-Brazil Chamber of Commerce (CCBC) to collect and provide more information about participants at Express Entry/economic migration events across the country. Efforts are underway to track and follow up with participants on their activities post-event, noting that P&R activities took a hiatus over the busy summer TR months, with most activities scheduled for Q4 (January to March 2019). In the fourth quarter, as agreed to at the Americas MPM Conference held in Ottawa at the end of November, SPALO will take on a coordinating and supporting role for the Region as a whole in regard to Promotion & Recruitment via a dedicated CBO and two LES support staff.
- Self-employed files: SPALO focussed on eliminating the inventory of self-employed files and met the FD target in November. While there are some high quality applicants with backgrounds in IT/animation/web design as well as in the entertainment/food industry (actors, directors, chefs),
- Family Class files: Significant progress was made to finalize the remaining paper inventory in SPALO. The trend continued

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

through 2018

and combined with a relatively low target, confirmed the logic of centralizing in and achieving greater economies of scale.

- Pre-departure settlement services: While a few settlement services organizations such as the BC Construction Association (BCCA) reached out to our office in early 2018, there was no further activity for the balance of the year.
- Promotion and Recruitment focus: As previously noted, mobile Brazilians a large portion are skilled workers and are interested in Canada. There continues to be interest in promotion and recruitment (P&R) sessions and they are usually fully attended, justifying both the increase in number of activities and the inclusion of more cities across Brazil. The increase in P&R activities has shown that second-tier cities in Southern Brazil like Florianopolis, Curitiba, Campinas, and Sao Jose dos Campos have skilled and relatively mobile populations interested in Canada as a destination for work, study and life. Continuing on the experience gained last year, in 2019 a certain component of our P&R activities will target younger students/parents to raise early awareness of the possible pathways for immigration to Canada, noting that is the objective identified by many of the participants. Some sessions are conducted in conjunction with education sector events organized by the Trade section in Sao Paulo and others are held directly at top universities to target future graduates. Our goal is to target the next working generation, explain the different options available to them, and break down the steps into “manageable” milestones.
- Refugees: We have noticed a small increase in the number of refugee applications received, As this volume is not expected to increase, it is recommended the same target of 10 FDs be retained in 2019.

Based on reporting from NHQ and follow-up information requests through IRCC Reviews and Interventions and CBSA Hearings Program,

Given the

many Brazilians holding eTAs and multiple-entry TRVs,

- Misrepresentation:

s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

#### 4. TEMPORARY RESIDENT OVERVIEW

Please refer to Tab III in the attached Excel sheet.

### Temporary Resident

#### Sao Paulo

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)	Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Visitor	31764		15	2018 (Jan - Aug)	Events		
	Student	6667		41		Verifications		
	Worker	2652		42		Misrepresentation		
	eTA	45		106				
	<b>TOTAL</b>	<b>41128</b>				<b>TOTAL</b>		<b>538</b>
2017	Visitor	58924		12	2017	Events		
	Student	8599		57		Verifications		
	Worker	3838		59		Misrepresentation		
	eTA	17		93				
	<b>TOTAL</b>	<b>71378</b>				<b>TOTAL</b>		<b>584</b>
2016	Visitor	92805		15	2016	Events		
	Student	7428		43		Verifications		
	Worker	3142		48		Misrepresentation		
	eTA	7		40				
	<b>TOTAL</b>	<b>103382</b>				<b>TOTAL</b>		<b>143</b>

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

## TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
  - What are the principal factors contributing to application refusals?
  - What procedure is in place to prioritize eApps over VAC cases?
  - What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
  - Please describe your eTA caseload if applicable.
  - If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.
- 
- The most significant trend of 2018 has been the settling of TR volumes around the 50K applications/year mark, approximately 40% of the peak of some 110,000 from May 2016 to May 2017. As highlighted in reporting from SPALO, this reduction is a direct result of eTA 2.0 and is more pronounced than the 50% predicted a year ago. Based on trends over the last year and half,
  - Processing times have been maintained within a safe margin of the service standard during the summer peak season with the use of overtime on occasion to ensure inventories did not get too large. The significant improvement on the Student/Worker processing times, achieved in part by implementing up front medical exams in April, has significantly reduced inquiries and complaints and freed both CBO and LES time to focus on higher priority work such as NOMA/Chinook implementation and more anti-fraud/verification work.
  - The number of applications for Study Permits in 2018 has tracked almost exactly the volumes of 2017, at some 8,600 vs 8,500 between January 1 and December 30. While there was virtually no change in Study/Work permits, the number of short-term study (SX-1) visas decreased by 37%. This does not track with the perceived increase in the number of Brazilians “studying in Canada” reported by organizations like . It appears that eTA holders have been taking up short-term studies in greater numbers during their visits to Canada.

## Online Applications Volumes

- SPALO continues to see a high rate of online applications, with the percentage of all TRV application in 2018 reaching 42%, one of the highest in the Americas. This is likely a combination of the high level of education and technical knowledge, as well as the

distance that has to be covered to reach one of the five VACs in Brazil. It is unclear what impact the new biometric requirement will have on e-application take up rates given the need for clients to appear in person at a VAC location. Noting that “despachantes” and travel agency facilitators are widely used to complete application forms, both paper and electronic (including eTAs), SPALO held a biometrics information session on December 19. At the session, several participants noted that their business model is changing: eTAs will be recommended for eligible clients, paper applications may be preferable for families in remote locations who need to travel to a VAC and e-applications for individuals or families with easy access to a VAC.

#### CAN+

- With Global CAN+, all CAN+ cases accounted for about 33% of all TRV applications in 2018, down from 56% in 2016. This represents a drop of 45% from 2017 totals, and 74% of 2016 totals and certainly a direct result of eTA 2.0.
- SPALO has also observed an increase in TRV applications from eTA holders –

In the summer of 2018, as a result of the implementation in 8 international airports of automated kiosks, CBSA stopped stamping entry stamps in passports, leading to an increase in the number of Brazilian clients facing difficulties in re-entering Canada in smaller/more remote POEs. The issue was resolved in collaboration with IRCC and CBSA NHQ but despite these efforts,

#### Online CAN+

- In terms of percentage of caseload, over the past 3 ½ years, we see that approximately 14% of our caseload had been for online CAN+ cases. This appears to have dropped off slightly when eTA 2.0 was introduced, and has been under 10% for the last 5 months of 2018. This represents a drop of 33% from 2017 totals, and 72% of 2016 totals. This caseload may lend itself well to work-sharing as part of the regional approach being led by

#### Non CAN+/detailed review

- As noted last year, the proportion of TRV work that required detailed review now accounts for 67% of SPALO’s case load. The volume of this case load should have remained relatively constant as these clients would not have the option of obtaining eTAs; however, overall volumes have declined.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

#### eTA 2.0

- eTA volumes continue to grow steadily, with over 236,000 Brazilians applying to the end of November 2018 and an approval rate of  $\frac{1}{3}$ . In November, considered a low season month, almost 11,000 people applied and Brazil remained in the top 7 countries for eTAs.
- According to the eTA Monthly dashboard, the biggest reason for refusal continues to be  $\frac{1}{3}$ .
- As noted in eTA 2.0 reporting, there has been a significant increase in the number trips by Brazilian residents from 2017 to 2018. Given the significant decrease in visas issued since May 2017, according to Statistics Canada (*Table 24-10-0003-02 Trips by residents of countries other than the United States to Canada*) over the peak travel months of May to September, the number of trips taken by Brazilian residents to Canada has increased 23.5% from close to 87,000 in 2017 to over 106,000 in 2018.

#### Students and Workers:

- Although the growth in the Student and Worker movement predicted last year did not materialize, the percentage of Students and Workers who apply online is high: 48% for Students and 68% for workers, compared to 42% for Visitors. This is likely due to applicants being younger and having a higher degree of comfort with technology (and possibly less disposable income to devote to VAC fees and consultants and other “facilitators”).
- International Experience Canada: In a trend that continues from last year, meet  $\frac{1}{3}$ .
- “Life Experience” Student/Worker families: As highlighted last year, there is steady stream of families seeking to live in Canada through a combination of study and work. The families tend to be well off and have school-age children. The main objective appears to be to experience life in Canada and possibly to obtain permanent residence.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

- Researchers applying for SPs when they require WPs: the trend observed last year continues. Generally the LOAs indicate that the researcher is going to Canada on a Visiting Study Research Program or as part of Visiting International Learning Program (and new variants of these programs). These applicants are going solely to do research, although they sometimes take non-credit courses. Prior to the introduction of GSS, these applicants would be required to submit work permits given that they would be performing work and not studying; however, many institutions have challenged this requirement stating that there is no employee/employer relationship; the researcher is funded by his/her home institution; and, the research subject matter is related to research in his/her home institution. The proliferation of this type of application can be attributed to the institutions' objecting to the financial and administrative burden of employer compliance fees, registration as employers and reporting/compliance requirements in order to maintain mutually beneficial (and sometimes long-standing) academic exchange programs. SPALO has sought and obtained guidance from IPG

Brazil, perhaps uniquely in the region, has for many years provided significant funding for scholarships that enable Brazilians and foreign nationals resident in Brazil to pursue graduate and post-graduate training abroad (for 2018, CAPES' budget for international scholarships was over \$100M CAN). CAPES funding and programs like the now cancelled Science Without Borders have helped forge long-standing exchange relationships between Brazilian and Canadian institutions and the desire to maintain these exchanges probably explains the creative ways institutions have responded to initiatives like GSS.

- Québec International "agreement": Quebec International has successfully conducted several recruitment campaigns in Brazil. This organization helps Quebec employers find highly skilled employees to fill their labour gaps in Quebec. The positions are usually in the engineering, IT or skilled trades. Québec International then informs the SPALO office which applicants have been offered employment and submitted WPs. These applicants are highly skilled, and beneficial to Canada.

s.21(1)(b)

- TFW Recruitment: building on the experience with Quebec, SPALO is looking to extend support to the recruiting efforts of other Provinces in Brazil in 2019. SPALO has already supported a joint Saskatchewan and Manitoba recruitment mission in spring 2018

## 5. OTHER APPLICATIONS OVERVIEW

*Please refer to Tab IV in the attached Excel sheet.*

### Other Applications

Sao Paulo

Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	176		9
	PR renunciation	43		7
	TRP	2		-
	ARC	6		-
	Rehabilitation	-		-
	<b>Total</b>	<b>227</b>		
2017	PRTD	235		7
	PR renunciation	48		4
	TRP	5		-
	ARC	7		204
	Rehabilitation	-		-
	<b>Total</b>	<b>295</b>		
2016	PRTD	302		12
	PR renunciation	26		15
	TRP	2		-
	ARC	12		450
	Rehabilitation	-	-	-
	<b>Total</b>	<b>342</b>		

\*Stats supplied by OPPB

## Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

As also seen in 2017, PRTD numbers are in decline. Most applicants continue to be recently landed immigrants and PRs wishing to return to Canada after having returned to Brazil during the economic boom but now wishing to seek better opportunities in Canada – many have been absent from Canada for many years (even decades) but are looking to return on humanitarian & compassionate grounds

Given low volumes and importance of relative consistency in decision-making, TRPs are referred to DMPM and MPM. Generally speaking, most TRPs involve H&C considerations for clients who are inadmissible for having previously overstayed, misrepresented or been refused TRVs (bona fides visitors to Canada),

## 6. ENVIRONMENTAL OVERVIEW

Please refer to attached Excel sheet and complete Tab V.

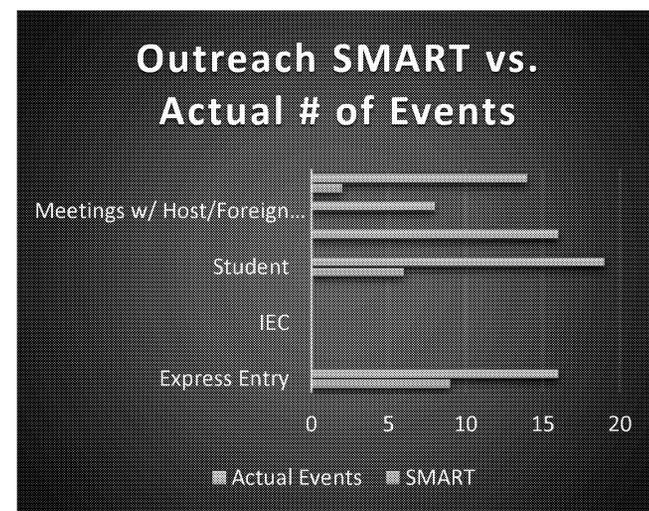
### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated, if available.. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

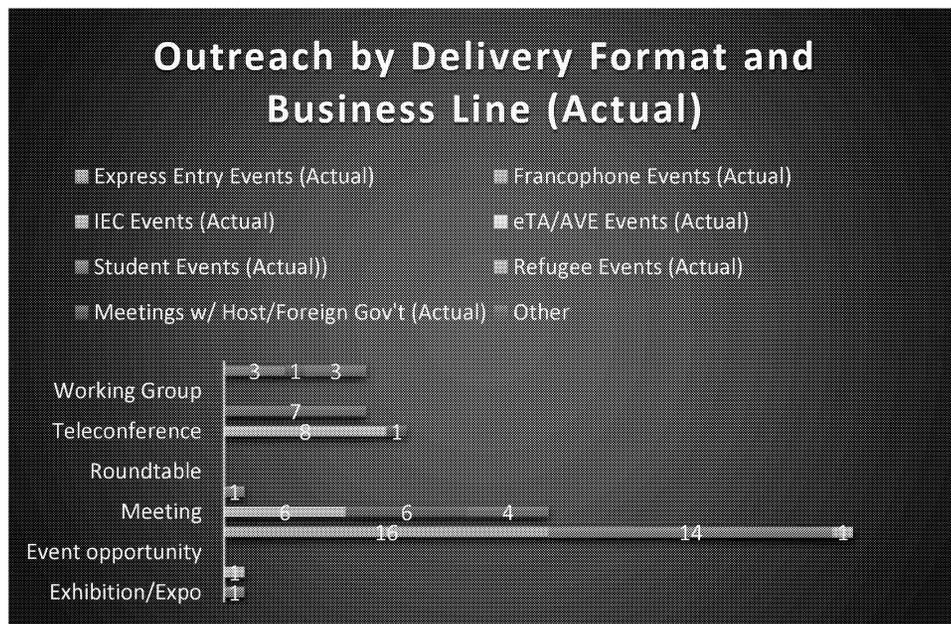
#### Sau Paulo SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan-Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/A VE Events (Jan-Oct 2018 in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan-Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan-Oct 2018 in SMART)	Other
Exhibition/Exposition						6		
Information session/Presentation	9							1
Meeting								1
<b>Total</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>0 2</b>



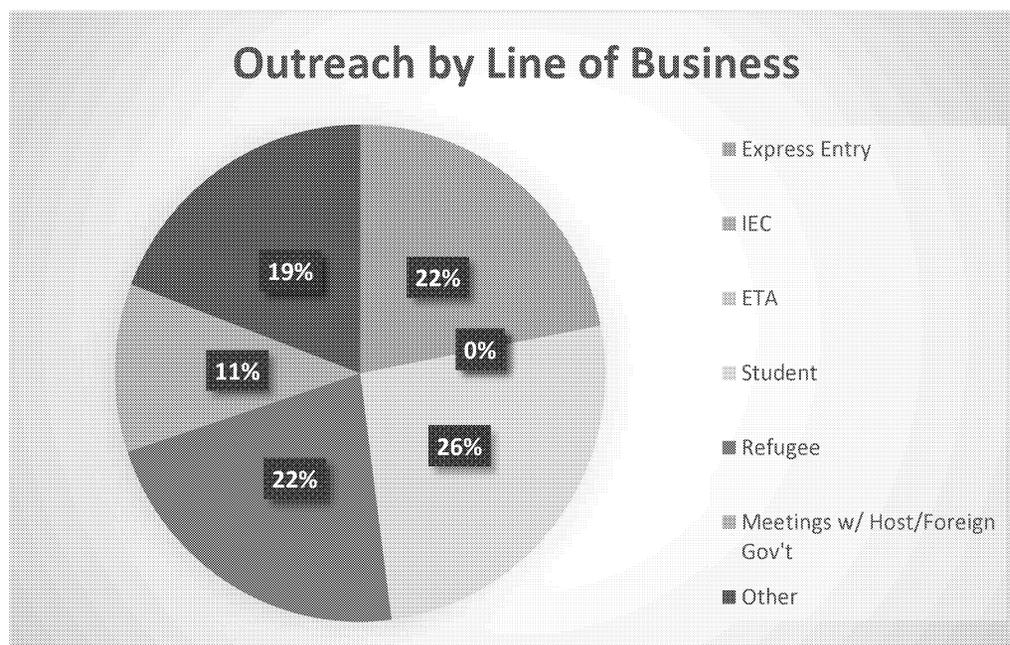
**Actual Events (Please indicate the actual # of events performed)**

Delivery Format / Format de livraison	Express Entry (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/Expo					1			
Conference						1		
Event opportunity								
Information session/Presentation	16				14	1		
Meeting						6	6	4
Online Consultation/Webinar					1			
Roundtable								
Special Event (e.g. Gala)								
Teleconference					8		1	
Visit								7
Working Group								
Other					3		1	3
<b>Total</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19</b>	<b>6</b>	<b>8</b>	<b>14</b>



Business Line	SMART	Actual Events
Express Entry	9	16
Francophone	0	0
IEC	0	0
ETA	0	0
Student	6	19
Refugee	0	16
Meetings w/ Host/Foreign Gov't	0	8
Other	2	14
<b>Total</b>	<b>17</b>	<b>73</b>

SMART EVENT Names	Count
SPALO	17
Exhibition / Expo	6
SPALO - Brazil EDUEXPOS	2
SPALO - EduEXPOS	3
SPALO - Student Fairs	1
Information session/Presentation	10
SPALO - Express Entry sessions - Sao Jose dos Campos	1
SPALO - Express Entry Sessions (Brasilia)	1
SPALO - Express Entry Sessions (Campinas)	1
SPALO - Express Entry Sessions (Curitiba)	1
SPALO - Express Entry Sessions (Recife)	1
SPALO - Express Entry Sessions (Rio de Janeiro)	2
SPALO - Express Entry Sessions (Sao Paulo)	1
SPALO - Express Entry sessions in Florianopolis	1
SPALO - LUNCHEON AND INFORMATION SESSION WITH LOCAL AGENTS	1
Meeting	1
SPALO - Meeting	1



## Migration Diplomacy / Outreach (RIO, RM)

- Describe the type and frequency of contact with local officials.
  - Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
  - Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
  - Describe participation in local and international fora.
  - Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?  
(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)
- The most salient event of 2018 has been the election of Jair Bolsonaro as Brazil's new President. Brazilians are taking a "wait and see" attitude for the moment
    - (
    - (
    - (
    - |
  - Historically, contact with local officials has been limited given the distance between SPALO and Brasilia. The capacity created by a reduction of some 60% of the application volumes from the peak in early 2017 has enabled SPALO to take on a more active role in migration diplomacy, furthering IRCC interests in Brazil, such as GRSI, promoting managed migration, and sharing experience in migration, settlement and integration. This increased engagement has also been welcomed by GAC. In particular, the IRCC officials' ability to discuss "how" questions related to migration issues (refugee and asylum determination, economic programs and integration/settlement services) has enhanced opportunities for collaboration with GAC and has led to a number of invitations to meetings with Federal and State government officials.
  - Over 2018, building on work initiated in 2017, SPALO has taken a much more active role in activities that impact on the migration program. SPALO interacted intensively with Brazilian authorities and UN agencies in advancing the GRSI agenda, particularly the commitment made by Brazil to resettle Syrian refugees as part of the September 2016 New York Declaration. Activities continued in the lead up to the Presidential elections in October and included a number of discussions with key officials in Brasilia. SPALO also represented IRCC missions in the Americas June GRSI meeting in London. Conversations continue behind the scenes with key contacts in lead Federal departments, including MFA, CONARE and Casa Civil (PCO equivalent) as well as UNHCR with a view to re-initiating engagement following the swearing of the new government on January 1, 2019. SPALO also plans to continue to do presentations on Canada's approach to immigration and refugees given the interest by national and

state authorities and civil society.

- Visits by officials from Ottawa as well as by the Americas AD in July and Region's RAO in December have provided an opportunity to engage with the UNHCR and non-governmental organizations that support refugees and migrants, some of which are funded by the Consulate. Similarly, should another regional GRSI meeting be feasible in early 2019, SPALO will be ready to assist.
- SPALO is also lending support to discussions of the Canada Brazil Mobility Working group, which held a technical-level officials meeting in Brasilia in July. Brazil's then Foreign Minister Nunes also committed to host the next Canada Brazil Mobility Working at the third *Canada Brazil Strategic Partnership Dialogue* held on October 23.

## Promotion and Recruitment (RM)

### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

The worst part of the economic crisis appears to have passed and boosted by the pro-business/ free market pronouncements of the President-elect, financial analysts are predicting modest but sustained growth over 2019. The recovery has resulted in net job creation which benefits states like SPALO with a diversified and dynamic economy and a healthier balance sheet. At the same time, with unemployment still hovering at 13%

### Priority Sectors:

- Engineering, IT and skilled trades in the SPALO and South east states remain promising areas. Professionals are highly trained,

often having done post-secondary studies in the US and Europe and many attend our promotion and recruitment events.

- 
- With the opening of two new VACs in Recife (North East) and Porto Alegre (South) there is potential to tap into second-tier cities with large populations, universities and industry (oil and gas, agro-industrial and biotechnology).

### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
- Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

• Over 2018/19, SPALO has consolidated all non-processing activities under an FS-2 officer with support from two LES staff with a view to improving coordination and maximizing opportunities in every location visited (for example, combining EE presentations with meetings with like-minded partners and VAC visits or engagement with Trade Commission Service office). Under this new structure, two seasons of focus are being targeted: September and March for the *EduCanada Fairs* and November to February for more targeted Economic Migration promotion (Express Entry, Start-up Visa and support to provincial/territorial recruiting missions). As well, P&R work related to Express Entry is focussed on increasing the number of prospective candidates entering profiles in the pool and broadening the scope to include targeted presentations at higher education institutions in exchange for in-kind access to meeting spaces and audio-visual equipment (generally quite costly in Brazil) as well as travel agent/facilitator training.

Through December, SPALO is mid-way through the strategy proposed last year:

- Reach 14 cities (more than double the 6 planned and the 10 actual cities visited in 2017/18) with heavier concentration in the key market of SPALO (4) and one each in established markets like Rio, Belo Horizonte, Brasilia, Porto Alegre, Recife as well as several new additions including Fortaleza, Salvador, Curitiba, Florianopolis.

s.21(1)(d)

- On the student front, SPALO attended all the *EduCanada Fairs* in September/October 2018 and will likely attend most of the Fairs in March, covering 7 cities outside of SPALO (Campinas, Rio, Brasilia, Belo Horizonte, Porto Alegre, Curitiba and Recife) and attend multiple sessions in SPALO itself, including sessions for travel agents and facilitators.

Looking toward 2019/20, more targeted P&R activities and greater leveraging of technology (webinars, Facebook live chats and audio/visual supports). As well, there is an opportunity to work more closely with Provincial/Territorial recruiting missions and to quantify success in terms of number of clients assisted/work permits approved including through priority initiatives like the Global Skills Strategy and the Dedicated Service Channel building on the contacts made, for example, during the Sao Paulo Tech Week on November 24 – 30. There are ongoing conversations with the Trade Commissioner Service how to work together to tap into the strong interest amongst Brazilian investors and entrepreneurs to open subsidiaries and launch joint ventures in Canada, attracted not just by the business opportunities but the chance to settle temporarily or permanently in Canada.

As identified previously, there are sectors that offer good opportunities for recruitment for REML in Brazil, particularly in Sao Paulo state:

- Engineering, aerospace, ICT
- Finance, banking and research and development
- Skilled trades, including in the energy, mining, agricultural and meat packing sectors.

## Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

Status and challenges with file destruction: File destruction is up to date (to August 2016). SPALO has been destroying files with final destruction for 2018/19 to take place the third week of March.

Repatriation: with PR work ending in SPALO, plans are in place to repatriate the bulk of eligible PR files over the course of 2019. This will be the first repatriation since 2016 but given the relatively low historical PR volumes, should be manageable with minimum overtime.

Method files received from CN:

Estimated number of files sent to Canada as a result of litigation: the numbers appear to have declined from the 100 or so files in the previous years. In addition, SPALO appears to be consulted more often than in the past regarding ATIP.

Storage: No issues with storage – there is sufficient room and a significant decrease in paper volume since May 2017. The peak years files (2016 and 2017) will be destroyed or repatriated by 2019.

## Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
  - Describe any other activities in support of GoC objectives that take resources away from core activities
  - Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.
- The MPM is head of Mission Housing Committee for 2018/19 and is spending between 2 to 5 hours a month visiting properties and addressing issues that emerge with CBS SQs. It is anticipated that this work will grow significantly as a result of the significant turnover in CBS during the 2019 posting season.
  - As well, CBS from IMM program participate in other Mission Committees such as Health and Safety and Social. These activities account for 1-2 hours per month per CBS spread out across the year.
  - SPALO participates in some Mission-led activities. The MPM is invited to attend the OGD portion of Platform planning meetings that take place in Sao Paulo, taking up 1-2 hours twice a year. As well, the MPM is invited to a quarterly liaison meeting with Sao Paulo State authorities, usually a half-day with 1-2 hours of preparation in advance. SPALO is also asked to comment and provide input to the OGD portions of *Strategia* documentation.
  - There is strong collaboration with CBSA on integrity and enforcement activities. The CBSA LO participates in the weekly IMM officer meeting. On occasion, we provide support with GCMS issues and interpretation of PDIs and related guidance. Any time spent in these activities is compensated by the support provided by CBSA with complex cases and liaison with Brazilian and like-minded partner law enforcement agencies.
  - SPALO has hosted some delegations from IRCC NHQ and provincial government representatives throughout the year as well as visits by the Area Director and RAO. These tend to involve one CBS for 1 - 2 days prior to the visit and one CBS full-time for the duration of the visit.

## VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
  - What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
  - Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?
- The relationship with the VAC is generally collaborative and communication effective. The DMPM along with one LES charged with VAC relations manage the day to day interactions and hold monthly meetings to discuss emerging issues. The VAC has been responsive to changes requested by SPALO, for example in relation to file groupings, urgent cases, cost recovery, etc.
  - VAC inspections have not identified significant concerns over the lifespan of the contract that ended in November 2018. Deficiencies identified have been corrected in a timely manner. Some complaints from clients have arisen from time to time and mostly in relation to rules and operating procedures established by the VAC
  - The opening of two new VACs in Brazil did give rise to some challenges, mostly involving communication, as many of the details were handled directly between IRCC NHQ and the contractor. .
  - Looking forward at the new contract and particularly with implementation of Biometrics, there are some challenges anticipated:  
a) developing procedures to deal with client issues once unanticipated situations arise; b) managing effectively the appointment system for biometric capture once application volumes start to rise in spring 2019; and, c) because financial transactions will continue to be handled locally (vs directly with Ottawa through the corporate credit card), the increase in the number of financial transactions and overall dollar value will require SPALO to dedicate additional resources to reconcile fees received and deposited in Mission accounts, track errors, manage refunds, keep IPRMS up to date, etc.

## Other

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

- An important challenge for SPALO in 2019 will be to deliver on all areas of proposed work with fewer human resources: one CBO position and two LES positions were cut in Sao Paulo in 2018  
|  
(  
:  
  - Continuing to undertake work related to migration diplomacy, reporting, promotion and recruitment and outreach/liaison and providing staff with opportunities for career development and learning with a lower staff complement will be present ongoing opportunities and challenges.
    - A significant opportunity will be for SPALO to follow through on the commitment to provide regional support to the Americas in priority areas like outreach and promotion & recruitment.
    - Another opportunity will be to accommodate the growing interest in Canada's migration model from academia, civil society and government and the lessons learned from experimentation happening in Brazil in the area of migration. Some example include the lessons learned from the "interiorization" of Venezuelan migrants and the interesting ways the Brazilian private sector and civil society are experimenting with innovative ways to assist refugees/migrants.

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

#### Staffing:

- In addition to unanticipated staff vacancies that took place in recent months (departure of LE-5 MPM Assistant and two LE-4 Program Assistants), there will likely be other departures as staff seek opportunities elsewhere (other programs in the Mission or externally) in the first half of 2019. There will also be a significant turn-over in CBO complement in the summer of 2019, with at least three departures, including the DMPM. Based on application volumes, projected staff adjustments can be accommodated and the unanticipated LES departures will continue to provide opportunities for staff development and promotion, a very positive development.
- As automation reduces paper and centralization of non-complex work continues, proportionately more time is being devoted to tasks outside of visa processing. This shift in type of work requires the reclassification of some positions, a process that has already started: one LE-4 position to an LE-5 to support the Engagement team and one LE-6 to LE-7 DMO (TR) to boost decision making capacity

#### Training:

- Key training needs include: new tools (NOMA, Chinook) as they evolve, capabilities of GCMS (and report writing). Staff would also benefit from developing a deeper understanding of legislation and regulations (IRPA and IRPR), something SPALO started in October/November to prepare staff for the upcoming LE-7 competition.
- Staff reductions have given way to unanticipated departures that have brought new opportunities for promotion and acting assignments. This has boosted morale, particularly amongst junior employees.
- As noted in the 2018 INIMP,



### Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

In general, SPALO has no significant issues regarding the work environment: staff absences are within normal thresholds, there are no instances of extended leave and intercultural/interpersonal differences are managed through dialogue and open communication. The MPM promotes an “open door” policy and all staff are actively encouraged to bring up any issues for discussion (and often do).

#### Work Life Balance:

- The pilot initiated last year to allow staff to start and leave 30 minutes earlier has now been mainstreamed and both CBS and LES can opt for a slightly modified schedule of 7:30 to 16:30 and 7:30 to 13:00 on Fridays. The change has turned out to be very popular and currently 90% of the Immigration Program staff take part in the “early shift” and other programs in the Mission have now implemented similar measures. A rotation schedule is in place to ensure there is always a CBO available to open at 7:30 and close at 17:00 (Monday to Thursday) and at 13:30 on Fridays. A positive externality has been the additional hours of service for clients, from 7:30 to 17:00 Monday to Friday and 7:30 to 13:30 on Fridays.

#### Improved Communication:

- The regular all-staff meeting (1 hour once a month) has also been mainstreamed and offers MPM and DMPM an opportunity to provide updates and debrief on specific meetings as well as to communicate on overall strategy, changes in procedures and medium term objectives.
- The first staff retreat in 20 years was held on May 29, 2018. The event was held in response to feedback from both LES and CBOs indicating the need for more staff interaction. It also served as an opportunity for management to review IRCC’s policies on

Values and Ethics. The day included a combination of mixed-group and work-focused activities with the overall theme being *Teamwork*. Based on the positive feedback, another half-day retreat is envisioned for 2019 after the posting season.

Career Development:

- The policy of offering OT and opportunities to act during vacations and to participate in promotion and recruitment activities continues to be well received by CBO and LES.
- Additional training/ career development opportunities have been offered to staff (CBO and LES), including training offered by *Receita Federal* (CRA-equivalent in Brazil) on taxation requirements and documentation; CBS-led training on IRPA and IRPR to assist prospective LES looking to move to decision-maker role (LE-07). As well, opportunities have been made available for CBS to participate in outreach activities with like-minded partners and civil society and to attend conferences/seminars in areas related to their other duties (anti-fraud, refugees, migration diplomacy, etc.). These initiatives have boosted staff morale and provided some variety to day to day work.

s.16(1)(b)

s.16(1)(c)

## 8. RISK MANAGEMENT (RIC, IRG)

**Please refer to attached Excel sheet and complete Tab VI.**

### 2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress. *Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.*

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) Secteur d'activité (RT/RP/réfugiés / citoyen neté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/ Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

## Risk Assessment

### Mission Specific:

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)?  
*[Non-RAO offices please report any ad hoc RA activities.]*
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

- SPALO remains a TR oriented mission,

- 

- Over 2018, resources were reallocated toward anti-fraud work, including the creation of a small Risk Assessment Unit that has focussed primarily in identifying trends
- The newly created Risk Assessment Unit was tasked with further investigating

s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

[Redacted content]

After consulting with the Risk Assessment Office in Bogota, SPALO is proposing further strategies to mitigate fraud in 2019:

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

#### Resources/Tools:

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

- SPALO Risk Assessment Unit consists of one CBO and four LES who work part-time on risk assessment.
- SPALO Risk Assessment Unit consults regularly with the regional RAO in Bogota and has started to involve the RAO in the verification of files.
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s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

## 9. INNOVATION & CLIENT SERVICE (RIC, RIO)

### Client Service

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office
- In 2018, SPALO was able to maintain service standards for all business lines including through the busy summer period.

SPALO has focussed since November on proactive information sessions, presentations and outreach, including in person by MPM with travel agents and consultants but also through social media (Facebook and Twitter).

- Client service - the recently established Client Service Unit (CSU) will be making greater use of Q&A templates, automatic responses as well as proactive messaging through social media, including Twitter. As processing time improved significantly over 2018, CSU was able to devote more time to assisting clients, proactive messaging, and general support for verification activities, special attention to VIPs, and exceptional cases.

### Client Service Initiatives

Country	Brief description of initiative	Expected outcomes*	Implementation Date
Brazil			
Brazil	No document requests unless child custody related	Faster decision-making (positive or negative)	March 2018
Brazil	Up-front Medical Exams for Students	Faster processing through one-step decision making for Students.	February 2018
Brazil	NOMA/Chinook		Spring 2018

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

## Work-Sharing Arrangements

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

### Regionalization:

- PR work now centralized and managed for the entire region will free resources as of January 2019 to dedicate to TR processing and to non-processing work, including P&R, Outreach and liaison.
- SPALO is now able to dedicate some resources and capacity to regional work, including coordination and support for outreach and P&R activities. SPALO would also be in a position to assist with work in countries of responsibility that share a border with Brazil, including Paraguay, Uruguay, and Bolivia.

### Work that could be processed elsewhere:

- E-app CAN+:

## Work-Sharing Arrangements

Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date
Brazil							

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

## Other Innovations/ Best Practices

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

- Building on the experience of bringing all LE-4 cadre under a single registry function on a 4 month rotational schedule, all LE-5 have been brought under a single structure – the Risk Assessment Unit – to share verification, client inquiries, and client follow up work and ensure all staff are able to perform all functions. Like the Registry which is supervised day-to-day by and LE-7 reporting to the DMPM, the RAU is supervised day-to-day by an LE-7 who reports to the FS-2 Integrity Officer. The two new consolidated teams have simplified reporting relationship and improved communication and coordination.
- Chinook is being used by officers

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s.17

Migration Office: Seoul Area: North Asia  
Operational Environment Risk Rating: B

### 1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	Seoul
Area:	South Korea
Office Type: (Full Service, Satellite, RPC, Specialized)	Specialized
Updated (YYYY/MM/DD)	2018-12-10
Interrelated Offices:	Manila, Tokyo, Hong Kong, OSC

Personnel		
	NAME	MITNET
MPM:	Tim Bowman	348-3421
D/MPM:		
Area Director:		
GCMS Manager:	Tim Bowman	348-3421
BVO:		
RAO:	Derek White	346-3402
eTA SPOC (Single Point of Contact):	Tim Bowman	349-3421
HOM:	Mike Danagher	348-3200
GAC Regional Director:	Bez Babakhani	203-3366
CBSA LO:	Corey Germansen	410-3465
MOF:	Julie Lafleche	346-3810
IEC SPOC:	Wendy Jung/Kyung-soo Yang	348-3220
P&R SPOC:	Tim Bowman	348-3421
Litigation SPOC:	Tim Bowman	348-3421
CBS		
Names: Tim Bowman		
<b>Total # : 1</b>		
LES		

Migration Office: Seoul Area: North Asia  
Operational Environment Risk Rating: B

DMO # : DMO(TR)#: Other support staff # : Soo-Jung Kim, Kyung-soo Yang <b>Total # : 2</b> <b>Emergency LES</b> Total number of months in 2018: 11 <b>TD</b> Total number of weeks in 2018: 0
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## 2. TERRITORY OVERVIEW

### TERRITORY OPERATIONAL OVERVIEW

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Korea, South	B	51,181,299	X			X	1	X	X	
<b>TOTAL:</b>				<b>0</b>	<b>0</b>		<b>1</b>			

### TERRITORY RISK OVERVIEW

Caseload Risk	Operational Environment Risk
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s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

Migration Office: Seoul Area: North Asia  
 Operational Environment Risk Rating: B

Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	Notes
Korea, South	54					N	Seoul	Specialized office Seoul normally conducts interviews for

**\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1**

Les couleurs utilisées dans les tableaux sont basées sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

KEY: Caseload Risk Level (Transparency International CPI)		KEY: Operational Environment Risk Level (Economist IU Risk Rating, Overall Assessment)	
Not Rated		Not Rated	
Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A

Migration Office: Seoul Area: North Asia  
 Operational Environment Risk Rating: B

Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E

### 3. PERMANENT RESIDENT OVERVIEW

#### Permanent Resident

Seoul

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)	Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan -Aug)	Economic	-	-	-	2018 (Jan -Aug)	Events			
	Family Class	-	-	-		Verifications			
	Humanitarian	-	-	-		H&C			
	<b>TOTAL</b>	<b>#NAME?</b>	<b>0</b>			Misrepresentation			
					<b>TOTAL</b>				
					<b>1</b>				
					<b>0</b>				
2017	Economic	-	-	-	2017	Events			
	Family Class	-	-	-		Verifications			
	Humanitarian	-	-	-		H&C			
	<b>TOTAL</b>	<b>0</b>	<b>0</b>			Misrepresentation			

s.16(1)(b)

s.16(1)(c)

Migration Office: Seoul Area: North Asia  
Operational Environment Risk Rating: B

2016	Economic	-	-	-
	Family Class	-	-	-
	Humanitarian	-	-	-
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>

2016	<b>TOTAL</b>	2	0
	Events		
	Verifications		
	H&C		
	Misrepresentation		
<b>TOTAL</b>	<b>0</b>	<b>0</b>	

	2	0
	0	0

\*Stats supplied by DPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

**GUIDE:**

For the following three categories, FD targets are only indicative and outputs are measured in actual admissions :

- Government-assisted refugees (GARs)
- Privately-sponsored refugees (PSRs)
- Blended Visa-office-referred refugees (BVORs)

**PR Trends/Issues**

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

**s.16(1)(b)**

**s.21(1)(b)**

Migration Office: Seoul Area: North Asia  
Operational Environment Risk Rating: B

Seoul will do eligibility and/or admissibility interviews for PR cases where i needs assistance. Seoul will also conduct various verifications and provide local expertise, linguistic assistance and research as needed primarily out also for other offices, including Centralized Network.

s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

Migration Office: Seoul Area: North Asia  
 Operational Environment Risk Rating: B

#### 4. TEMPORARY RESIDENT OVERVIEW

### Temporary Resident

Seoul

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)
2018 (Jan - Aug)	Visitor	0		0
	Student	-		-
	Worker	1		430
	eTA	103		162
	<b>TOTAL</b>	<b>104</b>		
2017	Visitor	53		10
	Student	-		-
	Worker	0		0
	eTA	107		112
	<b>TOTAL</b>	<b>160</b>		
2016	Visitor	0		0
	Student	-		-
	Worker	0		0
	eTA	8		152
	<b>TOTAL</b>	<b>8</b>		

Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Events		25
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>44</b>
2017	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>10</b>
2016	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>0</b>

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

s.16(1)(b)

s.21(1)(b)

Migration Office: Seoul Area: North Asia  
Operational Environment Risk Rating: B

\*Events added to reflect our records

\*Visas printed

from to

reflect our

records.

### TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

- s.15(1)(i)i)
- s.16(1)(b)
- s.16(1)(c)
- s.21(1)(b)

Migration Office: Seoul Area: North Asia  
Operational Environment Risk Rating: B

TR: Seoul will do eligibility and/or admissibility interviews for TR cases where [redacted] needs assistance. Seoul will also conduct various verifications and provide local expertise, linguistic assistance and research as needed primarily for [redacted] but also for other offices, including Centralized Network.

[redacted] There is a printing agreement with GAC in case of MPM absence to maintain this service.

eTA: Due to aspects of complex enforcement case referrals from Canada

[redacted], cases typically require considerable research, investigation and evaluation to properly determine contemporary migration outcomes.

Complex eTA cases that are refused are usually for

**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

Migration Office: Seoul Area: North Asia  
 Operational Environment Risk Rating: B

## 5. OTHER APPLICATIONS OVERVIEW

### Other Applications

Seoul

Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD			
	PR renunciation	137		11
	TRP	5		-
	ARC	6		-
	Rehabilitation	20		-
	<b>Total</b>	<b>168</b>		
2017	PRTD	-		-
	PR renunciation	475		14
	TRP	14		28
	ARC	4		-
	Rehabilitation	-		-
	<b>Total</b>	<b>493</b>		
2016	PRTD	-		-
	PR renunciation	0		-
	TRP	0		-
	ARC	2		-
	Rehabilitation	-		-
	<b>Total</b>	<b>2</b>		

\*Stats supplied by  
 OPPB

Migration Office: Seoul Area: North Asia  
Operational Environment Risk Rating: B

\*Rehabilitation added to reflect our records.

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

**s.16(1)(b)**

**s.21(1)(b)**

Migration Office: Seoul Area: North Asia  
Operational Environment Risk Rating: B

Applications are reviewed for national interest and humanitarian and compassionate considerations in cases of inadmissibility.

Seoul and Tokyo often support each other during leave situations to help maintain client service for urgent cases.

Migration Office: Seoul Area: North Asia  
Operational Environment Risk Rating: B

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated, if available.. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

#### Seoul

##### SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan-Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)	Other
Information Session/Presentation	10		8	8	10	4	4	3
<b>Total</b>	<b>10</b>	<b>0</b>		<b>8</b>	<b>10</b>	<b>4</b>	<b>4</b>	<b>3</b>

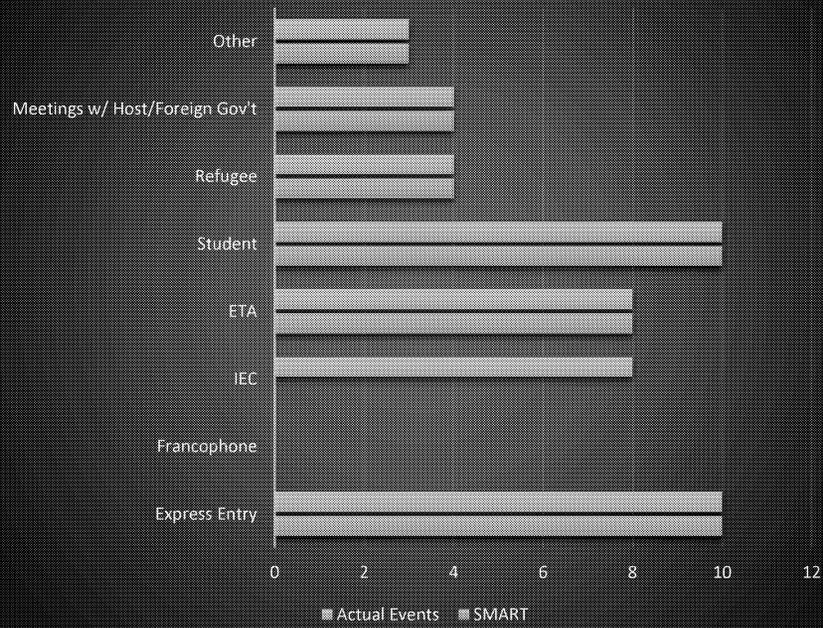
##### Actual Events (Please indicate the actual # of events performed)

Delivery Format /Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/Expo	2		2	2	2			



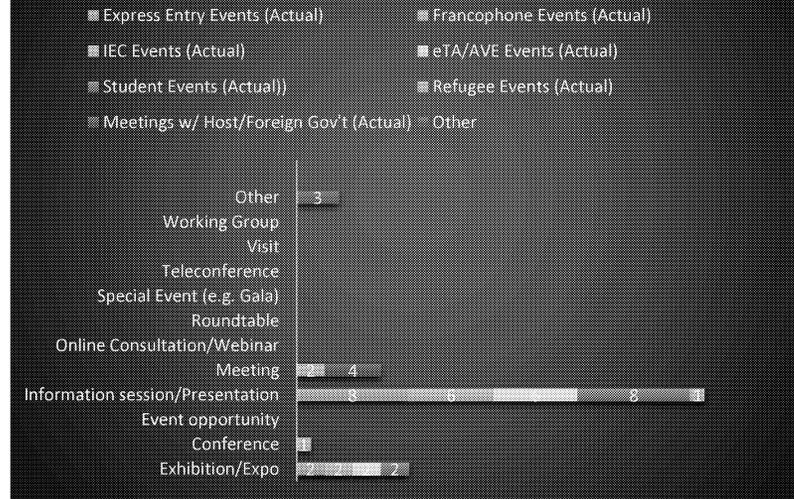
Migration Officer, Seoul Area, North Asia

### Outreach SMART vs. Actual # of Events

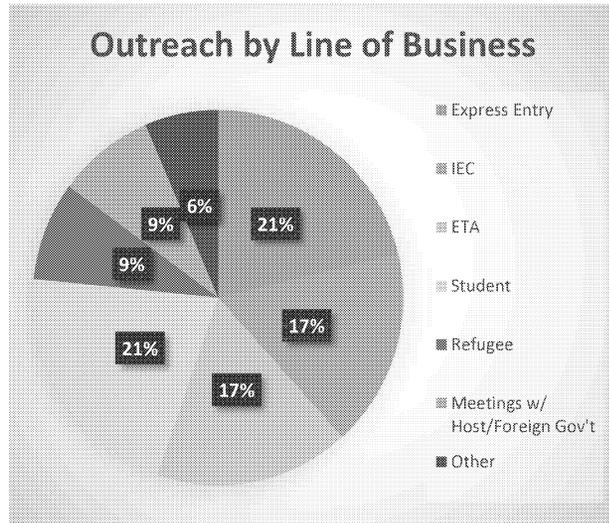


SEOUL-HKD Korea Presentation/info Seerion 1

### Outreach by Delivery Format and Business Line (Actual)



Migration Office: Seoul Area: North Asia  
Operational Environment Risk Rating: B



SMART EVENT Names	Count
SEOUL	5
Information session/Presentation	5
SEOUL - Briefing on Biometrics Expansion	1
SEOUL - Canada Agent Fair 2018	1
SEOUL - IEC pre departure orientation	1
SEOUL-Education/IRCC Info Session	1
SEOUL-HRD Korea Presentation/Info Seeion	1

### Migration Diplomacy / Outreach (RIO, RM)

- Describe the type and frequency of contact with local officials.
  - Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
  - Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
  - Describe participation in local and international fora.
  - Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

s.15(1)(i))  
s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

Migration Office: Seoul Area: North Asia  
Operational Environment Risk Rating: B

We regularly engage with Korean Immigration Service officials, primarily on migration agenda topics as Canada is seen as leader in migration development. We engage with [redacted] to manage the International Experience Canada program. [redacted] and we support department efforts in this regard.

We help plan and arrange delegations to study Canadian systems and provide related information. For example, settlement and integration.

We meet periodically with M5 partners who are present in Seoul to discuss issues of mutual interest. We work closely with the UNHCR to support refugee and asylum systems capacity building in Korea. We have supported [redacted] by training refugee status determination officers. We have supported refugee reform by speaking on Canada's systems at a symposium. We participate in other forums such as Canada-Korea Forum when discussions impact the Migration Agenda.

## Promotion and Recruitment (RM)

### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

Korea is an advanced OECD country with a maturing labour market

Youth employment is perceived as stagnating: there is interest in overseas opportunities to improve employment opportunities at home or leading to permanent migration. There is interest in migration pathways both at lower and high-skilled for greater security and Canadian advantages (environment, education system, work-life balance) but there is competition for highly-skilled within the local economy and it remains difficult for many Koreans to qualify under Express Entry language requirements. Many Koreans are well aware of the migration pathways available so it is a question of whether they wish to exercise them if they qualify.

Migration Office: Seoul Area: North Asia  
Operational Environment Risk Rating: B

#### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
- Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

Seoul supports the Education program led by GAC here by utilizing opportunities to reach schools and migration agents at seminars and fairs to provide migration information (such as biometrics information) and promote migration pathways.

#### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

Seoul mostly works electronically so there are no issues with file maintenance and destruction.

#### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

Normal demands made on IRCC are minimal. Seoul works cooperatively with other programs to lead on Migration Agenda issues.

#### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Seoul Area: North Asia  
Operational Environment Risk Rating: B

Seoul normally conducts the VAC site visits without significant issues. Despite extensive advance and recent public promotion of biometrics,

#### Other

• Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

Type your answer here:

### 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

#### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

No staff vacancies; No need for staffing changes. Training needs are modest and mostly met. We used emergency employees to replace a permanent employee with success.

#### Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

Mission is seen as a desirable employer. Seoul is a small program where each staff member is trained to support each other and encouraged to maintain a work-life balance. Mission has undertaken various wellness initiatives in keeping with cultural norms here which MPM supports and encourages.

Migration Office: Seoul Area: North Asia  
Operational Environment Risk Rating: B

## 8. RISK MANAGEMENT (RIC, IRG)

### 2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.  
Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice
EXAMPLE: Student Pilot Project	To determine the level of compliance to the program by confirming whereabouts of students after their study program concluded	QA	TR	Study Permit	N/A	South America	Mexico	J.Smith/LE-5/40hours	Sept - Oct 2018

s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

Migration Office: Seoul Area: North Asia  
Operational Environment Risk Rating: B

### Risk Assessment

#### Mission Specific:

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? *[Non-RAO offices please report any ad hoc RA activities.]*
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

Seoul conducts regular verifications and provides local expertise, research and language capacity to support I and other internal stakeholders, Country Information Library etc.

Migration Office: Seoul Area: North Asia  
Operational Environment Risk Rating: B

**Resources/Tools:**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

As Seoul is mostly a complex case office with elements of migration diplomacy, RA work is conducted mostly as requested by other internal stakeholders.

**9. INNOVATION & CLIENT SERVICE (RIC, RIO)**

**Client Service**

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

We triage queries we receive, resolve if possible or refer them to responsible office. We detect many anomalous situations here and seek to resolve them locally where possible, for client service, to improve information available to the department, or to improve systems (for example, multiple UCIs, significant case processing errors).

Seoul regularly uses social media through GAC Public Affairs to promote subjects of most interest to our clientele that help to improve client outcomes and departmental efficiency.

**Client Service Initiatives**

Country	Brief description of initiative	Expected outcomes*	Implementation Date

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Seoul Area: North Asia  
Operational Environment Risk Rating: B

### Work-Sharing Arrangements

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

Seoul typically backs up Tokyo and vice-versa during absences.

Seoul does PR renunciations for Koreans for [redacted] to relieve pressure on their office. These were often requested by OSC but clients chose to submit paper applications via the VAC. [redacted] has previously reported that many of these could be centrally managed.

Seoul does Korean criminal rehabilitations for [redacted] primarily where there is no other application and assists elsewhere as needed with local expertise, legal research etc.

### Work-Sharing Arrangements

Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date
					Quicker decisions		ongoing
					Quicker decisions		ongoing

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

Migration Office: Seoul Area: North Asia  
Operational Environment Risk Rating: B

### Other Innovations/ Best Practices

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

Seoul has attempted to offer regional assistance in criminality and rehabilitation assessments given case volumes here. Seoul provided training in 2018 for staff and acts as an ongoing resource to develop consistency, quality and capacities. Seoul is currently mentoring local case analysts in I

Seoul also shares observations and analysis with eTA officers and HQ to help manage and improve the eTA system.

### 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

#### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Input for Bruce: Comment on experience with eTA.

Complex eTA cases cover a wide range of issues, related assessments and are typically time-consuming. Case resolution may require multiple steps

Migration Office: Seoul Area: North Asia  
Operational Environment Risk Rating: B

### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

Type your answer here:

### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

Type your answer here:

### Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to "mitigate the risks" or "seize the opportunities".

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Seoul Area: North Asia  
Operational Environment Risk Rating: B

Bruce: Suggested text:

s.17

## 1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	Shanghai
Area:	North Asia and Oceania
Office Type: (Full Service, Satellite, RPC, Specialized)	Specialized -TR
Updated (YYYY/MM/DD)	2018/12/
Interrelated Offices:	Beijing, Guangzhou

Personnel		
	NAME	MITNET
MPM:		
D/MPM:		
Area Director:		
GCMS Manager:		
BVO:		
RAO:		
eTA SPOC (Single Point of Contact):		
HOM:		
GAC Regional Director:	RIVEST, Francois	343-203-3460
CBSA LO:		
MOF:		
IEC SPOC:	N/A	
P&R SPOC:		
Litigation SPOC:		
CBS		
Names:		
<b>Total # : 6</b>		
LES		
DMO # : 0		
DMO(TR)#:2		
Other support staff # : 13		
<b>Total # : 15</b>		
Emergency LES		
Total number of months in 2018: 17		
TD		
Total number of weeks in 2018: 57		

## 2. TERRITORY OVERVIEW

### TERRITORY OPERATIONAL OVERVIEW

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	Special & facilitation programs (names & codes only)
China	C	1,379,302,771			77929	
Other	#N/A	#N/A			209	
<b>TOTAL</b>				<b>0</b>	<b>78,138</b>	<b>0</b>

### TERRITORY RISK OVERVIEW

Country/ Territory	Caseload Risk		Operational Environment Risk				Notes
	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	
China	41		99.7%				
Other	#N/A		0.3%				

\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

Les couleurs utilisées dans les tableaux sont basées sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

s.16(1)(b)  
 s.16(1)(c)

KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS			
KEY: Caseload Risk Level (Transparency International CPI)		KEY: Operational Environment Risk Level (Economist IU Risk Rating, Overall Assessment)	
Not Rated	TI CPI score of 80 - 100	Not Rated	Overall Assessment: A
Very Low	TI CPI score of 60 - 79	Very Low	Overall Assessment: B
Low	TI CPI score of 40 - 59	Low	Overall Assessment: C
Moderate	TI CPI score of 20 - 39	Moderate	Overall Assessment: D
High	TI CPI score of 0 - 19	High	Overall Assessment: E
Very High		Very High	

### 3. PERMANENT RESIDENT OVERVIEW

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)	Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Economic	-	-	-	2018 (Jan - Aug)	Events			
	Family Class	-	-	-		Verifications			
	Humanitarian	-	-	-		H&C			
	<b>TOTAL</b>	<b>0</b>	<b>0</b>			Misrepresentation			
2017	Economic	-	-	-	2017	<b>TOTAL</b>		-	-
	Family Class	-	-	-		Events			
	Humanitarian	-	-	-		Verifications			
	<b>TOTAL</b>	<b>0</b>	<b>0</b>			H&C			
2016	Economic	-	-	-	2016	Misrepresentation			
	Family Class	-	-	-		<b>TOTAL</b>		-	-
	Humanitarian	-	-	-		Events			
	<b>TOTAL</b>	<b>0</b>	<b>0</b>			Verifications			
					H&C				
					Misrepresentation				
					<b>TOTAL</b>		-	-	

\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

#### PR Trends/Issues

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?

s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

• If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

N/A. No PR files are processed in Shanghai. Hong Kong is responsible for all PR LOBs from our area.

#### 4. TEMPORARY RESIDENT OVERVIEW

### Temporary Resident

#### Shanghai

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)	Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Visitor	49475		10	2018 (Jan - Aug)	Events		
	Student	3718		20		Verifications		
	Worker	194		45		Misrepresentation		
	eTA	0		0		TOTAL		29,934
	TOTAL	53387						
2017	Visitor	77219		13	2017	Events		
	Student	5601		30		Verifications		
	Worker	450		43		Misrepresentation		
	eTA	3		101		TOTAL		51,952
	TOTAL	83273						
2016	Visitor	89064		11	2016	Events		
	Student	6416		35		Verifications		
	Worker	532		39		Misrepresentation		
	eTA	0		0		TOTAL		18,519
	TOTAL	96012						

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

#### TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.
- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

Note: BJ, SH and GZ have same content for this section.

Since 2010, TR applications from China have averaged growth just over 15% annually.

Increased air travel capacity for China, resilient Chinese economic conditions, an increase in the number of Visa Application Centres in China and promotion of Canada as a tourist destination all suggest that we should expect a continued average annual growth of TR applications of in the 10% range.

The current processing model in China (since February 2018)

including program integrity, post finalization process as well as continued refinement of business rules and arrangements. This allows for IRCCs Shanghai and Guangzhou to focus its efforts on paper based applications that are submitted through their reporting VACs.

The number of e-app visas printed in mainland China Migration Offices in 2018 will exceed 80,000, the vast majority of which are printed at IRCC Beijing given centralization efforts within the mainland China Migration Offices to leverage IRCC Beijing's administrative and decision making capacities to verify information in the submitted passports.

The statistics showing the number of applications finalised in IRCC Beijing, Shanghai, and Guangzhou represent only the total of paper files finalized by users using the respective Migration Office position in GCMS. These numbers, however, do not reflect the breadth of work

The seasonality of the Chinese visitor application caseload continues to pose logistical challenges with huge numbers of applications received each month during the peak period which usually starts by April and lasts six months, though in 2017 and 2018 the mainland China Migration Offices saw late-season spikes that appeared to be in response to social media information about suspected program

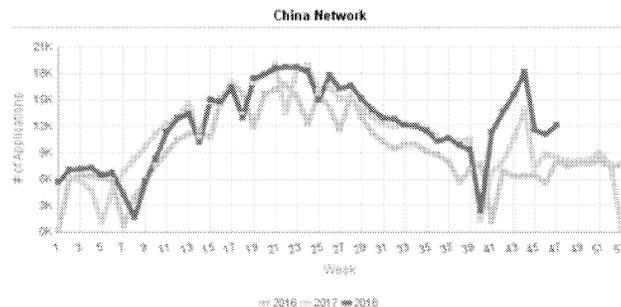
s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

changes. During the 2019 peak period, the China Network expects to be dependent again on TD officers, work sharing arrangements and emergency LES to maintain departmental processing service standards.

The number of TRV applications received in 2018 has been generally on par to 2017, until October 2018, where false rumours of early biometrics implementation followed by official CIF2 promotion appeared to encourage unseasonal levels of TRV application submission.



The percentage of intake received through e-apps is expected to continue to grow, especially as UnionPay, the preferred Chinese payment option, became available in early 2018. Growth e-applications as a percentage of the caseload could be limited by reported difficulties of Chinese speaking applicants using the online application process due to a language barrier.

The implementation of biometrics at the end of this year will likely have an impact on the volume of intake (both paper and online), at least in the short term, as the clients will be adjusting to this new requirement.

Work permit applications continue to decrease across the mainland China Migration Offices, with a majority of these being LMIA-exempt intra-company transferees and academics – very few LMIA work permit applications are received. Work permit e-apps are shared

The number of applications received for students wishing to study in Canada is relatively stable from 2017 to 2018. The introduction of new criteria in June 8, 2018 for the Study Direct Stream has impacted the number of Chinese students who qualified for that facilitation program. However, in 2018 the mainland China Migration Offices also introduced two other facilitative streams for post-secondary and secondary/primary students who are able to provide a GIC with \$10000.

The deployment of the eTA requirement has had minimal impact so far

s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

The Migration Offices have worked

closely with their CBSA LOs 1

With a client base as large and diverse as that found in the mainland China caseload, there are a wide variety of factors that contribute to refusals.

## 5. OTHER APPLICATIONS OVERVIEW

### Other Applications

Shanghai				
Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	573		15
	PR renunciation	437		0
	TRP	0		-
	ARC	3		-
	Rehabilitation	-		-
	<b>Total</b>		<b>1,013</b>	
2017	PRTD	727		21
	PR renunciation	641		0
	TRP	1		-
	ARC	1		-
	Rehabilitation	-		-
	<b>Total</b>		<b>1,370</b>	
2016	PRTD	1,122		21
	PR renunciation	555		0

s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

TRP	3	-
ARC	4	-
Rehabilitation	-	-
<b>Total</b>	<b>1,684</b>	

\*Stats supplied by OPPB

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

PRTD applications: As of August, we had finalized 573 which puts us on track to finalize nearly 900 applications in 2018 compared to 727 in 2017.

PRTD applications continue to be resource intensive as they are completely paper-based, there is no online application. The calculation of the number of days of residency can be challenging. As of February 1, 2018, China Immigration Inspection implemented a new policy of e-channels for Chinese nationals exiting the country at certain airports. E-channels for Chinese nationals entering China were already available for use. Chinese nationals using e-channels for exit/entry will no longer have departure or arrival stamps in their passports. This means that we sometimes have to request Chinese nationals to obtain their full exit/entry history from the Bureau of Exit-Entry Administration if we want to ensure we have an accurate calculation of the number of the days outside Canada.

The reasons for PRs remaining outside Canada vary. However, a large number of PRTD applicants are recent PRs who have been unable to wait for their PR cards to be issued before departing Canada.

Renunciations continue to increase steadily and Shanghai has one of the largest caseloads as a result of former PRs applying for TRVs. As of August we had finalized 434 renunciations. At this pace, we should exceed 650 in 2018. Further study of this trend is warranted and reporting will be undertaken on this topic in the coming year.

ARCs and TRPs remain a very small line of business.

## 6. ENVIRONMENTAL OVERVIEW

### SMART (For Reference Only)

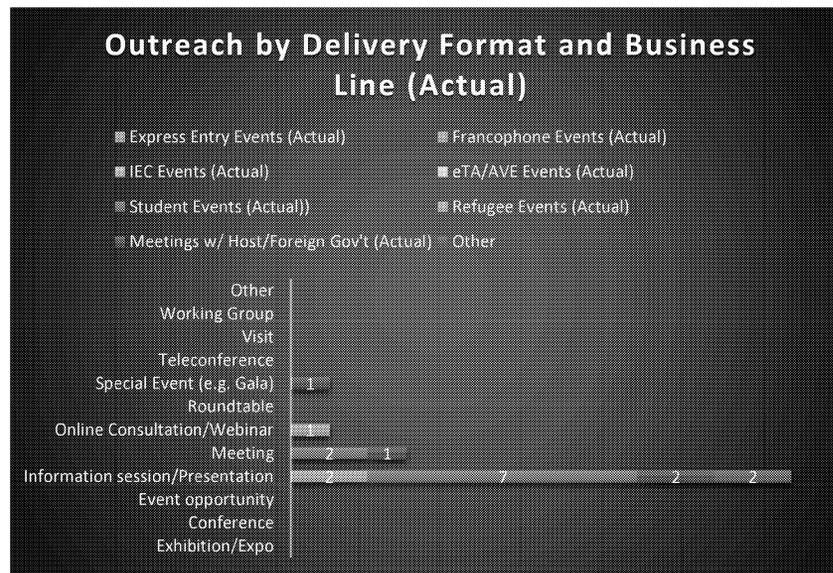
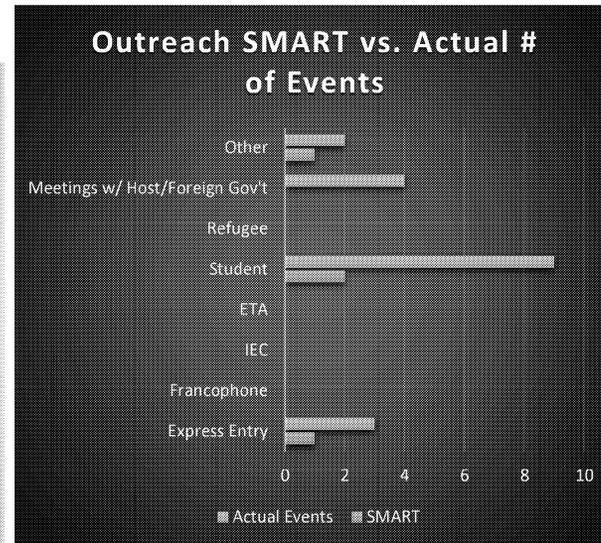
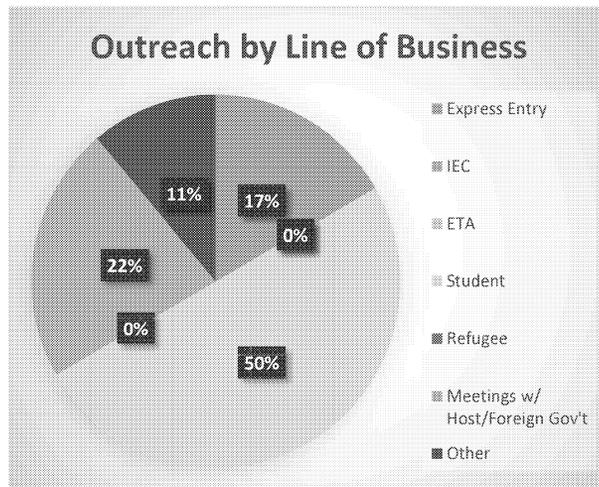
Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan- Oct 2018 in SMART)	IEC Events (Jan- Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)	Other
Exhibition/Expo Information					2			
Session/Presentation Online	1							
Consultation/Webinar								1
<b>Total</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1</b>

### Actual Events (Please indicate the actual # of events performed)

Delivery Format /Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/Expo								
Conference								
Event opportunity								
Information session/Presentation	2				7		2	2
Meeting					2		1	
Online Consultation/Webinar	1							
Roundtable								
Special Event (e.g. Gala)								1
Teleconference								
Visit								
Working Group								
Other								
<b>Total</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>0</b>	<b>4</b>	<b>2</b>

Business Line	SMART	Actual Events
Express Entry	1	3
Francophone	0	0
IEC	0	0
ETA	0	0
Student	2	9
Refugee	0	0
Meetings w/ Host/Foreign Gov't	0	4
Other	1	2
<b>Total</b>	<b>4</b>	<b>18</b>

SMART EVENT Names	Count
SHNGI	4
Exhibition / Expo	2
SHNGI – China Education Expo	1
SHNGI - CIEET 2018	1
Information session/Presentation	1
SHNGI - In-TAC / EE Event	1
Online Consultation/Webinar	1
SHNGI -	1



s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

### Migration Diplomacy / Outreach (RIO, RM)

- Describe the type and frequency of contact with local officials.
- Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
- Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
- Describe participation in local and international fora.
- Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

Relations with the host government remain generally positive. Shanghai receives between 4500-5500 Foreign Affairs Office applications annually.

The MPM performed outreach activities in Shanghai (April 2018), Hangzhou (May 2018), Nanjing (June 2018) meeting with host government stakeholders in the Foreign Affairs Offices. There was also a lunch business meeting with FAO Shanghai in March 2018. The visit to Hangzhou in May 2018 also involved a side meeting and presentation with Destination BC. Large audiences were present at each of the outreach activities and they provided opportunities for Shanghai to reiterate the importance of the bilateral relationship with our FAO partners in East China. The FAO offices appreciate information coming directly from IRCC Shanghai in terms of "tips & tricks" on how to apply for visas, '

At present the biometric implementation plan will require MFA/FAO to enroll biometrics at Visa Application Centres and the success of this will depend on how smooth the implementation is rolled out at VACs especially with respect to scheduling.

The year 2018 was the Canada-China Year of Tourism which resulted in several tourism trade missions, events, and high level visits. The CCYT was announced by the PM and Premier Li back in 2016 and one of the goals set by the Government of Canada was to double the number of Chinese tourists coming to Canada by 2021. Shanghai took steps to display CCYT branding and links to websites in all our outreach events throughout the year.

Shanghai plans to continue outreach meetings and events with the FAO offices of East China particularly with Anhui FAO given our office has not had the opportunity to hold in-person meetings with them in the past 3+ years. Given it is the only territory covered by IRCC Shanghai which does not have a VAC in-province, it would be a good opportunity to meet Anhui FAO to ensure they have a chance to ask questions and raise any concerns .

s.15(1)(i)  
s.16(1)(b)  
s.21(1)(b)

M5 partners meet  
The US host an annual visit to their office in which we always participate. There are also periodic no-host social get-togethers. As a result of a recent hospitality event hosted by IRCC Shanghai, a decision was taken by the program managers of the M5 visa offices to hold meetings with formal agendas. The first one is scheduled for  
For details about outreach to other stakeholders, please see the Promotion and Recruitment Section of the INIMP.

### Promotion and Recruitment (RM)

#### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

Note: BJ, SH and GZ have same content for this section.  
While China is on track to meet their 2018 growth target of 6.5%, this pace is China's slowest since early 2009.  
Aging population and 4% unemployment also continue to be a challenge for China. Cheap labour has been a central feature of China's economic success story over the past four decades, but times are changing. The dwindling labour force, coupled with increases in the minimum wage, has made Chinese workers more expensive and forced many foreign-funded manufacturing companies to either relocate to Southeast Asia or invest heavily in automation.  
To combat concerns above, barriers to domestic migration appear to be easing in some cities: Tianjin, Xi'an, Nanjing, Wuhan, Hangzhou and Suzhou have all lowered the barriers to obtaining household registration, which is an important determinant of where one can access government services (education, pension) and, in some cases, buy a house. It is too early to assess the real impact of this fundamental shift to encourage internal movement to cities where jobs are located.  
there is significant evidence demonstrating continued growth in China's middle class: real disposable incomes rose 8% nationwide in 2017. For the first 9 months of 2018, there has been a 9% annual increase in domestic retail sales, and outbound international travel of Chinese residents is up to 123m, or 14% increase over 2017's equivalent.  
China has over 8 million new college graduates each year, who are looking for career opportunities in a workforce affected by industrial capacity cuts. However, there are language barriers preventing Chinese nationals from directly entering the Canadian labour market.  
high- skilled jobs in China often pay very well, especially for Chinese with good English language skills, which means that many are unlikely to immigrate to other countries to take up these kinds of positions.

s.16(1)(b)

s.20(1)(c)

s.21(1)(b)

Despite the challenges above, Express Entry invitations issued for Chinese Nationals is on the rise – 2017 over 2016, there was a 50% increase by country of residence and 272% increase by country of citizenship. Regardless of language barriers and disparate salaries, these increases validate our targeted and continued promotion and recruitment strategy and activities in China.

Given language barriers to eligibility, we primarily target cities with a large post-secondary student base, such as Xi'an, Wuhan, and Chongqing. We find success targeting well-educated, mobile Chinese nationals with interests in going abroad, both temporarily and permanently. We also target cities

Outreach activities are focused around annual nation-wide international student fairs, and in regions where we have partners that help us plan events to attract our target audience. Given language barriers, we focus our message on the “pathway to permanent residency” – study, work, then immigrate to Canada. Our best attended events are those held adjacent to student fairs, or via webinar.

To further identify key sectors for PR promotion, we examine the NOCs of Express Entry invited candidates by occupation in China, which include finance, education, and IT professional occupations.

we focus on social media and of webinar attendance.

#### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
  - Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
  - Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

s.20(1)(c)

s.21(1)(b)

Note: BJ, SH and GZ have same content for this section.

#### **Structure**

The Outreach Activities for IRCC Beijing are supported by the Operational Support Unit and all three CBS of that Unit are involved in it; one is in charge of Social media, one of the in-person outreach activities and the supervisor oversees all of it. 3 LES (LE04 & LE05) support the social media part-time and 1 LES supports the in-person outreach. The total FTE count is approximated at 1 CBS and 1 LE04/05.

IRCC Beijing is responsible for all Social Media for the China Mainland Network and works cooperatively with Shanghai and Guangzhou for in-person outreach events.

#### **Social Media**

Rapidly growing in popularity, Social media posts, Webinars and online presentations are the most efficient ways to reach a wide audience and disseminate information. Our presence on the Chinese Social Media (Weibo, equivalent to Twitter, and WeChat, equivalent to Facebook) is coordinated by our Beijing Social Media team. The accounts are managed by the Advocacy teams in Beijing (Weibo) and Shanghai (WeChat) and publishes content, almost exclusively in Mandarin, from all Departments of the Canadian Government present in mainland China; IRCC Beijing feeds each of the media more than 160 posts/year which helps attract followers. Our Webinars are recorded and posted online afterwards, along with a detailed Q&A document drawn from the questions asked during the live webinar. Our Express Entry Webinar in collaboration with Shanghai has been watched by 41,000 people in the last 10 months and the one introducing SDS Global and other new Study Permit Streams collected 32,000 views in less than 6 months. We intend to broaden the scope of our presentations and also include short info capsules on Work Permits, CAN+, PRTDs and other lines of business.

We also participate in online interviews/presentations/virtual booths alongside our Trade colleagues, such as the Sina.com Student Promotion Presentation viewed by 270,000 people, the China Education Exhibition online video chat watched by 47,000 people; the IN-TAC Study Permit presentations and Virtual Career Expo,

#### **Student & Agricultural Fairs**

IRCC Beijing continues to support our Trade colleagues in the student and agricultural fairs, providing the client with all the required information in one stop. In 2018, we participated in 5 such nationwide fairs, to cities of Beijing, Xi'an, Chengdu, all received with appreciation from GAC, the Canadian schools and participants.

#### **Tourism Promotion**

Destination Canada remains an effective partner in reaching our clientele across China. We have presented \_\_\_\_\_ on our ADS/ADP programs for tourist visa applications submitted by trusted travel agents, on the implementation of biometrics and its impact aimed at travel agents.

#### **New Stakeholders**

In the recent months, we have also developed stronger relationships with external organizations giving us easier access to targeted audiences for Studying in Canada and Economic migration. The three major ones are:

- \_\_\_\_\_ with 12 (soon to be 19) High Schools across China offering the dual Chinese \_\_\_\_\_ curriculum graduation, with 50- 60% of the 200-800 graduating students from \_\_\_\_\_

s.20(1)(c)

s.21(1)(b)

each school heading to Canadian Universities and Colleagues, offer the perfect audience for our Study permit and Pathways to Immigration presentations. The School, students and parents all value our presence and we feel it helps us demystify our SP streams and usually provides us with more complete SP applications a few months later. We have so far made presentations/participated in school fairs

We are planning to continue

to partner with this network of schools.

- offices across China have also shown a keen interest to partner with IRCC Beijing/China to offer information sessions on Pathways to Immigration to Canada, with an emphasis given to the francophone advantage, helping them promote their language courses and TEF tests. We have already organized presentations in the following cities:

Beijing noticed a strong increase in its TEF testing request since early 2018, coinciding with our Express Entry Promotion efforts at the end of 2017 and early 2018.

IRCC Beijing will also be participating shortly in a networking Event for Canadian Universities Alumni to promote the Express Entry system. We hope this audience of Canada educated, often young and possessing good English or French language skills, might reconsider relocating permanently to Canada.

#### **In-person Immigration Promotion**

In addition to our presentations with promoting Francophone Immigration and our online webinars, we have also presented about Express Entry as part of IN-TAC road show in Beijing.

#### **P&R Summary in stats**

Since the Beginning of 2018, IRCC Beijing participated in 32 in-person Outreach events, reaching more than 3700 people across China. We also participated in 6 online presentations, totalling around 400,000 views and posted more than 320 Social Media posts. IRCC Shanghai participated in 16 in-person Outreach events and one webinar.

#### **Technological Support**

IRCC Beijing conducted its first webinar in November 2017, using the Adobe Connect Platform and the registration system owned and administered by IRCC Paris. We plan to shift to the Webex platform in the coming 6 months and would appreciate support to do so.

#### **Challenges**

Misinformation often occurs through Social Media and can have drastic effects on our operations, such as the 2 spikes in applications intake seen at the end of October 2017 and October 2018, when rumours were circulating that biometrics collection would start on 2 Nov 2017 and 2 Nov 2018 respectively.

#### **Records Management (RIS)**

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).

s.16(2)

s.21(1)(b)

- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

Destruction: Files are sent for destruction

File Storage Challenges:

We do not receive files from CN.

Litigation: We send a maximum of one to three files per month to Canada as a result of requests from litigation. Some files are sent by \_\_\_\_\_ some can be sent by \_\_\_\_\_

#### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

s.16(2)

s.21(1)(b)

Shanghai is a popular destination for high level visits by Ministers from OGDs and business delegations. The Migration Section is sometimes asked for to provide assistance during these visits. The most notable example in 2018 was the China International Import Expo (CIIE) held in Shanghai in November. A large Canadian business delegation attended with several Cabinet Ministers and provincial officials. One IRCC CBS was tasked to organize the Atlantic Growth Strategy reception and one DMO was present at the CIIE venue to assist with IT and other duties for during the week of the event.

The MPM sits on the Committee for Mission Management (CMM), the LES Management Consultation Board (LESMCB), the Housing Committee and the Security Committee. Other IRCC CBS sit on various mission committees and take turns as note-takers at CMM. There are periodic delegations or visitors from IRCC. Visits from IRCC guests are welcome as it allows the Shanghai office an opportunity to provide updates and firsthand information on processing innovations and challenges in our office. Our Area Director last visited in November 2018.

#### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

Note: BJ, SH and GZ have same content for this section.

China mainland has 11 VACs and of them are under IRCC Beijing BVO's responsibilities.

All necessary inspections were conducted prior to the new contract and all reported problems were fixed before Nov 2, 2018. IRCC Beijing has established a good relationship with the different VAC managers in the network and they are very responsive and helpful to any enquiry made by our office.

Between January and July 2019, all necessary inspections will be conducted for all VACs in the China network by our BVOs and also our VAC liaison officers in our network.

recovery. More information on this topic in section 9 under cost

s.16(2)  
s.21(1)(b)

With the new VAC contract, applicants also have the option not to submit their passports at time of biometric collection (for paper applications). On the other hand, E-app clients may decide to submit their passport at the time of Biometric collection even though the application is not ready for finalization. In both of these cases, the visa office will need to anticipate different scenario, depending on clients' behaviour and devise new process flow or alternate process flow to deal with these new realities. In many cases, re-organization of physical space as well as process flow will need to be implemented.

#### Other

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

Over the past year there have been upgrades to Shanghai's bandwidth meaning our GCMS speed is now acceptable.

Morale is generally good

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## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

s.21(1)(b)

s.21(1)(d)

Shanghai has been operating with a vacant CBS position since August 2018. As well, Shanghai has provided support throughout the late summer and fall, by freeing up one DMO to process and by sending our second DMO for a two week TD in November. We also have sent one CSB to support a four week TR blitz in Nov/Dec

In August, 2018 one of the FS-2 positions was reclassified to become a permanent FS-3 Deputy Migration Program Manager position.

Workshops were arranged within the past year for staff to discuss Values & Ethics as well as during the annual mission retreat. Staff were sent email messages on different topics related to V&E at various times throughout the calendar year dealing with specific topics (ex. "Am I allowed to accept a gift?").

Given the high turnover rate with LES in China Network, our office would welcome trainers from NHQ to provide training sessions either in-person or via video conference on various themes including: Values & Ethics, orientation to IRCC and IRPA/R overview and soft skill topics such as cross-cultural communication. Necessary operational training to improve GCMS skills and knowledge is ongoing although finding sufficient time during the busy work week is challenging.

The Shanghai Mission Common Services section organizes training sessions from time to time in which IRCC participates

**Wellness: Promoting a Healthy & Diverse Workplace**

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)

s.21(1)(b)

- What steps have you taken to address these challenges?

TR intake volumes for Shanghai rank in the top 5 among IRCC's overseas network. This involves a busy peak season with required overtime and TD officers. In 2018 we managed overtime by coming up with a rotating roster, based on staff's preferred days, well before peak season began. All staff, including CBS, were expected to volunteer for a minimum number of "slots" (at least six over the peak period.) Staff were permitted to trade OT time slots or reschedule if required. This burden-sharing approach ensured that overtime was not left to the same individuals who were willing to do a high volume of OT hours.

remote printing of e-apps was moved to  
This has had a side benefit of improving program integrity so the

thereby improving client service.

Given that peak season slowly creeps earlier into the year and seems to last longer, Shanghai began peak season planning early in the new year to have a plan in place well before the start of heavy intake. As a result of the announcement of biometric enrollment starting at the end of December, we are currently experiencing a 31% increase in TR intake compared to this time last year. This means OT is being scheduled during the last weeks of the year when traditionally this has not been necessary.

Shanghai has organized team building outings in the past and will continue going forward. There are plans to have a section retreat. The Mission Common service Section also occasionally speaks on topics of interest to the staff.

s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

8. RISK MANAGEMENT (RIC, IRG)

**2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019**

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress. *Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.*

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-category / Sous-catégorie	Geographic Region / Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level / Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice
<i>EXAMPLE: Student Pilot Project</i>	<i>To determine the level of compliance to the program by confirming whereabouts of students after their study program concluded</i>	<i>QA</i>	<i>TR</i>	<i>Study Permit</i>	<i>N/A</i>	<i>South America</i>	<i>Mexico</i>	<i>J.Smith/LE-5/40hours</i>	<i>Sept - Oct 2018</i>

## Risk Assessment

### Mission Specific:

s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? *[Non-RAO offices please report any ad hoc RA activities.]*

- Have RA activities resulted in visa processing/triaging updates in your office?
  - Has your office identified any low-risk movements in 2018?
- Day to day anti-fraud efforts in IRCC Shanghai  
, which are performed by LE5 program assistants

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

**Resources/Tools:**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

The Deputy Program Manager is currently the lead on anti-fraud in the office. This is supported in part by one Designated Migration Officer-Temporary Residents and one LE5.

9. INNOVATION & CLIENT SERVICE (RIC, RIO)

**Client Service**

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Principal client service issues revolve around processing times and status updates.

Other common client service issues include: The addition of documents to files, queries about e-apps, requests for information on replacement visas and replacement passports, refusal review requests, queries on original document return, VIT status updates, and occasional poison pen letters.

E-mail enquiries are managed by an LE5 tasked with monitoring the inbox and responding to client enquiries. In the event the LE5 is not able to respond to the enquiry themselves, will forward the message to an officer or the appropriate recipient. Responses are generally handled within 2-3 days of receipt. During peak season, daily volumes increase dramatically resulting in the triage of the enquiries.

Enquiries arriving through the VAC are managed by a VAC liaison or referred to our inbox. In exceptional circumstances, we request that the client comes to the office for service (generally very urgent, sensitive or high profile cases).

As an alternative, the China Network has been actively engaged in using domestic platforms, such as WeChat and Weibo. The majority of the China Network's social media presence is managed through Beijing. Shanghai and Beijing collaborate with our FPDS colleagues for all IRCC-related posts on Shanghai's social media presence. Shanghai has submitted several posts relating to program updates and participation in various P&R activities. The dissemination of biometrics roll-out information has been mostly through Beijing Weibo and the Shanghai-based Weixin/WeChat accounts.

Shanghai will be reviewing the current client service responses with a view to updating and improving upon them going forward and in light of the new biometrics requirements. In addition, Shanghai will develop a brief but targeted training program focussing on client service for LE5s.

The China Network has been developing a number of strategies to improve the client experience, including the development of information and instructional videos in the domestic languages. It is hoped that Shanghai can provide assistance and ultimately benefit from such initiatives going forward.

#### NEW VAC CONTRACT & BIOMETRICS EXPANSION:

Since our VAC service provider remains unchanged, the main challenge has been the need to clear all old cases before the new contract comes into effect to avoid having our office return passports to our clients.

**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

Shanghai anticipates a continuation of the spike in application volumes as biometrics implementation nears. Shanghai continues to do outreach to stakeholders.

Training for VAC employees, CBS and LES will be crucial during the earliest phases of the implementation of biometrics in the China Network. Furthermore, an efficient and effective technical support structure will be important to the office's success throughout. Should the China migration offices need to enroll biometrics from certain clients further logistics and resource planning will be required.

Client Service Initiatives			
Country	Brief description of initiative	Expected outcomes*	Implementation Date
Shanghai	Develop new biometric-specific templated response for email inquiries		Q4 FY18-19
Shanghai	Client service training –LE05s		Before peak season (May 2019)
Shanghai	Develop feedback loop so all staff are aware of most common inquiries		Ongoing in 2019

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

**Work-Sharing Arrangements**

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

Shanghai participates in 2 types of working sharing:

1. China Network / Centralized Network
2. Internal China network

These are described below. China Network and Centralized Network programs are led by Beijing. See Beijing's INIMP for more details.

Shanghai also uses the Chinook processing tool to process  
 This was done in an ad hoc manner to support rotation. This allows for  
 -based LES to provide administrative support while leveraging based  
 officer.

Work-Sharing Arrangements							
Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date
China	CAN+/ applicants who have travelled to Canada in the last 10 years, or who currently hold a valid United States non-immigrant visa or applicants c	CN/BJ/SH/GZ	TR	Paper		QA	Existing
China	file creation and processing	CN/BJ/SH/GZ	TR	Paper		QA	Existing

s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

China		GZ/SH	TR	Paper	QA	July 2018*  *Used as needed
*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.						

**Other Innovations/ Best Practices**

- Describe any other innovations / best practices related to:
- Chinook, including efficiencies gained or improvements to evidence-based decision making;
  - GCMS, including queries, dashboards, orgs/activities, groups, etc.;
  - Videoconferencing for interviews or other activities;
  - processing efficiencies including use of VACs, triaging, etc.;
  - Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
  - Other.

Chinook – One of our DMOs is an expert user of Chinook and has provided support to Guangzhou throughout the late summer and fall. We will continue to review opportunities to sue Chinook for our own caseload.

GCMS – Our D/MPM is an expert GCMS user and has already begun work on improving the quality of our GCMS to allow for better management of our workload as we move through the VAC contract transition and start processing clients who have had their biometrics collected.

Video and webinar conferencing – We utilise these tools to share best practices and information in our network and beyond – eg a recent webinar on info sharing.

VAC/triaging – we continue to develop strategies and work with our colleagues in Beijing and Guangzhou to establish protocols for our VACs to effectively triage our paper files. This will become more important after the Dec 31 biometric implementation date.

## 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Type your answer here:

### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

Type your answer here:

### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

Type your answer here:

## Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

Type your answer here:

s.17

Migration Office: Singapore Area: Southeast Asia  
 Operational Environment Risk Rating: A

1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	Singapore
Area:	South East Asia
Office Type: (Full Service, Satellite, RPC, Specialized)	Full Service
Updated (YYYY/MM/DD)	2018/12/04
Interrelated Offices:	Manila, Jakarta, Ho Chi Min, Bangkok

Personnel		
	NAME	MITNET
MPM:	Sébastien Francoeur	350-3400
D/MPM:		
Area Director:		
GCMS Manager:	Jennifer Donald	350-3409
BVO:		
RAO:		
eTA SPOC (Single Point of Contact):		
HOM:	Lynn McDonald	350-3200
GAC Regional Director:	Ian Burchett	203-3406
CBSA LO:		
MOF:	To be filled	
IEC SPOC:		
P&R SPOC:		
Litigation SPOC:		
<b>CBS</b> Sébastien Francoeur :     Jennifer Donald William Dunlop		

s.16(1)(b)

s.16(1)(c)

Migration Office: Singapore Area: Southeast Asia  
Operational Environment Risk Rating: A

<b>Total # : 7</b>
<b>LES</b> DMO # : 3 (1 vacant) DMO(TR)#: 1 Other support staff # : 25 <b>Total # : 29</b> <b>Emergency LES</b> Total number of months in 2018: 36
<b>TD</b> Total number of weeks in 2018: 16

2. TERRITORY OVERVIEW

**TERRITORY OPERATIONAL OVERVIEW**

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Bangladesh	C	157,826,578		458	15782		3		X	CAN+,
Brunei Darussalam	B	443,593	X	2	167	X				CAN+,
Cambodia	C	16,204,486		87	0		1			
Indonesia	C	260,580,739		429	6		2			
Laos	C	7,126,706		12	0					
Malaysia	B	31,381,992		427	9738		1		X	CAN+,
Myanmar	D	55,123,814		15	1		1			

s.16(1)(b)

s.16(1)(c)

Migration Office: Singapore Area: Southeast Asia  
Operational Environment Risk Rating: A

Singapore	A	5,888,926	X	125	4396	X	1	CAN+,
Thailand	C	68,414,135		392	1		1	
Timor-Leste	C	1,291,358		2	0			
Vietnam	C	96,160,163		718	2		2	
Other	#N/A	#N/A		49	165			
<b>TOTAL:</b>				<b>2,716</b>	<b>30,258</b>		<b>12</b>	

### TERRITORY RISK OVERVIEW

Caseload Risk	Operational Environment Risk
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s.16(1)(b)

s.16(1)(c)

Migration Office: Singapore Area: Southeast Asia  
Operational Environment Risk Rating: A

Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	Notes
Bangladesh	28	16.9%	52.2%	Singapore	Singapore	O		
Brunei Darussalam	62	0.1%	0.6%	Singapore	Singapore	O		

**s.16(1)(b)**  
**s.16(1)(c)**

Migration Office: Singapore Area: Southeast Asia  
 Operational Environment Risk Rating: A

Cambodia	21	3.2%	0.0%	Singapore	Bangkok	O
Indonesia	37	15.8%	0.0%	Singapore	Jakarta	O
Laos	29	0.4%	0.0%	Singapore	Bangkok	O
Malaysia	47	15.7%	32.2%	Singapore	Singapore	O
Myanmar	30	0.6%	0.0%	Singapore	Bangkok	O
Singapore	84	4.6%	14.5%	Singapore	Singapore	NA

s.16(1)(b)

s.16(1)(c)

Migration Office: Singapore Area: Southeast Asia  
Operational Environment Risk Rating: A

Thailand	37	14.4%	0.0%	Singapore	Bangkok	O
Timor-Leste	36	0.1%	0.0%	Singapore	Jakarta	N
Vietnam	35	26.4%	0.0%	Singapore	Ho Chi Minh	O
Other	#N/A		0.5%			

Migration Office: Singapore Area: Southeast Asia  
Operational Environment Risk Rating: A

** cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1			

Les couleurs utilisées dans les tableaux sont basées sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

Migration Office: Singapore Area: Southeast Asia  
 Operational Environment Risk Rating: A

KEY: Caseload Risk Level (Transparency International CPI)		KEY: Operational Environment Risk Level (Economist IU Risk Rating, Overall Assessment)	
	Not Rated		Not Rated
Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A
Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E

s.16(1)(b)

s.16(1)(c)

Migration Office: Singapore Area: Southeast Asia  
 Operational Environment Risk Rating: A

3. PERMANENT RESIDENT OVERVIEW

DRAFT

**Permanent Resident**

Singapore

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)	Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Economic	2,499	1,641	17	2018 (Jan - Aug)	Events			
	Family Class	3,162	1,897	16		Verifications			
	Humanitarian	1,706	747	25		H&C			
	<b>TOTAL</b>	<b>7,367</b>	<b>4,285</b>			Misrepresentation			
					<b>TOTAL</b>		<b>1,186</b>	<b>12</b>	
2017	Economic	2,298	2,306	13	2017	Events			
	Family Class	2,267	2,801	13		Verifications			
	Humanitarian	565	600	24		H&C			
	<b>TOTAL</b>	<b>5,130</b>	<b>5,707</b>			Misrepresentation			

s.16(1)(b)

s.16(1)(c)

Migration Office: Singapore Area: Southeast Asia  
 Operational Environment Risk Rating: A

2016	Economic	2,810	2,838	23
	Family Class	2,941	2,981	15
	Humanitarian	1,154	1,117	20
	<b>TOTAL</b>	<b>6,905</b>	<b>6,936</b>	

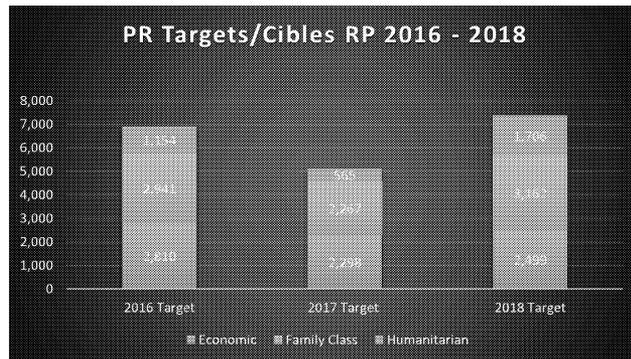
2016	<b>TOTAL</b>	<b>1,357</b>	<b>1,613</b>	<b>6</b>
	Events			
	Verifications			
	H&C			
	Misrepresentation			
<b>TOTAL</b>		<b>1,126</b>	<b>15</b>	

\*Stats supplied by DPP. 2018 targets current as of August 1st, 2018 and do not reflect operating adjustments.

**GUIDE:**

For the following three categories, FD targets are only indicative and outputs are measured in actual admissions :

- Government-assisted refugees (GARs)
- Privately-sponsored refugees (PSRs)
- Blended Visa-office-referred refugees (BVORs)



Migration Office: Singapore Area: Southeast Asia  
 Operational Environment Risk Rating: A

Application Type	2017		
	2016 Target	Target	2018 Target
Economic	2,810	2,298	2,499
Family Class	2,941	2,267	3,162
Humanitarian	1,154	565	1,706

#### PR Trends/Issues

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

**s.15(1)(i)i)**

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Singapore Area: Southeast Asia  
Operational Environment Risk Rating: A

**Area Travel**

1. The majority of Singapore IRCC's Economic and Family Class applicants are residing in Vietnam and Bangladesh; Refugees are primarily located in Malaysia, Thailand and Indonesia. Area travel, while necessary for processing, is resource-intensive and may contribute to delays.

**Family Class**

1. Vietnamese and Bangladeshi clients continue to account for over 60% of the applications received, with also significant volumes received from Thai and Cambodian clients.

4. Declining application intake and sufficient targets have allowed Singapore to make significant progress in drawing-down inventories and processing times which is having a clear positive impact on client service. We expect to continue consistently achieving the 12 month service standard in 2019.

**Refugees:**

1. Significant increase in the refugee movement from South East Asia in 2019 (proposed target of 1,300) over 2018 (target of 675). The intake of PSR applications in 2019 will likely continue to surpass the target-space for this category which will continue to result in processing time approaching 20 months.

2. In 2018, significant efforts have been dedicated to the risk assessment of our refugee population

This exercise

**s.15(1)(i)**

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Singapore Area: Southeast Asia  
Operational Environment Risk Rating: A

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5. In the region, Cambodia, and Timor-Leste are the only signatories of the Geneva Convention and its Protocol. Refugees in other countries in our area of responsibility are generally regarded as illegal migrants or undocumented workers and are tolerated to varying extents by host governments.

**Thailand:** In Thailand, UNHCR-recognized refugees are routinely arrested and detained. In some instances, they are subject to *refoulement*. Local GAC officers are also in regular contact with the UNHCR which requests periodically the assistance of missions

4. The Royal Government of Thailand stopped the registration of all Myanmar refugees residing in the border camps, (including those on a UNHCR Fast-Track list) as of 1 January 2017. The implication of this decision is that PSR refugees or Family Class spouses/dependents that have not already been registered will not be able to obtain exit permits to depart Thailand.

6. **Malaysia:** The 158,000 persons of concern identified by UNHCR (including over 75,000 Rohingyas) in Malaysia are in urban areas and more accessible. Singapore has also experienced a significant increase in PSR applications for refugees residing in Malaysia over the past year. Singapore visits Kuala Lumpur at periodic times throughout the year to interview both GAR and PSR cases.

s.15(1)(i)  
s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

Migration Office: Singapore Area: Southeast Asia  
Operational Environment Risk Rating: A

7. **Indonesia:** The total population of concern identified by UNHCR is estimated at 13,000, but resettlement solutions are limited.

8. **Bangladesh:** The situation of refugees and undocumented persons from Myanmar remains precarious and is aggravated by the massive influx of Rohingyas fleeing Myanmar (over 730,000 people arrived since August 2017). Notably, resettlement out of Bangladesh is not possible, as local authorities continue to refuse to issue exit permits to improperly documented foreigners in Bangladesh.

**Economic Class**

1. Managed application intake and sufficient targets are contributing to decreasing inventories and to a downward trajectory for processing times of Economic applications.
2. Express-Entry cases are finalized within, or narrowly outside, the six-month service standard. As this is a priority for the department strict adherence to the 6-month processing time will continue to be the objective in 2019-20.
4. Bangladeshi and Vietnamese clients account for the majority of Economic applications received in 2018 and applications by third country nationals (Indians, Filipinos) are also significant.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Singapore Area: Southeast Asia  
Operational Environment Risk Rating: A

4. TEMPORARY RESIDENT OVERVIEW

**Temporary Resident**

Singapore

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)
2018 (Jan - Aug)	Visitor	25033		12
	Student	4327		24
	Worker	770		35
	eTA	8		149
	<b>TOTAL</b>	<b>30138</b>		
2017	Visitor	26076		19
	Student	4348		27
	Worker	1221		67

Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>304</b>
2017	Events		
	Verifications		
	Misrepresentation		

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Singapore Area: Southeast Asia  
Operational Environment Risk Rating: A

	eTA	42	72				
	<b>TOTAL</b>	<b>31687</b>			<b>TOTAL</b>		<b>201</b>
2016	Visitor	23528	19	2016	Events		
	Student	2719	42		Verifications		
	Worker	693	96		Misrepresentation		
	eTA	6	71		<b>TOTAL</b>		<b>126</b>
	<b>TOTAL</b>	<b>26946</b>					

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

**TR Trends/Issues**

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Singapore Area: Southeast Asia  
Operational Environment Risk Rating: A

**Volume increase:** Singapore TR overall intake increased 16% from 2016 to 2017 and further increased by over **30%** in 2018. An increase is seen across the board with a 30% increase in TRVs, 49% increase in SPs and a 9% increase in WPs. These increases are likely due to a mix of factors such as growing diaspora in Canada, an improvement in the economy in the region and push factors specific to countries in the region.

- The many efficiencies and facilitation programs put in place coupled with a realignment of internal resources has allowed maintaining TRV, SP and WP processing times within IRCC processing standards in 2018.
- **Improvements:** Process flows are regularly reviewed in order to reduce processing times and improve client service. In 2017-18, this included the introduction of facilitative programs (CAN+, etc.), a new inventory management process, and file/registry reorganization. In 2019, we intend to continue reviewing process flows and amend as required in order to create more efficient file processing.
- **Transit:** Courier delay.
- **Population:** Nationals of Bangladesh and Malaysia represented the vast majority of our visitor clientele. Other clients included Singaporeans and third country nationals either permanently or temporarily residing in the TRU region.
- **Reasons for refusal:**
- **eApps** are processed in priority using queries and caseload assignment, with the objective of maintaining service standards in all categories for both eApps and VAC applications.
- **Referral Guidelines** outlines procedures to identify urgent/high profile and applications of interest to OGD partners and is shared annually with HOMs in the region.
- **Remote Printing:** Remote printing arrangements are in place
- **ETA:** IRCC-Singapore assists clients as required as a result of direct contact by the client

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Singapore Area: Southeast Asia  
Operational Environment Risk Rating: A

**Study Permits:**

- Nationals of Bangladesh represent the vast majority of our student clientele. Other clients include Malaysian, Singaporeans, Bruneians and third country nationals either permanently or temporarily residing in the region.
- Student applications from Bangladesh are varied and while the volume application continues to increase

- 
- 

**Temporary Foreign Workers:**

- In 2018, nationals of Bangladesh (51%) and Malaysia (13%) represented the majority of our worker clientele followed by third country nationals residing within the VO region (Filipinos 16%, Indians 8%, and 24 other nationalities).
- Overall intake has remained relatively steady between 2017 and 2018. GSS has reduced the high skilled WPs reviewed at mission. The reduction of high skilled applications has been counterbalanced with an increase of OWP (C41 and C42) in 2018.
- 
- The **social media** plan for 2019 includes messaging to caution applicants against propositions that are too good to be true.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Singapore Area: Southeast Asia  
Operational Environment Risk Rating: A

5. OTHER APPLICATIONS OVERVIEW

**Other Applications**

Singapore				
Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	226		7
	PR renunciation	120		9
	TRP	13		-
	ARC	5		-
	Rehabilitation	-		-
	<b>Total</b>		<b>364</b>	
2017	PRTD	302		12
	PR renunciation	176		9
	TRP	8		-
	ARC	10		-
	Rehabilitation	-		-

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Singapore Area: Southeast Asia  
Operational Environment Risk Rating: A

<b>2016</b>	<b>Total</b>	<b>496</b>	
	PRTD	424	9
	PR renunciation	170	6
	TRP	10	35
	ARC	6	-
	Rehabilitation	-	-
	<b>Total</b>	<b>610</b>	

\*Stats supplied by OPPB

#### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Singapore Area: Southeast Asia  
Operational Environment Risk Rating: A

**Temporary Resident Permit**

A small number of Temporary Resident Permit applications are received and processed annually. While no specific procedure is in place to identify applications requiring TRP consideration, officers are encouraged to discuss cases potentially deserving a TRP with their unit manager.

**Permanent Resident Travel Document (PRTD)**

While many cases are straightforward (i.e. involving recent immigrants),

**Renunciation of Permanent Residence Status**

Most renunciations continue to be tied to eTA or other visa applications. A small number of renunciations occur after a negative PRTD decision, where clients do not wish to avail themselves of appeal provisions.

Migration Office: Singapore Area: Southeast Asia  
Operational Environment Risk Rating: A

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated, if available. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

#### Singapore

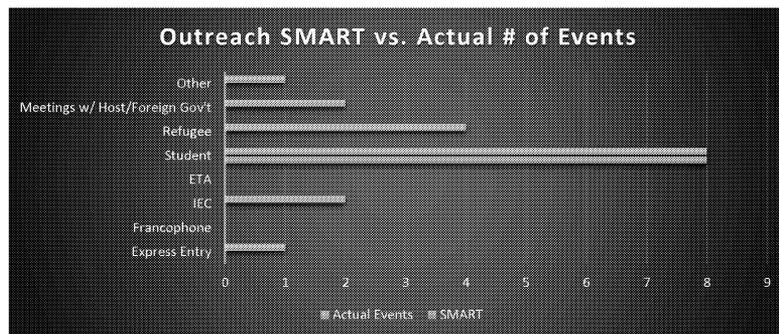
##### SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan-Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan-Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)	Other
Exhibition/Expo						1		
Information Session/Presentation						3		
Meeting						1		
Special Event (e.g. Gala)						2		
Workshop						1		
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>0</b>

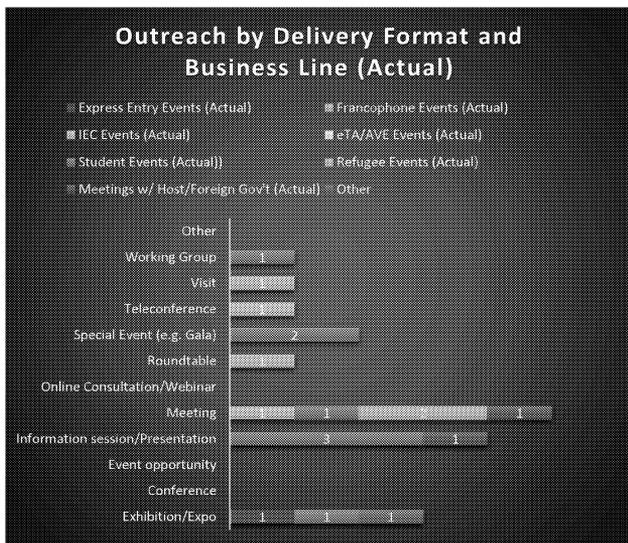
Migration Office: Singapore Area: Southeast Asia  
Operational Environment Risk Rating: A

**Actual Events (Please indicate the actual # of events performed)**

Delivery Format / Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/Expo	1					1		1
Conference								
Event opportunity								
Information session/Presentation						3	1	
Meeting			1		1	2	1	
Online Consultation/Webinar								
Roundtable						1		
Special Event (e.g. Gala)					2			
Teleconference			1					
Visit						1		
Working Group					1			
Other								
<b>Total</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>8</b>	<b>4</b>	<b>2</b>	<b>1</b>



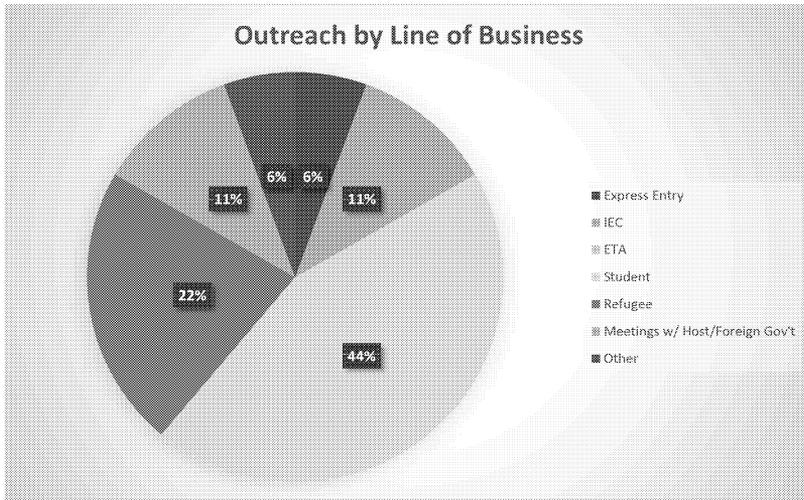
Migration Office: Singapore Area: Southeast Asia  
 Operational Environment Risk Rating: A



Business Line	SMART	Actual Events
Express Entry	0	1
Francophone	0	0
IEC	0	2
ETA	0	0
Student	8	8
Refugee	0	4

Migration Office: Singapore Area: Southeast Asia  
 Operational Environment Risk Rating: A

Meetings w/ Host/Foreign Gov't	0	2
Other	0	1
<b>Total</b>	<b>8</b>	<b>18</b>



SMART EVENT Names	Count
SPORE	8
Exhibition / Expo	1

Migration Office: Singapore Area: Southeast Asia  
Operational Environment Risk Rating: A

EduCanada Bangladesh Student Fair	1
Information session/Presentation	3
Kuala Lumpur School Tour	1
Malaysia Student Fair	1
SPORE Student Fair	1
Meeting	1
Spore meeting with Algoma University	1
Special Event (e.g. Gala)	2
EduCanada Meet and Greet	2
Workshop	1
EduCanada Malaysia Career Counsellor Workshop	1

#### Migration Diplomacy / Outreach (RIO, RM)

- Describe the type and frequency of contact with local officials.
  - Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
  - Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
  - Describe participation in local and international fora.
  - Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

s.15(1)(i)i)

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Singapore Area: Southeast Asia  
Operational Environment Risk Rating: A

**Singapore:**

1- Contacts with local officials in **Singapore** are both regular in the context of the Regional Immigration Forum (RIF) meetings taking place (representative of M5, European and countries in the region participate) and depending on the issues to be raised.

The RAO is in regular contact with representatives from the M5 in the region and they have recently taken advantage of the RIF meeting to hold a more private discussion.

**Elsewhere in the region:**

IRCC-Singapore's officers take advantage of their multiple interview trips in the region to liaise with the local authorities, GAC colleagues and from like-minded missions, UNHCR and IOM representatives present in the different countries of responsibility. Each of these contacts is an occasion to update the office's local knowledge of the local conditions as well as exchange on operational challenges and adopted solutions. Each officer is requested to write a short report following each of these liaison activities.

**Malaysia:**

Contacts with the MFA and Immigration officials in Malaysia usually take place through emails or over the phone in the context of specific visa-related issues or high-level cases. MPM and officers from Singapore also take advantage of visit in Kuala Lumpur to meet with local contacts.

In 2018, Malaysians have elected a coalition of opposition parties as their new government for the first time since independence in 1957. During the campaign, the newly elected government had indicated that they intended to sign the UN Convention on refugees and to provide increased protection to refugees in Malaysia. While it remains to be seen whether Malaysia will sign the UN convention on refugees and whether the recent elections will have a concrete impact on the conditions of living experienced by refugees in Malaysia, IRCC-Singapore will be exploring with UNHCR and the High Commission in Malaysia whether there is interest in hearing the Canadian experience with refugee determination and the PSR program.

**Bangladesh:**

Presentations to the MFA in Bangladesh on visa procedures including a live presentation on submitting an online application has recently taken place and was well received. It was also an opportunity for the office to understand clients concerned and see where procedures can be improved to facilitate the process for clients while achieving our objectives.

**Rohingya refugees in Cox's Bazar:** As of November 17, 2018 UNHCR reported **733,415** new arrivals since 25 August, 2017. The total number of Rohingya refugee population in the camps in Cox's Bazar on that date stands at **901,185**. Displaced Rohingyas in the past had also found refuge in other countries in the region including Malaysia (est. over 75,000) and Indonesia. Liaison with GAC colleagues, UNHCR and colleagues from like-minded countries in Bangladesh and elsewhere in the region is used to remain informed of the reality on the ground and developments regarding this

Migration Office: Singapore Area: Southeast Asia  
Operational Environment Risk Rating: A

population.

As of December 1, 2018 third-country nationals without status in Bangladesh continue to be unable to obtain exit permits to leave this country. This applies equally to applicants who have been accepted in the spousal sponsorship category destined to Canada, US and other countries.

**Refugees:**

Apart from the situation in Bangladesh, displaced people from a diversity of countries continue to find refuge in countries in the region (Malaysia, Indonesia and Thailand). These countries are not signatories to the Geneva Convention on Refugees. Canada resettles a relatively small number of refugees from South-East Asia. While the US has in the past years been the country that resettled the most refugees from the region, the recent drop in resettlement globally and in the region by this country forces UNHCR and other countries to revise their approach. What will be the impact of the global compact on refugees in the region remains to be seen.

**Promotion and Recruitment (RM)**

**Labour market overview / key sectors**

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

s.15(1)(i)ii

s.16(1)(c)

Migration Office: Singapore Area: Southeast Asia  
Operational Environment Risk Rating: A

**Singapore** has comparable labour market needs to those experienced in urban areas of Canada. The unemployment rate generally remains fairly stable at around 2%. The share of GDP by the manufacturing, wholesale and retail trade sectors declined in recent years, while business services, finance and insurance sectors gained importance. Efforts are underway to restructure the economy, focusing on global competitiveness, productivity and automatization. The employment of foreign workers has been declining recently but foreign workers still represented in 2018 25% (1.3M) of the total population of Singapore (5,6M). The Ministry of Manpower (MOM) is emphasizing the recruitment and grooming of local talent as well as the retraining of a rapidly-aging population. Favourable work arrangements, housing benefits, health-care arrangements are all part of the strategy to hire the best overseas talent while maximizing the employability of Singaporeans in high-paying jobs. Singapore and Canada like most other developed economy are recruiting talents to work in similar sectors such as IT sectors including AI and Finance-related.

**Malaysia** has also registered a strong growth in recent years, mainly driven by the services and manufacturing sectors. However, growth could be hindered by a skills deficit in some key sectors (i.e. senior managers in sales, accounting and finance, engineering, marketing and HR). Its economy is also relying on unskilled foreign workers working essentially in the construction and agricultural sectors. Malaysia strives to attract and retain skilled foreign talent, such as foreign students in science, technology and innovation and also tries ensuring that Malaysians studying overseas on scholarships return home to benefit their home country. With an unemployment which has been stable at around 3.5% during the past years, talented individuals have access to stable employment.

The overall economic growth in **Bangladesh** in recent years has been mainly fueled by export-oriented sectors such as the garment industry. Bangladesh faces the double challenge of procuring work to an increasing working-age population and transferring workers from low to higher productivity sectors. Unemployment of the educated and youth is relatively higher than the announced 4.1% for the whole population while salaries remain relatively low. Raising the level of general and technical education remains a challenge. Over 600,000 Bangladesh workers are sent overseas annually for temporary employment mainly in the Middle East and Malaysia to work in the agricultural, construction and service sectors. The foreign worker recruitment sector in Bangladesh is mostly done through authorized agencies.

#### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
- Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

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In 2018, promotion activities have been limited to the promotion of Education in Canada in collaboration with GAC colleagues. Annual education fairs are taking place in February in Singapore and Malaysia and IRCC-Singapore actively participate to these fairs. It is also an opportunity to discuss with Canadian University recruiters who also participate to the fairs and visit local high-schools attended by future applicants. Targeted promotion activities are being done as well in Dhaka in collaboration with the High Commission.

Visa officers meet with several Canadian Universities throughout the year, predominately from the Atlantic provinces to review programs and university objectives.

IRCC-Singapore has traditionally worked jointly with GAC Trade colleagues at missions. Through these relationships we would like to engage with local contacts active in the education sector in our countries of responsibility with an emphasis on Malaysia and Bangladesh where there seems to be added potential for more targeted promotion activities.

Singapore does not have a specific IEC agreement, however we have worked with the National University of Singapore to promote the use of the IEC recognized organizations within the region for longer term student internships.

The relationship with provinces has been mostly limited to the file processing context. Provincial representatives have done active recruitment in the region – particularly in Vietnam – though we are not always contacted about their visits, possibly because Singapore itself is rarely targeted.

#### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

s.16(2)

s.21(1)(b)

Migration Office: Singapore Area: Southeast Asia  
Operational Environment Risk Rating: A

1. **File reception:** Physical applications from ( ) are received. Refugee processing is now paperless. Since the start of the new VAC contract TR applications are received from the Singapore VAC only.
2. **Couriering of files:** On an annual basis Singapore ships around 350 files (JR and Appeals). These files are sent to Canada
3. **File storage:** Paper files are kept on site until destruction or repatriation. File storage space is not an issue as the file destruction is done regularly.
4. **Security:** The immigration section is separated from the rest of the Chancery
5. **File Destruction:** Files are stripped on a regular basis

#### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

s.16(1)(c)

s.16(2)

s.21(1)(b)

Migration Office: Singapore Area: Southeast Asia  
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1. As most senior officials and ministerial visits relate to trade and commercial activities, there is normally little need for assistance from IRCC. However, in November 2018 PM Trudeau visited Singapore and the IRCC program (5 officers) significantly contributed.
2. IRCC represents half of the mission staff. We have employees actively participating in all 10 mission committees. Three IRCC LES are currently representing the LES on the Management-LES committee. The BVO/TRU Manager is the Mission Champion for V&E. The RAO is the Mission Champion for Official Languages.
3. IRCC officers also participate actively to the education fairs and other education-related activities in Singapore, Malaysia and Bangladesh, taking these opportunities to promote Express Entry and eTA. We have formalized our TR referral process with KLMPR and DHAKA, as well as within SPORE. Specific referral email addresses were created for our OGD colleagues, reliable contacts at MFA and Petronas. The Referral mailbox is reviewed several times every day.
4. The IRCC waiting room in Singapore is regularly used by other sections of the Mission to host events involving a fairly large attendance (50-70 people). The room has recently been equipped with a built-in projector and screen.

#### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

Type your answer here:

- BVO Singapore oversees fourteen VACs with five VACs directly under the supervision of the SPORE BVO and the rest under the supervision of the various VAC Liaisons (VL) in Bangkok, Jakarta and Sydney. All VACs are VFS VACs with the exception of the VAC in Phnom Penh BVO Singapore also oversees the Permanent Resident processes for the two VACs in Vietnam.
- The implementation of the 2018 VAC Contract saw the closure of VACs in Perth, Australia and Surabaya, Indonesia, and the opening of new VACs in Bali, Indonesia and Melbourne, Australia.
- Ad hoc visits are performed routinely at VACs during area travels by MOs. Regular meetings with Singapore VAC Hub take place to discuss topics of common interest and solve any pending issues, as well as monthly calls with VLs to review information provided on the monthly BVO call, provide updates and answer any questions.

#### Biometrics expansion and new VAC contract:

- One (Bangladesh) of the two major markets in our area of responsibility already requires biometrics so we do not anticipate any additional difficulties in this country as a result of this expansion.
- Impacts on Singapore residents will be very limited given the size of the territory.

**s.15(1)(i)i)**

Migration Office: Singapore Area: Southeast Asia  
Operational Environment Risk Rating: A

**s.16(2)**

**s.21(1)(b)**

- The impact will be greatest on our Malaysians clients who have used the online applications in greater number and will now have to visit the VAC to complete their application. While a limited number of clients in the region will need to travel by plane to visit a VAC due to residing on an island, travel time remains reasonable and this clientele would already usually transit through a VAC location to travel outside the region.

**Other**

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

Type your answer here:

**1. Area Travel:**

**2. GCMS Upgrades:** The GCMS performance has improved significantly since last year.

recently with the end of DST and now happens outside working hours until next Spring when the clocks change again.

The timing of these upgrades has changed

**7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)**

**Staffing and Training**

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

**s.16(2)**

**s.21(1)(b)**

**s.21(1)(d)**

Migration Office: Singapore Area: Southeast Asia  
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**Vacant positions**

- As of December 1<sup>st</sup>, 2018 there are 1 DIO and 1 LE-04 vacant positions. Competitions to fill these 2 positions have been launched. It is foreseen that interviews will take place in January 2019 and positions will be filled by February-March 2019.
- 1 LE-03 we  
expect that the current LE-04 competition will allow us to fill this position as well.
- 25% of the LES will be entitled to retirement within 3-4 years including critically two locally engaged DMOs.

**Anticipated needs**

- **An additional CBO/NIO positions** have been requested in 2019. These additional positions would allow this mission to continue meeting TR standard processing times despite sharp increases (32% in 2018)
- **The recent departure of a DMO** exacerbates the need for additional Decision Makers in the short-term which may be partly covered through a regional solution.
- 

**Training needs:**

- **URGENT** - All CBS in  
Singapore are required to travel to Bangladesh or Indonesia at some point during the duration of their posting in Singapore.

**Wellness: Promoting a Healthy & Diverse Workplace**

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

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**Sense of control and predictability:**

Increasing the predictability and sense of control have been identified by managers, officers and support staff alike as the number one way to reduce unnecessary stress and increase wellness in the office. To act on this while everyone understand that flexibility is required as things may sometimes change at short notice especially on the TR side where intake is not controlled, a special effort continues to be made to ensure the office strategy to face challenges, plans and the interview trips schedule are communicated as openly and as early as feasible.

1. While the office has seen an increase of over 30% in TR applications received in 2018 coupled with a stable PR target, the team delivered a very strong performance and the morale continued to be generally very good. Overtime time was kept voluntary and officers responded very well as needed. 2019 is expected to be at least as challenging. We believe the participation of everyone in the design of the strategy for the coming year and a clear understand of everyone's role is an important part in ensuring the wellness of the workforce.
2. While the **large number of Area trips and the associated overtime** have the potential to negatively impact the wellness of officers in IRCC-Singapore, officers continue to indicate to the management team that area travels remain a very positive aspect of their work. To ensure that it remains positive travel schedules are now confirmed several weeks in advance which allows officers to plan their work and personal life accordingly.
3. A one-day retreat in September allowed the whole team to reflect on the coming challenges and empower staff to find solutions to respond to these challenges. The objective was also to ensure everyone understand its role and where it fits in the overall strategy for IRCC-Singapore. The session went very well and another session more dedicated to wellness will be organized again this coming year.
4. The management team took advantage of the team day to give instant award to staff who had contributed in their own very special manner to the office during that period. Instant awards will continue to be used during the year to recognized very special contributions to the team objectives.
5. The managers' door is always opened and staff are encouraged to come and discuss any concerns or good ideas they may have. The MPM also acknowledges everyone's presence and work in the office on a daily basis.

8. RISK MANAGEMENT (RIC, IRG)

**2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2019-2020**

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s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Singapore Area: Southeast Asia  
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Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.  
Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice
4.									

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Singapore Area: Southeast Asia  
Operational Environment Risk Rating: A

#### Risk Assessment

##### Mission Specific:

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? [*Non-RAO offices please report any ad hoc RA activities.*]
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?



s.16(1)(b)

s.17

s.16(1)(c)

s.21(1)(b)

Migration Office: Singapore Area: Southeast Asia  
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**Resources/Tools:**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

**Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?**

- The Risk Assessment Officer (RAO) in Singapore is [redacted] The RAO manages the Risk Assessment unit, supported by two locally-engaged case analysts (LE-06):
  - All officers are doing some risk assessment work on a continuous basis as part of their case processing duties.

**What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?**

Support includes:

- [redacted]
- Reporting to IN and IRGB and liaising closely with RAO network, particularly in Asia. Collaboration and knowledge exchange with CN and DN, and IRGB.

**Are there any RA best practices that could be useful to other missions?**

- Regional media monitoring: the RAU produces and distributes a regular weekly compendium of regional press reports on migration-related topics, in order to directly or indirectly inform current knowledge of the operational environment.

**9. INNOVATION & CLIENT SERVICE (RIC, RIO)**

**Client Service**

- What are the principal client service issues in your region?

s.16(1)(b)

s.16(1)(c)

Migration Office: Singapore Area: Southeast Asia  
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- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

**Issues:**

1. Transit time of TR applications: TR applications from Bangladesh are mainly submitted at one of the 3 VACs located in that country. While it usually takes 2-4 days before an application is received in Singapore, courier time also means that 2-4 days must be added to the published processing time for the applicant to receive his/her passport back. Applicants are encouraged to apply early.

2. The expansion of Biometrics will negatively impact clients residing on the different Islands in Malaysia and Brunei who will now be required to fly to Kuala Lumpur or Singapore to visit the VAC. The number of affected clients is relatively low.

3. **Clients Enquiries:** Clients are asked to send enquiries to the general Singapore migration mailbox with a separate mailbox used for referrals for official travellers. There is also a third mailbox used exclusively for VAC operations. IRCC Singapore receives annually around 25,000 from clients in the general mailbox. Clients are also able to use the IRCC Webform and a portion of these are forwarded to IRCC Singapore for response (Note: Singapore also queries for incoming Webform correspondence in GCMS).

4. Case specific client enquiries for PR applications are triaged to the respective PRU officer / assistant who respond directly to these case specific enquiries. Case specific client enquiries on TR applications are triaged to the TRU mailbox and further triaged out to the Urgent mailbox, the Passport Request mailbox, the eTA mailbox and the Docs Received mailbox. TRU assistants work on a rotational basis to respond to TR client enquiries. All mailboxes are checked multiple times a day.

5. MP enquiries for TR applications are usually responded to the same day they are received. MP enquiries on PR applications are triaged to the respective PRU officer who responds directly to these MP enquiries. A special MP response mailbox folder is used to monitor incoming MP queries on PR applications and to ensure that they receive a timely response.

6. **Use of Social Media:** In Q4 of 2017, IRCC Singapore created a comprehensive social media plan for 2018. This includes a plan for Twitter and Facebook posts throughout the year advising clients how to apply, when to apply, how to avoid fraudulent agents, what to provide with applications, how to get more information about Canada, etc. This plan is being shared with GAC colleagues in Dhaka, Kuala Lumpur and Brunei so they are able to share the Singapore posts on their mission accounts. A calendar for 2019 will also be established and reviewed at least every quarter to ensure required messaging is done.

7.

The Singapore 2018 social media plan includes a detailed Facebook post and multiple Twitter posts that address some of these issues in the hopes that these will decrease the prevalence of these mistakes thereby improving client service as these clients will no longer have to make multiple trips to the VACs. VACs will be contacted throughout the year to provide feedback on this project.

Client Service Initiatives

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

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Country	Brief description of initiative	Expected outcomes*	Implementation Date
All	Increased use of social media to convey key messages		Ongoing since Q4 2017
All	Review of communications with clients to ensure the message conveyed is clear and helpful to clients. Ensure the tone is positive.		Ongoing since Q1 2019
Bangladesh	Provide detailed instructions to the MFA to complete an e-app and provide training		Completed in Q1 2018 and to be repeated in 2019
All	Among applications presented timely, identify applications requiring urgent processing based on indicated travel dates.		Ongoing since Q4 2017
*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.			

**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

Migration Office: Singapore Area: Southeast Asia  
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**Work-Sharing Arrangements**

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

**Work-Sharing Arrangements**

Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date
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**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Singapore Area: Southeast Asia  
Operational Environment Risk Rating: A

	loan counselling				reduced cost		
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\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

**Other Innovations/ Best Practices**

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

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Operational Environment Risk Rating: A

**TR**

- 1.
2. New VAC hub and spoke model with Singapore VAC as main Hub VAC creates efficiencies by pushing some clerical work from our office to the VAC network.

**PR:**

- 1.
2. Refugee applications are processed in a paperless fashion which is environmental friendly, makes for a more efficient use of the limited office space and allow interviewing officers to travel light.

**10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)**

**Highlights**

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

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**Regional Work-sharing, Strategic TDs, and Target Management**

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Singapore Area: Southeast Asia  
Operational Environment Risk Rating: A

Type your answer here:

SEA operates with a Hub and Spoke model with reviewing regional capacity and intake each Monday and then distributing e-apps and some paper files within the region for processing based on capacity. has also continued intra-regional work sharing with North Asia through processing This work sharing is quite developed and integrated into the offices and has brought great returns in terms of evening out capacity issues while providing rich job packages for staff.

To support work sharing and TR management, a number of strategic TDs have taken place through the region. In addition to training/development TDs to by longer processing TDs have taken place in to support knowledge transfer. For 2019, it is expected that regional TDs will continue as a means to support work sharing and officer development.

In advance of PR target discussion with RIC, two upcoming TDs in Q4 to ire being undertaken in order to support the processing of PR applications from will need assistance and s positioning to assume this role, preliminary discussions and planning have taken place to provide assistance to .

#### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Singapore Area: Southeast Asia  
Operational Environment Risk Rating: A

Type your answer here:

The Global CAN+ facilitation stream has rolled out smoothly in South East Asia and provided some capacity to innovate and work share for paper files.

While the ease of processing is helpful in streaming work, the ability to expeditiously process CAN+ applications is absolutely integral to maintaining processing times in this region.

Expanded biometrics collection may have an impact on this scheme but it remains to be seen what impact the biometrics expansion will have.

The expansion of SDS in summer 2018 has seen the stabilization of SP growth in Vietnam likely while the market adjusts. Growth this year is tracking at 3% for student permits and the volumes of SDS dropped off after the relaunch mid-year. As the purpose of raising the language benchmarks was to improve the quality of student, this appears to have been achieved

SDS is growing in the Philippines and is expected to continue. SP applications are up by approx. 33% in 2018 which is due to increased marketing by Canadian schools coupled with increased interest in studies abroad.

Student permits are up significantly in Jakarta which is showing over 50% growth Outreach efforts have seen positive returns and GAC is looking to invest in this market given the high quality applicants being attracted to Canada.

#### Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to "mitigate the risks" or "seize the opportunities".

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Singapore Area: Southeast Asia  
Operational Environment Risk Rating: A

Economic growth in S. E. Asia continues to be high with several hot economies showing 6%+ growth year over year. These hot economies are resulting in increasing middle classes with disposable income which they are keen to use for travel and for educating their children in high quality education environments. These factors mean the market growth in this region is likely to not slow down and to increase at a pace that could very well outpace our capacity to deliver. HCMC is the prime example of a hot market where growth in high double digits is coming and shows no slowing. At this pace of growth, by 2021 HCMC could reach over 400K applications.

The logistics to deliver this size of program require a lot of front planning and a need to move quickly on issues related to office configuration and staffing.

The need for policy innovations to assist in managing growth is a capacity lever much needed for these markets.

2. Climate change: This region covers a number of low lying countries and Pacific Island Countries who are likely to be impacted by rising seas.

**Future opportunities:** Initial steps to explore facilitation streams for lower risk business lines have shown some initial positive returns and have exposed some complexities.

- a) Supporting PR processing Initial planning has taken place supported by two strategic PR processing TDs in Q4 to train officers on PR processing for As TR growth continues in and mindful they are down a DIO, PR processing support from s one concrete avenue to provide relief.
- b) Hub and Spoke expansion: Further expansion of e-app management will take place is a means to assist offices in the management of their caseload. To support this hub/spoke plan, further cross training will be needed. The framework with the weekly regional reporting and analysis of capacity is already functioning. The expansion will look to take in additional regional overflow.

d) Global SDS: Global SDS would be welcomed and the recommendation would be to focus e-applications in a number of growing markets in order to support the regional hub/spoke model.

Migration Office: Singapore Area: Southeast Asia  
Operational Environment Risk Rating: A

Migration Office: Sydney Area: North Asia and Oceania  
 Operational Environment Risk Rating: A

1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	SYDNY
Area:	North Asia
Office Type: (Full Service, Satellite, RPC, Specialized)	Full Service
Updated (YYYY/MM/DD)	2018/12/15
Interrelated Offices:	Canberra

Personnel			
		NAME	MITNET
MPM:		Logann McNamara	351-3400
D/MPM:		N/A	
Area Director:			
GCMS Manager:		Logann McNamara	351-3400
BVO:			
RAO:			
eTA SPOC (Single Point of Contact):			
HOM:		Angela Bogdan	351-3200
GAC Regional Director:		Sarah Taylor	203-3463
CBSA LO:		Connie Terreberry	342-3530
MOF:		Manila	346-3810
IEC SPOC:			
P&R SPOC:			
Litigation SPOC:			
CBS	Names: Logann McNamara, Cheryl Greenfield		
<b>Total # : 2</b>			
LES			
	DMO # : 1		
	DMO(TR)#: 1		
	Other support staff # : 11		

Migration Office: Sydney Area: North Asia and Oceania  
Operational Environment Risk Rating: A

**Total # : 13**

**Emergency LES**

Total number of months in 2018: 197 days total, 4 different staff members

TD

Total number of weeks in 2018: 4 +1, regional

## 2. TERRITORY OVERVIEW

### TERRITORY OPERATIONAL OVERVIEW

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Australia	A	23,232,413	X	139	6512	X	2	X		
Cook Islands	#N/A	9,290	X		0	X		X		
Fiji	#N/A	920,938		35	1017		1			
French Polynesia incl Tahiti and Bora Bora	#N/A	287,000	X		4	X		X		
Kiribati	#N/A	108,145			1					
Nauru	#N/A	11,359			2					
New Caledonia	#N/A	279,070	X		7	X		X		
New Zealand	A	4,510,327	X	53	2510	X	1	X		
Niue Island	#N/A	1,538	X		0	X		X		
Norfolk island	#N/A	1,748	X		0	X		X		
Papua New Guinea	C	6,909,701	X	7	29	X				
Pitcairn Island	#N/A	50	X		0	X		X		
American Samoa	#N/A	51,504	X		1	X				

Migration Office: Sydney Area: North Asia and Oceania  
Operational Environment Risk Rating: A

Samoa	#N/A	200,108	X		7	X	
Solomon Islands	#N/A	647,581	X		15	X	
Tonga	#N/A	106,479			6		
Tuvalu	#N/A	11,052			1		
Vanuatu	#N/A	282,814			3		
Wallis	#N/A	11,899	X		0	X	X
Other	#N/A	#N/A		20	176		
<b>TOTAL:</b>				<b>254</b>	<b>10,291</b>		<b>4</b>

## TERRITORY RISK OVERVIEW

Caseload Risk				Operational Environment Risk				
Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office(City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	Notes
Australia	77	54.7%	63.3%	Sydney	Sydney	Y	Canberra, Brisbane, Melbourne	P&O / VAC
Cook Islands	#N/A	0.0%	0.0%	Sydney	Sydney	N		
Fiji	#N/A	13.8%	9.9%	Sydney	Sydney	Y	SUVA	Interviews/VAC

**s.16(1)(b)**  
**s.16(2)**  
**s.21(1)(b)**

Migration Office: Sydney Area: North Asia and Oceania  
 Operational Environment Risk Rating: A

French Polynesia	#N/A	0.0%	0.0%	Sydney	Sydney	Y		PAPEETE	P&O
Kiribati	#N/A	0.0%	0.0%	Sydney	Sydney	N			
Nauru	#N/A	0.0%	0.0%	Sydney	Sydney	N			
New Caledonia	#N/A	0.0%	0.1%	Sydney	Sydney	Y		NOUMEA	P&O
New Zealand	89	20.9%	24.4%	Sydney	Sydney	Y		AUCKLAND	Interviews/VAC/migration diplomacy
Niue Island	#N/A	0.0%	0.0%	Sydney	Sydney	N			
Norfolk island	#N/A	0.0%	0.0%	Sydney	Sydney	N			
Papua New Guinea	29	2.8%	0.3%	Sydney	Sydney	MAYBE		PORT MORESBY	
Pitcairn Island	#N/A	0.0%	0.0%	Sydney	Sydney	N			
American Samoa	#N/A	0.0%	0.0%	Sydney	Sydney	N			
Samoa	#N/A	0.0%	0.1%	Sydney	Sydney		N		
Solomon Islands	39	0.0%	0.1%	Sydney	Sydney		N		
Tonga	#N/A	0.0%	0.1%	Sydney	Sydney	N			
Tuvalu	#N/A	0.0%	0.0%	Sydney	Sydney	N			
Vanuatu	43	0.0%	0.0%	Sydney	Sydney	N			
Wallis	#N/A	0.0%	0.0%	Sydney	Sydney	N			

Migration Office: Sydney Area: North Asia and Oceania  
Operational Environment Risk Rating: A

Other	#N/A	7.9%	1.7%
** cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1			

Les couleurs utilisées dans les tableaux sont basées sur les indices suivants : 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

KEY: Caseload Risk Level (Transparency International CPI)		KEY: Operational Environment Risk Level (Economist IU Risk Rating, Overall Assessment)	
	Not Rated		Not Rated
Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A
Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E

s.16(1)(b)  
 s.16(1)(c)

Migration Office: Sydney Area: North Asia and Oceania  
 Operational Environment Risk Rating: A

### 3. PERMANENT RESIDENT OVERVIEW

## Permanent Resident

### Sydney

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)
2018 (Jan - Aug)	Economic	404	269	11
	Family Class	356	189	16
	Humanitarian	2	1	35
	<b>TOTAL</b>	<b>762</b>	<b>459</b>	
2017	Economic	299	330	10
	Family Class	339	301	11
	Humanitarian	4	4	34
	<b>TOTAL</b>	<b>642</b>	<b>635</b>	
2016	Economic	265	261	10
	Family Class	477	494	9
	Humanitarian	0	0	0
	<b>TOTAL</b>	<b>742</b>	<b>755</b>	

\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

**GUIDE:**

For the following three categories, FD targets are only indicative and outputs are measured in

Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Events			
	Verifications			
	H&C			
	Misrepresentation			
	<b>TOTAL</b>		<b>274</b>	<b>0</b>
2017	Events			
	Verifications			
	H&C			
	Misrepresentation			
	<b>TOTAL</b>		<b>332</b>	<b>0</b>
2016	Events			
	Verifications			
	H&C			
	Misrepresentation			
	<b>TOTAL</b>		<b>139</b>	<b>0</b>

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Sydney Area: North Asia and Oceania  
Operational Environment Risk Rating: A

actual admissions :

- Government-assisted refugees (GARs)
- Privately-sponsored refugees (PSRs)
- Blended Visa-office-referred refugees (BVORs)

### PR Trends/Issues

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

Note: the processing times showing on Tab 2 are definitely NOT correct; they are correct in GCMS.

SYDNY PR processing is unremarkable;

New dashboards have been created to catch referred PR files from Ottawa more quickly.

This accounts for the Regional Dashboard always showing many more files that have passed eligibility than are

RFV. Regional TDs have been to ensure that targets are met.

s.16(1)(b)  
s.16(1)(c)

Migration Office: Sydney Area: North Asia and Oceania  
Operational Environment Risk Rating: A

#### 4. TEMPORARY RESIDENT OVERVIEW

### Temporary Resident

Sydney

see below	

Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>393</b>
2017	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>1,349</b>
2016	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>2,207</b>

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

Migration Office: Sydney Area: North Asia and Oceania  
 Operational Environment Risk Rating: A

Point of Service	2016			2017			2018 (Jan - Aug)		
	Applications finalized (including withdrawals)	Approval rate	Average processing time (days)	Applications finalized (including withdrawals)	Approval rate	Average processing time (days)	Applications finalized (including withdrawals)	Approval rate	Average processing time (days)
Sydney TRV	6,204		19	9,101		20	8,706		17
Sydney SP	292		42	412		35	81		44
Sydney WP	723		53	832		44	280		53
Sydney eTA	201		49	297		90	160		68
<b>Total</b>	<b>7,420</b>		<b>24</b>	<b>10,642</b>		<b>24</b>	<b>9,227</b>		<b>20</b>

### TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

- Clients and interested parties are advised to email the Migration Section \
  - OGD referrals come to the MPM of course. There is no “procedure” for identifying high profile cases, officers decide during review, or reps are received. Once identified they are brought to the MPM and the instructions on Connexion are followed (if the MPM agrees that it is a high profile case).
- eTA continues to be a draw on Sydney's resources. OPPB provided statistics in 2017 that showed that although our eTA work is not captured in the usual TRV processing stats, eTA work represented an additional 11% of our TRV workload.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Sydney Area: North Asia and Oceania  
 Operational Environment Risk Rating: A

I have not asked for number again this year, but we seem to be

doing much fewer cases that have not been specifically referred to Sydney by OSC.

## 5. OTHER APPLICATIONS OVERVIEW

### Other Applications

Sydney

Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	398		12
	PR renunciation	216		13
	TRP	149		91
	ARC	9		-
	Rehabilitation	104		-
	<b>Total</b>	<b>876</b>		
2017	PRTD	480		12
	PR renunciation	387		8
	TRP	206		41
	ARC	9		-
	Rehabilitation	148		52
	<b>Total</b>	<b>1,230</b>		
2016	PRTD	439		14
	PR renunciation	354		13
	TRP	192		70
	ARC	2		-

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Sydney Area: North Asia and Oceania

Operational Environment Risk Rating: A

	Rehabilitation	147	74
	<b>Total</b>	<b>1,134</b>	

\*Stats supplied by OPPB

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

NOTE: the rehab section of the chart for 2018 was blank so I looked for the information in Answers and added it.

- The MPM processes all of the “other” cases except the PRTD approvals.
- No “procedures” are in place to identify applications requiring TRP consideration, nor to direct clients to PRTD or renunciation if required. Cases come up and they are dealt with as appropriate.
- On top of the numbers from GCMS on RHB/TRP cases, there are a large number of criminality decisions on eTA cases where the client is found to be not inadmissible.
-

Migration Office: Sydney Area: North Asia and Oceania  
 Operational Environment Risk Rating: A

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

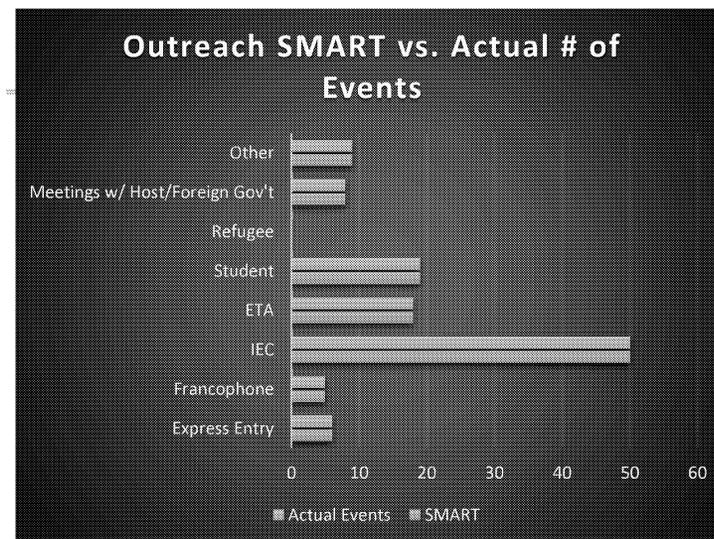
Instructions: Information from the SMART calendar for your mission has been pre-populated, if available.. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

**Sydney's actual SMART meetings are the same as what we provided for Engagement to pre-populate!**

#### Sydney SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)		IEC Events (Jan-Oct 2018 in SMART)		eTA/AVE Events (Jan-Oct 2018 in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan-Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan-Oct 2018 in SMART)	Other
	Francophone Events (Jan-Oct 2018 in SMART)	Other	Other	Other					
Conference			3						
Exhibition/Expo	3		10		6	6			
Information Session/Presentation	1	1	11		11	11			
Meeting		1	11					8	4
Online Consultation/Webinar	2	1	13		1	2			4
Special Event (e.g. Gala)		2							



Migration Office: Sydney Area: North Asia and Oceania  
Operational Environment Risk Rating: A

Working Group									2											1
<b>Total</b>	<b>6</b>	<b>5</b>	<b>50</b>	<b>18</b>	<b>19</b>	<b>0</b>	<b>8</b>	<b>9</b>												

**Actual Events (Please indicate the actual # of events performed)**

Delivery Format / Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/Expo								
Conference								
Event opportunity								
Information session/Presentation								
Meeting								
Online Consultation/Webinar								
Roundtable								
Special Event (e.g. Gala)								
Teleconference								
Visit								
Working Group								
Other								
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Business Line	SMART	Actual Events
Express Entry	6	6
Francophone	5	5



Migration Office: Sydney Area: North Asia and Oceania  
Operational Environment Risk Rating: A

IEC	50	50
ETA	18	18
Student	19	19
Refugee	0	0
Meetings w/ Host/Foreign Gov't	8	8
Other	9	9
<b>Total</b>	<b>115</b>	<b>115</b>

SMART EVENT Names	Count
SYDNY	61
Conference	3
SYDNY - IEC attended conference on WH reform options	1
SYDNY - IEC attended forum on modern slavery	1
SYDNY - IEC indigenous conference networking	1

SMART EVENT Names	Count
SYDNY	61
Conference	3
SYDNY - IEC attended conference on WH reform options	1
SYDNY - IEC attended forum on modern slavery	1
SYDNY - IEC indigenous conference networking	1
Exhibition / Expo	7
SYDNY - IEC fair	1
SYDNY - IEC, EE, eTA, SP at Careers Fair	2
SYDNY - IEC, EE, eTA, SP at NZ Travel Expo	1
SYDNY - IEC, SP, eTA in Exchange Fairs	3
Information session/Presentation	11
SYDNY - Francophone, IEC, EE, eTA, SP at Info Session	1
SYDNY - IEC, SP, eTA at info session	4
SYDNY - IEC, SP, eTA at pre-departure session	6

Migration Office: Sydney Area: North Asia and Oceania  
 Operational Environment Risk Rating: A

Meeting	14
SYDNY - Francophone meeting with French Polynesia's Minister of Labour, Professional Training and Education	1
SYDNY - IEC Meeting	2
SYDNY - IEC meeting with Aboriginal Legal Services WA	1
SYDNY - IEC meeting with Dept of Home Affairs	1
SYDNY - IEC meeting with Poche Centre NSW	1
SYDNY - IEC meeting with Poche Centre WA	1
SYDNY - IEC meeting with the Canadian Australian Chamber of Commerce	1
SYDNY - IEC meeting with Word Travels	1
SYDNY - IEC telecon with CACC	1
SYDNY - IEC Working Group meeting	1
SYDNY - PR and TR meeting with Fiji Police	1
SYDNY - PR and TR meeting with Fiji Registrar	1
SYDNY - TR meeting with Embassy of the USA in Fiji	1
Online Consultation/Webinar	21
SYDNY - Apply Online social media campaign	1
SYDNY - eTA in social media	1
SYDNY - Francophone social media posts	1
SYDNY - IEC callout for mentors	1
SYDNY - IEC eBlast to Australian university mobility officers	1
SYDNY - IEC eBlast to Canadian university mobility officers	1
SYDNY - IEC in social media	5
SYDNY - IEC meeting with Centre for Aboriginal Economic Policy Research (CAEPR)	1
SYDNY - IEC Tips video	1
SYDNY - social media post on EE	1
SYDNY - social media post on eTA	1
SYDNY - social media post on IEC closing	1
SYDNY - social media post on IEC gap year	1

Migration Office: Sydney Area: North Asia and Oceania  
Operational Environment Risk Rating: A

SYDNY - social media post on VAC	2
SYDNY - social media post on WP	1
SYDNY - SP in social media	1
Special Event (e.g. Gala)	1
SYDNY - Francophone event Dis-Moi Dix Mots photo competition	1

<b>Smart Event Names2</b>
Working Group
SYDNEY - IEC Working Holiday Working Group meeting
SYDNY - Anti-Fraud Meeting Fiji Migration 5
SYDNY - IEC Working Holiday Working Group Meeting
Canada Gazette (Pre-publication, Publication, NOI)
Francophone immigration promotion at the French Film Festival in NZ
SYDNY
Meeting
SYDNY - IEC meeting with Poche Centre for Indigenous Health
Online Consultation/Webinar
SYDNY - social media post
SYDNY - social media post on IEC insurance
SYDNY - social media post on SP, EE

s.15(1)(i)i)

s.19(1)

s.21(1)(b)

Migration Office: Sydney Area: North Asia and Oceania  
Operational Environment Risk Rating: A

### Migration Diplomacy / Outreach (RIO, RM)

- Describe the type and frequency of contact with local officials.
- Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
- Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
- Describe participation in local and international fora.
- Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

The lead on migration diplomacy for Oceania is MPM Canberra. This takes a good amount of pressure from SYDNEY, focussing on delivering the immigration program in the region. High level visits are handled mostly by Canberra, unless they take place in Sydney in which case Sydney is more involved, mainly on logistics and program aspects. This arrangement works very well.

Sydney participates in bilateral/multilateral relations in the form of Working Groups on Anti-Fraud (Australia, Fiji) and Working Holiday Program (Australia, New Zealand). The WHWG is a broad group of Consulates/Embassies that have working holiday programs with their host countries. Sydney's IEC team either leads these engagements or provides support to other government hosts. Such meetings have welcomed highly knowledgeable guest speakers, such as speaking on exploitation of working holiday makers in Australia, Backpacker Youth Adventure Tourism Association of New Zealand and for the Australia Anti-Fraud Working Group, the AU Attorney General's Identity Matching Services.

Sydney will be working closely with Canberra to communicate and mitigate the impact of biometric expansion. The travel plan contains proposals for trips intended for biometrics outreach (as well as VAC visits). Sydney and Canberra MPMs attended a conference of immigration officials from Pacific Island countries in 2018 to spread the information about biometrics expansion.

**Bilateral issues (irritants, agreements):**

### Promotion and Recruitment (RM)

#### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

s.15(1)(i)i)

s.16(1)(c)

s.21(1)(b)

Migration Office: Sydney Area: North Asia and Oceania  
Operational Environment Risk Rating: A

- Many of the islands in our region are affected by climate change and some are looking for options to migrate with dignity. Saskatchewan has set up a program with the Solomon Islands that could lead to even more labour mobility.
- IEC is our biggest promotion and outreach program, with two full-time staff members dedicated to the program (Immigration Branch funded). To foster integration, the operational program and the IEC program have been doing a weekly swap of LE04 staff, with IEC receiving a French speaking staff member to help with translation one day per week and the IEC LE04 getting GCMS cross-training one day per week.
- Second we promote Express Entry to French speakers in the French Pacific Islands. We also have a kernel of an idea to promote immigration to Canada to French national IEC participants in Australia
- Finally, we help our GAC colleagues in promoting study in Canada, when we are available to do so. They organize study fairs or talks and we attend to discuss the visa process. We have developed a video presentation for GAC to use during sessions on studying in Canada, detailing how to apply for a study permit and outlining the IEC program.

#### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
  - Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
    - Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

Migration Office: Sydney Area: North Asia and Oceania  
Operational Environment Risk Rating: A

- Canada Australia Chamber of Commerce (CACC), Destination Canada, Global Affairs Canada; Australian Indigenous Mentoring Experience are some of our stakeholders.
  - There are no provincial reps in this territory.
  - Regular attendance at travel and student fairs with varying attendance in Australia, NZ and annual in New Caledonia and Tahiti.
  - Sydney supports job bank initiative with the Canadian Australian Chamber of Commerce. Our team spearheaded an indigenous exchange program under the IEC auspices in Australia and is actively seeking partners to continue in New Zealand.  

We have hired two IEC EMLES and Consulate Administration has hired a few more.
- The indigenous exchange pilot is a priority for Sydney for 2019.
- Sydney's IEC program is considered by the Department to be a global model for innovation.
  - Our strategy for IEC is to continue producing high quality "success story" videos; LinkedIn group for IEC "alumni"; continue participating in travel expos; work with bodies in Australia and New Zealand to enhance the experience of Canadian participants; to grow our cooperation with the CACC to include job posters in New Zealand and in Canada (for AU/NZ participants).

### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
  - Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
  - Describe issues or challenges with file destruction.
  - Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
  - Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.
- Sydney did not do a file repatriation activity in 2017/18 because all the EMLES funding was spent by October. However, given the 70% up-take of eapps, we have filing space for another year. In 2018/19 we will be conducting a repatriation/destruction activity.
- We receive the files from
  - In 2018 Sydney responded to 34 ATIP requests and sent 16 files to Appeals or Litigation (quite a reduction of litigation cases from in 2017). These are all time consuming for the staff to prepare, even with electronic transmission - since scanning and photocopying take similar amounts of time. Electronic transmission can be resource intensive because of system errors and having to try multiple times to ensure the files are not too large.

s.21(1)(b)

Migration Office: Sydney Area: North Asia and Oceania  
Operational Environment Risk Rating: A

**Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)**

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
  - Describe any other activities in support of GoC objectives that take resources away from core activities
  - Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.
- MPM successfully lobbied the HOM to choose a different backup for the Mission Security Officer position, which had been done by the Migration Officer FS02. This arrangement had been set up prior to 2018 there were only 5 CBS in Sydney. In 2018 there are 7, including a CBS MCO. This is a rather large chunk of FTE hours gained back by the program.
- IRCC participates in CMM, Mission Emergency planning, hiring panels, opening and closing of mission, misc. mission events or actives, tri-post annual meeting (Oceania), high profile visit support, Social committee (one LES), LES committee (LES), Housing committee (very small commitment) and Occupational Health and Safety committee (MPM is chair). The HOM has from time to time requested that the MPM replace her for events unrelated to the IRCC program, but these requests, when taking place during the business day were pushed back.
- IRCC high-level visits have mainly been Migration-Five related. It has seemed that there were more IRCC high profile visits than one would expect to Australia/New Zealand between October 2017 and January 2019,
- The Consular section uses one of the migration interview booths 100% of the time and the immigration waiting room for their clients. They have a small computer-less booth on the main floor that is almost never used. That reception area is not suitable as a waiting room. They have more in-person clients than we do and neither section uses all of the waiting room space that is available.
- MPM provided edits and comments on the Mission Emergency Plan and is in the process of revising the dated Business Continuity Plans (they still refer to CAIPS for example).

**VACs & Biometrics:**

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Sydney Area: North Asia and Oceania  
Operational Environment Risk Rating: A

VAC Perth closed and VAC Melbourne opened in November. Inspections will occur in 2019.

Oceania applicants are served by four Visa Application Centres (VACs): Suva, Fiji; Auckland, New Zealand; Sydney and Melbourne, Australia. Providing fingerprints following biometric expansion will mean expensive overnight trips to Australia, New Zealand or Fiji for Pacific Islanders, or for many of those in Australia, long distance overland trips. The application numbers are small from the island countries, but this suggests that those who do travel to Canada are business people, government officials, and those with Canadian family members rather than tourists.

In particular, over the next two years Canada will be prioritizing its bilateral relationships, and Oceania is an area of focus for Global Affairs Canada. Already Pacific Island countries are lobbying for visa lifts as signs of goodwill;

We must also consider the effect on Working Holiday participants, particularly in Australia. Canada's second biggest program welcomes more than 7000 Australians per year. The new rules requiring Work Permit holders to provide fingerprints and having only two locations to serve the vast territory of Australia may dampen interest. For Australians living outside of Sydney and Melbourne,

## Other

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

**s.21(1)(b)**

Migration Office: Sydney Area: North Asia and Oceania  
Operational Environment Risk Rating: A

Sydney hired a developmental LE08 who started in October 2018. Sydney therefore continues to be one migration officer short. We are on the list of new positions for an LE08 NIO in 2019, Two LE04 vacancies were filled in 2018.

To maximize decision maker time on tasks requiring delegated authority, the developmental LE08 is supervising the LES in the registry, handling complex and urgent client enquiries, conducting program integrity (with supervision), making FC1 recommendations (very lucky that the FS2 was previously assigned to the Training team in HQ) completing ad hoc requests from NHQ, and other miscellaneous tasks. This work cannot be shared with other offices and has to be absorbed by the MPM and two remaining officers.

Training has been provided by Sydney to the IRCC CNBRA program assistant to aid us with our verification procedures when we are short staffed. More training on verifications and dealing with poison pen letters would benefit the SYDNY LE05 who does these activities. We are looking forward to implementing Chinook and see a lot of promise in its functions.

One of the odd problems in an office with only two CBOs who rotate out only each four years is that innovation is slow to reach Sydney. We greatly benefitted in September from a one-week TD from an officer with more process-oriented/GCMS flow experience who spent the week learning about how Sydney operates, setting up Dashboards, providing basic Answers training to the LE09 and FS02 and more advanced Answers training to the MPM. We anticipate that there will be noticeable efficiencies gained in tracking "bring forwards" on files.

**Wellness: Promoting a Healthy & Diverse Workplace**

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

Work sharing v has greatly reduced the amount of overtime worked by the two CBOs.

There was a lot of debate at CMM this year over opening hours, as IRCC staff were coming in a half an hour earlier than other staff, which meant that the IRCC CBS were always opening the Consulate, every day of the year, before 7:30am. The other CBS were resistant to sharing this task and the HOM did not like that one section had different hours from the rest. We compromised and all staff now start at 8am, but the IRCC staff still work compressed hours and leave on Fridays at 1:30.

Several IRCC staff members participate in a lunchtime workout session 4 days per week in the common room for their health and wellness. All are welcome.

We held a session on burnout and mental health in the spring.

s.16(1)(b)

s.16(1)(c)

Migration Office: Sydney Area: North Asia and Oceania  
Operational Environment Risk Rating: A

### 8. RISK MANAGEMENT (RIC, IRG)

<p><i>EXAMPLE:</i> Student Pilot Project</p>	<p><i>To determine the level of compliance to the program by confirming whereabouts of students after their study program concluded</i></p>	QA	TR	Study Permit	N/A	South America	Mexico	J.Smith/LE-5/40hours	Sept - Oct 2018
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### Risk Assessment

#### Mission Specific:

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? *[Non-RAO offices please report any ad hoc RA activities.]*

s.16(1)(b)

s.16(1)(c)

s.17

s.21(1)(b)

Migration Office: Sydney Area: North Asia and Oceania  
Operational Environment Risk Rating: A

- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

**Resources/Tools:**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

Are there any mission best practices on Anti-Fraud that you can share (please join tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures) **No.**

**9. INNOVATION & CLIENT SERVICE (RIC, RIO)**

**Client Service**

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

Migration Office: Sydney Area: North Asia and Oceania  
 Operational Environment Risk Rating: A

: This office does not take phone calls from the public, which can be an irritant with our colleagues in the three Missions we cover (but we remind them that phone service is not offered by other Migration Offices).

IRCC Sydney does not manage any mission social media. We contribute content to Mission social media accounts run by our GAC colleagues in the three missions. We also organize with them any social media posting prescribed by NHQ. We do have a LinkedIn group run by our IEC staff members for IEC alumni (low membership, new).

Client Service Initiatives			
Country	Brief description of initiative	Expected outcomes*	Implementation Date
			Dec 2018
	New Dashboard BF tracking	reduce processing times	Sept 2018
	Monitoring weather events - trying to expedite client files when the passport is in this office and a cyclone is imminent.	Client assistance	Mar 2016
	Establish triage criteria for TRVs, share with Manila	Consistency of decision making	Feb 2018

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Sydney Area: North Asia and Oceania  
Operational Environment Risk Rating: A

	Feb 2018
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\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

**Work-Sharing Arrangements**

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

- Sydney happily has an adoption rate of  or more for eapps in the TR work stream. This allowed us to enter into a work sharing agreement with  to process Sydney TRV eapps since September 2017. Sydney saw a 49% increase in TRV applications in 2017 and again in 2018, making Sydney one of the top five offices TR increases of all overseas (after Nairobi, London, India network of 3 offices, and Dar es Salaam).  is also processing Sydney's eapp students and workers, since February 2018. The temporary movement continues to be varied (over 100 citizenships), non-homogenous covering all application types. This work sharing allows Sydney to focus on paper TR applications, PRTDs, renunciations, Ministerial relief cases, urgent cases, promotion, program integrity, IEC, human resources and other program management with our complement of 2 migration officers and program manager (more details on capacity under HR tab).
- The result of the work sharing led to a reduction in Sydney's processing times for TR.

Work-Sharing Arrangements							
Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date



Migration Office: Sydney Area: North Asia and Oceania  
Operational Environment Risk Rating: A

Type your answer here:

## 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Type your answer here:

Migration Office: Sydney Area: North Asia and Oceania  
Operational Environment Risk Rating: A

### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

Type your answer here:

### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

Migration Office: Sydney Area: North Asia and Oceania  
Operational Environment Risk Rating: A

Type your answer here:

### Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

s.17

Migration Office: Tel Aviv Area: The Middle East  
Operational Environment Risk Rating: B

### 1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	Tel Aviv
Area:	Middle East
Office Type: (Full Service, Satellite, RPC, Specialized)	Full Service / report to IRCC Ankara
Updated (YYYY/MM/DD)	December 2018
Interrelated Offices:	IRCC Middle East network

Personnel		
	NAME	MITNET
MPM:		399 3400
D/MPM:	n/a	
Area Director:		
GCMS Manager:		
BVO:		
RAO:		n/a
eTA SPOC (Single Point of Contact):		
HOM:	Deborah Lyons	399 3300
GAC Regional Director:		
CBSA LO:		
MOF:		
IEC SPOC:	n/a	
P&R SPOC:		
Litigation SPOC:		
CBS		
Names: Sian Upton		
<b>Total # :1</b>		
LES		

Migration Office: Tel Aviv Area: The Middle East  
 Operational Environment Risk Rating: B

DMO # : (1), DMO(TR)#: n/a Other support staff # : 5 <b>Total # : 6</b> <b>Emergency LES</b> Total number of months in 2018: 0 <b>TD</b> Total number of weeks in 2018: 22 (18 processing + 4 MPM vacation replacement)
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## 2. TERRITORY OVERVIEW

### TERRITORY OPERATIONAL OVERVIEW

Country / Territory	EIU Operational Risk Rating	<u>Population</u>	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Israel	B	8,299,706	X	1,297	700	X	1			
West Bank	C	2,747,943		16	154					
Other	#N/A	#N/A		35	16					
<b>TOTAL:</b>				<b>1,348</b>	<b>870</b>		<b>1</b>			

### TERRITORY RISK OVERVIEW

Migration Office: Tel Aviv Area: The Middle East  
Operational Environment Risk Rating: B

Caseload Risk				Operational Environment Risk				
Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	Notes
Israel	62	96.2%	80.5%					
West Bank	#N/A	1.2%	17.7%					
Other	#N/A	2.6%	1.8%					

*\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1*

Les couleurs utilisées dans les tableaux sont basées sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

KEY: Caseload Risk Level	KEY: Operational
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s.16(1)(b)  
 s.16(1)(c)

Migration Office: Tel Aviv Area: The Middle East  
 Operational Environment Risk Rating: B

(Transparency International CPI)		Environment Risk Level (Economist IU Risk Rating, Overall Assessment)	
	Not Rated		Not Rated
Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A
Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E

### 3. PERMANENT RESIDENT OVERVIEW

#### Permanent Resident

Tel Aviv

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)
2018 (Jan - Aug)	Economic	196	184	19
	Family Class	363	304	29
	Humanitarian	1,519	824	19
	<b>TOTAL</b>	<b>2,078</b>	<b>1,312</b>	

Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Events			
	Verifications			
	H&C			
	Misrepresentation			

Migration Office: Tel Aviv Area: The Middle East  
 Operational Environment Risk Rating: B

2017	Economic	65	69	14
	Family Class	592	592	20
	Humanitarian	1,273	902	18
	<b>TOTAL</b>	<b>657</b>	<b>1,563</b>	
2016	Economic	169	174	13
	Family Class	340	345	25
	Humanitarian	1,667	1,669	17
	<b>TOTAL</b>	<b>2,176</b>	<b>2,188</b>	

2017	<b>TOTAL</b>	<b>268</b>	<b>16</b>	<b>0</b>
	Events			
	Verifications			
	H&C			
2016	<b>TOTAL</b>	<b>28</b>	<b>1</b>	
	Events			
	Verifications			
	H&C			
<b>TOTAL</b>	<b>11</b>	<b>1</b>		

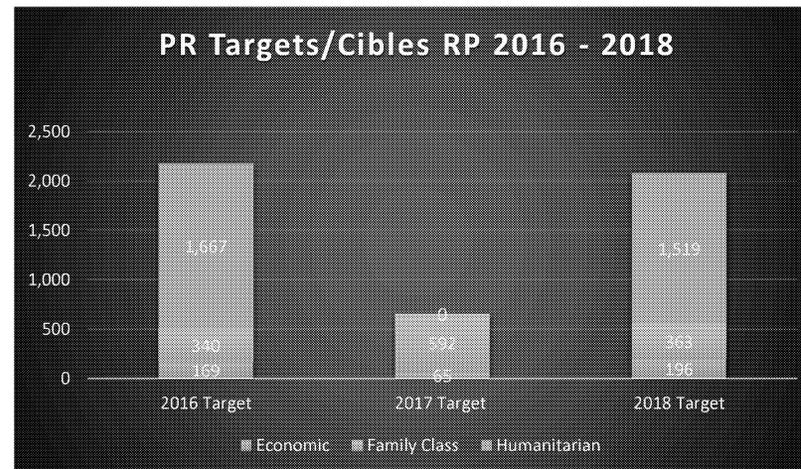
\*Stats supplied by ODP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

**GUIDE:**

For the following three categories, FD targets are only indicative and outputs are measured in actual admissions :

- Government-assisted refugees (GARs)
- Privately-sponsored refugees (PSRs)
- Blended Visa-office-referred refugees (BVORs)

Application Type	2016 Target	2017 Target	2018 Target
Economic	169	65	196
Family Class	340	592	363
Humanitarian	1,667	1,273	1,519



s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

Migration Office: Tel Aviv Area: The Middle East  
Operational Environment Risk Rating: B

## PR Trends/Issues

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

### Trends & challenges impacting processing times:

#### FC files:

- 
- Once files are complete, we are able to process them fairly smoothly.
- 
- When an interview is required with an applicant residing in the West Bank, this adds to processing time, as the applicants cannot come to Tel Aviv,

#### PSR files:

- 
- 
- 
- A significant proportion of Tel Aviv's PSR inventory is on hold pending verifications times to some extent. This is affecting processing IRCC Tel Aviv is receiving numerous requests for clarification from individuals whose applications are either on hold, pending a PFL response, or refused. Some applicants (as well as NGO counsellors and UNHCR) do not understand the letters they have received, and have approached our office for clarification.

#### Interview referral criteria:

|  
|

Migration Office: Tel Aviv Area: The Middle East  
Operational Environment Risk Rating: B

Principal refusal factors:

Discrepancies between GCMS stats and actual Office activity:

Tel Aviv works on a small number of LC2 applicants each year (average 3 per year), but as we are not the primary office, this work is not recorded in GCMS reports.

PR Target management:

Tel Aviv assisted other offices in the network to meet target this year by issuing beyond its 2018 target in the following categories:

PR statistics reported in Excel sheet:

**Territory Operational Overview:** The PR intake number from the West Bank seems low. We estimate that 40-50% of our FC caseload is

**Permanent Resident statistics:** Based on queries of Tel Aviv as primary office and Fin Decs made from January 2018 to present:

- Economic: 206 (persons / potential visas)
- Family Class: 370 (persons / potential visas)
- Humanitarian: 1193 (persons / potential visas)

**Notes:**

- The number of **Events** on PR files increased from     in 2017 to     . in 2018,
- 
- 
- had subsequently shown proof of sufficient income in successive years.

Migration Office: Tel Aviv Area: The Middle East  
Operational Environment Risk Rating: B

#### 4. TEMPORARY RESIDENT OVERVIEW

##### Temporary Resident

Tel Aviv

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)
2018 (Jan - Aug)	Visitor	388		25
	Student	163		35
	Worker	403		27
	eTA	33		107
	<b>TOTAL</b>	<b>987</b>		
2017	Visitor	555		22
	Student	177		24
	Worker	349		21
	eTA	23		120
	<b>TOTAL</b>	<b>1104</b>		
2016	Visitor	467		17
	Student	171		21
	Worker	347		22
	eTA	4		57
	<b>TOTAL</b>	<b>989</b>		

Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>101</b>
	2017	Events	
Verifications			
Misrepresentation			
<b>TOTAL</b>			<b>193</b>
2016		Events	
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>137</b>

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

Migration Office: Tel Aviv Area: The Middle East  
Operational Environment Risk Rating: B

*\*Comments and updated figures in Word Doc*

## TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

### Trends & challenges impacting processing times:

Our TR processing times sometimes appear unusually long. There are a number of reasons for this:

### eApps vs paper:

We find it difficult to prioritize online applications over paper ones because online cases are mostly processed by other offices who have their own standard processing times and backlogs. In contrast, paper files are on hand in Tel Aviv, and so we can process a straightforward case efficiently.

### Principal refusal factors:

### Prioritization of eApps over VAC cases:

Most eApps submitted by applicants in our territory are processed by other offices. As a consequence, we have no control over prioritization. Cases submitted by applicants in person or by mail (prior to opening of VAC in Nov 2018), or through the VAC (since Nov 2018) are processed by us.

Migration Office: Tel Aviv Area: The Middle East  
Operational Environment Risk Rating: B

eTA caseload characteristics:

CAN+ does not apply to any significant extent as Israelis are TRV-exempt.

Tel Aviv's TR volumes are low. We would expect express TR streams to have limited effect on volumes.

Discrepancies between GCMS stats and actual Office activity:

- a) Clients frequently contact TAVIV for help when their eTA application has stalled, usually due to accidentally having declared a medical condition they do not have or needing to resolve PR status and being unable to understand or technically follow the instructions sent by OSC. TAVIV deals with at least one such enquiry daily. We do the work of explaining the process to follow to the client (and the PR renunciation) and flagging to OSC, but OSC gets the eTA FD.
- b) Having said that we don't process many TR eApps, we do process online applications assigned to other offices if they appear to have fallen through the cracks, and we find out through a client enquiry.
- c) We handle considerable email concerning cases that are in process at other offices. Clients in Israel, West Bank and Gaza don't necessarily know where their file is being processed, or if they do, do not always understand standard template response messages, and write to us for clarification. In cases where it would clearly be helpful to both client and processing office to clarify, we do so (e.g. clients who cannot understand how to respond to a "PR Option Letter", and will be refused if they do not respond.)

TR statistics in Excel sheet:

**Temporary Resident statistics:** Based on queries of Tel Aviv as primary office and Fin Decs made January 2018 to present

- TRV: 499
- Student: 172
- Worker: 403

**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

Migration Office: Tel Aviv Area: The Middle East  
Operational Environment Risk Rating: B

- eTA: 45

s.16(1)(b)

s.16(1)(c)

Migration Office: Tel Aviv Area: The Middle East  
Operational Environment Risk Rating: B

## 5. OTHER APPLICATIONS OVERVIEW

### Other Applications

Tel Aviv

Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	192		5
	PR renunciation	79		5
	TRP	9		-
	ARC	24		127
	Rehabilitation	-		-
	<b>Total</b>		<b>304</b>	
2017	PRTD	198		4
	PR renunciation	117		0
	TRP	3		-
	ARC	37		14
	Rehabilitation	-		-
	<b>Total</b>		<b>355</b>	
2016	PRTD	142		5
	PR renunciation	66		0
	TRP	3		-
	ARC	28		17
	Rehabilitation	-		-
	<b>Total</b>		<b>239</b>	

\*Stats supplied by

s.16(1)(b)  
s.16(1)(c)  
s.21(1)(b)

Migration Office: Tel Aviv Area: The Middle East  
Operational Environment Risk Rating: B

OPPB

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

#### Trends & challenges impacting processing times:

##### PRTDs:

- We are frequently asked to expedite PRTDs for individuals who did not notice their PR card was expired or lost until flight check-in. This has been somewhat mitigated by the opening of the VAC and closure of public reception at the embassy.
- It would help if the instructions for PRTD applications were clearer.
- Voluntary PR renunciations – total numbers are somewhat lower this year, perhaps because we are encouraging clients to submit online, directly to their eTA applications, when prompted.

Procedures for identifying cases for TRP consideration: due to low volumes and the diversity of TR applications that we see, we identify cases for TRP on a case by case basis.

#### Procedures to direct clients to PRTD or voluntary renunciation:

LES who triage IRCC Tel Aviv's main mailbox send a template email regarding PRTD vs Voluntary PR renunciation, i.e. anyone who has been a PR in the past must resolve their status before they can be issued a TRV or eTA. The email includes instructions for uploading the form and scan of passport to an eApp, or, if the client cannot do so due to technical problems, where to send the information so that it can be processed.

#### GCMS stats v actual Office activity:

We frequently receive enquiries from clients whose eTA processing has been stalled, either because their past PR status has to be resolved, or because they accidentally declared a medical condition that they do not have. We also receive many requests for technical help,

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Tel Aviv Area: The Middle East  
Operational Environment Risk Rating: B

Statistics in Excel sheet:

**Other applications:** Based on queries of Tel Aviv as primary office and Fin Decs made January 2018 to present

- PRTD: 253 cases
- PR Renunciation: 101 cases,
- TRP: 9 cases
- ARC: 31 cases
- Total Other: 394

Notes:

- 
- ARC processing time appears long in the Excel Sheet because of one case that was accidentally left open (and is now closed).

Migration Office: Tel Aviv Area: The Middle East  
 Operational Environment Risk Rating: B

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated, if available.. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

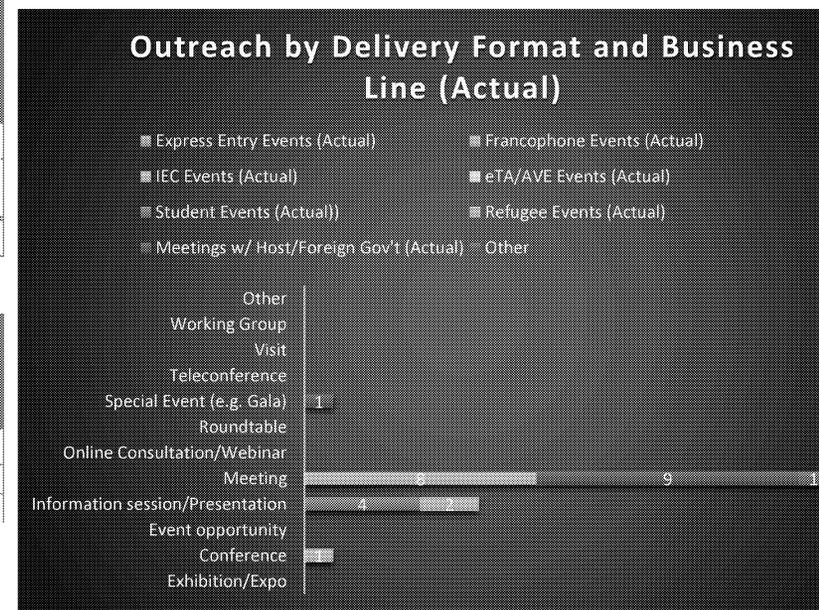
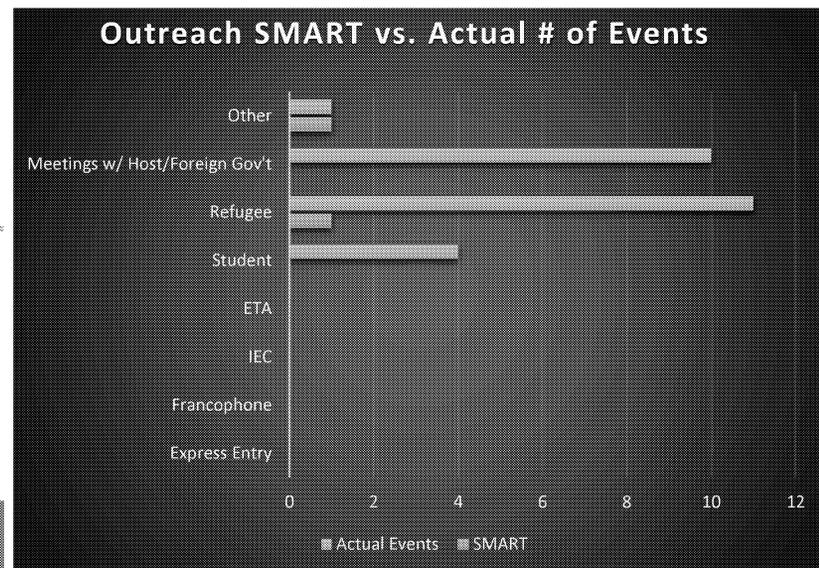
#### Tel Aviv

#### SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)		IEC Events (Jan-Oct 2018 in SMART)		Refugee Events (Jan-Oct 2018 in SMART)		Meetings w/ Host/Foreign Gov't (Jan-Oct 2018 in SMART)		Other
	2018 in SMART	Oct 2018 in SMART	2018 in SMART	in SMART	2018 in SMART	2018 in SMART	2018 in SMART	Oct 2018 in SMART	
Conference Information Session/Presentation						1			
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	

Actual Events (Please indicate the actual # of events performed)

Delivery Format / Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
	Exhibition/Expo							
Conference						1		
Event opportunity								



Migration Office: Tel Aviv Area: The Middle East  
Operational Environment Risk Rating: B

Information session/Presentation	4	2							
Meeting		8	9	1					
Online Consultation/Webinar									
Roundtable									
Special Event (e.g. Gala)							1		
Teleconference									
Visit									
Working Group									
Other									
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>11</b>	<b>10</b>	<b>1</b>	

Business Line	SMART	Actual Events
Express Entry	0	0
Francophone	0	0
IEC	0	0
ETA	0	0
Student	0	4
Refugee	1	11
Meetings w/ Host/Foreign Gov't	0	10
Other	1	1
<b>Total</b>	<b>2</b>	<b>26</b>

### Migration Diplomacy / Outreach (RIO, RM)

- Describe the type and frequency of contact with local officials.
- Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
- Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
- Describe participation in local and international fora.
- Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

s.15(1)(ii)

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Tel Aviv Area: The Middle East  
Operational Environment Risk Rating: B

OGD presence in Tel Aviv is growing slowly (addition of a Security Program Manager; additional GAC political officer)

As IRCC's shift towards centralized processing continues, IRCC Tel Aviv's role is transitioning to complex cases, reporting and liaison, promotion and recruitment, supporting other missions in the Middle East network, and, significantly, migration diplomacy.

Please see outreach events statistics in Excel spreadsheet:

- Student outreach – four information sessions
- Refugee events – one conference (Ruppin International Migration Conference), two information sessions (UNHCR-Canada briefing to foreign missions; UNHCR-IRCC joint briefing to African community leaders); eight meetings with UNHCR and local humanitarian NGOs.
- Host country government – nine meetings, one special event (Minister's reception), all refugee-related.
- Like-minded foreign missions – one meeting

Interaction with local government officials:

- IRCC Tel Aviv staff communicate with officials within the Population, Immigration and Border Authority (PIBA) which is the Israeli equivalent to IRCC, and falls within the Ministry of Interior). In the past year, we met with Israeli government officials, variously from PIBA the Ministry of Foreign Affairs and the Ministry of Welfare. All of these meetings were related to humanitarian affairs and refugee resettlement.
- We interact periodically with the Israeli police
- We interact periodically with officials of the Jewish Agency (government funded agency which promotes Israel abroad and promotes immigration and exchange programs to Israel).

Ongoing and potential issues with host government(s):

- IRCC Tel Aviv has closely monitored the Government of Israel's policies and treatment of African asylum seekers over the past year and will continue to do so.
- 
- As Israel is an immigrant-seeking country that is currently experiencing net migrant outflow,
- 
- 

Liaison activity with M5, NGOs, other stakeholders:

s.15(1)(i)

s.16(1)(c)

s.21(1)(b)

Migration Office: Tel Aviv Area: The Middle East  
Operational Environment Risk Rating: B

- In the past year, Tel Aviv hosted one meeting of M5 counterparts, which was appreciated by all. We have agreed to repeat in the coming year. The US visa team also hosted us at their Independence Day celebration.
- In March 2018, IRCC Tel Aviv collaborated with GAC colleagues to host a briefing session by UNHCR and a well-known Israeli academic on the situation of African asylum seekers in Israel. We will hold another such event in mid-January 2019.
- MPM Tel Aviv meets with UNHCR Israel in person  
phone We communicate by email and
- In June 2018, MPM Tel Aviv collaborated with UNHCR Israel to meet personally with community leaders of the African asylum seeker population, mainly to present and clarify Canada's PSR sponsorship process, and to raise awareness about fraud and the consequences of deliberately submitting fraudulent documents to support a refugee application.
- MPM Tel Aviv meets periodically with representatives of local NGOs that work with asylum seekers. Going forward, IRCC Tel Aviv LES will attend some meetings and contribute to reporting.

Participation in local & international fora:

- In May 2018, MPM Tel Aviv spoke at the 5<sup>th</sup> Ruppin International Conference on Immigration and Social Integration. This event, attended by academics from around the world, was organized by Ruppin Academic Center, a well-known research center in Israel. MPM participated in a panel discussion on Global Migration in a Changing World.

Current events and developments impacting migration trends:

Migration Office: Tel Aviv Area: The Middle East  
 Operational Environment Risk Rating: B

IRCC staff members in Tel Aviv monitor local English and Hebrew media reports, which frequently cover migration issues, particularly illegal migration and asylum seekers. There is strong populist support in Israel for the removal of asylum seekers – particularly Africans; at the same time, a significant number of Israelis, as well as many voices within the Jewish diaspora outside of Israel, support the rights of refugees. During 2018, the government of Israel changed its policy twice regarding African asylum seekers, and we expect further developments in the coming year. nd we will continue to monitor and report.

## Promotion and Recruitment (RM)

### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

#### Local labour market overview:

Roughly 80 % of Israelis of working age who are employed work in the service sector. High tech is Israel's most lucrative economic sector (particularly cyber security and military security technology), but it employs only about 11% of the workforce. Other significant sectors are construction and agriculture.

Israel is experiencing a labour shortage, and therefore recruits a significant population of foreign workers, particularly highly skilled tech workers, and lower skilled workers for the construction industry, the agricultural sector and for service industries such as caregiving and hospitality / hotels. Most foreign workers have no pathway to permanent residence in Israel, and there are limits on the length of time a foreigner can work in Israel.

One of the fastest growing sectors of the Israeli population is Jewish Orthodox, of which only 50% of working age adults work. Media reports indicate that the government is seeking to integrate more Jewish Orthodox adults into the workforce.

#### P&R priority sectors:

Population sectors:

...

s.16(1)(c)

s.21(1)(b)

Migration Office: Tel Aviv Area: The Middle East  
Operational Environment Risk Rating: B

Economic sectors:

- Cyber Technology. Israel is a world leader in cyber and security technology, and there is extremely high demand for workers in this sector in Canada.
- Physicians and nurses. We see very high quality applicants for clinical fellowships, and a significant proportion of PNP applicants from Israel have nursing qualifications,
  
- Agricultural engineering and water engineering. Israel is a world leader in these fields.

**Activities**

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
- Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

P&R activities:

Tel Aviv's non-humanitarian outreach in the past year has focused on students, i.e. promotion of studying in Canada and explanation of how to apply for Study Permits, Post Graduate Work Permits, and pathways to permanent residence for international students.

**Records Management (RIS)**

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)

s.16(2)

Migration Office: Tel Aviv Area: The Middle East  
Operational Environment Risk Rating: B

- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

Tel Aviv moved to paperless PSR processing in early 2018. As this is our main PR caseload, the change has significantly reduced storage requirements.

File repatriation was supposed to take place in late 2017/early 2018 but was postponed as other operational pressures took priority, Repatriation boxes were purchased last month, and packing is expected to take place in late December 2018.

Files are received

Files returned from IAD are received

On average less than five files are sent to Canada per year in response to litigation requests.

### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

#### Extent of involvement in broader mission activities:

- TAVIV is a small embassy (16 CBS + 40 LES) that hosts an unusually high number of official visits by Ministers as well as senior federal and provincial officials. IRCC staff is asked to provide support at official events on average three times per year, e.g. by staffing receptions and assisting with organization. In addition, the MPM is expected to attend official events of OGDs.
- IRCC LES and CBS sit on all mission committees and attend meetings regularly.
- During rotation season in summer 2018, TAVIV housing committee, of which MPM is a member, had to find SQs for 13 incoming staff. As housing is scarce and expensive, this task took up to four hours per week for two months. This effort paid dividends in that incoming CBS commented on the quality of their SQs – a positive start to building relationships with new CBS. It was also a good way to learn about how contracts work in Israel, i.e. whereas in Canada, a signed contract signifies the conclusion of a deal, in Israel negotiations continue after the contract has been signed. However, it was a significant burden for a single-CBS mission.

s.16(1)(c)

s.21(1)(b)

Migration Office: Tel Aviv Area: The Middle East  
Operational Environment Risk Rating: B

#### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

Biometrics: Until November 2018, when the VAC in Tel Aviv opened, IRCC TAVIV was open to the public four mornings per week. We did not experience any particular issues related to biometrics expansion.

VAC: The first VAC opened in Israel on November 2, 2018. It is located 1.5 km from the embassy, on the 47<sup>th</sup> floor of a new office tower, and receives applications on behalf of Canada and Germany. Our DMO and Registry team lead handle daily enquiries from the VAC manager, who has received basic training from VFS, . So far volumes have been low.

As IRCC Tel Aviv had been open to the public for many years and the VAC is new, there has been confusion amongst clients as to where to go and whom to ask about visa matters. This is in spite of social media awareness campaigns and signage at the embassy. For example, Israelis, who are visa exempt, sometimes approach the VAC with questions about eTA. VAC staff report receiving a wide range of enquiries. Once the client's concern has been correctly diagnosed, it often has no connection to VAC services, and he or she must be directed to the IRCC website, or to send an enquiry about an existing case to IRCC Tel Aviv's email enquiry address.

IRCC Tel Aviv's main business line, PSRs, are not covered by the VAC contract, but some do visit the VAC, and VAC staff are obliged to turn them away. IRCC Tel Aviv is managing this by reserving office hours for PSR applicants two mornings per week.

#### Other

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

s.15(1)(i)i)

s.16(1)(b)

s.16(1)(c)

s.16(2)

s.21(1)(b)

Migration Office: Tel Aviv Area: The Middle East  
Operational Environment Risk Rating: B

Bandwidth has long been an issue. It negatively affects GCMS performance and office productivity.

improvement in GCMS performance and allow for enhanced productivity.

It is hoped that this will lead to an

Working environment: Tel Aviv is scheduled to undergo mission-wide renovations starting in January 2019.

This will present some challenges, including smaller workspaces, noise, and sharing of interview booths.

Relationship with OGDs:

For the most part IRCC Tel Aviv has a positive relationship with OGDs at Tel Aviv and Ramallah missions.

IRCC Tel Aviv receives some referrals from Ramallah, usually for officials who are able to enter Israel and avoid the much longer trip to Amman.

OGDs in Tel Aviv rarely refer because Israelis usually choose the convenience of eTA over applying for a D-1 TRV.

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

s.16(1)(c)

s.21(1)(b)

Migration Office: Tel Aviv Area: The Middle East  
Operational Environment Risk Rating: B

No staff vacancies are foreseen in 2019.

Staffing needs in the next 5 years: Tel Aviv has requested a second CBS (FS-2) position on the basis that (a) Tel Aviv required 22 weeks of TD in the past year, and (b) the MPM puts in significant overtime in order to balance processing with administration, migration diplomacy, outreach, reporting and other duties.

During the past year, MPM Tel Aviv has undertaken considerable migration diplomacy work, regarding both Israeli policy towards refugees, and in relation to the P12 (public policy) resettlement project.

Staff training needs:

- All LES could benefit from advanced GCMS training
- MPM's PA would benefit from training in use of Excel and budget / travel claims procedures.
- DMO and MPM could benefit from training

Staff challenges:

All staff in Tel Aviv are indeterminate. Apart from the MPM and one LE-4, . They are well aware of their roles and familiar with business lines and caseloads. However, change is coming: where LE-4 staff used to devote several hours per week to serving the public, and additional time to creating files, now these functions have been taken over by Tel Aviv VAC. Moreover, as the role of overseas IRCC offices changes,

### Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

s.16(1)(c)

s.19(1)

s.21(1)(b)

Migration Office: Tel Aviv Area: The Middle East  
Operational Environment Risk Rating: B

IRCC Tel Aviv is a small, diverse and mutually supportive team. Stresses experienced by LES at other missions related to job security and pay do not apply here, as all staff are indeterminate and the wage scale in Israel is comparable to Europe.

Challenges:

LES: As noted in the previous section, the LES in IRCC Tel Aviv have held their jobs for many years and are very familiar with their roles.

MPM: Part of the strain of this situation is that many administrative and processing tasks – even ones which seem relatively minor – can only be done by a CBS.

Steps taken to address these challenges:

- Second CBS position requested for Tel Aviv, to more evenly distribute tasks that must be done by a CBS and so facilitate more efficient processing and other activities
- DMO and MPM share promotion and recruitment, reporting and VAC oversight duties
- LE4 and LE5 are increasingly being tasked with liaison and reporting duties, e.g. meetings with local refugee NGOs, with coaching support from MPM and DMO.
- 

## 8. RISK MANAGEMENT (RIC, IRG)

### 2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.  
*Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.*

s.16(1)(b)

s.16(1)(c)

Migration Office: Tel Aviv Area: The Middle East  
Operational Environment Risk Rating: B

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice

**Risk Assessment**

**Mission Specific:**

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? *[Non-RAO offices please report any ad hoc RA activities.]*
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?



s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Tel Aviv Area: The Middle East  
Operational Environment Risk Rating: B

#### Resources/Tools:

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

#### Who does RA work & overview:

Tel Aviv DMO and MPM, and processing TDs, identified most risk and fraud concerns in 2018; however,

#### Support from RAO:

We receive occasional reports from our regional RAO.

## 9. INNOVATION & CLIENT SERVICE (RIC, RIO)

### Client Service

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
  - Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Tel Aviv Area: The Middle East  
Operational Environment Risk Rating: B

**Main client service issues:**

- Palestinian clients face ongoing access issues, as all points of service are outside of their territory, it is difficult for them to exit their territory, and, since they must provide biometrics in person, it is effectively not possible for some Palestinians to apply. At the request of IRCC Tel Aviv, our GAC colleagues in Ramallah wrote a report on just how difficult it is for West Bank and Gaza residents to access service points in Egypt, Jordan and Israel. This report has been distributed to all MPMs in these countries, and to IRCC NHQ.
- IRCC Tel Aviv was, until recently, open to the public four mornings per week. As of November 2018 a VAC opened in Tel Aviv. Clients are still adapting to this change and sometimes show up at the embassy, only to be re-directed to the VAC. We have done our best to raise awareness through social media postings, signage at the embassy, and through communication with OGDs and program contacts. Clients sometimes go to the VAC for guidance about immigration procedures unrelated to VAC services (eg eTA, interview rescheduling, refugee applications), and must be re-directed to the website.
- Clients who find the website confusing, or who try to use the Webform for urgent enquiries and then either receive no response or do not understand the response, continue to contact IRCC TAVIV's mailbox. We notice that clients often do not understand standard template responses from OSC and other offices. Often the confusion stems from technical problems. There are also ongoing problems with finding relevant information on IRCC's public website, and understanding complicated categories (e.g. clients struggle greatly to figure out what kind of Work Permits they need and how to go about applying for them). LES and MPM all spend considerable time responding to client enquiries.

**Client Service Initiatives**

Country	Brief description of initiative	Expected outcomes*	Implementation Date
Israel	Opening of Tel Aviv Visa Application Center	Easier for applicants to provide biometrics and submit paper applications	November 2018
West Bank			

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

Migration Office: Tel Aviv Area: The Middle East  
Operational Environment Risk Rating: B

### Work-Sharing Arrangements

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

Worksharing arrangements: see below.

Risk management / knowledge transfer: complex TR cases processed by others are generally transferred to Tel Aviv if it is felt that there are risk factors requiring local knowledge. On occasion IRCC Ankara officers contact Tel Aviv to consult.

Regional network leverage:

MPM Tel Aviv supports refugee processing and training in the Middle East network, both by undertaking interview area trips on behalf of other missions, and by participating in a yearly refugee training workshop in Ankara.

Regional Strategic TDs:

Tel Aviv has benefited from regional TDs several times in the past year:

- 1 MPM vacation TD from Ankara
- 1 refugee interviewing officer TD from Abu Dhabi
- 1 interpreter TD from Amman

The refugee officer and interpreter came on TD to Tel Aviv to work on a Public Policy refugee resettlement project (P12) during November 2018. Their presence turned out to be an invaluable opportunity to share knowledge and expertise in GAR processing (relatively new to Tel Aviv LES) and in assessing this particular group of applicants.

Potential work sharing opportunities:

MPM Tel Aviv has supported refugee processing to Ankara in the past :

Migration Office: Tel Aviv Area: The Middle East  
 Operational Environment Risk Rating: B

Work-Sharing Arrangements							
Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date
Israel							
Israel & WB							
Global							
*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.							

### Other Innovations/ Best Practices

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Tel Aviv Area: The Middle East  
Operational Environment Risk Rating: B

Chinook: not yet rolled out in Tel Aviv, as TR volumes are low.

Caseload management strategies:

Tel Aviv manages its relatively small caseloads through GCMS queries and use of the Regional Middle East Dashboard, as well as with the help of spreadsheets sent out by NHQ for refugees (landings) and TR (processing times and refugee claimant reports).

Conferencing technology:

We do not use videoconferencing, as there is only one unit at mission (in a heavily used meeting room).  
conducted by teleconference.

and most regional meetings are

Since IRCC Tel Aviv closed to the public (following the opening of Tel Aviv VAC), communicating with refugee applicants has been challenging: some applicants have email, but most cannot read or write English or Hebrew well enough to communicate solely this way.

In the meantime, we continue to see refugees in person two mornings per week, as they must come to see us to provide biometrics, submit documents, and attend interviews.

Processing efficiencies:

Managing volumes and bandwidth limitations:

- Tel Aviv does limited eApps

Migration Office: Tokyo Area: North Asia and Oceania  
 Operational Environment Risk Rating: A

### 1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	Tokyo
Area:	Japan
Office Type: (Full Service, Satellite, RPC, Specialized)	Specialized
Updated (YYYY/MM/DD)	2018-12-12
Interrelated Offices:	Manila, Seoul, Hong Kong, OSC

Personnel			
	NAME		MITNET
MPM:	Harold Wulf		410-3400
D/MPM:			
Area Director:			
GCMS Manager:	Harold Wulf		410-3400
BVO:			
RAO:	Derek White		346-3402
eTA SPOC (Single Point of Contact):	Harold Wulf		410-3400
HOM:	Ian Burney		410-3373
GAC Regional Director:	Bez Babakhani		203-3366
CBSA LO:	Corey Germansen		410-3465
MOF:	Julie Lafleche		346-3810
IEC SPOC:	Rie Takeda		410-3401
P&R SPOC:	Harold Wulf		410-3400
Litigation SPOC:	Harold Wulf		410-3400
<b>CBS</b>			
Names: Harold Wulf			
<b>Total # :1</b>			
<b>LES</b>			
DMO # :			
DMO(TR)#:			
Other support staff # : Rie Takeda			

Migration Office: Tokyo Area: North Asia and Oceania  
 Operational Environment Risk Rating: A

**Total # : 1 (note that there is a vacant LE-5 position)**

**Emergency LES**

Total number of months in 2018: 0

**TD**

Total number of weeks in 2018: 2

## 2. TERRITORY OVERVIEW

### TERRITORY OPERATIONAL OVERVIEW

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Japan	A	126,451,398	X			X	1	X	X	
<b>TOTAL:</b>				<b>0</b>	<b>0</b>		<b>0</b>			

### TERRITORY RISK OVERVIEW

Country/Territory	Caseload Risk			Operational Environment Risk				Notes
	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc.	

Migration Office: Tokyo Area: North Asia and Oceania  
Operational Environment Risk Rating: A

			for this caseload **
Japan	73		

\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

Les couleurs utilisées dans les tableaux sont basées sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

KEY: Caseload Risk Level (Transparency International CPI)		KEY: Operational Environment Risk Level (Economist IU Risk Rating, Overall Assessment)	
	Not Rated		Not Rated
Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A
Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C

s.16(1)(b)

s.16(1)(c)

Migration Office: Tokyo Area: North Asia and Oceania  
 Operational Environment Risk Rating: A

High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E

### 3. PERMANENT RESIDENT OVERVIEW

DRAFT

## Permanent Resident

Tokyo

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)
2018 (Jan - Aug)	Economic	-	-	-
	Family Class	-	-	-
	Humanitarian	-	-	-
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	
2017	Economic	-	-	-
	Family Class	-	-	-
	Humanitarian	-	-	-
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	
2016	Economic	-	-	-

Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Events			
	Verifications			
	H&C			
	Misrepresentation			
	<b>TOTAL</b>		-	-
2017	Events			
	Verifications			
	H&C			
	Misrepresentation			
	<b>TOTAL</b>		-	-
2016	Events			

s.16(1)(b)  
 s.16(1)(c)

Migration Office: Tokyo Area: North Asia and Oceania  
 Operational Environment Risk Rating: A

Family Class	-	-	-
Humanitarian	-	-	-
<b>TOTAL</b>	<b>0</b>	<b>0</b>	

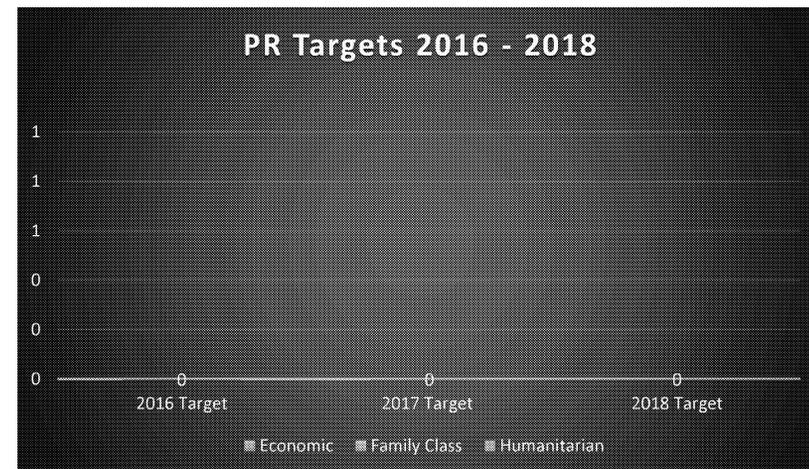
Verifications		
H&C		
Misrepresentation		
<b>TOTAL</b>	-	-

\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

**GUIDE:**  
 For the following three categories, FD targets are only indicative and outputs are measured in actual admissions :

- Government-assisted refugees (GARs)
- Privately-sponsored refugees (PSRs)
- Blended Visa-office-referred refugees (BVORs)

Application Type	2016 Target	2017 Target	2018 Target
Economic	-	-	-
Family Class	-	-	-
Humanitarian	-	-	-



**PR Trends/Issues**

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Tokyo Area: North Asia and Oceania  
Operational Environment Risk Rating: A

Tokyo will do eligibility and/or admissibility interviews for PR cases where expertise, linguistic assistance and research as needed primarily for or other offices need assistance. Tokyo will also conduct various verifications and provide local but also for other offices, including Centralized Network.

Tokyo answers email enquiries about prospective or ongoing permanent resident applications for persons living in Japan.

Approval rates for Japanese citizens

s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

Migration Office: Tokyo Area: North Asia and Oceania  
 Operational Environment Risk Rating: A

#### 4. TEMPORARY RESIDENT OVERVIEW

### Temporary Resident

					Tokyo			
Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)	Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Visitor	2		118	2018 (Jan - Aug)	Events		
	Student	2		6		Verifications		
	Worker	-		-		Misrepresentation		
	eTA	95		84		TOTAL		46
	TOTAL	99						
2017	Visitor	82		12	2017	Events		
	Student	0		0		Verifications		
	Worker	-		-		Misrepresentation		
	eTA	47		158		TOTAL		38
	TOTAL	129						
2016	Visitor	0		0	2016	Events		
	Student	0		0		Verifications		
	Worker	-		-		Misrepresentation		
	eTA	2		54		TOTAL		29
	TOTAL	2						

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Tokyo Area: North Asia and Oceania  
Operational Environment Risk Rating: A

### TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

**TR:** Tokyo will do eligibility and/or admissibility interviews for TR cases where [redacted] needs assistance. Tokyo will also conduct various verifications and provide local expertise, linguistic assistance and research as needed primarily for [redacted] but also for other offices, including Centralized Network.

[redacted] has a direct email address for referrals from Tokyo programs but Tokyo will also assist if required. Tokyo prints and delivers TRVs for officials and diplomats going on official travel or other urgent cases as identified by either [redacted] or Tokyo. There is a legacy remote printing agreement with GAC in case of MPM and LES absence; the Migration Program LE-5 is able to coordinate remote printing with [redacted] directly in cases of MPM absence. With the start of mandatory biometrics for Chinese and Indian nationals there will likely be more requests for visa printing in Tokyo due to client difficulties in travelling to the Tokyo VAC in a timely manner to give biometrics in advance of travel plans.

A procedure is in place to identify and process urgent/high profile/OGD-referred cases. Program managers in Tokyo can refer cases to Tokyo MPM by email. Urgent cases may be referred to [redacted] or processed by Tokyo if appropriate.

**eTA:** Tokyo regularly sees eTA referrals from OSC. A large percentage of referrals are due to clients incorrectly indicating that they have a medical condition (usually untreated syphilis) and being issued medical exam instructions. Tokyo contacts applicants in these cases to clarify, and has been satisfied in all cases that the medical information was incorrectly input into the eTA application.

s.16(1)(b)  
 s.16(1)(c)  
 s.21(1)(b)

Migration Office: Tokyo Area: North Asia and Oceania  
 Operational Environment Risk Rating: A

## 5. OTHER APPLICATIONS OVERVIEW

### Other Applications

Tokyo

Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	-	-	-
	PR renunciation	72		21
	TRP	4		-
	ARC	3		-
	Rehabilitation	12		-
	<b>Total</b>	<b>91</b>		
2017	PRTD	-		-
	PR renunciation	96		11
	TRP	5		-
	ARC	0		-
	Rehabilitation	17		-
	<b>Total</b>	<b>118</b>		
2016	PRTD	-		-
	PR renunciation	0		-
	TRP	0		-
	ARC	0		-
	Rehabilitation	-		-
	<b>Total</b>	<b>0</b>		

\*Stats  
 supplied by  
 OPPB

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Tokyo Area: North Asia and Oceania  
Operational Environment Risk Rating: A

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

Applications for TRPs and Rehabilitation to overcome criminal admissibility of Japanese nationals are accepted and considered in cases of inadmissibility. These requests generally come from clients or representatives in messages to Tokyo's public email address.

Tokyo accepts PR renunciation applications directly from clients via email and also processes PR renunciations from

applications submitted through the Tokyo VAC to is 10 days. Tokyo receives significant client communications from clients travelling from Canada to Japan who have applied for new PR cards but have not received them in time for travel.

Seoul and Tokyo often support each other during leave situations to help maintain client service for urgent cases.

There are no large issues with work not being recorded in GCMS except for the verifications that Tokyo does on behalf of other missions. The recent GCMS change to add the verification office to verification activities should eliminate this gap.

Migration Office: Tokyo Area: North Asia and Oceania  
Operational Environment Risk Rating: A

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated, if available.. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

#### Tokyo SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan-Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan- Oct in SMART)	Student Events (Jan- Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)	Other
Conference						1		1
Event Opportunity					2			
Exhibition/Expo								1
Meeting							11	3
Special Event (e.g. Gala)					3			2

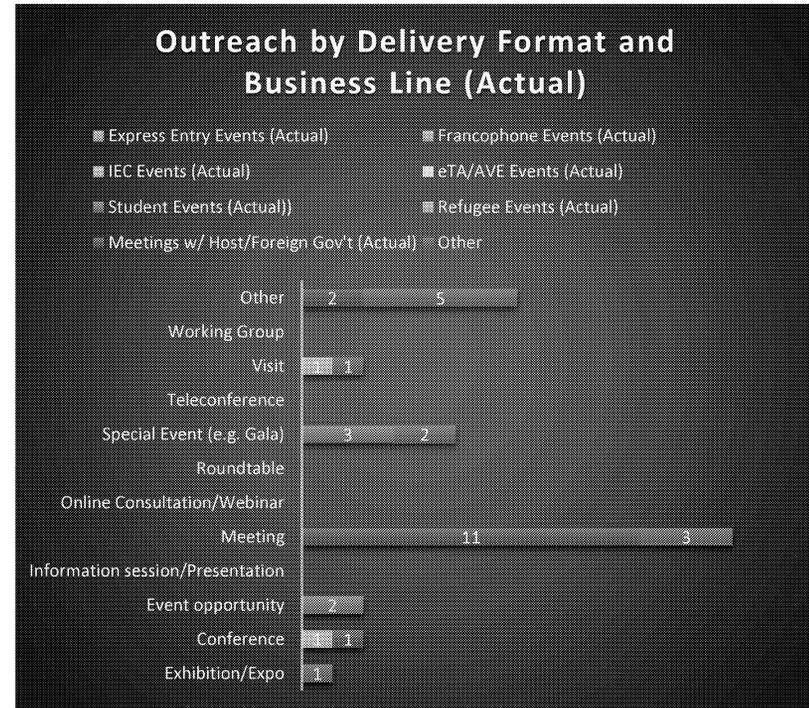
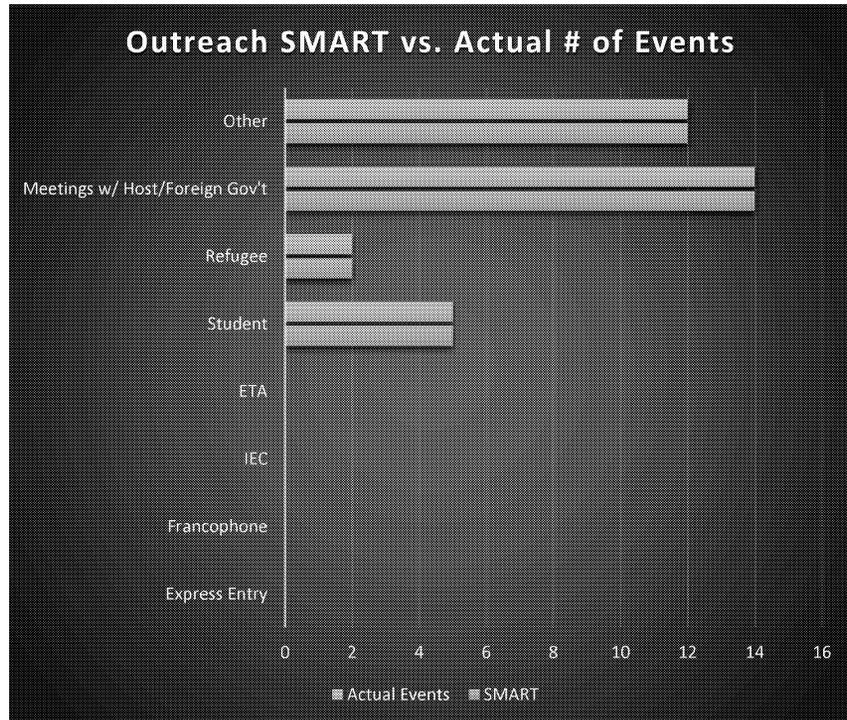
Migration Office: Tokyo Area: North Asia and Oceania  
 Operational Environment Risk Rating: A

Visit						1			1
Workshop							2		5
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>2</b>	<b>14</b>	<b>12</b>

**Actual Events (Please indicate the actual # of events performed)**

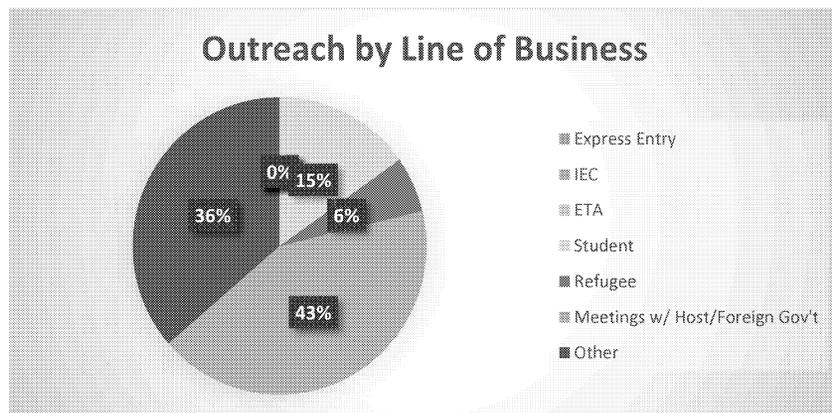
Delivery Format / Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other	
Exhibition/Expo								1	
Conference						1	1		
Event opportunity						2			
Information session/Presentation									
Meeting							11	3	
Online Consultation/Webinar									
Roundtable									
Special Event (e.g. Gala)						3		2	
Teleconference									
Visit						1		1	
Working Group									
Other							2	5	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>2</b>	<b>14</b>	<b>12</b>

Migration Office: Tokyo Area: North Asia and Oceania  
 Operational Environment Risk Rating: A



Migration Office: Tokyo Area: North Asia and Oceania  
 Operational Environment Risk Rating: A

Business Line	SMART	Actual Events
Express Entry	0	0
Francophone	0	0
IEC	0	0
ETA	0	0
Student	5	5
Refugee	2	2
Meetings w/ Host/Foreign Gov't	14	14
Other	12	12
<b>Total</b>	<b>33</b>	<b>33</b>



Migration Office: Tokyo Area: North Asia and Oceania  
Operational Environment Risk Rating: A

SMART EVENT Names	Count
TOKYO	33
Conference	2
TOKYO - Japan Canada Joint Economic Committee	1
Tokyo - Symposium for Refugees	1
Event opportunity	2
TOKYO - Study Fair in Fukuoka	2
Exhibition / Expo	1
TOKYO - TRAVEL EXPO	1
Meeting	14
TOKYO - Meeting with CS, IT ADMIN at mission	1
TOKYO - Meeting with JAWHM	1
TOKYO - Meeting with JGC	1
TOKYO - Meeting with MHLW	1
TOKYO - Meeting with MOFA	1
TOKYO - Meeting with MOJ	1
TOKYO-Airport visit	1
TOKYO-Biometrics Expansion - Meeting	1
TOKYO-Meeting with JATA	1
TOKYO-Meeting with JAWHM	2
TOKYO-Meeting with Ministry of Justice	1
TOKYO-Meeting with MOJ	2
Special Event (e.g. Gala)	5
TOKYO - JASSO Study Fair	1
TOKYO - Study Fair 2018 Spring	1
TOKYO - Study Fair in Kagoshima	1

Migration Office: Tokyo Area: North Asia and Oceania  
 Operational Environment Risk Rating: A

TOKYO - Tokyo Rainbow Pride 2018	1
TOKYO New Year's Reception	1
Visit	2
TOKYO - Airport visits	1
TOKYO - Meeting with UNCHR	1
Workshop	7
TOKYO - Agant Training Seminar	1
TOKYO - International Workshoip	1
TOKYO - JAOS Annual meeting	1
TOKYO - Meeting with MOJ	1
TOKYO-Biometrics Expansion - Briefing Session	1
TOKYO-Media Study Session	2

**Migration Diplomacy / Outreach (RIO, RM)**

- Describe the type and frequency of contact with local officials.
  - Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
  - Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
  - Describe participation in local and international fora.
  - Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

s.15(1)(i)i)

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Tokyo Area: North Asia and Oceania

Operational Environment Risk Rating: A

Tokyo MPM has regular contact with the Ministry of Foreign Affairs (MOFA), First North American Division regarding visa applications of interest (diplomats on posting, Japanese delegates to conferences in Canada) and updating them on CIF2 biometrics requirements. MOFA also has coordinated IRCC enquiries to other Japanese Government Ministries regarding Japanese adoption law and regulations.

Tokyo IM has had regular contact with different interlocutors in the Immigration Bureau (*currently part of the Ministry of Justice, but it will be restructured into a larger, separate agency in April 2019*).

In addition, in September 2018 two persons visited IRCC and CBSA for a study seminar on eTA;

Tokyo MPM also participates in a quarterly meeting at Narita Airport of NAIL (Narita Immigration Liaison group, including Immigration Bureau, UK, US, Canada, Germany, and Australia)

From May 2018 to present the TOKYO MPM has been in contact with the Ministry of Justice and the Ministry of Health, Labour and Welfare to ask for responses to extensive questions from the IRCC Central Adoption Agency regarding Japanese adoption law. This is in relation to the suspension in May 2018 of allowing children from Japan to be adopted in British Columbia. Contact with these ministries is coordinated by the Ministry of Foreign Affairs.

MOFA was informed in May 2018 and in December 2018 about the introduction of mandatory biometrics for Japanese study permit, work permit and permanent resident applicants. There has been no negative feedback received on this.

Tokyo meets or contacts representatives from M5

Tokyo has been active in supporting the work of UNHCR and the Japan Association for Refugees in promoting greater understanding of the situation of refugees in Japan and globally. There are regular events held in Japan related to promoting awareness of and acceptance of refugees in Japan and Tokyo will look for continued opportunities in which to participate.

s.15(1)(i)i)

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Tokyo Area: North Asia and Oceania  
Operational Environment Risk Rating: A

### Promotion and Recruitment (RM)

#### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Tokyo Area: North Asia and Oceania  
Operational Environment Risk Rating: A

Japan is a G7 country with an aging labour market and a shrinking population. Unemployment has steadily dropped from the 5% level in 2010 to the mid-2% range in late 2018. In December 2018 the Immigration Control Act was changed to create a new temporary foreign worker program for low-skilled and higher-skilled labour

Traditionally, Japan has not been open to permanent migration however it is possible for persons who reside in Japan under certain visa categories to apply for permanent residency after as little as 1 year for highly skilled professionals or after 10 years for other visa holders. There is interest in overseas opportunities to improve employment opportunities at home or leading to permanent migration.

There is some interest in migration pathways to Canada both at lower and high-skilled levels for Canadian advantages (environment, education system, work-life balance) but there remain good opportunities for highly-skilled persons within the local economy and it remains difficult for many Japanese to qualify under Express Entry language requirements.

#### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
- Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

Migration Office: Tokyo Area: North Asia and Oceania  
Operational Environment Risk Rating: A

Tokyo supports the Education program led by the Public Affairs section of GAC by participating in regular study fairs to meet potential students, Canadian and local schools, and educators/travel agents at seminars and fairs to provide current migration information (such as biometrics information) and promote permanent migration pathways. There are typically four events per year. There is always a lot of interest to speak with Tokyo about the opportunities of the *study permit*→*postgraduate work permit*→*express entry* pathway.

Tokyo participates in seminars and events hosted the Japan Association for Working Holiday Makers. The purpose is to deliver accurate information about the application process for IEC and to inform potential participants about the mandatory biometrics requirements for participants from 2019.

Tokyo is in contact with the Ontario, Alberta and British Columbia offices as well as the Canadian Chamber of Commerce in Japan. Alberta and British Columbia have been active in student promotion events.

#### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

Tokyo mostly works with electronic files so there are no issues with file maintenance and destruction. Any urgent applications and supporting documents that may be received on paper are scanned and uploaded to GCMS.

#### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Tokyo Area: North Asia and Oceania  
Operational Environment Risk Rating: A

Tokyo MPM supports the Trade Program with participation in meetings with Japanese companies who have, or may be planning to establish operations in Canada.

Tokyo works with the Public Affairs section to participate in study promotion events and to respond to media enquiries regarding Canada's migration programs. There have been two information sessions on Canada's migration system held this year with Japanese media and there is potential to hold more events in 2019.

Collaboration with CBSA in Tokyo is ongoing both operationally for case-related consultation but also liaison activities with shared interlocutors.

Tokyo MPM sits on the housing committee from 2018-2019.

There have been no significant IRCC or migration related delegations visiting Japan in the past year.

#### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

Tokyo conducts VAC site visits for or for the VAC unit at IRCC HQ without finding any significant issues. I

The introduction of Biometrics CIF2 presents a client service challenge due to approximately biometric-required clients who are in western Japan and will need to spend time and money to visit the Tokyo VAC. Feedback from clients and stakeholders, particularly in relation to biometrics collection from minor study permit applicants, has highlighted the desire for a biometrics location in Osaka to provide better client service and improve the image of Canada as a country interested in attracting students from Japan. With a single service point, the image of Canada's client service is poor because the UK has a VAC location in both Osaka and Tokyo. The Public Affairs section and the head of mission in Tokyo are concerned that the lack of a VAC in Osaka will result in diminished interest in Canada as a study destination.

s.21(1)(b)

s.21(1)(d)

Migration Office: Tokyo Area: North Asia and Oceania  
Operational Environment Risk Rating: A

### Other

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

None noted.

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

Currently there is an unstaffed LE-5 position which was created in 2017.

The LE-5 program assistant has taken values and ethics training as a result of a lapse in training and awareness being identified.

Training on GCMS is given by the MPM on the basis of operational requirements. The availability of webinars for LES at missions overseas is appreciated and allows the LE-5 to improve her skills.

### Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

Migration Office: Tokyo Area: North Asia and Oceania  
Operational Environment Risk Rating: A

The mission is seen as a desirable employer with good working conditions compared to private sector employers. Tokyo is a small program with one LES and workload has been manageable enough to maintain a work-life balance. The mission has undertaken various wellness initiatives in keeping with cultural norms here which the MPM supports and encourages.

## 8. RISK MANAGEMENT (RIC, IRG)

### 2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.  
Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice
<i>EXAMPLE: Student Pilot Project</i>	<i>To determine the level of compliance to the program by confirming whereabouts of students after their study program concluded</i>	<i>QA</i>	<i>TR</i>	<i>Study Permit</i>	<i>N/A</i>	<i>South America</i>	<i>Mexico</i>	<i>J.Smith/LE-5/40hours</i>	<i>Sept - Oct 2018</i>



Migration Office: Tokyo Area: North Asia and Oceania  
Operational Environment Risk Rating: A

#### Resources/Tools:

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

Tokyo MPM provides risk assessment input to \_\_\_\_\_ and other internal stakeholders on an ad-hoc basis. We are not a processing mission but rather support the activities of the RAO in \_\_\_\_\_

### 9. INNOVATION & CLIENT SERVICE (RIC, RIO)

#### Client Service

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

The expectations of client service in Japan are generally much higher than in Canada. Clients are used to being able to receive pertinent information easily and being able to consult with a human being for important transactions. While English language instruction is mandatory up to secondary school for Japanese, the majority of clients have limited confidence in navigating IRCC information on the official website. The use of agents for study permit and work permits is prevalent and these parties play an important role in guiding clients through our application procedures.

The introduction of Biometrics CIF2 presents a client service challenge for approximately \_\_\_\_\_ biometric-required clients who are in Western Japan and will need to spend significant time and money to visit the Tokyo VAC. Feedback from clients and stakeholders, particularly in relation to biometrics collection from minor study permit applicants, has highlighted the desire for a biometrics location in Osaka to provide better client service and improve the image of Canada as a country interested in attracting students from Japan. With just a single service point in Tokyo, the image of Canada's commitment to client service is poor, particularly compared to the UK which has a VAC location in both Osaka and Tokyo. The Public Affairs section and the head of mission in Tokyo are concerned that the lack of a VAC in Osaka will result in diminished interest in Canada as a study destination.

Tokyo answered close to 600 email messages since the beginning of September 2018 to December 2018 (average of 200 per month). The LE-05 aims to respond to all queries within 3 business days. More complex queries are forwarded to the MPM. We resolve any issues if possible or refer them to responsible office. We detect many unique situations here and seek to resolve them locally where possible, for client service, to improve information available to the department, or to improve systems (for example, multiple UCIs, significant case processing errors). Applications from Japanese are processed all over the network so Tokyo sees its role as being a "Case Management" office for Japanese

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Tokyo Area: North Asia and Oceania

Operational Environment Risk Rating: A

clients.

Tokyo regularly uses social media through GAC Public Affairs to promote subjects of most interest to our clientele that help to improve client outcomes and departmental efficiency. Currently we are promoting awareness of biometrics expansion.

Client Service Initiatives			
Country	Brief description of initiative	Expected outcomes*	Implementation Date
Japan		Improved client service	
Japan		Improved client service	
*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.			

Migration Office: Tokyo Area: North Asia and Oceania  
Operational Environment Risk Rating: A

**Work-Sharing Arrangements**

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

Tokyo typically backs up Seoul and vice-versa during absences.

Tokyo does PR renunciations for Japanese applicants on behalf of \_\_\_\_\_ to relieve pressure on their office. These were often requested by OSC after a PR makes an eTA application but clients choose to submit paper applications via the VAC. \_\_\_\_\_ has previously reported that many of these could be centrally managed but they are often related to active eTA applications referred to Tokyo so there are questions as to any efficiency gains that centralization would bring.

Tokyo does Japanese criminal rehabilitations for \_\_\_\_\_ and centralized network primarily where there is no other application and assists elsewhere as needed with local expertise, legal research, etc.

**Work-Sharing Arrangements**

Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

Migration Office: Tokyo Area: North Asia and Oceania  
Operational Environment Risk Rating: A

### Other Innovations/ Best Practices

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

Tokyo shares observations and analysis with eTA officers and HQ to help manage and improve the eTA system.

## 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Migration Office: Tokyo Area: North Asia and Oceania  
Operational Environment Risk Rating: A

### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

Migration Office: Tokyo Area: North Asia and Oceania  
Operational Environment Risk Rating: A

### Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

Migration Office: Tunis Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: C

### 1. APERÇU DU BUREAU DE MIGRATION

Information sur le bureau	
<b>Bureau de migration:</b>	Tunis
<b>Zone:</b>	Europe/Maghreb
<b>Type de bureau: (Offrant des services complets, CRP, Satellite, Spécialisé)</b>	Satellite
<b>Mise à jour : (AAAA/MM/JJ)</b>	
<b>Bureaux connexes:</b>	

Personnel		
	NOM	MITNET
<b>Gestionnaire du programme de migration (GPM):</b>		
<b>GPM adjoint:</b>		
<b>Directeur de zone:</b>		
<b>Gestionnaire du SMGC:</b>		
<b>Agent des visas biométriques:</b>		
<b>Agent d'examen des risques (AER):</b>		
<b>Point de contact unique (PCU) de l'AVE:</b>		
<b>Chef de Mission:</b>	Carol McQueen	306-3200
<b>Directeur régional d'AMC:</b>		
<b>Agent de liaison de l'ASFC:</b>		
<b>Médecin agréé (MOF) :</b>		
<b>PCU de l'Expérience Internationale Canada (EIC):</b>		
<b>PCU de la P et R (promotion et recrutement) :</b>		
<b>PCU pour le litige:</b>		
<b>EC</b>		
Noms:		
<b>Nombre total:2</b>		
<b>Employés recrutés sur place (ERP)</b>		
N <sup>bre</sup> d'AMD: 5		
AMD (résidence temporaire):5		
Autres membres du personnel de soutien (nombre):		

Migration Office: Tunis Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: C

**Nombre total:**

ERP d'urgence

Nombre de mois en 2018:3

DT

Nombre de semaines en 2018:N/A

## 2. APERÇU DU TERRITOIRE

### TERRITOIRE DE RESPONSABILITÉ

Pays/Territoire	Niv. de Risque lié à l'Environnement Opérationnel EIU	Population	Exempté de visa? (X)	Nbre de demandes de RP reçues (par pays de résidence, 1 janvier - 31 août)	Nbre de demandes de RT reçues (par pays de résidence, 1 janvier - 31 août)	AVE (X)	# de CRDV	EIC (X)	Arrangements pour impression à distance? (X)	Programmes de facilitation et spéciaux (noms et/ou codes seulement)
Libya	D	6,653,210			756					
Tunisia	C	11,403,800			5729		1			
Other	#N/A	#N/A			148					
<b>TOTAL:</b>				<b>0</b>	<b>6,633</b>		<b>1</b>			

### APERÇU DES RISQUES DU TERRITOIRE

Niveau de risque associé aux dossiers à traiter	Niveau de risque lié à l'environnement opérationnel
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Migration Office: Tunis Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: C

Pays/ territoire	CPI/IPC	% de la charge de travail RP	% de la charge de travail RT	Emplacement du bureau responsable des RP	Emplacement du bureau responsable des RT	Voyages de zone prévus? (O/N) **	Si aucun voyage, indiquez les pays tiers visités pour entrevues, rencontres, etc. **	Remarques
Libya	17		11.4%					
Tunisia	42		86.4%					
Other	#N/A		2.2%					

\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

Les couleurs utilisées dans les tableaux sont basées sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

## CLÉS POUR LES NIVEAUX DE RISQUE ASSOCIÉS AUX DOSSIERS À TRAITER ET LIÉS À L'ENVIRONNEMENT OPÉRATIONNEL

<p>CLÉ : Niveau de risque associé aux dossiers à traiter (Index des perceptions sur la corruption (IPC) de Transparency International)</p>	<p>CLÉ : Niveau de risque lié à l'environnement opérationnel (Cote de risque de l'unité de renseignement du magazine The Economist - Évaluation globale)</p>
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Migration Office: Tunis Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: C

	Aucun classement		Aucun classement
Très faible	Résultat à l'IPC de TI : 80 - 100	Très faible	Évaluation globale: A
Faible	Résultat à l'IPC de TI : 60 - 79	Faible	Évaluation globale: B
Modéré	Résultat à l'IPC de TI : 40 - 59	Modéré	Évaluation globale: C
Élevé	Résultat à l'IPC de TI : 20 - 39	Élevé	Évaluation globale: D
Très élevé	Résultat à l'IPC de TI : 0 - 19	Très élevé	Évaluation globale: E

### 3. APERÇU – RÉSIDENTS PERMANENTS

#### Résident permanent

Tunis

Année	Catégorie	Cible (#)	Demandes traitées (#)	Délais de traitement moyens (mois)	Année	Activité	Activités (#)	Vignettes d'un autre bureau (# imprimées)*	Demandes du PVV (#)
2018 (Jan - Aug)	Économique	-	-	-	2018 (Jan - Aug)	Événements	0		
	Regroupement familial	-	-	-		Vérifications	0		
	Humanitaire	-	-	-		C&H	0		
	<b>TOTAL</b>	<b>0</b>	<b>0</b>			Fausse déclaration	-		

s.16(1)(b)

s.16(1)(c)

Migration Office: Tunis Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: C

2017	Économique	-	-	-
	Regroupement familial	-	-	-
	Humanitaire	-	-	-
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	
2016	Économique	-	-	-
	Regroupement familial	-	-	-
	Humanitaire	-	-	-
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	

2017	<b>TOTAL</b>	<b>0</b>	<b>904</b>	<b>0</b>
	Événements			
	Vérifications			
	C&H Fausse déclaration			
2016	<b>TOTAL</b>	<b>891</b>	<b>0</b>	
	Événements			
	Vérifications			
	C&H Fausse déclaration			
	<b>TOTAL</b>	<b>709</b>	<b>0</b>	

\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

**GUIDE:**

For the following three categories, FD targets are only indicative and outputs are measured in actual admissions :

- Government-assisted refugees (GARs)
- Privately-sponsored refugees (PSRs)
- Blended Visa-office-referred refugees (BVORs)

**Tendances/problèmes relatifs aux résidents permanents (RP)**

- Veuillez donner un aperçu des caractéristiques/tendances d'importance observées dans les mouvements des RP et recenser toutes les difficultés pouvant avoir des répercussions sur les délais de traitement.
- Quels sont les principaux critères de recommandation par suite d'une entrevue (recevabilité, admissibilité, assurance de la qualité, autre)?
- Quels sont les principaux facteurs qui contribuent au refus des demandes?
- S'il y a lieu, veuillez expliquer tout écart entre les activités consignées dans le SMGC et celles qui sont réellement menées par votre bureau.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Tunis Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: C

Tunis appuie étroitement le programme de migration pour les demandes de résidences permanentes.

Le programme de Tunis fournit également un appui logistique en imprimant les vignettes et les confirmations de résidence permanente des dossiers approuvés par le bureau  
Cet appui s'applique également aux réfugiés sélectionnés par le bureau :t qui se trouvent

Migration Office: Tunis Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: C

#### 4. APERÇU – RÉSIDENTS TEMPORAIRES

##### Résident temporaire

Tunis

Année	Catégorie	Demandes traitées (#)	Taux d'approbation (%)	Délais de traitement moyens (jours)
2018 (Jan - Aug)	Visiteur	4770		14
	Étudiant	932		33
	Travailleur	343		45
	AVE	0		0
	<b>TOTAL</b>	<b>6045</b>		
2017	Visiteur	5995		15
	Étudiant	1438		31
	Travailleur	355		54
	AVE	0		0
	<b>TOTAL</b>	<b>7788</b>		
2016	Visiteur	6125		10
	Étudiant	1297		30
	Travailleur	258		44
	AVE	1		49
	<b>TOTAL</b>	<b>7681</b>		

Année	Activité	Activités (#)	Vignettes d'un autre bureau (# imprimées)*
2018 (Jan - Aug)	Événements		
	Vérifications		
	Fausse déclaration		
	<b>TOTAL</b>		<b>286</b>
2017	Événements		
	Vérifications		
	Fausse déclaration		
	<b>TOTAL</b>		<b>574</b>
2016	Événements		
	Vérifications		
	Fausse déclaration		
	<b>TOTAL</b>		<b>107</b>

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

s.15(1)(i)

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Tunis Area: Southern Europe and the Maghreb

Operational Environment Risk Rating: C

## Tendances/problèmes relatifs aux RT

- Veuillez donner un aperçu des caractéristiques/tendances d'importance observées dans les mouvements des RT et recenser toutes les difficultés pouvant avoir des répercussions sur les délais de traitement.
- Quels sont les principaux facteurs qui contribuent au refus des demandes?
- Quelle est la procédure à suivre afin d'établir l'ordre de priorité des demandes électroniques par rapport aux cas des centres de réception des demandes de visa (CRDV)?
- Quelle est la procédure à suivre afin de repérer et de traiter les cas urgents, fortement médiatisés ou transmis par d'autres ministères?
- Veuillez décrire votre charge de travail lié aux AVE, le cas échéant.
- S'il y a lieu, veuillez expliquer tout écart entre les activités consignées dans le SMGC et celles qui sont réellement menées par votre bureau.

- Il y a une tendance qui est observée au niveau de l'augmentation des volumes dans toutes les catégories de résident temporaire : 21% pour les demandes de visa de résident temporaire, 24% pour les demandes de permis d'étude et 124% pour les demandes de permis de travail.

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- Au niveau des permis d'étude, il y a une augmentation du nombre de demandes. Étant donné la morosité du marché de l'emploi et la perception qu'un diplôme international permettra de se distinguer, il y a beaucoup d'intérêt pour aller compléter des études au Canada. Il y a également un nombre significatif de diplômés qui désirent poursuivre des études de niveau professionnel ou collégial suite à l'obtention d'une licence ou d'un brevet.

il devient plus difficile pour les Tunisiens de pouvoir se permettre des études au Canada. Le Dinar tunisien a perdu 40% de sa valeur depuis 2015 et il en coûte beaucoup plus cher pour étudier au Canada.

- Au niveau des permis de travail, il y a une grande augmentation des demandes. Cette augmentation peut être expliquée par quatre facteurs. Premièrement, le taux de chômage élevé fait en sorte que beaucoup de Tunisiens se tournent vers l'étranger afin de trouver du travail. Ensuite, il y a de plus en plus de Tunisiens au Canada sur des permis d'étude et de travail qui se marient et les conjoints demandent des permis de travail ouvert. Le retour des employeurs Québécois en Tunisie pour des campagnes de recrutement est en grande partie responsable de la hausse. Finalement la création du programme de mobilité francophone fait en sorte que les employeurs de provinces et territoires recrutent des travailleurs de la Tunisie. Le mouvement de travailleurs recrutés par les employeurs est de qualité.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Tunis Area: Southern Europe and the Maghreb

Operational Environment Risk Rating: C

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- Les demandes électroniques étaient faites par le programme de migration de Elles ont été rapatriées au programme de Tunis à l'automne 2017. À ce stade-ci, les demandes en lignes sont traitées en même temps que les demandes reçues du CRDV mais nous travaillons à développer un système de priorisation. Il est important de noter que les demandes en ligne constituent 18% des demandes de visa de résident temporaire et de permis d'étude et 43% des demandes de permis de travail. C'est différence significative s'explique par le fait que plusieurs demandes de permis de travail sont initiées par des conjoints ou des employeurs qui ont accès à une carte de crédit. Le Dinar tunisien étant une monnaie non convertible, l'accès à une carte de crédit internationale est difficile pour le Tunisien moyen qui n'a pas de compte en devise étrangère ou à l'extérieur du pays.
- Il y a un programme de référence afin de porter les cas urgent à l'attention du programme de migration.
- Notre charge de travail concernant les AVEs est négligeable.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Tunis Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: C

## 5. APERÇU DES AUTRES DEMANDES

### Autres secteurs d'activité

Tunis

Année	Catégorie	Demandes reçues	Taux d'approbation (%)	Délais de traitement moyens (jours)
2018 (Jan-Aug)	TVRP	197		12
	Renonciation	14		7
	PST	1		-
	ARC	1		-
	Réhabilitation	-		-
	<b>Total</b>	<b>213</b>		
2017	TVRP	144		14
	Renonciation	15		3
	PST	20		-
	ARC	0		-
	Réhabilitation	-		-
	<b>Total</b>	<b>179</b>		
2016	TVRP	161		8
	Renonciation	25		1
	PST	3		-
	ARC	2		-
	Réhabilitation	-		-
	<b>Total</b>	<b>191</b>		

\*Stats supplied by OPPB

Migration Office: Tunis Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: C

### Tendances/problèmes liés aux autres secteurs d'activité

- Veuillez donner un aperçu des caractéristiques/tendances d'importance observées dans les autres secteurs d'activité et recenser toutes les difficultés pouvant avoir des répercussions sur les délais de traitement.
- Quelles sont les procédures à suivre afin de repérer les demandes exigeant de prendre en compte un permis de séjour temporaire?
- Quelles sont les procédures à suivre afin d'aiguiller un client qui est un RT (ou un RP) à l'égard d'une demande de titre de voyage pour résident permanent (TVRP) ou d'une évaluation de la renonciation au besoin?
- Veuillez expliquer tout écart entre les activités consignées dans le SMGC et celles qui sont réellement menées par votre bureau.

- La détermination d'un permis de séjour temporaire se fait au moment de l'évaluation de la demande par un agent.
- Les résidents permanents qui font une demande de visa de résident temporaire/permis d'étude/permis de travail sont repérés à la création du dossier et porter à l'attention d'un agent qui confirme le statut de résident permanent et envoie la documentation concernant les options.

Migration Office: Tunis Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: C

## 6. APERÇU DU CONTEXTE

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated, if available.. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

#### Tunis

##### SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan-Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)	Other
Information Session/Presentation			1			1		3
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>3</b>

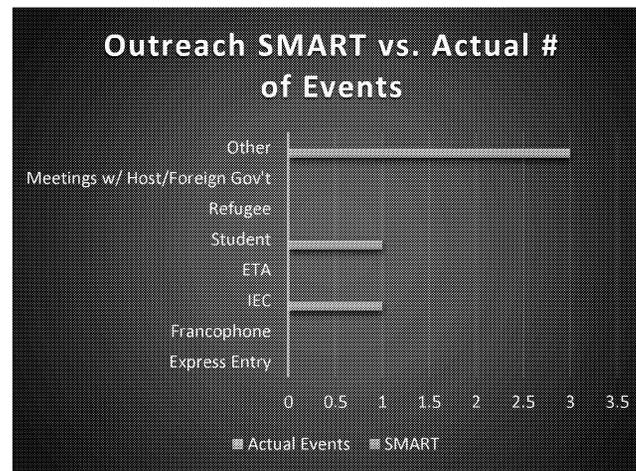
##### Actual Events (Please indicate the actual # of events performed)

Delivery Format / Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/Expo								

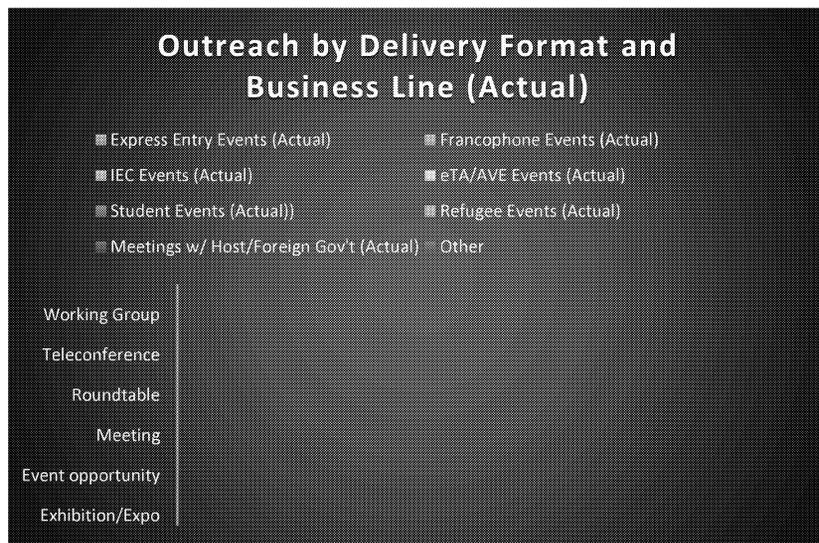
Migration Office: Tunis Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: C

Conference										
Event opportunity										
Information session/Presentation										
Meeting										
Online Consultation/Webinar										
Roundtable										
Special Event (e.g. Gala)										
Teleconference										
Visit										
Working Group										
Other										
<b>Total</b>	<b>0</b>									

Business Line	SMART	Actual Events
Express Entry	0	0
Francophone	0	0
IEC	1	0
ETA	0	0
Student	1	0
Refugee	0	0
Meetings w/ Host/Foreign Gov't	0	0
Other	3	0
<b>Total</b>	<b>5</b>	<b>0</b>



Migration Office: Tunis Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: C



### Diplomatie des migrations / Activités de sensibilisation [RIO, RM]

- Décrivez le type et la fréquence de vos rapports avec des représentants locaux.
  - Indiquez les problèmes actuels ou éventuels avec des gouvernements hôtes, notamment les secteurs de coopération, ainsi que les irritants liés à la relation découlant des politiques ou des opérations d'IRCC.
  - Décrivez les activités de liaison avec les partenaires du M5, les OIG/ONG et les autres intervenants portant sur les programmes d'IRCC et son programme international.
  - Décrivez la participation à des forums nationaux et internationaux.
  - Recensez les événements et les faits nouveaux dans votre région de responsabilité qui sont susceptibles d'avoir une forte incidence sur les tendances en matière de migration.
- (N'oubliez pas de saisir l'information sur l'ensemble des réunions/activités/événements dans l'outil SMART.)

s.15(1)(i)

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Tunis Area: Southern Europe and the Maghreb

Operational Environment Risk Rating: C

- En Tunisie, les seuls membres du M5 qui ont un programme de migration sont le Canada et les Américains que nous rencontrons
- Nous collaborons étroitement avec l'Organisation Internationale pour la Migration (OIM). Nous sommes en contact avec eu quotidiennement car c'est l'OIM qui opère le CRDV en Tunisie. Nous les avons rencontrés à plusieurs reprises pour discuter des enjeux migratoires dans la région et avons participé à l'édition 2018 de l'École d'été de la migration. Nous collaborons également avec l'OIM pour le déplacement des réfugiés qui se trouvent en Libye.
- Nous sommes en contact avec l'Agence Nationale pour l'Emploi et le Travail Indépendant (ANETI) et l'Agence Tunisienne pour la Coopération Technique (ATCT) qui sont deux agences nationales qui travaillent étroitement avec les délégations d'employeurs canadiens qui viennent recruter en Tunisie (présence physique ou virtuelle).
- Le CRDV de Tripoli a fermé en 2014. Les demandeurs résidant en Libye sont donc dans l'obligation de se déplacer vers un autre pays (principalement la Tunisie mais également l'Égypte et la Turquie) pour déposer leur demande et fournir leurs données biométriques.
  
- Nous maintenons également des liens constants avec le Bureau Canadien de l'Éducation Internationale (BCEI) qui gère le programme de bourse de la Libye.
  
- La situation économique en Tunisie risque d'avoir une incidence sur le volume de demandes reçues. Étant donné la morosité de l'économie et le taux de chômage élevé, la tendance à la hausse des demandes de visa et de permis risque de se maintenir et même augmenter à moins d'un revirement majeur.

#### Promotion et recrutement [RM]

##### Vue d'ensemble du marché du travail/des secteurs clés

- Décrivez le marché du travail local dans le cadre de votre secteur de responsabilité.
- Indiquez les secteurs et les régions prioritaires pour les activités de P et R sur votre territoire.

Migration Office: Tunis Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: C

- Il y a un taux de chômage élevé en Tunisie. Le taux global est d'environ 15% mais atteint 30% chez les jeunes diplômés. Voici un aperçu des 70 000 diplômés annuellement en Tunisie:
- plus de 70 000 nouveaux diplômés chaque année:
- 35% d'étudiants diplômés en ingénierie,
- 20 000 diplômés en informatique
- 12 000 diplômés en communication et dans d'autres domaines techniques,
- 9 000 diplômés en administration des affaires, 6000 diplômés en sciences de la vie et en soins de santé
- Plus de 1 000 centres de formation professionnelle dispensent une formation à 160 000 stagiaires dans des centaines de spécialités couvrant tous les secteurs économiques.
- Les secteurs d'activités phares pour du recrutement potentiel en Tunisie sont les suivants :
- TIC
- Industrie électrique et électronique
- Santé
- Enseignement
- Mécanique
- Construction métallique
- Industrie agroalimentaire
- Soudure, usinage et plasturgie
- Textile
- Hôtellerie et cuisine

#### Activités

- Décrivez brièvement les activités de P et R liées à Entrée express, aux programmes pour les étudiants, à Expérience internationale Canada (EIC) ou à d'autres programmes ou politiques.
- Présentez une brève analyse des interactions avec les provinces/territoires, les établissements d'enseignement, les chambres de commerce ou d'autres intervenants.
- Relevez les débouchés sur le marché du travail local pour le Réseau de liaison avec les employeurs et obtenez l'information nécessaire auprès du Réseau de liaison avec les employeurs afin de contribuer aux activités de P et R.

(N'oubliez pas de saisir l'information sur l'ensemble des réunions/activités/événements dans l'outil SMART.)

s.16(2)

s.21(1)(b)

Migration Office: Tunis Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: C

- Le programme de migration de Tunis est impliqué dans la promotion et le recrutement. Principalement par le biais des médias sociaux en publiant les activités virtuelles du programme de migration de Paris. Le programme de Tunis annonce les activités virtuelles faites par Paris. Le programme de migration de Tunis a également participé à Destination Canada à Paris et à la tournée pan-canadienne de cet événement.
- EduCanada fait un salon de l'éducation à chaque année en Tunisie et le programme de migration est présent au kiosk de l'ambassade pendant ces 2 journées pour répondre aux questions des étudiants potentiels. Les représentants des institutions canadiennes sont également rencontrés lors de cet événement. Certaines universités organisent également des rencontres avec des étudiants à l'ambassade et le programme est toujours présent pour répondre aux diverses questions.
- Pour les débouchés sur le marché du travail, voir l'onglet précédent.
- Le programme de migration fera un effort d'enregistrer ses activités de promotion dans l'outil SMART database.

#### Gestion des documents [RIS]

- Précisez le statut lié à la destruction et au rapatriement des dossiers (date actuelle des dossiers devant être détruits ou rapatriés)
- Indiquez les problèmes ou les défis liés au stockage des dossiers dans votre bureau (espace, sécurité de l'information, accès aux dossiers stockés) ainsi que tout autre aspect propre à l'entreposage des dossiers (comme la numérisation ou le microfilmage).
- Décrivez les problèmes ou les défis liés à la destruction des dossiers.
- Décrivez la méthode (p. ex. service de messagerie commercial, sac blanc, sac rouge) au moyen de laquelle vous recevez des dossiers du Réseau centralisé (RC).
- Estimez le nombre de dossiers envoyés au Canada par année en raison des demandes de litiges. Décrivez la méthode que vous utilisez afin d'acheminer ces dossiers.

•

- Nous avons très peu de demandes de résident permanent et nous n'avons pas de problème à les entreposer. Un inventaire sera fait et la centrale sera contactée pour obtenir les modalités de rapatriement vers la centrale.
- Nous avons moins d'une vingtaine de dossiers qui sont envoyés au Canada en raison des demandes de litige. Ils sont envoyés par  
Le retour de ces dossiers est problématique car ils sont envoyés.

s.16(1)(b)

s.21(1)(b)

Migration Office: Tunis Area: Southern Europe and the Maghreb

Operational Environment Risk Rating: C

### Gestion de la mission/Collaboration avec les autres ministères/Accueil des délégations [RIO]

- Décrivez la participation du personnel et le temps consacré à l'appui des objectifs généraux de la mission (visites ministérielles ou visites médiatisées, soutien aux sections consulaires ou autres et participation aux comités de mission).
- Décrivez les autres activités d'appui des objectifs du gouvernement du Canada qui utilisent des ressources des activités de base.
- Décrivez la participation du personnel et le temps consacré aux préparatifs et à l'accueil des délégations d'IRCC ou liées à la migration.

- Le programme de migration joue un rôle très important au sein de la mission. Les enjeux migratoires et les questions reliées aux visas touchent les deux ambassadrices (Tunisie et Libye) ainsi que les gestionnaires de programmes. Nous travaillons en étroite collaboration avec tous les programmes afin de répondre à leurs questions et les assister dans la rencontre de leurs objectifs. Il y a une bonne collaboration avec la section consulaire qui a souvent des questions concernant le programme de migration de la part de citoyens canadiens.
- Le GPM est impliqué au CGM et dans le comité de sécurité. Étant donné la situation en Tunisie, le comité de sécurité peut se rencontrer de façon plus fréquente en fonction des événements. L'autre agent canadien est impliqué dans le comité de logement donc l'implication est plus fréquente avant les périodes de rotation.
- Le personnel du programme est impliqué dans certains comités de la mission que se rencontrent de façon sporadique.
- IRCC Tunis a peu de visiteur. La participation du personnel est au niveau de la logistique.
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### CRDV et biométrie:

- Veuillez décrire la supervision exercée sur les CRDV dans votre région, notamment les inspections et les problèmes.
- Quels défis liés au service à la clientèle avez-vous connus ou prévu en raison des fermetures de CRDV et des changements liés aux personnes-ressources?
- Éprouvez-vous (ou prévoyez-vous) des problèmes liés à l'élargissement de la biométrie?

- Le CRDV a été visité par le GPM depuis son arrivée. Il y a une communication hebdomadaire entre le programme de migration et le CRDV par courriel.
- Nous n'avons pas connu de fermeture non planifiée du CRDV et il n'y a pas eu de changement de gestionnaire.
- La biométrie est en place pour la Tunisie et la Libye donc l'élargissement ne créera pas de problème.
- Il n'y a plus de CRDV à Tripoli depuis 2014. Donc les demandeurs qui résident en Libye doivent se déplacer vers un autre pays (principalement la Tunisie) pour déposer leur demande et fournir leurs données biométriques.

### Autres

- Décrivez les problèmes (ou les possibilités) qui se présentent à votre bureau de migration et qui ne sont pas mentionnés ailleurs (p. ex. environnement de travail, problèmes de bande passante, services/appui des autres ministères).

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s.15(1)(i)i)

s.16(1)(b)

s.21(1)(b)

Migration Office: Tunis Area: Southern Europe and the Maghreb

Operational Environment Risk Rating: C

## 7. GESTION DE L'EFFECTIF [RIR, RIS, RIO]

### Dotation et formation

- Est-ce que des postes vacants sont à prévoir en 2019?
- Pensez-vous qu'il sera nécessaire de modifier la dotation des employés canadiens et des ERP dans les cinq prochaines années?
- Décrivez les besoins en formation de votre personnel en indiquant s'ils concernent l'ensemble de l'effectif ou des unités en particulier (p. ex. valeurs et éthique, SMGC, *Loi sur l'immigration et la protection des réfugiés* [LIPR], etc.).
- Quels sont les autres défis que vous devez relever (p. ex. défi organisationnel, absences du personnel, congés non payés, etc.)?

- La situation post-révolution affecte les Tunisiens. La situation économique, l'inflation et la dévaluation du Dinar touche l'ensemble de la population. Vu cette situation, il est important de souligner les accomplissements de l'équipe et de prendre le temps de célébrer certains événements positifs (anniversaire, mariage, naissance, etc) afin de maintenir le moral de l'équipe.
- 
- L'implantation de l'outil Chinook devrait améliorer la productivité de l'ensemble des employés.

Par contre, il est difficile pour les agents canadiens de trouver le temps pour s'investir dans les tâches reliées au mandat d'IRCC tel que le la liaison, le rapportage, la promotion et le recrutement, etc. L'équipe de Tunis est composé de 5 ERP de niveau 5 et il n'est pas possible de déléguer ces tâches sans qu'un employé canadien soit impliqué. Autrefois, il y avait une employée ERP7 canadienne qui s'occupait de du portfolio de la promotion.

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- Il est prévu que les deux employés canadiens quitteront au cours de l'été 2019. Il faudra prévoir les départs et arrivées de façon à pouvoir effectuer une transition avec la nouvelle équipe. Un employé en devoir temporaire au cours des mois de juillet et août sera fort probablement nécessaire.
- Étant donné la hausse des volumes, les formations obligatoires, les ERPs n'ont pas bénéficiés de formations. Ils auraient besoin de formations ciblées sur les résidents temporaires et sur les valeurs et éthiques.
- Il y a des absences fréquentes
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### Mieux-être: Promouvoir un milieu de travail sain et diversifié

- À quels problèmes liés au mieux-être votre bureau de migration est-il confronté (p. ex. les heures supplémentaires, les absences/congés prolongés, le moral des employés, les différences interculturelles/interpersonnelles, la diversité des genres, etc.)
- Quelles mesures prenez vous afin de relever ces défis?

s.19(1)  
 s.21(1)(b)

Migration Office: Tunis Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: C

- 
- Comme mentionné précédemment, il y a des absences fréquentes
- La charge de travail élevée et constante est une source de stress et une personne ressource d'IRCC a fait une présentation sur la gestion du stress. Les ERPs sont encouragés à sortir pendant leurs pauses et quittent le travail à l'heure.
- Il y a peu d'heures supplémentaires faites par les ERPs en comparaison à d'autres bureaux.

8. GESTION DES RISQUES [RIC, DGORI]

Title of the Exercis/Titre de l'exercicee	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/ Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Catagory / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice
EXAMPLE: Student Pilot Project	To determine the level of compliance to the program by confirming whereabouts of students after their study program concluded	QA	TR	Study Permit	N/A	South America	Mexico	J.Smith/LE-5/40hours	Sept - Oct 2018



s.15(1)(i)i

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Tunis Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: C

**Ressources/outils :**

- Qui effectue le travail d'évaluation des risques dans votre bureau (nom des employés canadiens/ERP)?
- Quel soutien clé recevez-vous de votre AER régional ou d'autres ressources? Avez-vous besoin de soutien supplémentaire (le cas échéant)?
- Est-ce que certaines pratiques exemplaires d'évaluation des risques pourraient être utiles dans d'autres missions (veuillez indiquer les outils, comme la Matrice des risques, les outils et les critères de triage, la stratégie et les procédures d'évaluation des risques du bureau)?

s.16(1)(b)

s.21(1)(b)

Migration Office: Tunis Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: C

## 9. INNOVATION ET SERVICE À LA CLIENTÈLE [RIC, RIO]

### Service à la clientèle

- Quels sont les principaux problèmes liés au service à la clientèle dans votre région?
- Décrivez la façon dont votre bureau gère les demandes de renseignements des clients.
- Décrivez la façon dont votre bureau gère ou utilise les médias sociaux.
- Indiquez (dans le tableau ci-dessous) les initiatives en matière de service à la clientèle en cours ou proposées à votre bureau.

- Le fait qu'il n'y a plus de CRDV à Tripoli a un impact sur la qualité du service à la clientèle qu'on offre aux demandeurs qui résident en Libye. Le programme de migration fait preuve de flexibilité afin de limiter l'inconvénient du déplacement. Les lettres de refus sont envoyées par courriel pour éviter un déplacement et les visas sont imprimés et retourner au CRDV le plus rapidement possible.
- Un ERP est assigné de façon hebdomadaire pour répondre aux demandes de renseignements des clients. La majorité des demandes sont répondues par l'employé alors que les demandes complexes et les demandes de reconsidération sont envoyées aux agents canadiens.
- Nous utilisons principalement les médias sociaux pour publier les activités de promotion virtuelle du bureau de Paris.

### Initiatives en matière de service à la clientèle

Pays	Brève description de l'initiative	Résultats attendus*	Date de mise en œuvre
Tunisie/Libye	CAN+	Demande simplifié	2018

\*Exemples de résultats attendus : diminution du temps de traitement, amélioration du service à la clientèle, gain de productivité, autre – veuillez préciser.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Tunis Area: Southern Europe and the Maghreb  
 Operational Environment Risk Rating: C

### Ententes de travail partagé

- Décrivez (dans le tableau ci-dessous) les ententes de travail partagé en cours qui ont été conclues avec d'autres bureaux ou réseaux (par activité ou par charge de travail).
- Si vous êtes partie prenante, à l'heure actuelle, à des ententes de travail partagé, comment gérez-vous les risques ou le transfert du savoir?
- Indiquez toute tâche (par activité ou par charge de travail) qui pourrait être traitée ailleurs (par le RI ou le RC). Expliquez la façon dont vous l'avez ciblée et précisez le volume de travail escompté en cause ainsi que les activités d'AQ connexes qui pourraient être mises en œuvre afin de gérer les risques (si votre mission a des suggestions relatives à la répartition de la charge de travail, veuillez communiquer avec RIC afin de débiter les discussions).

- Nous avons une entente de travail partagé : Le programme de Tunis imprime les visas d'immigrants sélectionnés par Nous imprimons également les documents de voyages pour les réfugiés se trouvant
- 
- Ces deux tâches ne pourraient pas être faites ailleurs et aucun transfert de savoir n'est nécessaire.

Ententes de travail partagé							
Pays	Brève description du programme	Bureau (RI/RN et nom)	RT ou RP?	Demande électronique ou papier?	Résultats attendus*	Activités de gestion des risques (AQ)	Date de mise en œuvre

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Tunis Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: C

*Exemples de résultats attendus : diminution du temps de traitement, amélioration du service à la clientèle, gain de productivité, autre – veuillez préciser.									

### Autres innovations/ Pratiques exemplaires

Indiquez les autres innovations/pratiques exemplaires se rapportant :

- À Chinook, notamment les gains d'efficacité ou les améliorations apportées à la prise de décisions fondée sur des données probantes;
- Au SMGC, y compris les requêtes, les tableaux de bord, les organisations/activités, les groupes, etc.;
- Aux vidéoconférences pour les entrevues ou d'autres activités;
- À l'efficacité du traitement, dont l'utilisation des CRDV, le triage, etc.;
- À la gestion des limites relatives à la bande passante et des volumes (p. ex. recours à des horaires variables);
- Autres.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Tunis Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: C

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#### 10. APERÇU DE LA ZONE (À REMPLIR PAR LES DIRECTEURS DE ZONE SEULEMENT)

##### Faits saillants

- Indiquez les principaux changements qui ont été apportés en 2018 à votre environnement opérationnel et à la prestation des programmes. Ces éléments pourraient inclure les tendances régionales, les innovations, les initiatives en matière de service à la clientèle, les questions nouvelles, etc. que vous voulez mettre en évidence auprès de l'administration centrale (AC).
- **RP** : Indiquez les tendances de la charge de travail relative aux RP et donnez votre avis sur les facteurs ayant une incidence sur le taux d'approbation, les délais de traitement et la capacité d'atteindre les objectifs ainsi que de se conformer aux normes de service (fraude, taux d'entrevue, non-conformité, inadmissibilité, analyse d'ADN, biométrie pour les réfugiés, etc.).
- **RT** : Indiquez les tendances de la charge de travail relative aux RT (réception des demandes, modes d'acheminement des demandes) et donnez votre avis sur les facteurs ayant une incidence sur le taux d'approbation, les délais de traitement et la capacité de se conformer aux normes de service (fraude, admissibilité, contrôle de sécurité, biométrie, diffusion de renseignements, etc.). Commentez l'expérience liée à l'AVE.
- **Autre** : Indiquez les tendances liées à la charge de travail relatives à d'autres programmes et donnez votre avis sur les facteurs ayant une incidence sur le taux d'approbation et les délais de traitement.

Entrez votre réponse ici.

##### Répartition régionale des tâches, périodes de devoir temporaire (DT) stratégique, gestion des cibles

- Décrivez les initiatives dans votre zone qui tirent parti du SMGC et du réseau intégré d'IRCC afin d'augmenter davantage les gains de productivité, de réduire les délais de traitement et d'améliorer le service à la clientèle. Cela comprend les ententes régionales sur le partage du travail, qu'elles soient temporaires ou en cours.
- Décrivez les plans régionaux pour le DT stratégique : les déplacements afin de diffuser des connaissances pour appuyer les échanges de travail ou les déplacements afin de partager une expertise, d'appuyer le traitement efficace dans toute la région, ainsi que le « DT stratégique » dont les objectifs vont au-delà de la capacité de traitement temporaire.
- Décrivez votre gestion des cibles de RP de la zone en 2018, dont la réaffectation au sein de la zone et les communications avec l'administration centrale du Réseau international (ACRI).

Migration Office: Tunis Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: C

Entrez votre réponse ici.

#### Programmes Mondiaux de Facilitation

- Décrivez le statut courant du programme CAN+ dans votre région. A-t-il généré des gains de productivité, et avez-vous identifié des défis particuliers?
- Décrivez les opportunités et défis prévus dans votre région si les programmes comme le Statut de destination approuvée / Volet direct pour les visiteurs, Volet direct pour les gens d'affaires, ou Volet direct pour les études (VDE), devaient être déployés à l'échelle mondiale.

Entrez votre réponse ici.

Migration Office: Tunis Area: Southern Europe and the Maghreb  
Operational Environment Risk Rating: C

### Horizon

- Indiquez les éléments clés dans votre zone (problèmes et/ou possibilités) qui sont susceptibles d'avoir une incidence sur le mandat d'IRCC (politiques ou opérations) à court ou à moyen terme (d'ici deux à cinq ans).
- Indiquez une ou deux mesures concrètes que les bureaux de migration dans votre zone peuvent prendre, avec l'aide de l'AC le cas échéant, afin d'« atténuer les risques » ou de « profiter des possibilités ».

Entrez votre réponse ici.

Migration Office: Vienna Area: Northern Europe  
Operational Environment Risk Rating: A

## 1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	VIENN
Area:	Austria, Bosnia-Herzegovina, Croatia, Czech Republic, Germany, Hungary, Kosovo, Liechtenstein, Macedonia, Montenegro, Netherlands, Serbia, Slovakia, Slovenia, Switzerland
Office Type: (Full Service, Satellite, RPC, Specialized)	Full Service
Updated (YYYY/MM/DD)	2018/12/15
Interrelated Offices:	VIENN; ZAGRB; PRGUE; BRLIN; BPEST; HAGUE; BGRAD; BRTSV

Personnel		
	NAME	MITNET
MPM:	Greg Chubak	459-3400
D/MPM:	Craig Dundas	459-3404
Area Director:	Angela Gawel/LDN	445-3400
GCMS Manager:	Chris Perez-Parkes	459-3413
BVO:	Amila Smailbegovic	459-3430
RAO:	Zal Karkaria/LDN	445-3483
eTA SPOC (Single Point of Contact):	Craig Dundas	459-3404
HOM:	Heidi Hulan	459-3200
GAC Regional Director:	Daniel Unrau	
CBSA LO:	Ian Dunbar/Martina Marsh	459-3402/459-3403
MOF:	Rene LaMontagne	445-3471
IEC SPOC:	Greg Chubak	459-3400
P&R SPOC:	Chris Perez-Parkes	459-3413
Litigation SPOC:	Amila Smailbegovic	459-3430
<b>CBS</b> Names: Greg Chubak, Craig Dundas, Amila Smailbegovic, Chris Perez-Parkes, Sarah Dalton <b>Total # : 5</b>		
LES		

Migration Office: Vienna Area: Northern Europe  
Operational Environment Risk Rating: A

DMO # : 2 (Sylvie Cote, Julie Frechette)  
 DMO (TR)#: 0  
 Other support staff # : 13 (of which two are Term)

**Total # : 15**

**Emergency LES**

Total number of months in 2018: **3.85** (01Jan-31Dec2018, including Biometrics EMLES but excluding EMLES paid out of available indeterminate position salary).

**TD**

Total number of weeks in 2018: 0

2. TERRITORY OVERVIEW

**TERRITORY OPERATIONAL OVERVIEW**

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Austria	A	8,754,413	X	4	591	X	1	X		CUS
Bosnia and Herzegovina	C	3,856,181		39	810		1			CUS
Croatia	B	4,292,095	X	6	43	X	0	X		CUS
Czech Republic	B	10,674,723	X	9	246	X	0	X		CUS
Germany	A	80,594,017	X	86	4582	X	2			CUS
Hungary	B	9,850,845	X	6	194	X	0			CUS
Kosovo	C	1,895,250		55	791		1			CUS
Liechtenstein	A	38,244	X	0		X	0			
Macedonia	C	2,103,721		23	732		1		X	CUS
Montenegro	C	642,550		2	203		1		X	CUS
Netherlands	A	17,084,719	X	46	1030	X	0	X		CUS
Serbia	C	7,111,024		50	2448		1		X	CUS
Slovakia	B	5,445,829	X	7	60	X	0	X		CUS
Slovenia	B	1,972,126	X	3	36	X	0	X		CUS

Migration Office: Vienna Area: Northern Europe  
Operational Environment Risk Rating: A

Switzerland	A	8,236,303	X	0	X	0
United Arab Emirates	B	6,072,475		161		
Pakistan	D	204,924,861		64		
Saudi Arabia	B	28,571,770		79	1	
Other	#N/A	#N/A		71	122	
<b>TOTAL:</b>				<b>711</b>	<b>11,889</b>	<b>8</b>

## TERRITORY RISK OVERVIEW

Caseload Risk				Operational Environment Risk			
Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **
Austria	75	0.6%	5.0%	VIENN	VIENN	N/A	
Bosnia and Herzegovina	38	5.5%	6.8%	VIENN	VIENN	Y	2 trips per year, primarily for VAC oversight, liaison and outreach
Croatia	49	0.8%	0.4%	VIENN	VIENN	Y	2 trips per year, primarily for liaison and outreach
Czech Republic	57	1.3%	2.1%	VIENN	VIENN	Y	2 trips per year, primarily for liaison and outreach
Germany	81	12.1%	38.5%	VIENN	VIENN	Y	2 trips per year to conduct interviews
Hungary	45	0.8%	1.6%	VIENN	VIENN	Y	2 trips per year, primarily for liaison and outreach
Kosovo	39	7.7%	6.7%	VIENN	VIENN	Y	2-3 trips per year, primarily for VAC oversight and PR caseload interviews

Migration Office: Vienna Area: Northern Europe  
 Operational Environment Risk Rating: A

Liechtenstein	#N/A	0.0%	0.0%	VIENN (PARIS)	VIENN (PARIS)	N/A	
Macedonia	35	3.2%	6.2%	VIENN	VIENN	Y	1 trip per year, primarily for VAC oversight and PR caseload interviews
Montenegro	46	0.3%	1.7%	VIENN	VIENN	Y	1 trip per year, primarily for VAC oversight
Netherlands	82	6.5%	8.7%	VIENN	VIENN	Y	1 trip to coincide with an annual Migration Fair in Utrecht and discuss GRSI with Hague/FPDS
Serbia	41	7.0%	20.6%	VIENN	VIENN	Y	2 trips per year, primarily for VAC oversight, liaison and outreach
Slovakia	50	1.0%	0.5%	VIENN	VIENN	Y	2 trips per year, primarily for liaison and outreach
Slovenia	61	0.4%	0.3%	VIENN	VIENN	Y	1 trip per year, primarily for liaison and outreach
Switzerland	85	0.0%	0.0%	VIENN (PARIS)	VIENN (PARIS)	N/A	
United Arab Emirates	71	22.6%	0.0%				
Pakistan	32	9.0%	0.0%				
Saudi Arabia	49	11.1%	0.0%				
Other	#N/A	10.0%	1.0%				

**\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1**

Les couleurs utilisées dans les tableaux sont basées sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

s.16(1)(b)

s.16(1)(c)

Migration Office: Vienna Area: Northern Europe  
 Operational Environment Risk Rating: A

KEY: Caseload Risk Level (Transparency International CPI)		KEY: Operational Environment Risk Level (Economist IU Risk Rating, Overall Assessment)	
Not Rated	TI CPI score of 80 - 100	Not Rated	Overall Assessment: A
Very Low	TI CPI score of 60 - 79	Very Low	Overall Assessment: B
Low	TI CPI score of 40 - 59	Low	Overall Assessment: C
Moderate	TI CPI score of 20 - 39	Moderate	Overall Assessment: D
High	TI CPI score of 0 - 19	High	Overall Assessment: E
Very High		Very High	

**VIENN comments regarding Annex Tab I:**

- I. Territory Operational Overview: we were unable to reproduce the pre-populated Jan-Aug PR/TR intake stats shown in the table. As a result, we have not amended or updated those numbers; editing has been limited to the # of VAC and *Special & facilitation program* columns only.
- II. Territory Risk Overview: missing information has been added.

3. PERMANENT RESIDENT OVERVIEW

**Permanent Resident**

Vienna

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)	Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018	Economic	772	772	11	2018 (Jan)	Events			

Migration Office: Vienna Area: Northern Europe  
 Operational Environment Risk Rating: A

	Family Class	749	749	14
	Humanitarian	117	94	24
	<b>TOTAL</b>	<b>1,638</b>	<b>1,615</b>	
<b>2017</b>	Economic	422	421	11
	Family Class	632	632	15
	Humanitarian	146	146	25
	<b>TOTAL</b>	<b>1,054</b>	<b>1,199</b>	
<b>2016</b>	Economic	395	384	13
	Family Class	826	841	14
	Humanitarian	47	45	25
	<b>TOTAL</b>	<b>1,268</b>	<b>1,270</b>	

<b>-Aug)</b>	Verifications		
	H&C		
	Misrepresentation		
	<b>TOTAL</b>	<b>156</b>	<b>5</b>
<b>2017</b>	Events		
	Verifications		
	H&C		
	Misrepresentation		
	<b>TOTAL</b>	<b>259</b>	<b>3</b>
<b>2016</b>	Events		
	Verifications		
	H&C		
	Misrepresentation		
	<b>TOTAL</b>	<b>88</b>	<b>12</b>

\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

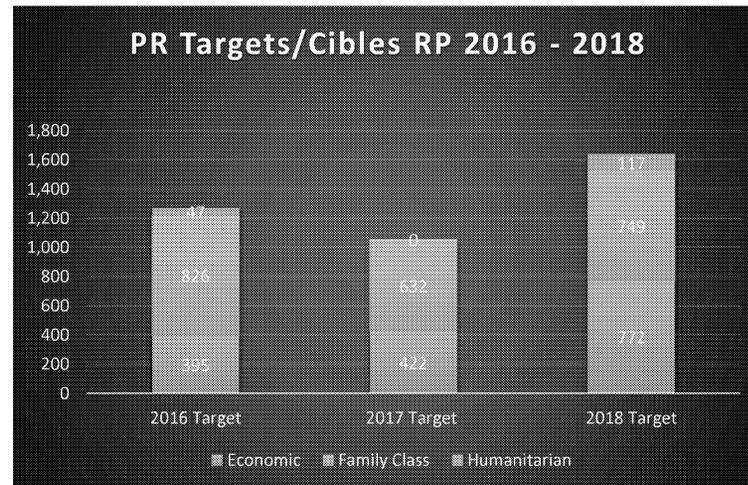
\*\* Target and Applications finalized #s are as of 18Dec.2018

**GUIDE:**

For the following three categories, FD targets are only indicative and outputs are measured in actual admissions :

- Government-assisted refugees (GARs)
- Privately-sponsored refugees (PSRs)
- Blended Visa-office-referred refugees (BVORs)

Application Type	2016 Target	2017 Target	2018 Target
Economic	395	422	772
Family Class	826	632	749
Humanitarian	47	146	117



s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Vienna Area: Northern Europe  
Operational Environment Risk Rating: A

**VIENN comments regarding Annex Tab II:**

- III. Permanent Resident stats: while we have updated the Target and Applications finalized (as of 18Dec2018) columns, we have not/not amended the Average Processing time - days (sic) column or the Activities column to reflect the Jan-Nov period.
- IV. PR Targets 2016-2018 bar chart: this has not auto-filled with the 2017 Humanitarian target of 147.

**PR Trends/Issues**

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.
  - Vienna's overall Economic target of 772 FDs was 83% higher than 2017, primarily due to an EE work-sharing arrangement with London.
  - The average processing time for all Economic applications finalized by IRCC Vienna was 11 months (Jan-Nov2018).
  - Express Entry application processing time was less than 5 months for 80% of applications (Jan-Nov2018).
  - The overall Family Class target of 762 was 21% higher than 2017.
  - Family Class Priority (FCP) processing time was 12 months for 80% of applications (Jan-Nov2018), with an average processing time of 9 months.
  - 
  - Interviews are conducted in Vienna with two notable exceptions - applicants residing in Kosovo who require a visa to enter Austria and refugees in Germany and The Netherlands who are subject to travel restrictions.
  - 
  -

Migration Office: Vienna Area: Northern Europe  
 Operational Environment Risk Rating: A

#### 4. TEMPORARY RESIDENT OVERVIEW

### Temporary Resident

Vienna

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)
2018 (Jan - Aug)	Visitor	10030		10
	Student	924		13
	Worker	887		27
	eTA	216		81
	<b>TOTAL</b>	<b>12057</b>		
2017	Visitor	12323		12
	Student	1260		17
	Worker	1560		28
	eTA	534		111
	<b>TOTAL</b>	<b>15677</b>		
2016	Visitor	11269		10
	Student	1312		12
	Worker	1334		23
	eTA	224		153
	<b>TOTAL</b>	<b>14139</b>		

Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>307</b>
2017	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>211</b>
2016	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>136</b>

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

### TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.

**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

Migration Office: Vienna Area: Northern Europe  
 Operational Environment Risk Rating: A

• If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

- TRV applications processed at Vienna increased by 10% from 2017 to 2018 (Jan–Nov), with an average processing time of 9 days .
- The proportion of third-country nationals among the Vienna TRV caseload has increased from 33% in 2015 to 53% in 2018 (Jan–Nov).
- 
- IRCC Vienna processed 1,049 Study Permit applications in 2018 (Jan–Nov), of which 58% were submitted through a VAC. As a result of Biometrics implementation, it is anticipated as applicants may choose to submit their applications at the same time their biometrics are taken. is based on volumes in Vienna which pre-date centralization of electronic applications at CN.
- IRCC Vienna processed 1,102 Work Permits in 2018 (Jan–Nov).
- 
- Program Assistants support Migration Officers in TR processing
- 
- A dedicated phone number continues to operate for foreign missions and UN agencies operating in Vienna or Bonn.
- A standardized referral system for the Canadian Missions in our territory has been in place since 2014, to ensure that all applications serving Canadian interests are flagged in a timely manner. Compliance with protocols has been high and outreach and communication with the missions has reduced miscommunication.
- There are currently eight Visa Application Centres (VAC) in Vienna’s territory. They are located in Belgrade (Serbia), Berlin and Düsseldorf (Germany), Podgorica (Montenegro), Pristina (Kosovo), Sarajevo (Bosnia-Herzegovina), Skopje (Macedonia); and Vienna (Austria).

## 5. OTHER APPLICATIONS OVERVIEW

### Other Applications

Vienna				
Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	443		8
	PR renunciation	353		6
	TRP	9		-
	ARC	26		269
	Rehabilitation	-		-
	<b>Total</b>	<b>831</b>		
2017	PRTD	669		11
	PR renunciation	653		11

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Vienna Area: Northern Europe  
 Operational Environment Risk Rating: A

2016	TRP	16	-
	ARC	38	686
	Rehabilitation	-	-
	<b>Total</b>	<b>1,376</b>	
	PRTD	512	12
	PR renunciation	415	8
	TRP	15	439
	ARC	56	556
	Rehabilitation	-	-
	<b>Total</b>	<b>998</b>	

\*Stats supplied by OPPB

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

- A notable number of TRP applications from [redacted] have been received.
- TRP, as well as H&C and rehabilitation requests are brought to the attention of a delegated authority upon receipt.
- eTA-driven renunciation rate remains high.
- Rate of enquiries to Client Service Unit remaining high at > 30,000/annum

Migration Office: Vienna Area: Northern Europe  
 Operational Environment Risk Rating: A

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated, if available.. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

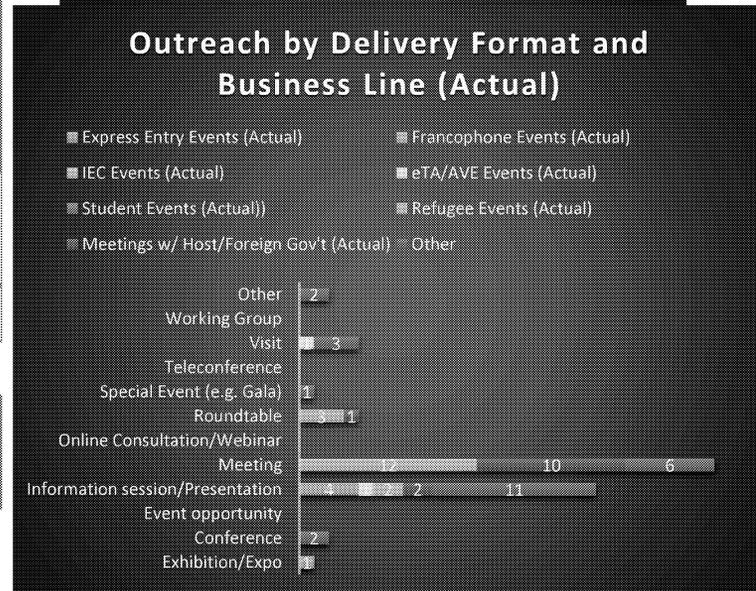
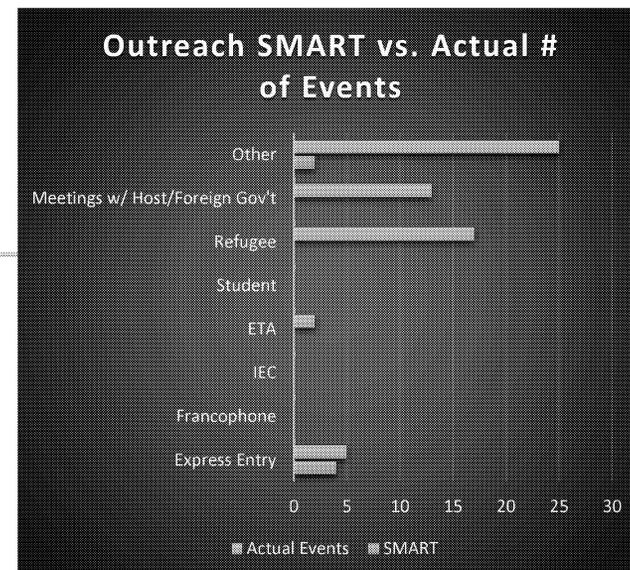
#### Vienna

##### SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)		IEC Events (Jan-Oct 2018 in SMART)		eTA/AVE Events (Jan-Oct 2018 in SMART)		Student Events (Jan-Oct 2018 in SMART)		Refugee Events (Jan-Oct 2018 in SMART)		Meetings w/ Host/Foreign Gov't (Jan-Oct 2018 in SMART)		Other
	2018 in SMART)	Oct 2018 in SMART)	2018 in SMART)	Oct 2018 in SMART)	2018 in SMART)	Oct 2018 in SMART)	2018 in SMART)	Oct 2018 in SMART)	2018 in SMART)	Oct 2018 in SMART)	2018 in SMART)	Oct 2018 in SMART)	
Exhibition/Expo Information Session/Presentation													1
	4												1
<b>Total</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>

##### Actual Events (Please indicate the actual # of events performed)

Delivery Format / Format de livraison	Express Entry Events (Actual)		IEC Events (Actual)		eTA/AVE Events (Actual)		Student Events (Actual)		Refugee Events (Actual)		Meetings w/ Host/Foreign Gov't (Actual)		Other
	(Actual)	(Actual)	(Actual)	(Actual)	(Actual)	(Actual)	(Actual)	(Actual)	(Actual)	(Actual)	(Actual)		



Migration Office: Vienna Area: Northern Europe  
Operational Environment Risk Rating: A

Exhibition/Expo	1							
Conference								2
Event opportunity								
Information session/Presentation	4	1		2		2		11
Meeting				12		10		6
Online Consultation/Webinar								
Roundtable				3		1		
Special Event (e.g. Gala)								1
Teleconference								
Visit		1						3
Working Group								
Other								2
<b>Total</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>17</b>	<b>13</b>	<b>25</b>

Business Line	SMART	Actual Events
Express Entry	4	5
Francophone	0	0
IEC	0	0
ETA	0	2
Student	0	0
Refugee	0	17
Meetings w/ Host/Foreign Gov't	0	13
Other	2	25
<b>Total</b>	<b>6</b>	<b>62</b>



- s.15(1)(i)
- s.16(1)(b)
- s.16(1)(c)
- s.21(1)(b)

Migration Office: Vienna Area: Northern Europe  
Operational Environment Risk Rating: A

- Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?  
(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

- 
- The GRSI initiative has attracted notable interest and take-up in some countries ( ) and in others ( ) it is (almost) a non-starter.
- Canada's broader migration issues and successes in addressing settlement and integration are often a cornerstone of outreach activities.
- Regular communication with the critical agencies (UNHCR, IOM), local NGOs, civil society and M5 partners is an intrinsic part of VIENN's program across the 13 countries of responsibility.
- While the unprecedented refugee influx of 2015 is now three years in the rear-view mirror, the ongoing effects of the crisis remain.
- 
- VIENN continues to foster a close working relationship with GAC (FPDS in particular) colleagues

## Promotion and Recruitment (RM)

### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

- A number of countries in Vienna's territories ( ) have their own demographic and labour-market challenges.
- VIENN has been very responsive to REML request and has opened the door to expanding its reporting to make the program more value-added.

s.16(2)  
s.21(1)(b)

Migration Office: Vienna Area: Northern Europe  
Operational Environment Risk Rating: A

### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
- Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

- Activities have been captured in the SMART tool.

- 

alternative outreach and P&R mechanisms are being explored. Currently, officers (CBO and DMO) are expected to deliver the seminars on area trips predicated on other business purposes (interviews, outreach, migration diplomacy).

### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

- File destruction and repatriation are done on a regular basis. Oldest files scheduled for repatriation in early 2019 date from [redacted] boxes now ready for destruction [redacted] and PR files [redacted] Files scheduled for destruction: 27 TR
- Vienna now has sufficient storage space for the volume of files we deal with and has a system for preparing files for destruction and repatriation
- There are currently no issues with file destruction.
- Files are received from CN [redacted] (appeal files are returned to us [redacted])
- We estimate that about 30-40 files per year are sent to Canada as a result of requests from litigation. Rule 9 requests are usually sent [redacted] while copies of the paper file/CTRs are sent [redacted] some resulting in significant charges for the mission.

s.16(1)(c)

s.21(1)(b)

Migration Office: Vienna Area: Northern Europe  
Operational Environment Risk Rating: A

### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

- VIENN IM participate fully in broader mission management obligation including, but not limited to Ops, CMM, and Housing Committee. These are integral responsibilities with foreign service/mission life and are not onerous.
- Time spent preparing for and hosting migration-related visitors has not been and is not expected to be a notable draw on resources.

### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

- IRCC Vienna has a BVO that currently serves 10 VACs (8 in IRCC Vienna's territory and 2 in IRCC Kyiv's territory). The BVO conducts regular VAC site inspections, on average 3-5 per year. All VACs are easily accessible from Vienna and the travel cost is generally low. BVO also conducts monthly calls with VAC Management to discuss service standards performance and other issues. When other officers visit cities where VACs are located, they use the opportunity to conduct either Unannounced or Announced visits for the VAC.
- There have been no challenges with VAC services or contract changes yet, as Vienna's VACs are all still operating under the 2012 VAC Contract. No challenges or closures are anticipated as the same contractor will continue to operate the VACs in the region. They have already adjusted their VACs to meet the new contract requirements and have installed additional biometric booths, where required.
- IRCC Vienna has served as a mitigation strategy site for the CIF1 biometrics expansion, until VACs opened in Vienna and Berlin.
- 

### Other

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

s.21(1)(b)

s.21(1)(d)

Migration Office: Vienna Area: Northern Europe  
Operational Environment Risk Rating: A

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

- Austrian labour law provides for 'shall approve' part-time return to work (from maternity)
- 
- 
- 
- 
- Full support and encouragement for mission-provided and NHQ training initiatives is a given.
- Staff have received regular training and reminders on values & ethics. Every opportunity to reinforce these principals is used.

### Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

- 
- The staff make-up is reflective of both Canada and Austria's diversity inasmuch as possible.

Migration Office: Vienna Area: Northern Europe  
Operational Environment Risk Rating: A

8. RISK MANAGEMENT (RIC, IRG)

**2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019**

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.  
Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Vienna Area: Northern Europe  
Operational Environment Risk Rating: A

## Risk Assessment

### Mission Specific:

- What fraud challenges / trends exist in your region of responsibility?
- RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? *[Non-RAO offices please report any ad hoc RA activities.]*
- Have RA activities resulted in visa processing/triaging updates in your office?
- Has your office identified any low-risk movements in 2018?

- 
- RA activities continue to result in processing/triaging updates in the office. Information on trends and individual cases are immediately disseminated to all officers and LE5s involved in processing.
- 
- 
- 
-

Migration Office: Vienna Area: Northern Europe  
Operational Environment Risk Rating: A

**Resources/Tools:**

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

- 
- 
- 
- 

**9. INNOVATION & CLIENT SERVICE (RIC, RIO)**

**Client Service**

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.
  - Continued support for a client service unit/officer. Accuracy and timeliness of responses to the > 30,000 enquiries annually is key to reducing complaints.
  - VIENN IM maintains a close working relationship with FPDS in Vienna and its disparate missions of responsibility to provide social media content related to various programs including the IEC programs.
  - Continuous updating to all correspondence (including PFL) to provide better client service.

**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

Migration Office: Vienna Area: Northern Europe  
 Operational Environment Risk Rating: A

### Work-Sharing Arrangements

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

- Numerous work-sharing initiatives were started or continued in 2018 as noted below.
- Based on discussions with LDN and RIO, VIENN amenable to accepting files from New Delhi or elsewhere in the network based on capacity or identified need.

### Work-Sharing Arrangements

Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date
	TR		TR	eApps			2013
	TR		TR	eApps			2013
	eTA		TR	eApps			2017
	FSW EE		PR	Paper		RAO	2018
		Various	TR/PR	Both			2010
		Various	PR	Paper			

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

### Other Innovations/ Best Practices

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;

Migration Office: Vienna Area: Northern Europe  
Operational Environment Risk Rating: A

- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

- Transition from VIENN-developed ANT+ to Chinook with commensurate training provided by LDN.
- VIENN currently has flexible hours to enhance productivity.

#### 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

##### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Type your answer here:

##### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

Migration Office: Vienna Area: Northern Europe  
Operational Environment Risk Rating: A

Type your answer here:

### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

Type your answer here:

### Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

Migration Office: Vienna Area: Northern Europe  
Operational Environment Risk Rating: A

Type your answer here:

s.21(1)(b)

Migration Office: Warsaw Area: Northern Europe  
 Operational Environment Risk Rating: B

1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	WARSAW
Area:	NER
Office Type: (Full Service, Satellite, RPC, Specialized)	FULL SERVICE
Updated (YYYY/MM/DD)	2018/11/30
Interrelated Offices:	MOSCOW; KYIV; ABU DHABI; ANKARA

Personnel		
	NAME	MITNET
MPM:	JAMES TIEMAN	370-3400
D/MPM:	TOM RICHTER	370-3410
Area Director:	ANGELA GAWEL	445-3400
GCMS Manager:	JAMES TIEMAN	370-3400
BVO:	PATRICIA MCKENZIE	370-3420
RAO:	ROBERT TANNER	453-3439
eTA SPOC (Single Point of Contact):	ANNE-MARIE LAVOIE	370-3407
HOM:	LESLIE SCANLON	370-3201
GAC Regional Director:	ROBERT FRY	203-3662
CBSA LO:	KYRIAKOS	466-3424
	PNEVMONIDIS	
MOF:	RENE LAMONTAGNE	445-3471
IEC SPOC:	KAROLINA SUCHCICKA	370-3453
P&R SPOC:	KAROLINA SUCHCICKA	370-3453
Litigation SPOC:	TOM RICHTER	370-3410
<b>CBS</b>		
Names:	JAMES TIEMAN	
	TOM RICHTER	
	PATRICIA MCKENZIE	
	ANNE-MARIE LAVOIE	
	PAUL RACINE-SIBULKA	
	GURVIR KHOSA	

Migration Office: Warsaw Area: Northern Europe  
Operational Environment Risk Rating: B

**Total # : 6**

**LES**

DMO # : 2  
DMO(TR)#: 0  
Other support staff # : 19

**Total # : 21**

**Emergency LES**

Total number of months in 2018: 17

**TD**

Total number of weeks in 2018: 0

2. TERRITORY OVERVIEW

**TERRITORY OPERATIONAL OVERVIEW**

Country / Territory	EIU Operational Risk Rating	Population	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
Armenia	C	3,045,191		43	0		1			
Belarus	D	9,549,747		56	1070		0			
Estonia	B	1,251,581	X	3	50	X	0	X		
Kazakhstan	C	18,556,698		33	0		1			
Kyrgyzstan	C	5,789,122		20	0		1			
Latvia	B	1,944,643	X	3	117	X	0	X		
Lithuania	B	2,823,859	X	6	61	X	0	X		
Poland	B	38,476,269	X	34	569	X	0	X		
Russia	C	142,257,519		186	4		6			
Tajikistan	D	8,468,555		6	0		1			
Uzbekistan	D	29,748,859		18	1		0			
Iran	D	82,021,564		959	0					
Other				150	41					

s.21(1)(b)

Migration Office: Warsaw Area: Northern Europe  
 Operational Environment Risk Rating: B

<b>TOTAL:</b>	<b>1,517</b>	<b>1,913</b>	<b>10</b>
---------------	--------------	--------------	-----------

### TERRITORY RISK OVERVIEW

Caseload Risk				Operational Environment Risk				
Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N) **	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	Notes
Armenia	35	2.8%	0.0%	Warsaw	Warsaw	N		
Belarus	44	3.7%	55.9%	Warsaw	Warsaw	N		
Estonia	71	0.2%	2.6%	Warsaw	N/A	N	Warsaw	
Kazakhstan	31	2.2%	0.0%	Warsaw	Warsaw	N		
Kyrgyzstan	29	1.3%	0.0%	Warsaw	Warsaw	N		
Latvia	58	0.2%	6.1%	Warsaw	N/A	N	Warsaw	
Lithuania	59	0.4%	3.2%	Warsaw	N/A	N	Warsaw	
Poland	60	2.2%	29.7%	Warsaw	N/A	N	Warsaw	
Russia	29	12.3%	0.2%	Warsaw	Warsaw	N		
Tajikistan	21	0.4%	0.0%	Warsaw	Warsaw	N		
Uzbekistan	22	1.2%	0.1%	Warsaw	Warsaw	N		
Iran	30	63.2%	0.0%			N		
Other	#N/A	9.9%	2.1%					

\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

Les couleurs utilisées dans les tableaux sont basées sur les indices suivants :

- Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

### KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS

s.16(1)(b)  
 s.16(1)(c)

Migration Office: Warsaw Area: Northern Europe  
 Operational Environment Risk Rating: B

KEY: Caseload Risk Level (Transparency International CPI)		KEY: Operational Environment Risk Level (Economist IU Risk Rating, Overall Assessment)	
	Not Rated		Not Rated
Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A
Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E

### 3. PERMANENT RESIDENT OVERVIEW

#### Permanent Resident

Warsaw

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)
2018 (Jan - Aug)	Economic	1,735	1,390	16
	Family Class	848	634	20
	Humanitarian	181	120	29
	<b>TOTAL</b>	<b>2,764</b>	<b>2,144</b>	
2017	Economic	1,360	1,364	14
	Family Class	926	926	18

Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Events			
	Verifications			
	H&C			
	Misrepresentation			
	<b>TOTAL</b>		<b>0</b>	<b>3</b>
2017	Events			
	Verifications			

s.16(1)(b)  
 s.16(1)(c)

Migration Office: Warsaw Area: Northern Europe  
 Operational Environment Risk Rating: B

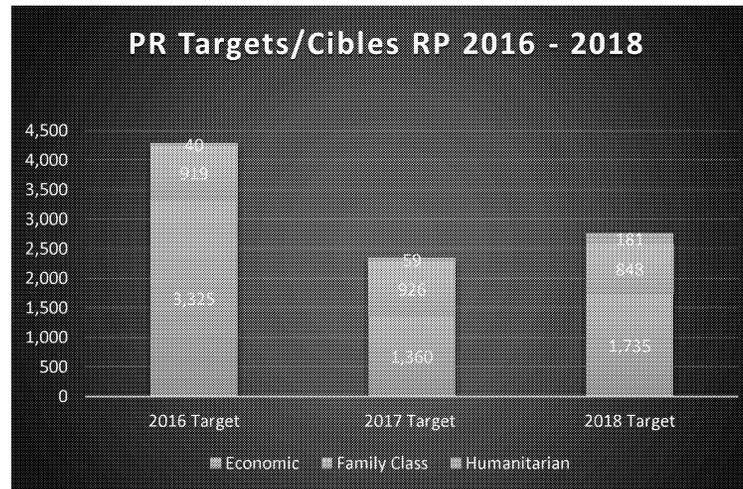
	Humanitarian	59	59	28
	<b>TOTAL</b>	<b>2,345</b>	<b>2,349</b>	
<b>2016</b>	Economic	3,325	3,300	18
	Family Class	919	921	20
	Humanitarian	40	40	24
	<b>TOTAL</b>	<b>4,284</b>	<b>4,261</b>	

	H&C		
	Misrepresentation		
	<b>TOTAL</b>	<b>3</b>	<b>2</b>
<b>2016</b>	Events		
	Verifications		
	H&C		
	Misrepresentation		
	<b>TOTAL</b>	<b>0</b>	<b>9</b>

\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.

**GUIDE:**  
 For the following three categories, FD targets are only indicative and outputs are measured in actual admissions :  
 • Government-assisted refugees (GARs)  
 • Privately-sponsored refugees (PSRs)  
 • Blended Visa-office-referred refugees (BVRs)

Application Type	2016 Target	2017 Target	2018 Target
Economic	3,325	1,360	1,735
Family Class	919	926	848
Humanitarian	40	59	181



s.16(1)(c)

s.21(1)(b)

Migration Office: Warsaw Area: Northern Europe

Operational Environment Risk Rating: B

### PR Trends/Issues

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.
- Warsaw's PR target was increased by 75% in March/April 2018 (from approx. 1600 to 2800 FDs)
  
- Despite a lack of inventory in most LOBs, Warsaw will continue to have a significant PR program in 2019. While we will still have cases in all lines of business, fully 75% of our inventory at the end of October was comprised of Self-Employed applications.
  
- **SE2-FED**
  - Our SE-2 target for 2018 is 1,030 persons, which should be achieved. Current inventory is roughly 1800 persons and likely will continue to grow.
  
- **Other Economic:**
  - PV2 and FSW inventory currently amounts Security screening timeframes are the major challenge to processing times. Any additional processing will be on an as-received basis i.e. inventory will largely be e-Apps.
  - Quebec Investor inventory currently amounts to 62 persons which will be processed as per target allocations.
  
- **Non-Economic**

**s.16(1)(b)**  
**s.16(1)(c)**  
**s.21(1)(b)**

Migration Office: Warsaw Area: Northern Europe  
Operational Environment Risk Rating: B

- FC priority inventory currently amounts to 197 persons and these are being processed as per departmental standards on an as-received basis.
  - FC4/FC7 inventory currently amounts to 185 persons and these will largely be processed on an as-received basis. Security screening timeframes and lack of CSQs as applicable have a clear impact on processing times.
  - Refugees:
- 
- Processing times for FCP and EE cases are well within departmental standards. That being said, any delay in transfers of FCP applications from CPC-M has an impact on our ability to meet Ministerial Service Standards.
  -
- Moscow and Warsaw is ongoing through liaison visits, reporting, conference calls and frequent emails. Knowledge transfer between
- **Refusals:**

s.16(1)(b)

Migration Office: Warsaw Area: Northern Europe  
 Operational Environment Risk Rating: B

s.16(1)(c)

s.21(1)(b)

#### 4. TEMPORARY RESIDENT OVERVIEW

### Temporary Resident

Warsaw

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)
2018 (Jan - Aug)	Visitor	1587		13
	Student	143		14
	Worker	150		19
	eTA	35		61
	<b>TOTAL</b>	<b>1915</b>		
2017	Visitor	2052		11
	Student	166		16
	Worker	189		15
	eTA	29		79
	<b>TOTAL</b>	<b>2436</b>		
2016	Visitor	1635		10
	Student	158		11
	Worker	165		26
	eTA	13		62
	<b>TOTAL</b>	<b>1971</b>		

Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>0</b>
2017	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>5</b>
2016	Events		
	Verifications		
	Misrepresentation		
	<b>TOTAL</b>		<b>2</b>

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

#### TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Warsaw Area: Northern Europe  
Operational Environment Risk Rating: B

- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

Type your answer here:

- Warsaw has significant ongoing work-sharing relationships with offices. In 2018 to date, we have processed: which revolve principally around processing TR e-Apps in support of our partner

These decisions are not reflected in the stats contained in the Annex, as Warsaw officers process e-Apps from the Primary Office position in GCMS.

- Warsaw conducts regular, joint QA exercises with
- IEC continues to be popular in this region. Quotas are reached easily for each of our countries.
- Expansion of mandatory biometrics to Europe does not seem to have impacted e-App volumes from Russia and Central Asia; currently, roughly 70% of Moscow's TR caseload is submitted online.
- **Processing time:**
  - In general we are able to meet the standard processing time.
- **Refusals:**

Migration Office: Warsaw Area: Northern Europe

Operational Environment Risk Rating: B

- **Urgent/High Profile/OGD-referred cases**

- Warsaw has a referral procedure in place for
- Our pre-assessors flag high profile cases upon pre-assessment and let TR unit supervisor know for immediate action.
- We are in constant contact with our work-sharing offices, and they flag urgent cases as soon as possible.
- We support the VIP remote-printing arrangement that

- **Prioritizing e-apps**

- We receive very few VAC cases from within our traditional territory (less than 10 a week on average; our Belarusian clients tend to use the Moscow VAC due to convenience: common language, no need for a visa to travel to Russia, passports may be submitted to the VAC in Moscow by mail, while Belarusian law prevents passports being mailed outside of the Eurasian Customs Union (Russia, Belarus, Kazakhstan, Armenia, Kyrgyzstan).
- In the case of VAC cases from Russia, Armenia and Central Asia
- For our Moscow caseload, we consistently advise partners and stakeholders to promote e-Apps over paper applications (eg at education fairs, when dealing with GAC partners, etc).

- **eTA caseload**

- 
- Since the implementation of eTA, we have noticed an increase in PR Status renunciations (about 1 per week).  
should not have any impact on other processing lines.

Overall numbers are still small, and

- **Discrepancies**

s.21(1)(b)

Migration Office: Warsaw Area: Northern Europe  
Operational Environment Risk Rating: B

## 5. OTHER APPLICATIONS OVERVIEW

### Other Applications

Warsaw				
Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	99		5
	PR renunciation	19		7
	TRP	2		-
	ARC	3		-
	Rehabilitation	-		-
	<b>Total</b>	<b>123</b>		
2017	PRTD	113		7
	PR renunciation	38		4
	TRP	3		-
	ARC	11		-
	Rehabilitation	-		-
	<b>Total</b>	<b>165</b>		
2016	PRTD	95		7
	PR renunciation	16		7
	TRP	3		-
	ARC	25		174
	Rehabilitation	-		-
	<b>Total</b>	<b>139</b>		

\*Stats supplied by OPPB

### Other Lines of Business Trends/Issues

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

Migration Office: Warsaw Area: Northern Europe  
 Operational Environment Risk Rating: B

Type your answer here:

- As noted above, since the implementation of eTA, there has been an increase in PR Status renunciations (about 1 per week), and this has been accompanied by an increase in PRTD applications. We expect this trend to continue. Overall numbers are still small, and should not have any impact on other processing lines.

## 6. ENVIRONMENTAL OVERVIEW

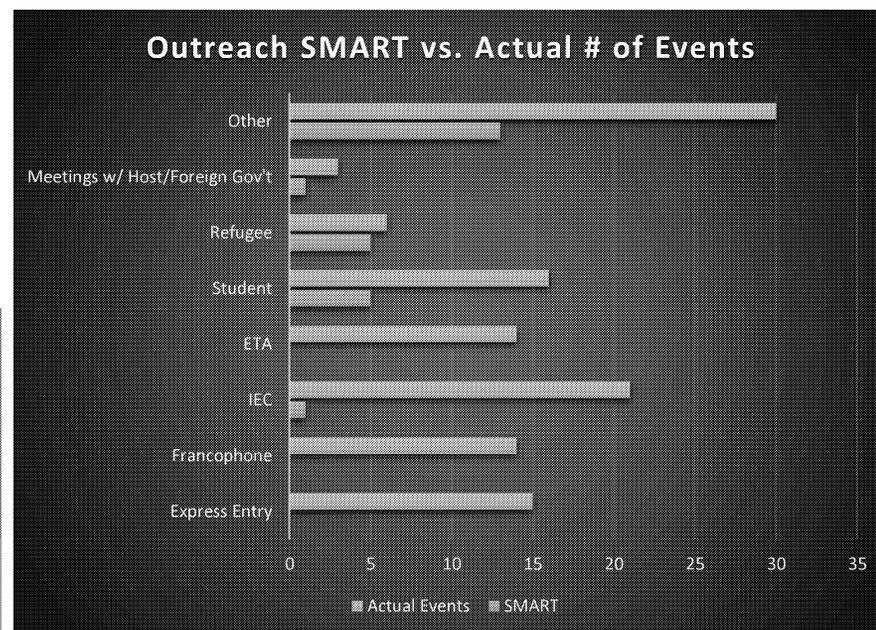
### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated, if available.. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

#### Warsaw SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)		IEC Events (Jan-Oct 2018 in SMART)		Refugee Events (Jan-Oct 2018 in SMART)		Meetings w/ Host/Foreign Gov't (Jan-Oct 2018 in SMART)		Other (Jan-Oct 2018 in SMART)
	SMART	2018 in SMART)	SMART	2018 in SMART)	SMART	2018 in SMART)	SMART	2018 in SMART)	
Conference					1				2
Exhibition/Expo					1				7
Information Session			1						1
Meeting					3	4		1	1

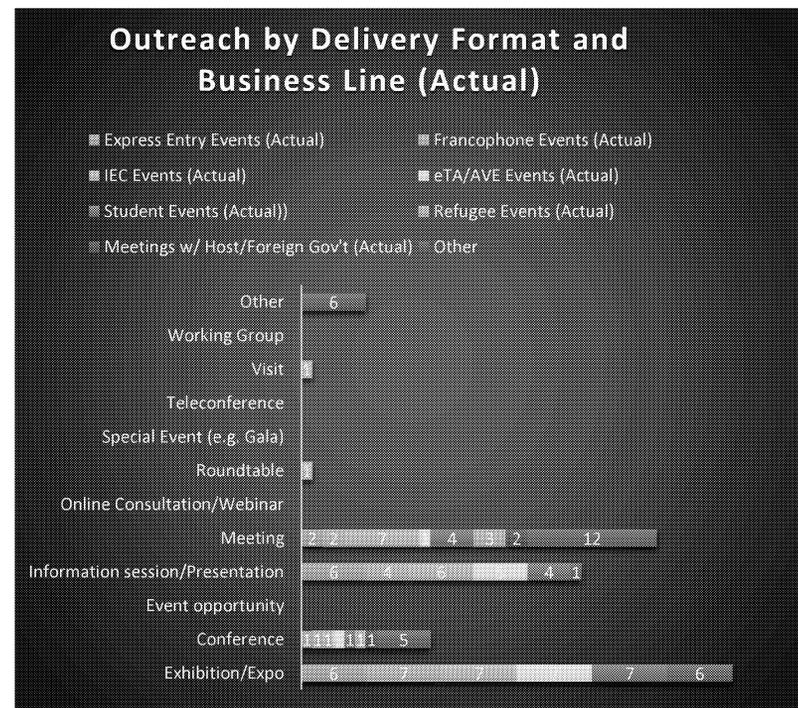


Migration Office: Warsaw Area: Northern Europe  
 Operational Environment Risk Rating: B

Roundtable									1
Visit									1
Workshop									1
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>1</b>	<b>3</b>	<b>13</b>

**Actual Events (Please indicate the actual # of events performed)**

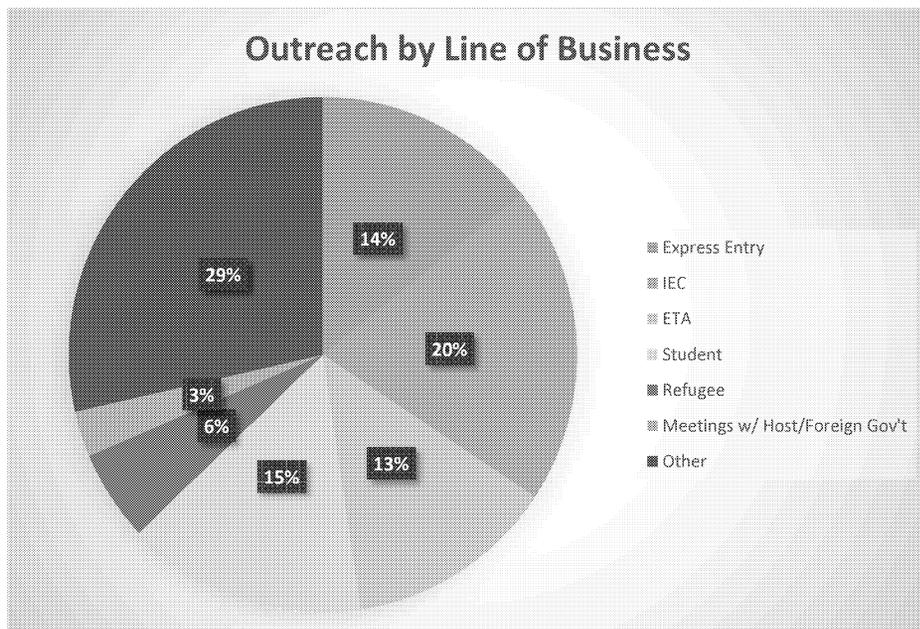
Delivery Format / Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/Expo	6	7	7	7	7			6
Conference	1	1	1	1	1	1	1	5
Event opportunity								
Information session/Presentation	6	4	6	5	4			1
Meeting	2	2	7	1	4	3		2
Online Consultation/Webinar								2
Roundtable						1		
Special Event (e.g. Gala)								
Teleconference								
Visit						1		
Working Group								
Other								6
<b>Total</b>	<b>15</b>	<b>14</b>	<b>21</b>	<b>14</b>	<b>16</b>	<b>6</b>	<b>3</b>	<b>30</b>



s.20(1)(c)

Migration Office: Warsaw Area: Northern Europe  
 Operational Environment Risk Rating: B

ETA	0	14
Student	5	16
Refugee	5	6
Meetings w/ Host/Foreign Gov't	1	3
Other	13	30
<b>Total</b>	<b>25</b>	<b>119</b>



SMART EVENT Names	Count
<b>WSAW</b>	<b>25</b>
<b>Conference</b>	<b>3</b>
WSAW - International Students in Poland Conference	1
WSAW - National Migration Network Conference: Role of information and communication technologies in migration processes	2
<b>Exhibition / Expo</b>	<b>8</b>
WSAW - 16th GlobalLogic Job Fair in Koszalin.	1
WSAW - 13th Job Fair in Szczecin	1
WSAW - 21st Poland wide Work Fair in Kielce	1
WSAW - Education Fair SKOLA, Riga, Latvia	1
WSAW - Perspektywy 2018 Warsaw	1
WSAW - Tricity Work Fair in Gdansk	1
WSAW - Work Expo Work Fair Rzeszow	1
WSAW - Work Fair in Lublin	1
<b>Information session/Presentation</b>	<b>2</b>
WSAW - Doing Business with Canada	1
WSAW - IEC presentation for Canadian Students studying in Poland at the Lublin Medical University	1
<b>Meeting</b>	<b>9</b>
WSAW - Meeting with	1
WSAW - Meeting with Meeting with Ministry of Foreign Affairs in Minsk	1
WSAW - Meeting with	1

Migration Office: Warsaw Area: Northern Europe  
 Operational Environment Risk Rating: B

WSAW - Meeting with	1
WSAW - Meeting with the International Organization for Migration in Minsk	1
WSAW - Meeting with	1
WSAW - Meeting with UNHCR to discuss GRSI	2
WSAW - Meeting with International Organization for Migration (IOM) Poland	1
<b>Roundtable</b>	<b>1</b>
WSAW - Roundtable with NGOs – Challenges and opportunities to promote Global Refugee Sponsorship Initiative	1
<b>Visit</b>	<b>1</b>
WSAW - Minister of Immigration, Refugees and Citizenship- Mr Ahmed Hussen visit to Warsaw.	1
<b>Workshop</b>	<b>1</b>
WSAW- Debate - The role of self-government and local communities in the adaptation of foreigners.	1

Missing but entered in Smart

CIC Smart - WSAW - Meeting with Ministry of Foreign Affairs in Vilnius

CIC Smart - WSAW - Meeting regarding Atlantic Pilot project. 20/03/2018

CIC Smart - WSAW - Meeting with UNHCR to discuss GRSI - 14/06/2018

CIC Smart - WSAW - Express Entry presentation and meeting during JD Irving Woodland recruitment event in Poland

s.19(1)  
 s.20(1)(c)

Migration Office: Warsaw Area: Northern Europe  
 Operational Environment Risk Rating: B

Below is our table of  
 date for events from the  
 01-JAN -31DEC 2018

#	Date	Column2	Name	Column3	Ee	eT	St	It	oth	Rel	M	Fi
1	18/01/2018		Meeting with	Meeting						1		
2	23/01/2018		Meeting with IOM	Meeting						1		
3	29/01/2018		International Students in Poland	Conference	1	1	1	1				1
4	Feb-2018		Doing Business with Canada Seminar -Poznan, Anne Marie	Presentation	1	1						
5	23/02/2018		Education Riga - (Riga)	Expo		1	1	1				1
6	24/02/2018		Perspektywy - Warsaw	Presentation	1	1	1	1				1
7	27/02/2018		Work Expo Work Fair Rzeszow	Expo	1	1	1	1	1			1
8	02/03/2018		Meeting with UNHCR	Meeting						1	1	
9	13/03/2018		Debate - The role of self-government and local communities in the adaptation of foreigners - organised by Institute of Public Affairs (IPA)	Conference						1	1	
10	15/03/2018		IEC meeting with UM - faculty exchanges -IEC	Meeting					1			
11	15/03/2018		IEC meeting with Canadian Students Lublin	Presentation					1			
12	15/03/2018		Lublin Work Fair	Expo	1	1	1	1	1			1
13	16/03/2018		Express Entry Presentation at the Lublin Work Fair	Presentation	1	1	1	1				1
14	16/03/2018		Meeting with Lublin labour office	Meeting	1	1	1	1	1			1
15	20/03/2018		Meeting with regarding the Atlantic Pilot project. (RIGA)	Meeting	1					1		
16	21/03/2018		IEC meeting with - prof. UMK	Meeting					1			1
17	22/03/2018		16th GlobalLogic Job Fair in Koszalin	Expo	1	1	1	1	1			1
18	25/04/2018		21st Poland wide Work Fair in Kielce	Expo	1	1	1	1	1			1
19	26/04/2018		13th Job Fair in Szczecin	Expo	1	1	1	1	1			1
20	07/05/2018		Tricity Work Fair in Gdansk	Expo	1	1	1	1	1			1
21	17/05/2018		Meeting with International Recruiting and Student Support.	Meeting				1	1	1		
22	21/05/2018		MPM MFA meeting (Vilnius)	Meeting								1
23	27/05/2018	Cancelled		Other								
21	14/06/2018		MPM into IOM (Minsk)	Meeting						1		
22	14/06/2018		MPM meeting with UNHCR to discuss GRSI - (Minsk)	Meeting						1	1	
23	15/06/2018		MPM meeting with MFA (Minsk)	Meeting								1
24	21/06/2018		Conference - National Migration Network Conference: Role of information and communication technologies in migration processes	Conference								1
25	27/06/2018		Roundtable with NGOs – Challenges and opportunities to promote Global Refugee Sponsorship Initiative	Roundtable							1	
26	27/06/2018		Minister of Immigration, Refugees and Citizenship- Mr Ahmed Hussen visit to Warsaw.	Visit								1
27	01/07/2018		Canada Day - Networking	Other- Networking						1		
28	25/09/2018		Express Entry presentation during recruitment event in Poland	Presentation	1					1		
30	25/09/2018		Meeting with representatives of and with Mr Roderic George Itoafa	Other- Networking					1			
			Meet & Greet Reception									

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30	25/09/2018		Meet & Greet Reception	Other- Networking						1			
31	15/10/2018	WSAW2018R001	Accompanied IRCC delegation from Canada to a meeting	Other - Observer						1			
32	17/10/2018	WSAW2018R001	Conference -"EU Borders – Getting Smarter Through Technology" -observer	Conference						1			
33	13/11/2018	WSAW2018R002	Innovative Economy Congress - Business: Economic migration	Conference						1			
34	14/11/2018		Vin d'honneur-Networking	Other- Networking						1			
	15/11/2018	Cancelled	Meeting organised by	Meeting						1			
35	19/11/2018	WSAW2018R003	Migration Analytical Centre - concept conference	Conference						1			
36	20/11/2018	WSAW2018R004	UNHCR meeting	Meeting						1	1		
37	20/11/2018	WSAW2018S002	Meeting with	Meeting			1	1					
38	29/11/2018	WSAW2018S004	Lunch at Rusiko with	Other- Networking						1			
39	29/11/2018	WSAW2018S003	SGH - IEC presentation	Presentation				1					
40	05/12/2018		International Statelessness Conference in the CIS region - observer	Conference						1			
38	17/12/2018			Other - Gala						1			
1	Awaiting			Meeting						1			
2	TBC			Meeting				1					
3	TBD			Meeting				1					
4	TBD			Presentation	1	1	1	1					1
5	TBD		Meeting organised by	Meeting						1			
6	TBD			Presentation	1	1	1	1					1
					15	14	15	21		31	5	4	14

**Migration Diplomacy / Outreach (RIO, RM)**

- Describe the type and frequency of contact with local officials.
- Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
- Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
- Describe participation in local and international fora.
- Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?

(PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

s.16(1)(c)

s.21(1)(b)

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Type your answer here:

**TRADITIONAL PARTNERS:**

Warsaw has worked hard to establish and maintain regular contact with key partners in Poland.

*UNHCR/IOM:* As Warsaw does not have a robust refugee program, we do not have strong operational relationships with IOM or UNHCR. We have instead been focusing on promoting the Global Refugee Sponsorship Initiative (GRSI), specifically to interested municipalities in Poland. In June 2018, the Canadian Embassy in Warsaw hosted a roundtable with NGOs to discuss the challenges and opportunities to promote GRSI. Additionally, Warsaw will be attending a UNHCR-Minsk Conference on Statelessness in December 2018.

**HOST GOVERNMENTS:**

*POLAND*

(national governments seem to identify initiatives – eg a Study Tour - but funding and guidelines for these initiatives are provided by EU agencies based in Brussels).

- In March 2016, at a seminar on Refugee Admission hosted by the Polish Office for Foreigners / UNHCR, IRCC Warsaw presented on Canada's PSR program.

**s.16(1)(b)**

**s.20(1)(c)**

**s.21(1)(b)**

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- In June 2017, at a seminar on Economic Migration hosted by the Polish Ministry of Economic Development / Euro Commission, IRCC Warsaw presented on Canada's Express Entry program.
- In June 2018, at a seminar on IT/Innovation in Migration hosted by the Polish Ministry of Interior / European Migration Network, IRCC Warsaw presented on eTA, CAN GO Mobile, and Canadian migration policy.
- Also in June 2018, IRCC Minister Ahmed Hussen visited Warsaw where he met with senior government officials at the Ministry of the Interior (IRCC's counterpart in Poland). The visit was very positive, and helped further develop links between the Embassy of Canada and Polish government and private sectors.
- In November 2018, IRCC Warsaw attended a conference launching Poland's new Migration Analytical Centre (Polish Office for Foreigners is the lead agency).

**BALTICS:**

Most recent contact was related to the rollout of biometrics.

**BELARUS:**

Belarus Embassy in Warsaw

Most recent contact was related to the rollout of biometrics, and we communicate on a regular basis with the

**EU AGENCIES:**

**EUROPEAN MIGRATION NETWORK – EMN:** As noted above, in June 2018 Warsaw presented at the European Migration Network Conference "Role of information and communication technologies in migration processes". The EMN hosts seminars annually in Poland, and Warsaw intends to continue to participate at these events.

**s.15(1)(i)i)**

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**GRSI:**

Refugee sponsorship programs have been attempted previously in Poland, with limited success

That being said, a number of successful programs for foreigners do currently exist, namely student exchange programs and academic scholarships (ie the Rasmussen project, where Syrian, Iraqi, Palestinians and Ukrainians visiting professors and scholars were allowed to study/work at Polish universities). Warsaw will explore working with UNHCR and IOM to engage at the community level to promote GRSI and to learn from Polish experiences.

Migration Office: Warsaw Area: Northern Europe  
Operational Environment Risk Rating: B

## Promotion and Recruitment (RM)

### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

Type your answer here:

#### LOCAL LABOUR MARKET:

**POLAND:** Poland is one of the fastest developing EU countries, with economic growth of 2.8% in 2016, and 4% in 2017. Poland's key industrial sectors are: mining, energy production, metallurgy, mechanical engineering, automotive and electromechanical industries such as fine mechanics, electronics and electrical engineering, as well as transport, food, textiles and clothing industries. The harmonised unemployment rate published by Eurostat for March 2018 in Poland stood at 3.9 % (for the age group 15-74) compared with 7.1 % in the EU(28). The rate of unemployment registered (at labour offices) at the end of March 2018 was 6.6 %, i.e. lower by 1.4 % as compared to the previous year. It should be emphasised that the unemployment rate in March 2018 was the lowest of all rates recorded for the month of March in the past 27 years.

*Skill shortages:* IT/database/computer networks/systems professionals, employment agents and contractors, contact centre information clerks, survey and market research interviewers, administrative and support service activities, manufacturing, wholesale and retail trade, construction, transport and warehouse management, sales, foreign language teachers, bus and tram drivers, teacher assistants, training and staff development professionals, sales and marketing managers, heavy truck and lorry drivers.

There is currently a significant Ukrainian temporary worker population in Poland (estimated at between 1 to 2 million);

**ESTONIA:** Estonia enjoys excellence in Information and Communication Technologies (ICT) and has a highly skilled workforce. Estonia has one of the world's most advanced e-governments in the world, fostering a highly advanced digital society with a commitment to government transparency. In the second quarter of 2018, the unemployment rate was 5.1%, the employment rate 68.2% and the activity rate 71.9% according to Statistics Estonia. The unemployment rate is the lowest seen in the last 10 years.

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*Skill shortages:* Construction managers, cooks, application programmers, software developers, speech therapists, special education teachers, health care workers.

**LATVIA:** The growth in Latvia's GDP per capita growth has been in the top 10 EU countries for the last four years. Since March 2010, when registered unemployment was 17.3%, it has decreased annually, reaching 6.4% in June 2018, which is the lowest level in the last 10 years. Emigration is still high.

*Skill shortages:* Retail shop assistants, lorry drivers, concrete layers, cooks, home builders, shop assistants-consultants, construction finishing workers, till operators, carpenters, builders, auxiliary workers, janitors, road building workers, construction workers, plant workers, peat production auxiliary workers, sales area workers, loaders (manual), agricultural auxiliary workers, product markers, sales experts, customer/sales consultants, nurses (medical), lawyers, project managers, senior tax inspectors, construction managers, senior desk officers, programmers, social workers.

**LITHUANIA:** GDP growth is projected to ease gradually as external demand momentum weakens and labour supply constraints bite. Economic activity has remained firm. Investment has continued to grow solidly on the back of rising business spending and acceleration in the implementation of EU-funded projects. Strong wage increases, amid tight labour market conditions, and healthy credit growth are supporting private consumption. Unemployment rate was around 8.3% in the last 3 months.

*Skill shortages:* Specialists - sales representatives, physicians, advertising and marketing, information technology and nursing professionals; skilled workers - heavy truck and lorry drivers, butchers, fishmongers and related food preparers, metal working machine tool setters and operators, tailors, dressmakers, furriers and hatters, and builders.

**BELARUS:** Canada has recently normalized diplomatic relations with Belarus. Its main industries are petrochemicals, potash, foodstuffs, timber, metal-cutting machine tools, tractors, trucks, earthmovers, motorcycles, televisions, synthetic fibers, fertilizers, textiles, radios, refrigerators, agriculture production: grain, potatoes, vegetables, sugar beets, flax, beef, and dairy.

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*Skill shortages:* Sales, transport, logistics, finance, programmers, administrators, accountants, copywriters, construction.

**BREXIT:** The impact of BREXIT on all EU labour markets is unknown, but may be significant.

#### **P&R ACTIVITY PRIORITY SECTORS AND REGIONS**

**POLAND:** Aerospace, Agriculture and agri-food, Automotive, Clean technologies, Defence, Information and communications technologies, Oil and Gas.

**ESTONIA:** ICT, Clean technologies, Information and communications technologies, Shale oil, forestry and wood products.

**LATVIA:** Clean technologies, Agriculture and agri-food, forestry and wood products, ICT, pharmaceuticals, aerospace, tourism.

**LITHUANIA:** ITC, Clean technologies, Agriculture and agri-food, forestry and wood products.

**BELARUS:** To be determined; Canada has only recently normalized diplomatic relations with Belarus, and key sectors for P&R activities have yet to be identified.

**s.21(1)(b)**

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**Activities**

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.
  - Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
  - Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

Type your answer here:

Warsaw works closely with provinces (specifically New Brunswick) that visit Poland and/or the Baltics for P&R work; employers from New Brunswick have been promoting the Atlantic Immigration Pilot in our region, and we have been in contact with the ELN in support of these initiatives. We are also trying to establish venues to promote Francophone migration to Canada.

Warsaw collaborates with the trade section of the Embassy to promote all lines of business – focusing on the Atlantic Immigration Pilot, EE, IEC, eTA, working and studying in Canada. We also provide media material to the social media team as provided by IRCC NHQ.

Warsaw supports the Canadian Mission in Riga at an annual Study Fair.

Warsaw has engaged with educational institutions to promote IEC (specifically to encourage the creation of internships) as well as reaching out to Canadian students studying in Poland to encourage their participation in IEC.

s.16(2)

s.21(1)(b)

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### Records Management (RIS)

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

Type your answer here:

- **Status on file destruction and repatriation:**

- **Issues or challenges with file storage:**

- Systematic file destruction and repatriation became involved in pre-assessing e-Apps. as our office started receiving large volumes of TRV e-Apps, and the entire Immigration team
- 
- That being said, Warsaw has sufficient storage space for our needs, particularly as more and more of our work is being done online,
- 

- **Issues or challenges with file destruction:**

- 
- There is an interest among staff for safety accessories for those who destroy files Missions within our Area to see whether they have any best practices to share. we will be reaching out to IM registries at

- **Method by which we receive files from CN:**

s.16(2)

s.21(1)(b)

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- 
  
- **Estimate of the number of files per year sent to Canada as a result of requests from litigation.**
  - JR requests received from Jan-Nov 2018: 61;
  - Appeal requests received from Jan-Nov 2018: 36;
  - For Rule 9 requests, we prepare 5 copies of the file and send them to 4 different places in Canada
  -

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### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

Type your answer here:

IRCC has a very positive and collaborative relationship with colleagues at mission. Of particular note was the high degree of support and engagement provided by FPDS, HOM Office and Trade colleagues during Minister Hussen's last-minute visit in June 2018.

- On 27 June 2018, Minister Hussen visited Warsaw for a whirlwind one-day tour, where he met with senior government officials at the Ministry of the Interior (IRCC's counterpart in Poland), private-sector entrepreneurs at Google's Campus Warsaw, and the Embassy of Canada staff and Immigration Section. The Minister also gave an interview to a leading Polish newspaper, Gazeta Wyborcza. The visit was very positive, and helped further develop links between the Embassy of Canada and Polish government and private sectors.
- In September 2018, Warsaw hosted a 3-day Risk Assessment Workshop for RAU staff from Ankara, Abu Dhabi, London, Algiers, Moscow and Kyiv.
- In October 2018, IRCC Warsaw facilitated an IRCC-IPG visit to Poland and Estonia for an EU-LISA / FRONTEX conference on ETIAS (the upcoming EU version of eTA).
- In August 2018, HOM Leslie Scanlon arrived at mission and is eager to support and amplify Migration Diplomacy activities. Ambassador Scanlon is also keen to lead the embassy in a whole-of-government approach to engagement in Poland.
- Each IRCC CBO participates in at least one mission committee, and we have excellent representation from our LES in committees as well.
- Warsaw tries to make a CBO available whenever our Trade colleagues have an information session or meeting about doing business in Canada. This happens on a regular basis throughout the year, but less frequently in recent months.

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- Public Safety colleagues from Berlin visit 3-4 times a year for interviews.

s.15(1)(ii)

s.21(1)(b)

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#### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

Type your answer here:

Warsaw is benefitting from a recently-created BVO position, which takes over from the BVO in Vienna responsibility for the VAC network for most countries of the former Soviet Union, in addition to supervising the VAC in Warsaw. As this is a new position,

Biometrics expansion went smoothly in July 2018, and while many of our clients have to travel long distances to give biometrics, we do not anticipate any other client service challenges.

#### BELARUS

It should be noted that there is no VAC in Minsk, While visitor visa volumes from Belarusian citizens are low (approximately 2,000 per year), due to Belarus law, clients in Belarus cannot mail their passports across international boundaries (except to Russia and other members of the Eurasian Customs Union (Russia, Belarus, Kazakhstan, Armenia, Kyrgyzstan).

Up until October 2015, in order to submit a visa application to IRCC Warsaw, Belarusian clients could do so either in-person, or through a courier service operated by the Belarusian MFA (using their diplomat pouch to circumvent the prohibition on mailing passports across international boundaries). To facilitate in-person applications, IRCC Warsaw used to provide Belarusian clients with same-day service.

The introduction of a VAC in Warsaw in October 2015 resulted in Belarusian clients preferring to submit their visitor visa applications to the VAC in Moscow, as it was more convenient (insofar as they could mail their application to the Moscow VAC instead of submitting it in person at the Warsaw VAC; additionally, Belarusian clients may travel visa-free to Russia, but require a Schengen visa for Poland. Belarusian clients also could no longer submit applications directly to IRCC Warsaw and receive same-day service). Shortly after the introduction of the Warsaw VAC,

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the Belarusian MFA ceased its visa application courier service.

The expansion of biometrics in July 2018 had a further impact on our Belarusian clients, as they could no longer simply mail their application to the Moscow VAC, but now have to go in person to give biometrics; in order to use the Warsaw VAC, Belarusian clients must travel twice to Poland – once to give biometrics, and a second time to submit their passport for visa issuance (unless they are willing to wait in Poland while their application is being processed).

s.21(1)(b)

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Other

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

Type your answer here:

**ATIP:** As per recent policy, ATIP records must now be sent electronically; for applications, documents must be uploaded as eDocs in GCMS. This has proved to be very time-consuming. We are anticipating an increase in ATIPs due to the recent increase in our SE2-FED caseload. In 2018 to date, we have had 61 ATIP requests for PR applications, up from 50 in 2017.

**Common Services OLT/ Language Training Cuts:** GAC's Common Service Budget Allocations for 2018-19 outlined a new interpretation of what is to be covered by the Common Services budget, which resulted in a number of cuts that had a direct impact on IRCC Warsaw staff, particularly with regard to training. Specifically, it noted common services training funds were to be used exclusively for the benefit of common services employees, and that other Mission-wide training costs were to be shared proportionally by programs based on participation. Consequently, IRCC staff no longer participate in OLT or Russian Language Training at mission.

**Bandwidth:** In July 2018, Warsaw received a significant bandwidth upgrade,

**ETA and Airline Communication with CBSA:** While eTA has been basically painless, certain clients in our region continue to have issues with airlines who do not seem to know how to contact CBSA's Air Carrier Support Centre when there is an issue with a client's eTA (generally when a passport number has been entered incorrectly). These clients often contact the embassy for assistance, and we help as best able. We have informed our eTA and CBSA colleagues in Berlin regarding the issue, and we are monitoring the situation. Additionally, certain airlines in Latvia insist on clients printing out their eTA, explaining that the IAPI system regularly does not work, hence the paper verification of the eTA.

s.19(1)  
s.21(1)(b)

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## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

Type your answer here:

#### STAFFING:

- We currently have 3 LE4 vacancies that we are in the process of staffing, and we will have a 4<sup>th</sup> vacancy by the end of the year. we have been obliged to run two LE4 competitions within 6 months. Running competitions back-to-back comes with its own costs to both IRCC and Mission,
- Staffing activities take a very long time regardless of how fast IRCC Warsaw is at providing documentation and support (in 2018, it took over 6 months to hire one LE4 from the moment of submitting the draft poster to the employee starting work).
- In 2018, two LE6 positions were downgraded to LE5 through the recent position mapping exercise related to the roll-out of generic work descriptions.
- 

The retirement of LES after many years of service has an impact on team cohesion and morale, but also provides an opportunity for rejuvenation.

#### TRAINING

**s.21(1)(b)**

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- No training needs have been identified at the moment. Some of our staff received advanced training in GCMS Answers and dashboards during our recent RAU workshop.

**CHALLENGES**

- In 2018 to date we have had 17 months' worth of EMLES salary expenditure, all of which was paid for through salary savings related to staff on long-term sick / maternity leave (we have not yet touched our EMLES salary budget). That being said, the team in Warsaw generally-speaking seems to be a healthy bunch, and abuse of sick leave does not appear to be an issue.
- Managing leave can be a challenge:
- Our staffing levels are adequate for our current workload, and have allowed us in the past to send officers on TD. we expect that this to be less frequent than in previous years.
- Due to the fluctuating nature of Warsaw's workload, it is challenging to anticipate our resource needs one year out, let alone five years out.

s.16(2)  
s.21(1)(b)

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### Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

Type your answer here:

In terms of wellness, a significant proportion of our LES have been working with the Immigration section for over 20 years. These employees bring a wealth of experience and savoir-faire to the table

Warsaw organized a one-day retreat in March 2018 in order to foster morale and camaraderie, promote Values and Ethics, and to discuss constructively issues and problems in our workplace. The discussion provided positive feedback and tools to management to improve interpersonal relationships and overall efficiency of our office. The addition of new LES positions and replacement of employees who departed for retirement also contributed, in the last 2 years, to create a more diverse team.

We meet as a team frequently ( ) and staff morale has also been bolstered by the many work-sharing arrangements we are undertaking, as our team understands that this innovative approach to processing is key to Warsaw's future.

Mission Administration is monitoring the air quality inside the chancery, and there are air quality monitors throughout.

## 8. RISK MANAGEMENT (RIC, IRG)

### 2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019

Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.  
*Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.*

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Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (RT/RP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice
<i>EXAMPLE:</i> Student Pilot Project	<i>To determine the level of compliance to the program by confirming whereabouts of students after their study program concluded</i>	QA	TR	Study Permit	N/A	South America	Mexico	J.Smith/LE-5/40hours	Sept - Oct 2018



**s.16(1)(b)**

**s.16(1)(c)**

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Type your answer here:

**Fraud challenges:**

**RA activities**

**s.16(1)(b)**

**s.16(1)(c)**

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- In September 2018, Warsaw hosted a 3-day Risk Assessment Workshop for RAU staff from Ankara, Abu Dhabi, London, Algiers, Moscow and Kyiv.
- 
- In April 2018, Warsaw conducted a QA exercise on TR security screening practices with the view to harmonize screening practices among officers.
- Additionally, Warsaw participates regularly in QA activities led by the RAUs in our partner visa offices.

**RA activities resulting in visa processing/triaging updates:**

- Given our ongoing work-sharing relationships, Warsaw participates in and benefits from numerous RA/AF activities of partner offices, which are discussed at our weekly officer meetings.
- 
- 

**Low-risk movements identified in 2018:**

- 
-

Migration Office: Warsaw Area: Northern Europe  
Operational Environment Risk Rating: B

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Warsaw Area: Northern Europe  
Operational Environment Risk Rating: B

#### Resources/Tools:

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

Type your answer here:

#### Who is doing RA work in your office

- in consultation with one another for the sake of a coordinated approach. At weekly officer meetings, we discuss trends and cases of concern. We are supported by the RAUs of our partner offices as the vast majority of our clients reside in their areas of responsibility.

JAMES TIEMAN (MPM)

TOM RICHTER (UNIT MANAGER)

PATRICIA MCKENZIE (BVO)

ANNE-MARIE LAVOIE (MIGRATION OFFICER)

PAUL RACINE-SIBULKA (FSDP)

GURVIR KHOSA (FSDP)

PIOTR MARYSZCZAK (DMO)

MARCIN MARYSZCZAK (DMO)

#### Key support received from your regional RAO and/or other resources

-

s.15(1)(i)

s.21(1)(b)

Migration Office: Warsaw Area: Northern Europe  
Operational Environment Risk Rating: B

#### RA Best Practices

For RA Best Practices, please see the INIMPs for our partner offices.

### 9. INNOVATION & CLIENT SERVICE (RIC, RIO)

#### Client Service

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

Type your answer here:

#### Client Service issues in our region:

- For details of client service issues from these regions, please see the INIMPs for these offices.
- *Biometrics*: Clients in the Baltics who require biometrics are obliged to travel to the Warsaw VAC. While neither onerous nor expensive, it is a new experience. Any new VAC set to open in any of the Nordic countries will presumably draw off a certain portion of our Baltic clientele.

As described above, there is no VAC in Minsk, Belarusian clients must travel twice to Poland – once to give biometrics, and a second time to submit their passport for visa issuance (unless they are willing to wait in Poland while their application is being processed). Unsurprisingly, clients prefer to submit their biometrics to the VAC in Moscow, as it is more convenient (clients may travel visa-free to Russia, but require a Schengen visa for Poland). With the expansion of biometrics in July 2018, in order to use the Warsaw VAC,

#### Client Enquiries

- Client enquiries generally are received by email, either directly from the client or forwarded to us from a partner office. Simple questions are responded to by clerical staff; more complicated enquiries (eg reconsideration requests) are forwarded to officers.

**s.21(1)(b)**

Migration Office: Warsaw Area: Northern Europe  
 Operational Environment Risk Rating: B

**Social Media**

- The missions Facebook page and Twitter account are managed by the Mission FPDS section; we request them to upload content on our behalf. Recent examples relate to the roll-out of GLOBAL CAN+, Biometrics Expansion, and the 2018 Winter Visa Awareness Campaign.
- The Embassy's lack of Belarusian/Russian language media (mission webpage/Facebook/Twitter accounts) impacts our ability to communicate IRCC announcements / program changes to our Belarusian clientele.

**Client Service initiatives:**

- Over 90 percent of Warsaw's PR and TR work comes from the AORs of our partner offices in these regions, please see the INIMPs for these offices.

For details of client service issues and initiatives in

Client Service Initiatives			
Country	Brief description of initiative	Expected outcomes*	Implementation Date

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

s.16(1)(c)

s.21(1)(b)

Migration Office: Warsaw Area: Northern Europe

Operational Environment Risk Rating: B

### Work-Sharing Arrangements

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

Type your answer here:

Warsaw has increasingly been focusing its energy on supporting partner visa offices

#### Background:

- Warsaw's work-sharing history is a product of a long-evolving operational environment. Despite the draws of a large diaspora in Canada, the movement of Polish and Baltic permanent residents declined as their home countries joined the European Union and economic outlooks improved. By 2008, Canada had lifted the visa requirement on Polish and Baltic nationals, leaving only nationals of Belarus requiring a visa among IRCC Warsaw's traditional AOR. Excess processing capacity soon accrued, and the office began taking on caseloads from other offices.

- 

#### Work-sharing:

- 

- 

- 

#### Risk Management / Knowledge Transfer is comprised of:

- Briefings / regular communication between IRCC Warsaw officers and RAOs in partner offices on trends and issues related to eligibility.

Migration Office: Warsaw Area: Northern Europe  
 Operational Environment Risk Rating: B

- Development and sharing of Risk Matrices, Processing Guides, Standing Operating Procedures (SOPs), and verifications by RAUs in partner offices.
- Short TD assignments by IRCC Warsaw officers to partner offices
- Updating knowledge transfer tools were based on feedback and evolving trends.
- Regular QA exercises.

### Work-Sharing Arrangements

Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date
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\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

s.16(1)(b)

s.16(1)(c)

Migration Office: Warsaw Area: Northern Europe  
Operational Environment Risk Rating: B

### Other Innovations/ Best Practices

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

Type your answer here:

As noted above, Warsaw is in the process of implementing the Chinook tool

Migration Office: Warsaw Area: Northern Europe  
Operational Environment Risk Rating: B

## 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

Type your answer here:

### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

Type your answer here:

Migration Office: Warsaw Area: Northern Europe  
Operational Environment Risk Rating: B

### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

Type your answer here:

### Horizon

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to “mitigate the risks” or “seize the opportunities”.

Type your answer here:

s.17

Migration Office: Washington Area: United States  
 Operational Environment Risk Rating: B

1. MIGRATION OFFICE OVERVIEW

Office Details	
Migration Office:	WSHDC
Area:	United States of America
Office Type: (Full Service, Satellite, RPC, Specialized)	Specialized
Updated (YYYY/MM/DD)	2018/12/10
Interrelated Offices:	CNGNY, LNGLS, MIAMI

Personnel		
	NAME	MITNET
MPM:	André Valotaire	456-3400
D/MPM:	Dean Barry	456-3407
Area Director:	André Valotaire	456-3400
GCMS Manager:	Adam Burtnick	456-3402
BVO:	Patricia Brown	457-3411
RAO:	Marie-Claire Lemay	368-3319
eTA SPOC (Single Point of Contact):		
HOM:	David McNaughton	456-3200
GAC Regional Director:	Martin Loken	456-3210
CBSA LO:		
MOF:		
IEC SPOC:		
P&R SPOC:	Adam Burtnick	456-3402
Litigation SPOC:		
<b>CBS</b> Names: André Valotaire, Dean Barry, Adam Burtnick, Heather Roberts <b>Total # : 4</b>		

Migration Office: Washington Area: United States  
Operational Environment Risk Rating: B

<b>LES</b> DMO # : 0 DMO(TR)#: 0 Other support staff # : Sophie Thavone, Omar de Jesus  <b>Total # : 2</b> <b>Emergency LES</b>  Total number of months in 2018: NA <b>TD</b>  Total number of weeks in 2018: NA
---

## 2. TERRITORY OVERVIEW

DRAFT

### TERRITORY OPERATIONAL OVERVIEW

Country / Territory	EIU Operational Risk Rating	<u>Population</u>	Visa exempt? (X)	PR Intake # (by CoR, Jan 1 - Aug 31)	TR Intake # (by CoR, Jan 1 - Aug 31)	eTA (X)	# of VAC	IEC agreement (X)	Remote printing? (X)	Special & facilitation programs (names & codes only)
United States of America	B	326,625,791	X		1436		2			
Other	#N/A	#N/A			61					
<b>TOTAL:</b>				<b>0</b>	<b>1,497</b>		<b>2</b>			

### TERRITORY RISK OVERVIEW

s.21(1)(b)6(1)(c)

Migration Office: Washington Area: United States  
 Operational Environment Risk Rating: B

Caseload Risk				Operational Environment Risk				
Country/Territory	CPI/IPC	% of PR Caseload	% of TR Caseload	Responsible PR Office (City)	Responsible TR Office (City)	Area Trips planned to country /territory? (Y/N)**	If 'No' in previous column, indicate city for interviews, meetings, etc. for this caseload **	Notes
United States of America	75		95.9%					
Other	#N/A		4.1%					

\*\* cell colour represents the Operational Environment Risk (based on the Economist rating) for the country listed in column 1

Les couleurs utilisées dans les tableaux sont basées sur les indices suivants :

- 1) Niveau de risque associé aux dossiers à traiter : Transparency International Corruptions Perceptions Index (TI CPI).
- 2) Niveau de risque lié à l'environnement opérationnel : Economist Intelligence Unit (EIU) Risk Rating

**KEYS TO CASELOAD AND OPERATIONAL ENVIRONMENT RISK LEVELS**

<p>KEY: Caseload Risk Level                  (Transparency International CPI)</p>	<p>KEY: Operational Environment Risk Level                  (Economist I.U. Risk Rating, Overall Assessment)</p>
<p>Not Rated</p>	<p>Not Rated</p>

Migration Office: Washington Area: United States  
Operational Environment Risk Rating: B

Very Low	TI CPI score of 80 - 100	Very Low	Overall Assessment: A
Low	TI CPI score of 60 - 79	Low	Overall Assessment: B
Moderate	TI CPI score of 40 - 59	Moderate	Overall Assessment: C
High	TI CPI score of 20 - 39	High	Overall Assessment: D
Very High	TI CPI score of 0 - 19	Very High	Overall Assessment: E

### 3. PERMANENT RESIDENT OVERVIEW

DRAFT

#### Permanent Resident

Washington

Year	Category	Target (#)	Applications finalized (#)	Average Processing time (days)	Year	Activity	Activities (#)	Other-office visas printed (#)*	VVP Applications (#)
2018 (Jan - Aug)	Economic	-	-	-	2017	Events	-		
	Family Class	-	-	-		Verifications	-		
	Humanitarian	-	-	-		H&C	-		
	<b>TOTAL</b>	<b>0</b>	<b>0</b>			Misrepresentation	-		
					<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	
2017	Economic	-	-	-	2017	Events	-		

**s.16(1)(b)**

**s.16(1)(c)**

Migration Office: Washington Area: United States  
Operational Environment Risk Rating: B

**s.21(1)(b)**

	Family Class	-	-	-
	Humanitarian	-	-	-
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	
	<hr/>			
<b>2016</b>	Economic	-	-	-
	Family Class	-	-	-
	Humanitarian	-	-	-
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	

	Verifications	-		
	H&C	-		
	Misrepresentation	-		
	<b>TOTAL</b>	<b>0</b>	<b>113</b>	<b>0</b>
<b>2016</b>	Events	-		
	Verifications	-		
	H&C	-		
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>

*\*Stats supplied by OPP. 2018 targets current as of August 1st, 2018 and do not reflect upcoming adjustments.*

**GUIDE:**  
For the following three categories, FD targets are only indicative and outputs are measured in actual admissions:

- Government-assisted refugees (GARs)
- Privately-sponsored refugees (PSRs)
- Blended Visa-office-referred refugees (BVORs)

**PR Trends/Issues**

- Please outline any characteristics/trends of note in the PR movement and identify any challenges that may impact processing times.
- What are the principal criteria for interview referral (eligibility, admissibility, quality assurance, other)?
- What are the principal factors contributing to application refusals?
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

Type your answer here:  
  
N/A –

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Washington Area: United States  
 Operational Environment Risk Rating: B

4. TEMPORARY RESIDENT OVERVIEW

DRAFT

Temporary Resident

Washington

Year	Category	Applications finalized (#)	Approval Rate (%)	Average Processing time (days)	Year	Activity	Activities (#)	Other-office visas printed (#)*
2018 (Jan - Aug)	Visitor	1603		6	2018	Events		
	Student	48		42		Verifications		
	Worker	0		0		Misrepresentation		
	eTA	-		-				
	<b>TOTAL</b>	<b>1651</b>				<b>TOTAL</b>		<b>117</b>
2017	Visitor	2461		14	2017	Events		
	Student	844		26		Verifications		
	Worker	3		20		Misrepresentation		
	eTA	-		-				
	<b>TOTAL</b>	<b>3308</b>				<b>TOTAL</b>		<b>8,822</b>
2016	Visitor	2323		10	2016	Events		
	Student	467		35		Verifications		
	Worker	1		831		Misrepresentation		
	eTA	-	-	-				
	<b>TOTAL</b>	<b>2791</b>				<b>TOTAL</b>		<b>62</b>

\*The number of TR counterfoils (TRV, SP, WP, PRTD, TRP) printed by office, in 2018, where the final decision was by a different office

Migration Office: Washington Area: United States  
Operational Environment Risk Rating: B

\*Le nombre de vignettes pour les résidents temporaires (VRT, PE, PT, TVRP et PST) imprimées par bureau, en 2018, lorsque la décision définitive a été prise par un bureau différent

#### TR Trends/Issues

- Please outline any characteristics/trends of note in the TR movement and identify any challenges that may impact processing times.
- What are the principal factors contributing to application refusals?
- What procedure is in place to prioritize eApps over VAC cases?
- What procedure is in place to identify and process urgent/high profile/OGD-referred cases?
- Please describe your eTA caseload if applicable.
- If applicable, please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.

**s.16(1)(c)**

Migration Office: Washington Area: United States  
Operational Environment Risk Rating: B

**s.21(1)(b)**

• IRCC WSHDC only accepts TRV applications with a referral from a diplomatic mission or international organization. The office does not accept Study Permit or Work Permit applications. For the majority of our specific caseload processing times are under 5 days.

• As indicated above, we do not process VAC cases. We process all cases as soon as they are actionable.

Close collaboration with GAC/Office of Protocol, other sections of the Embassy, CBSA as well as IRCC Case Management Branch is essential in this context.

- We do not process eTA applications.
- The activities recorded in GCMS appear accurate.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Washington Area: United States  
Operational Environment Risk Rating: B

5. OTHER APPLICATIONS OVERVIEW

Washington

Year	Category	Applications received	Approval Rate (%)	Average Processing time (days)
2018 (Jan-Aug)	PRTD	-	-	-
	PR renunciation	0	-	-
	TRP	2	-	84
	ARC	0	-	-
	Rehabilitation	-	-	-
	<b>Total</b>	<b>2</b>		
2017	PRTD	-	-	-
	PR renunciation	0	-	-
	TRP	3	-	-
	ARC	0	-	-
	Rehabilitation	-	-	-
	<b>Total</b>	<b>3</b>		
2016	PRTD	-	-	-
	PR renunciation	1	-	-
	TRP	0	-	-
	ARC	0	-	-
	Rehabilitation	-	-	-
	<b>Total</b>	<b>1</b>		

\*Stats supplied by OPPB

**s.16(1)(b)**

Migration Office: Washington Area: United States  
Operational Environment Risk Rating: B

**Other Lines of Business Trends/Issues**

- Please outline any characteristics/trends of note in other lines of business and identify any challenges that may impact processing times.
- What procedures are in place to identify applications requiring TRP consideration?
- What procedures are in place to direct TR (or PR) clients to PRTD or renunciation assessment if required?
- Please explain any discrepancies between the activities recorded in GCMS and those actually undertaken by your office.
- IRCC WSHDC finalized a small number of high profile TRPs where we were the primary office. These cases are brought to the attention of the MPM when an applicable inadmissibility is encountered by the processing officer. The MPM also assists with their TRP caseload as part of a pilot on work sharing for that caseload in the U.S. area.
- We do not process PRTD or renunciation cases. Our office refers these cases to the appropriate office when this information is discovered, typically at the file creation stage.
- The activities recorded in GCMS appear accurate.

Migration Office: Washington Area: United States  
Operational Environment Risk Rating: B

## 6. ENVIRONMENTAL OVERVIEW

### Environmental Overview - Outreach / Aperçu de l'environnement - Engagement

Instructions: Information from the SMART calendar for your mission has been pre-populated, if available. In the table below, enter the number of events actually performed. Charts and corresponding tables will auto-populate. Note that events may be counted multiple times under different categories (e.g. EE, Francophone)

Instructions: Les informations du calendrier SMART pour votre mission sont préremplies si disponibles. Dans les tableaux ci-dessous, veuillez remplir le nombre des événements qui ont réellement été faits. NB: Un événement peut être comptabilisé comme appartenant à deux catégories ou plus (EE, Francophone).

#### Seoul

##### SMART (For Reference Only)

Delivery Format / Format de livraison	Express Entry Events (Jan-Oct 2018 in SMART)	Francophone Events (Jan-Oct 2018 in SMART)	IEC Events (Jan-Oct 2018 in SMART)	eTA/AVE Events (Jan-Oct in SMART)	Student Events (Jan-Oct 2018 in SMART)	Refugee Events (Jan - Oct 2018 in SMART)	Meetings w/ Host/Foreign Gov't (Jan - Oct 2018 in SMART)	Other
Information Session/Presentation	2							3
<b>Total</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>

##### Actual Events (Please indicate the actual # of events performed)

Delivery Format / Format de livraison	Express Entry Events (Actual)	Francophone Events (Actual)	IEC Events (Actual)	eTA/AVE Events (Actual)	Student Events (Actual)	Refugee Events (Actual)	Meetings w/ Host/Foreign Gov't (Actual)	Other
Exhibition/Expo								
Conference								

Migration Office: Washington Area: United States  
 Operational Environment Risk Rating: B

Event opportunity									
Information session/Presentation									
Meeting									
Online Consultation/Webinar									
Roundtable									
Special Event (e.g. Gala)									
Teleconference									
Visit									
Working Group									
Other									
<b>Total</b>	<b>0</b>								

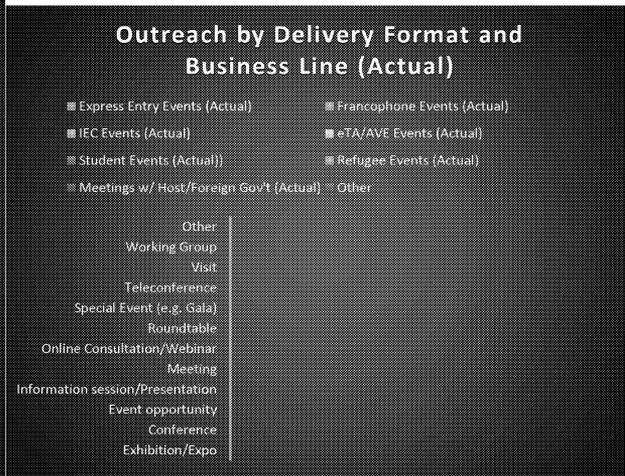
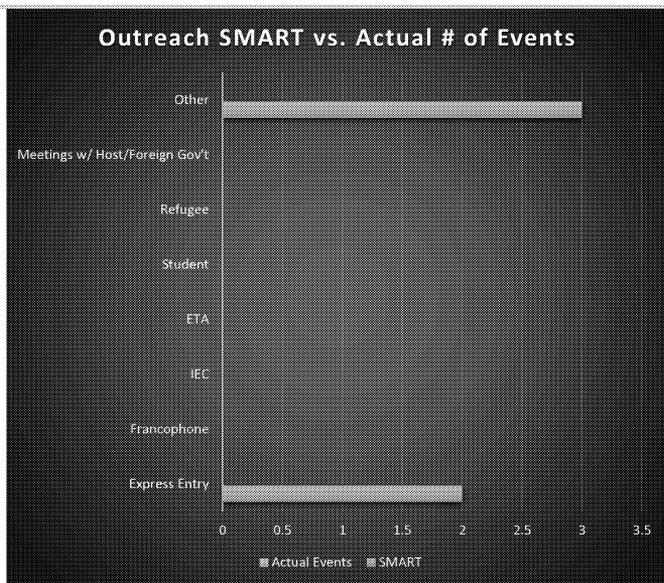
Business Line	SMART	Actual Events
Express Entry	2	0
Francophone	0	0
IEC	0	0
ETA	0	0
Student	0	0
Refugee	0	0
Meetings w/ Host/Foreign Gov't	0	0
Other	3	0
<b>Total</b>	<b>5</b>	<b>0</b>

Migration Office: Washington Area: United States  
 Operational Environment Risk Rating: B

SMART EVENT Names	Count
WSHDC	5
Information session/Presentation	5
WSHDC - 6312: Express Entry Promotion and Recruitment at the University of Denver	1
WSHDC 5675 - Express Entry promotion and recruitment at Vanderbilt University	1
WSHDC 6325 Participation in Denver Stat-Up Week	2
WSHDC 6403 - P&R at National Institutes of Health	1



Migration Office: Washington Area: United States  
 Operational Environment Risk Rating: B



**Migration Diplomacy / Outreach (RIO, RM)**  
 • Describe the type and frequency of contact with local officials.

**s.15(1)(i)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Washington Area: United States  
Operational Environment Risk Rating: B

- Identify ongoing or potential issues with host governments including areas of cooperation and irritants in the relationship arising from IRCC policies or operations.
  - Describe liaison activities with M5 partners, IGOs/NGOs and other stakeholders related to IRCC's programs and international agenda.
  - Describe participation in local and international fora.
  - Identify what current events and developments in your region of responsibility may have a significant impact on migration trends?
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

s.15(1)(i)

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Washington Area: United States  
Operational Environment Risk Rating: B

But it has been tracking in an Excel spreadsheet the significant (defined as resulting in a formal report) type of outreach, liaison and reporting activities it conducts and efforts that are required. As per that local tool, as of December 10, 2018, IRCC WSHDC had conducted 27 outreach/liaison activities that resulted in a formal report as well as drafted 34 other reports on issues that may have implications for Canada.

This is over and above the P&R activities conducted, which have all been entered into SMART.

#### Promotion and Recruitment (RM)

##### Labour market overview / key sectors

- Describe the local labour market in your area of responsibility.
- Identify priority sectors and regions for P&R activities in your territory.

The local labour market in the Washington DC metropolitan area is highly educated and diverse. The local unemployment rate is currently 5.6%. Detailed labour market data is available at: <https://does.dc.gov/page/labor-statistics>

Of note, the Washington DC metropolitan is home to a large number to Temporary Protected Status recipients, with a large concentration of nationals from El Salvador, whose legal status in the USA may expire in 2019.

Priority sectors for P&R include top ranked universities and research organizations. Specific areas of P&R interest include Virginia, Atlanta and North Carolina to cover science and technology hubs and STEM populations. There is some interest here in SUV as well.

IRCC WSHDC has focused on carefully-targeted events at institutions and organizations where there is potentially highly-qualified and highly-interested candidate pool.

##### Activities

- Provide a brief description of P&R activities related to Express Entry, student programs, IEC or other programs / policies.

s.15(1)(i)

s.21(1)(b)

Migration Office: Washington Area: United States  
Operational Environment Risk Rating: B

- Provide a brief analysis of interactions with provinces / territories, educational institutions, chambers of commerce or other stakeholders.
  - Identify local labour market opportunities for the Employer Liaison network and information you need from the Employer Liaison network to assist in your P&R efforts.
- (PLEASE ENSURE ALL MEETINGS / ACTIVITIES / EVENTS ARE INPUT INTO THE SMART TOOL.)

This year, IRCC WSHDC led the development of a P&R strategy for the U.S. area to ensure a consistent, coordinated and focused approach. As part of that strategy, P&R is a standing item on all monthly area calls to discuss lessons learned and best practices and GC Connex (as we created a group for the U.S. area) is used to share tools and reports.

IRCC's U.S. network continues to actively promote the Express Entry (EE) system to raise the awareness for those who may be interested and eligible to apply. Our offices have been working to provide accurate information about the application process and eligibility requirements to various audiences. These include international student events, job fairs and networking sessions, francophone immigration opportunities and online presentations, as well as a range of information sessions hosted with different groups who want to know more about Canada's immigration programs. Our objective is to attract top quality economic stream applicants that are based in the United States.

IRCC WSHDC has focused on carefully-targeted events at institutions and organizations where there is potentially highly-qualified and highly-interested candidate pool.

Each office works increasingly with GAC's U.S. Trade Commissioner Service (TCS) network to better integrate P&R travel with our GAC colleagues and take advantage of their knowledge, contact and resources. For example, individual trips and yearly travel plans are done in consultation with the various trade offices to coordinate timing with known events such as conferences or job fairs to increase visibility and effectiveness.

Another aspect of our collaboration with TCS includes joint presentations to companies that could be potentially interested in investing in Canada (either in opening new operations there or expanding existing ones) – while the TCS can provide information on the business environment in Canada, companies are more and more interested in ensuring that they will be able to bring the talent they need. This where the presence of an IRCC officer who can speak about programs like the Global Skills Strategy, the Start-Up visas, as well as the possibility for temporary foreign workers to bring their spouses and children (who can also receive open work and student permits) and then transit to permanent status, has been beneficial in outlining what is seen as a key part of the value proposition Canada has to offer and has resulted in referrals then to the DSC and convinced companies to invest in Canada.

Priority partners and contacts for P&R activities include the organizers of previous successful P&R outreach activities.

Further analysis of successful Express Entry candidates from the US would be useful in targeting future efforts even more strategically. For example, information on what program streams are of most interest for the Canadian labour market, what are the top nationalities of third country nationals applying from within the US, what are the job categories for US based applications, education levels, etc. The US Network could use this information to better identify opportunities and achieve the best value in a very large market.

**s.16(2)**

Migration Office: Washington Area: United States  
Operational Environment Risk Rating: B

**Records Management (RIS)**

- Provide status on file destruction and repatriation (current date of files to be destroyed or repatriated)
- Identify issues or challenges with file storage at your office (space, security of information, access to stored files) as well as any unique aspects of file storage (such as scanning or microfilming).
- Describe issues or challenges with file destruction.
- Describe the method (e.g. commercial courier, white bag, red bag) by which you receive files from CN.
- Estimate the number of files per year sent to Canada as a result of requests from litigation. Describe the method you use to send these files.

Using IRCC's retention matrix:

TRVs are destroyed after 2 years from last action date, unless noted as Do Not Destroy.

Financial records are destroyed after 7 years.

Retention /destructions items are up to date.

Challenges: Storage space, but as we move to more and more e-Apps, this challenge will be mitigated.

We seldom receive ATIP requests, perhaps about 1 every 4 months or so. When ATIP are received, we follow the detailed instructions provided within the ATIP. When files are available or within our possession, we fax them as requested and instructed within the ATIP. A copy of items sent as well as cover pages are retained in-office.

Migration Office: Washington Area: United States  
Operational Environment Risk Rating: B

#### Mission Management / Collaboration with OGDs / Hosting Delegations (RIO)

- Describe staff involvement and time spent supporting broad mission objectives (ministerial or other high profile visits, support to consular or other sections, and participation in mission committees).
- Describe any other activities in support of GoC objectives that take resources away from core activities
- Describe staff involvement and time spent preparing for and hosting IRCC or migration-related delegations.

Each section at WSHDC has a large enough staff that would not take any resources away from our core activities.

Staff, both LES and CBS, holds multiple communications via email and in-person meetings with parties involved from MINO, HQ, mission Events Team and POCs at local hotels. Such involvements vary from a few minutes and span over a few days to even weeks.

Staff, both LES and CBS, is responsible for reserving appropriate conference/meeting rooms within Mission for visits, as well as escorting high level guests through secured area within the mission.

Staff (LES & CBS) also provide information and support post-visit with financials and reporting.

IRCC WSHDC has also implemented an Excel spreadsheet that enables us to track efforts and time spent for such visits for both LES and CBS. Other U.S. offices are also now doing this type of tracking at the AD's request. We will also be enhancing our efforts to log more detailed information on outreach/engagement into SMART, using some lessons learned from MXICO.

As a flagship mission, WSHDC welcomes a significant number of high-profile visits, making it sometimes challenging to get access to fleet vehicles or Embassy boardroom space during busy periods.

#### VACs & Biometrics:

- Please describe VAC oversight in your region including inspections and any challenges.
- What client service challenges have you experienced/ anticipated due to VAC closures and contract changes?
- Are you experiencing (or do you anticipate) any issues associated with biometrics expansion?

s.16(2)

s.21(1)(b)

Migration Office: Washington Area: United States  
Operational Environment Risk Rating: B

IRCC WSHDC does not directly supervise any VAC. IRCC LGNLS and IRCC CNGNY are responsible for their respective VAC locations.

IRCC WSHDC still receives a significant volume of inquiries regarding VAC issues from the general public. Clients are informed by generic a personalized correspondence that IRCC WSHDC does not deal with VAC matters to please contact the VAC directly or the responsible IRCC office.

A note verbale explaining biometrics expansion was sent to all the missions and international organisations accredited to the U.S. and based in Washington, for CIF1 and later for CIF2.

Since the majority of the applicants will now be biometrically required, we have already prepared comprehensive instructions on the process that has already been in practice with the first tranche of impacted countries.

As it is done with the E-APPS a BIOS specific log will be created in order to keep track of outstanding results.

**Other**

- Describe any challenges (or opportunities) in your Migration Office that are not reported elsewhere (e.g. working environment, bandwidth issues, services/support received from OGDs, etc.)

Working environment is good. A small team but very committed to service excellence and all are aware that as a flagship mission, working here often requires commitment to meeting short deadlines and high expectations of HQ, especially with regard to senior-level visitors and delegations.

Bandwidth is reasonable for processing

On innovation- IRCC WSHDC has streamlined some processes for high value clients ( thus provide clients with longer service hours, better accessibility and better reliability. to enrol biometrics and

Migration Office: Washington Area: United States  
Operational Environment Risk Rating: B

## 7. WORKFORCE MANAGEMENT (RIR, RIS, RIO)

### Staffing and Training

- Do you foresee any staff vacancies in 2019?
- Do you anticipate a need for CBS and LES staffing changes in the next five years?
- Describe the training needs of your staff and whether it would be for all staff or unit-specific (e.g. Values & Ethics, GCMS, IRPA, etc.).
- What other challenges are you facing (e.g. organizational, staff absences, LWOP, etc.)?

As part of Embassy initiative, all staff have taken Psychologically Healthy and Respectful Workplace training. Staff would benefit from training in Answers in order to conduct in-house research for P&R activities.

As of 2017, IRCC WSHDC no longer has an LES decision maker position.

In 2018, the role of Regional Economic Migration Liaison (REML) coordinator was assumed by the existing FS-04 DMPM position in WSHDC as the U.S. network did not receive a new position for this purpose. IN-Engagement is aware that additional tools for missions to drive REML activities would be beneficial (i.e. extracting local labour market information and analyses).

No vacancies are expected for the LES staff in the short or medium term given both are recent hires (at their level) and content with their job.

In terms of CBS, both the IRCC Liaison Officer embedded in DHS (FS-04) and the Senior Immigration Officer (FS-02) are rotating out this summer but replacements should be soon identified by IRCC HQ. The FS-04 DMPM's posting is also theoretically ending in summer 2019 but an extension, supported by the MPM/AD, has been requested.

### Wellness: Promoting a Healthy & Diverse Workplace

- What wellness challenges does your migration office face (e.g. related to overtime, absences / extended leave, morale, intercultural / interpersonal differences, gender diversity, etc.)
- What steps have you taken to address these challenges?

Migration Office: Washington Area: United States  
Operational Environment Risk Rating: B

As part of Embassy initiative all staff have taken Psychologically Healthy and Respectful Workplace training. A number of social events (some mixed with work, exercise such as yoga) take place in the Embassy and all staff are encouraged to participate. LES are invited to participate in certain IRCC WSHDC organized events, as appropriate (work receptions).

Managers have an open-door policy to discuss all issues that staff may wish to raise. In addition, efforts are made to minimize overtime in order to support a good work/life balance. These efforts include prioritizing work (so that which can wait for later is then done later, when there is less pressure) and also staggering working hours so that while there is presence for longer hours, including to respond to urgent requests from NHQ and/or reporting on high level new developments (e.g. a TPS decision), but trying as much as possible to have each employee being as close as possible to a 7.5 hours work day. Given there is always unexpected and urgent work, there will always be OT needs but we try to reduce it.

## 8. RISK MANAGEMENT (RIC, IRG)

### Instructions:

Unless otherwise exempted (i.e. liaison and reporting offices), missions are required to complete a minimum of two (2) mission-specific targeted integrity exercises, each fiscal year. This is in addition to any regional or network-wide, centrally managed exercises.

Based on the integrity issues you have identified within your program, use the "Targeted Integrity Exercise Plan" table to outline at least two (2) planned quality assurance and/or anti-fraud exercises that you plan on conducting or participating in. The table provides an example as a guide.

Reference for Program Integrity Tools and further information: <http://cicintranet.ci.gc.ca/connexion/tools-outils/integrity-integrite/toolbox-outils/index-eng.aspx>

The Integrity Risk Guidance Branch (IRG) (formerly Program Integrity Branch) offers a number of resources to assist you in conducting your exercise:

1) The Targeted Integrity Exercise Guide provides instructions on how to conduct targeted integrity exercises through a five-step process (Planning, Design and Development, Execution and Monitoring, Data Analysis and Reporting, and Implementing Recommendations).

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2) IRG has developed job-aids and templates that can help with data requests, analyzing findings, and reporting. To request these job aids and templates, please email the Integrity Risk Guidance Branch.

3) The PI Exercise Repository hosts all exercise reports that have been submitted since 2007 and can be used as a planning guide and reference to determine what targeted integrity exercises to undertake. The repository is available through the Program Integrity Tool, but an account to access the repository is not required.

4) IRG recommends using the Program Integrity Tool (PI Tool), which is a web-based application, to complete targeted integrity exercises. For access and training on the PI Tool, please contact the PI Tool Help-desk.

All targeted integrity exercise reports must be sent to

- IRG at IRCC.ProgramIntegrity-IntegritedesProgrammes.IRCC@cic.gc.ca, with copy to
- IN-RIC at IRCC.INSPD-PPSRI.IRCC@cic.gc.ca.

## 2018-2019 Targeted Integrity Exercise Plan - Plan d'exercice ciblé sur l'intégrité pour 2018-2019

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Complete the table below to outline any specific quality assurance and anti-fraud exercises which you plan to conduct or participate in. Please also indicate exercises currently in progress.  
*Remplissez le tableau ci-dessous afin de donner un aperçu des exercices d'assurance de la qualité et de lutte contre la fraude auxquels vous prévoyez participer. Veuillez également indiquer les exercices qui sont déjà en cours.*

s.16(1)(b)

s.16(1)(c)

Migration Office: Washington Area: United States  
 Operational Environment Risk Rating: B

Title of the Exercise/Titre de l'exercice	Goal/Objective - But/objet de l'exercice	Type of exercise (QA/QC/AF) / Type d'exercice (AQ/CQ/LF)	LOB (TR/PR/Refugee/Citizenship) / Secteur d'activité (R/TRP/réfugiés/citoyenneté)	Sub-LOB / Sous-secteur d'activité	Sub-Category / Sous-catégorie	Geographic Region/Région géographique	Issuing Office / Bureau de distribution	Resources Assigned (Name/Level/Estimated Effort in hours) / Ressources allouées (Nom, niveau, estimation d'effort en heures)	Projected Start & End Dates / Date prévue de début et de fin de l'exercice
World Bank On-Line Pilot QA	To determine whether the move to 100% on-line processing has been effective and increased client service,	QA	TR	Visitor	N/A	United States	WSHDC	A. Burtnick/FS-2/40 hours; Assistance of RAO M. Lemay/FS-3/10 hours	By end of 2018-19 fiscal year

**Risk Assessment**

- Mission Specific:**
- What fraud challenges / trends exist in your region of responsibility?
  - RAO offices: What activities do you undertake to inform decision makers (e.g. training, regional workshops, teleconferences, bulletins, etc.)? [Non-RAO offices please report any ad hoc RA activities.]
  - Have RA activities resulted in visa processing/triaging updates in your office?
  - Has your office identified any low-risk movements in 2018?

s.16(1)(b)

s.16(1)(c)

Migration Office: Washington Area: United States  
Operational Environment Risk Rating: B

The nature of the specialized workload in IRCC WSHDC provides limited scope for anti-fraud activities. No major fraud trends have emerged in our caseload since the last INIMP.

The US Area obtained a new RAO office in Miami in the fall of 2018. This RAO is responsible for the RA activities for our caseload.

Migration Office: Washington Area: United States  
Operational Environment Risk Rating: B

#### Resources/Tools:

- Who is doing Risk Assessment (RA) work in your office (names of CBOs/LES)?
- What key support do you receive from your regional RAO and/or other resources? What additional support (if any) do you require?
- Are there any RA best practices that could be useful to other missions (please include tools such as RA Risk Matrix, triage tools and criteria, office RA strategy and procedures)?

Currently any RA/AF work in our office is conducted by the FS-02 officer.

The US Area obtained a new RAO office in Miami in the fall of 2018. This RAO is responsible for the RA activities for our caseload and provides support and resources as required.

### 9. INNOVATION & CLIENT SERVICE (RIC, RIO)

#### Client Service

- What are the principal client service issues in your region?
- Describe your office's management of client enquiries.
- Describe your office's management/use of social media.
- Identify (in the table below) any ongoing or proposed client service initiatives in your office.

IRCC WSHDC is a specialised office that serves a particular clientele. Nevertheless it is seen as a standard visa office by a large proportion of the general public, hence a sizeable amount of inquiries from non-clients are received on a daily basis asking questions about lines of business that are not processed in WSHDC.

WSHDC strives to answer inquiries the same day of receipt and that goal is achieved at least 95% of the time. An extensive portfolio of prewritten correspondence has been developed over the years. Personalised answers are also drafted when needed. Inquiries that deal with issues that the office is not responsible for receive the same client service standards.

Twitter is the only social media platform that is used by WSHDC. A portfolio of WSHDC specific posts has been prepared. Every week two bilingual tweets are posted in the mission's account. Posts inform the public on IRCC policies and announcements. Posts are constantly revised and reflect current developments; changes and client inquiries are taken into consideration but never answered directly on Twitter.

#### Client Service Initiatives

Migration Office: Washington Area: United States  
 Operational Environment Risk Rating: B

Country	Brief description of initiative	Expected outcomes*	Implementation Date
USA	Applicants are required to go to an ASC to have their biometrics collected.	Clients will benefit from more locations, longer operational schedule and reliable collection of biometrics.	March 2018
USA	World Bank Applicants are required to submit online applications.	Our largest portion of applicants will benefit from applying at any time and at any point without having to submit their passport until the case has been approved.	April 2018

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

Migration Office: Washington Area: United States  
Operational Environment Risk Rating: B

**Work-Sharing Arrangements**

- Describe (in the table below) ongoing work-sharing arrangements that you have with other offices/networks (by activity and/or by caseload).
- If you participate in any current work sharing arrangements, how do you manage risk / transfer knowledge?
- Identify work (by activity and/or by caseload) that could be processed elsewhere (by IN or CN). Explain how it has been identified, as well as the expected volume of work involved and associated QA activities that could be implemented to manage risks (if your mission has ideas for workload distribution please contact RIC to begin discussions).

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**Work-Sharing Arrangements**

Country	Brief description of program	Office (IN/CN and name)	TR or PR?	eApp or paper app?	Expected outcomes*	Risk management activities (QAs)	Implementation Date

\*Expected outcome examples: reduce processing times, improve client service, gain productivity, other – please describe.

Migration Office: Washington Area: United States  
Operational Environment Risk Rating: B

#### Other Innovations/ Best Practices

Describe any other innovations / best practices related to:

- Chinook, including efficiencies gained or improvements to evidence-based decision making;
- GCMS, including queries, dashboards, orgs/activities, groups, etc.;
- Videoconferencing for interviews or other activities;
- processing efficiencies including use of VACs, triaging, etc.;
- Managing volumes and bandwidth limitations (e.g. via flexible hours); and/or
- Other.

We look forward to learning about how Chinook could be of use to our programs to improve efficiencies. The RAO in Miami will be leading on the work to assess how it could be of assistance to all IRCC offices in the U.S., given their specificities (fairly specialized offices with specific caseloads and small volumes).

IRCC WSHDC continues to assess online applications from World Bank applicants, a process that was initiated last year and which will be assessed by end of the FY.

We have recently reiterated to our Department of State (Canada Desk) counterparts our procedures for receiving their visa applications (U.S. applicants posting out to Canada) to ensure that the correct process is followed (i.e., contents of diplomatic letter, using our service window). This ensures that we continue to offer expeditious and consistent processing for these important files.

#### 10. AREA OVERVIEW (TO BE COMPLETED BY AREA DIRECTORS ONLY)

##### Highlights

- Highlight key changes in 2018 to your Area's operating environment and program delivery. These elements could include regional trends, innovations, client service initiatives, emerging issues etc. that you would like to highlight to NHQ.
- **PR:** Identify trends in PR workloads and comment on factors affecting approval rates, processing times and capacity to meet targets and service standards (fraud, interview rates, non-compliance, inadmissibility, DNA testing, biometrics for refugees, etc.).
- **TR:** Identify trends in TR workloads (application intake, application channels) and comment on factors affecting approval rates, processing times and capacity to meet service standards (fraud, eligibility, security screening, biometrics, Info sharing, etc.). Comment on experience with eTA.
- **Other:** Identify trends in workloads related to other programs and comment on factors affecting approval rates and processing times.

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Washington Area: United States  
Operational Environment Risk Rating: B

The U.S. area is the smallest of all the areas of the International Network, with only four offices and a total of 47 staff, and is also unique in many other ways:

The Area Director position does not lie within a large processing office but rather in a small (3 CBO and 2 LES) specialized office whose primary mandate relates to migration diplomacy (WSHDC).

It is the only one without a large processing office, as two of its offices are small and with a specialized focus (Miami and Washington) and the two others (CNGNY and LNGLS) are small /medium sized offices with fairly specialized processing responsibilities. And although it covers only one country, the United States, because of its importance for the Government of Canada (GoC), there is a large GAC presence in the United States with fourteen Consulate Generals assisting the Embassy in Washington to deliver on the government's priorities.

IRCC Miami, was created in the fall of 2018, as a very specialized office with only a MPM and one LE-05 program assistant (which has just been hired). The MPM is also the RAO for the U.S. ; this fills existing previous gaps there had been virtually no assistance from the previous RAO network – but it also adds an IRCC presence in a very strategic location which, along with New York and Los Angeles (where we are already present),

In terms of processing, the degree of integration and now developing collaboration has allowed for the testing of new ideas that could serve as lessons learned and / or best practices for IN as other overseas offices go down the same pathway in the future.

As even more of the work is being centralized, IRCC CNGNY and IRCC LNGLS are being more and more involved in migration diplomacy efforts as well as strategic P&R and other outreach efforts, which again could lead to lessons learned and best practices for the whole of IN network in the future. The addition of IRCC Miami to the U.S. network will also allow for more capacity to do these type of activities in a very strategic location. As part of that transformation, we are developing close partnership with our GAC advocacy and trade / investment colleagues, leveraging their own expertise as well as their wider presence across the United States and associated network of local contacts. We are also developing U.S. area wide strategies for these various activities, to ensure consistency, coordination and complementarity of efforts. As the seat for the AD, IRCC WSHDC is leading on the development of strategies for a coordinated and consistent approach by all offices in the area and is also tracking the number of significant activities done in the area and the efforts they entail. IRCC WSHDC also committed to report quarterly on this – starting with a first report that covered Q1 and Q2 of FY 2018-2019 (ref IRCC WSHDC 6438)

The recent Americas MPM meetings in Ottawa provided a good opportunity to discuss work-sharing arrangements as well as how our network is transitioning to do more migration diplomacy work.

s.16(1)(b)

s.16(1)(c)

s.21(1)(b)

s.16(2)

Migration Office: Washington Area: United States  
Operational Environment Risk Rating: B

It has been submitted to the OPS DG Steering Committee where it was favorably received and, if approved by the ADMs, would be implemented in April 1, 2019.

#### Regional Work-sharing, Strategic TDs, and Target Management

- Describe initiatives in your area that leverage GCMS and IRCC's integrated network to induce further gains in productivity, reduce processing times, and improve client service. This includes temporary and ongoing regional work sharing arrangements.
- Describe plans for regional strategic TD: travel to share knowledge to support work sharing, or travel to share expertise to support efficient processing across the region, as well as "strategic TD" with objectives beyond providing additional temporary processing capacity.
- Describe your management of the Area's PR targets in 2018, including reallocation within the Area and communication with INHQ.

IRCC WSHDC does not receive files from CN.

Less than 10 files per year are requested from Canada as a result of requests from litigation.

Last year not a single file was sent Canada as the ones that were requested were destroyed as per retention policy.

File archiving and records management activities are current and we have no issues or challenges with file storage at our office.

IRCC WSHDC has implemented a centralized information sharing system using the Infobank database (which is the local equivalent at mission of GCDOCS in HQ). All staff has been trained on how to use it and folders are being systematically created in order for Infobank to become the principal method of data management.

#### Global Facilitation Programs

- Describe the current status of the CAN+ program in your Area. Has the program resulted in processing efficiencies and have any challenges been identified?
- Outline anticipated opportunities and challenges in your Area if an Approved Destination Status / Travel Express Stream, Business Express Stream or Student Direct Stream were to be rolled out globally.

N/A

**s.15(1)(i)**

**s.16(1)(b)**

**s.16(1)(c)**

**s.21(1)(b)**

Migration Office: Washington Area: United States  
Operational Environment Risk Rating: B

**Horizon**

- Identify key elements in your area (challenges and/or opportunities) that could/are likely to impact on the IRCC mandate (policy or operations) in the near to mid-term horizon (2-5 years).
- Identify one or two concrete action items that migration offices in your area, with appropriate assistance from INHQ, can undertake, to "mitigate the risks" or "seize the opportunities".

In terms of overall environment, the landscape on migration issues has been significantly altered, and this continues to form a significant proportion of the work of all IRCC offices in the U.S.