



Immigration and Refugee Board of Canada

Performance Report

For the period ending
March 31, 2006

Monte Solberg
Minister of Citizenship and Immigration

Table of Contents

Section 1: Overview	1
Message from the Chairperson	1
Message from the Executive Director	5
Management Representation Statement	9
Summary Information	10
Overall Performance	16
Section 2: Analysis of Program Activities by Strategic Outcome	23
Program Activity Architecture	23
Refugee Protection Program Activity	24
Admissibility Hearings and Detention Reviews Program Activity	30
Immigration Appeal Program Activity	36
Corporate Management and Services Program Activity	43
Section 3: Supplementary Information	47
How we are organized	47
Organization Chart	48
Overview of Financial Performance	49
Section 4: Other Items of Interest	67
IAD Innovation	67
Internal Audit and Evaluation	68
Risk Management	69
Management Accountability Framework	71
Values and Ethics	72
Information and Contacts	73

Section 1: Overview

Message from the Chairperson

“Innovation is not static. We have the ability and responsibility to be inventive and creative in how we act on our mandate. And this is what we have done, while never losing sight of the ultimate goal of fairness and justice.”

Jean-Guy Fleury
Chairperson



I am pleased to present the *2005-2006 Departmental Performance Report* for the Immigration and Refugee Board of Canada (IRB). This report is a balanced and comprehensive review of the IRB’s performance and accomplishments as set against stated plans and priorities for 2005-2006.

As an administrative tribunal — the largest in Canada — the IRB is independent, yet fully accountable to Parliament for its performance. We make decisions that have a significant impact on the lives, security and freedom of all those that appear before us. Our mission, on behalf of Canadians, is to make well-reasoned decisions on immigration and refugee matters efficiently, fairly, and in accordance with the law. I would like to take this opportunity to commend the professionalism and dedication of our staff and members: it is through them that we achieved the results of the past year.

The IRB carries out its mandate within a complex and ever-changing environment. Both international and domestic factors affect the number of people seeking admission to Canada as well as the number of refugee protection claims in Canada. As an administrative tribunal, we must be responsive to these fluctuations.

Transforming the way we work

To enable us to respond effectively to changing circumstances, we continue to pursue a course of transformation and innovation to be a more proactive tribunal that delivers administrative justice more simply, quickly and fairly. We are fully committed to strengthening our operations while delivering timelier, fair decisions of the highest quality.

“We have to strive for a delicate and important balance between upholding standards of fairness and realizing efficiencies to process cases more quickly.”

Jean-Guy Fleury
Chairperson



Steps forward in 2005-2006 included the launch of the Immigration Appeal Division (IAD) Innovation initiative to address, in the short term, the growing inventory of immigration appeal cases in IAD, and in the long term, to ensure the viability of the IAD and its capacity to deliver high-quality finalizations. Another milestone in this process of transformation was holding a visioning exercise in the fall of 2005 to map the way forward, challenge all facets of our organization to deliver the highest standards of administrative justice in new and innovative ways, and achieve a common understanding on the key issues that may affect how the Board makes its vision a reality.

Further operational improvements

Our agenda for change is also mirrored in the Government of Canada’s commitment to greater efficiency, continuous improvement and accountability (the *Federal Accountability Act*). Throughout the year we continued to take a cross-divisional approach to promote further integration of quality, consistency and efficiency measures and improved

our case management processes through the use of leading-edge technology and information management systems to support our decision-makers with top-quality information. We also initiated the development of a comprehensive and integrated people management strategy to support IRB employees in meeting the challenges and opportunities of a more dynamic and flexible Board.

Canada's international role

Canada's reputation as having one of the finest and most innovative immigration and refugee determination systems remains intact. We strive to build on our success as a role model for the world by participating in international fora such as the Executive Committee of the United Nations High Commissioner for Refugees (EXCOM) and the International Association of Refugee Law Judges (IARLJ) to share the latest information on immigration and refugee determination initiatives, challenges and best practices.

The IRB helps to ensure that Canada meets its international obligations and provides protection for those who need it. For example, progress has been made over the past year in developing new guidelines such as the Guideline on Procedures with respect to Vulnerable Persons appearing before the IRB.

Effective partnerships

A priority of the Government of Canada is the safety of Canadians. The IRB works with its portfolio partners, Citizenship and Immigration Canada (CIC) and the Canada Border Services Agency (CBSA), to review the security aspects of cases before it to maintain the integrity of Canada's immigration and refugee system. Together, we continue to collaborate on operational and case management matters while retaining the decision-making independence of the IRB.

Achieving results for Canadians

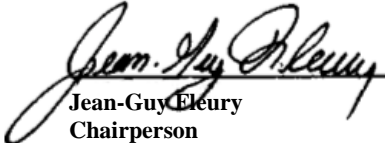
Our plans and results in 2005-2006 were focused on ensuring that timeliness, fairness and efficiency remain the hallmarks of all our decisions. We were successful in further reducing the time it takes to process cases, except

for the Immigration Appeal Program Activity. We expanded the use of innovative tools and initiatives, such as the Alternative Dispute Resolution and the streamlining and fast-tracking of claims. And, we began the process of renewing our workforce through the redeployment of decision-makers among our divisions. Furthermore, less than one percent of all IRB decisions reviewed by the Federal Court were overruled.

The results? Greater consistency and efficiency in our decision-making, which enabled us to deliver a high volume of decisions — approximately 45,500 — in 2005-2006.

The challenges ahead

Over the next years, we will continue to innovate, as we continue our process of transformation while maintaining high standards of justice and fairness in all our decisions. The transition of governments has caused delays in the appointment and reappointment process, which had, and will continue to have, an impact on our operations. As we move into 2006-2007, timely appointments of decision-makers and due notice to non-reappointed members will play a critical role in our ability to make further gains in reducing our inventory of cases and achieving further efficiencies in case management. Equally important is our continued ability to adapt and work creatively to obtain even better results for Canadians. I am confident that the IRB is up to the challenge.



Jean-Guy Eleury
Chairperson

Message from the Executive Director

“I am proud of the commitment, creativity and willingness of our people to be innovative to meet the challenges before us. I believe all Canadians can share my confidence in our capacity to live up to our mandate and evolve as an institution.”

Marilyn Stuart-Major
Executive Director



The IRB Departmental Performance Report for 2005-2006 sets out our priorities, plans and results for this past fiscal year. Once again, the expertise and commitment of IRB employees was demonstrated through the solid results we accomplished. Also clearly demonstrated was how innovation and creativity have become central working principles at the IRB in response to a complex environment and the demands of a variable workload.

Re-thinking the way we work

As noted in the Chairperson’s Message, we have embarked upon a major course of action to transform the Board to enable it to deliver high-quality decisions more quickly and more simply. This long-term reform, which commenced in fiscal year 2003-2004, has had an impact on all facets of our operations.

The launch of the Immigration Appeal Division (IAD) Innovation initiative in September 2005 and the subsequent release of the IAD Innovation Plan in March 2006 were key milestones in this process of transformation. The IAD Innovation initiative follows the Chairperson’s Action Plan, an innovative initiative which examined and successfully transformed the processes of the Refugee Protection Division in 2003-2004 and 2004-2005. The actions to be taken under the IAD Innovation Plan illustrate how creative thinking is improving case management processes at the

Board, and advancing our efforts to further integrate quality, consistency and efficiency measures — a key priority for the IRB over this past fiscal year.

Focus on flexibility

The future of the IRB is linked to the strength and flexibility of its people. Significant progress was made in 2005-2006 in modernizing the way we manage our human resources and implementing the *Public Service Modernization Act*. In particular, we have taken steps to integrate human resources management into our business planning cycles. In the fall of 2005, the IRB adopted an Integrated People Management Strategy as a framework for its priorities and initiatives related to human resources. In recognition of the talent and dedication of our people, we also developed a comprehensive Learning and Development Strategy in 2005-2006 to ensure our people can meet the opportunities and challenges of the Board in the future.

Enhanced understanding of the IRB

The IRB outreach program in 2005-2006 continued to be aimed at promoting a better understanding among Canadians of the Board's mandate, operations and initiatives. Over the past year, significant progress was made to expand and improve communications with our stakeholders, Parliamentarians, central agencies and non-governmental organizations. We also continued to hold briefing sessions for Members of Parliament and meet with various community groups across the country.

International program

During 2005-2006, the IRB continued to advance Canadian immigration and refugee protection values through its well-respected role in the international community. In 2005, the IRB and the United Nations High Commissioner on Refugees (UNHCR) entered into negotiations to develop a Memorandum of Understanding whereby the IRB will send employees to work in UNHCR-selected field offices to provide training assistance to those offices in their decision-making on refugee cases. This is the first time the UNHCR has entered into such an agreement with a country.

Modern management and accountability

We continue to strive to be a leader in public service management, and are committed to continuous improvement and the application of modern management practices. We have sharpened our focus on accountability through the further integration of our strategic and operational business planning activities, implemented a performance measurement strategy, and continued to improve the quality, consistency and efficiency of our decision-making across the three Divisions.

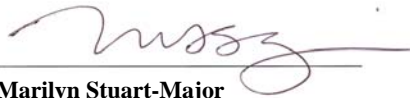
We also seek opportunities to exchange best practices with other government departments and agencies, and share lessons learned in implementing management improvement initiatives — key activities to results-driven management and upholding the integrity and fairness of the IRB's decision-making processes. In 2005-2006, we launched an Integrated Risk Management Framework. We also developed a risk-based internal audit and evaluation oversight function via the Audit and Evaluation Committee and strengthened our financial management monitoring. We also strive to ensure accountability at all levels of the IRB and maintain high ethical standards through codes of conduct to guide IRB employees in their day-to-day work.

Technological innovation

We continue to develop the Integrated Case Management System (ICMS), an innovative technology-based project that improves the management of our cases by streamlining and automating business processes within the IRB. A highly complex system, we are proud of the way our people are developing it, and look forward to the next stages in the implementation of this multi-year project.

Looking to the future

The IRB has been a leader in innovation: we fully understand that adaptation is now a fundamental operating principle of the IRB to ensure we continue to deliver results for Canadians and maintain our international reputation as having one of the finest immigration and refugee protection systems in the world.



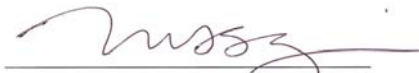
Marilyn Stuart-Major
Executive Director

Management Representation Statement

I submit for tabling in Parliament, the *2005-2006 Departmental Performance Report* (DPR) for the Immigration and Refugee Board of Canada.

This document has been prepared based on the reporting principles contained in the *Guide for the Preparation of Part III of the 2005-2006 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the TBS guidance
- It is based on the department's approved Program Activity Architecture structure as reflected in its MRRS
- It presents consistent, comprehensive, balanced and reliable information
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it
- It reports finances based on approved numbers from the Estimates and the Public Accounts of Canada



Marilyn Stuart-Major
Executive Director

Summary Information

Who we are

The Immigration and Refugee Board of Canada (IRB) is an independent administrative tribunal that reports to the Parliament of Canada through the Minister of Citizenship and Immigration Canada (CIC).

As an organization responsible for applying administrative justice, the IRB adheres to the principles of natural justice, and its decisions are rendered in accordance with the law, including the *Canadian Charter of Rights and Freedoms*. This mandate is reflected in our mission, vision and values, which help shape our corporate priorities and identify the qualities we strive to embody. It also guides our day-to-day decisions, to ensure everyone and their work at the IRB is aligned with our mission and our vision for the future.

MISSION	
The Immigration and Refugee Board of Canada is an independent tribunal established by the Parliament of Canada. Our mission, on behalf of Canadians, is to make well-reasoned decisions on immigration and refugee matters, efficiently, fairly, and in accordance with the law.	
VISION	VALUES
We will excel in everything we do and will deal simply, quickly and fairly with everyone. Through innovation and flexibility, we will be a leading-edge administrative tribunal and a creative partner in building the future of the Canadian immigration system.	<ul style="list-style-type: none">• Excellence in delivery• Valuing people• Open, honest, timely communication• Relevant, responsive and accountable management• Working together effectively

As Canada's largest federal tribunal, the IRB consists of three decision-making divisions each of which has its own mandate under the *Immigration and Refugee Protection Act (IRPA)*:

- **Refugee Protection Division (RPD)**
- **Immigration Division (ID)**
- **Immigration Appeal Division (IAD)**

The IRB employs approximately 1,050 people in its headquarters office and regional offices. Through each division, the IRB delivers a simpler and faster form of justice than that provided by the courts, but with no less attentiveness to the rigour of the law. The IRB is a human rights tribunal, and the men and women who work at the Board respect the human dignity of all those who come before it.

The IRB is fully committed to applying fairness to all aspects of its work, which in turn means being just, lawful, honest, open, and without bias. This includes recognizing that some individuals who appear before our Board have experienced very difficult circumstances, and respecting the diversity of cultures of individuals who appear before the IRB. Most importantly, it means recognizing that the determination of each case directly and profoundly affects the lives of people.

Benefits to Canadians

Immigrants and refugees have always made significant contributions to Canada's growth and development. In the delivery of its mandate, the IRB benefits Canadians in three important ways:

- Its hearings on refugee claims ensure that Canada accepts those in need of protection in accordance with international obligations
- Its hearings on admissibility and detention reviews help ensure the security of Canadians
- Its independent mechanism for resolving sponsorship, removal order and permanent residence status appeals ensures fairness of process for appellants and their families

Through the decisions it makes, the IRB also contributes more broadly to the quality of life of Canada's communities by strengthening our country's social fabric, and by reflecting and reinforcing core values that are important to Canadians. These include respect for:

- Human rights
- Equality
- Fairness
- Peace
- Rule of law

What we do

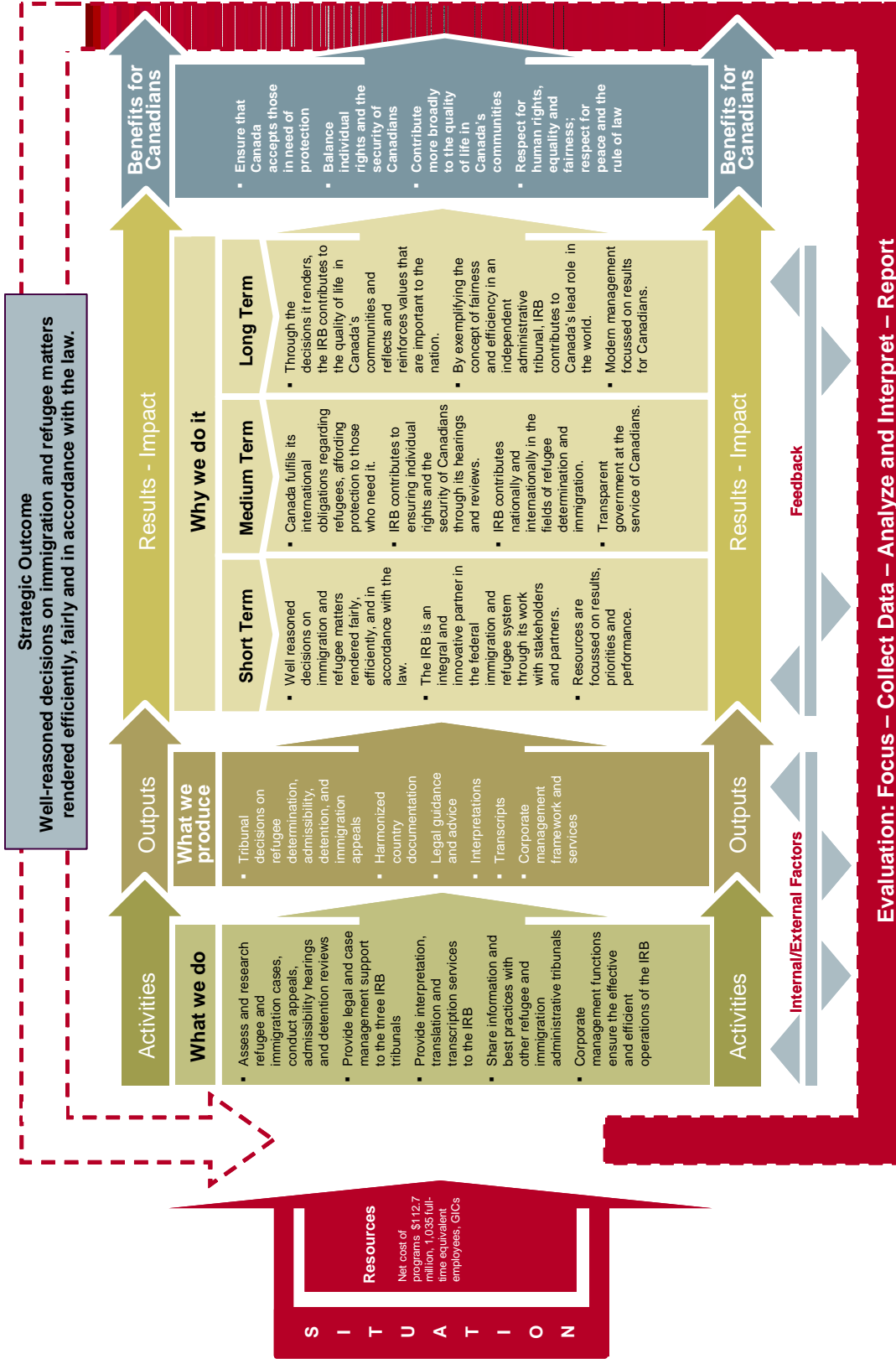
The work of the IRB is conducted through four program activities; the first three are responsible for all the tribunal decisions made at the Board.

Immigration and Refugee Board of Canada
<i>Refugee Protection Program Activity</i>
<ul style="list-style-type: none">▪ Renders quality decisions in a timely manner on claims for refugee protection made by persons in Canada. In making these critical decisions, Canada fulfils its obligations as a signatory to a number of international human rights conventions▪ Makes decisions on applications for vacation of refugee status▪ Meets the information needs of decision-makers by providing and making publicly available current and reliable information related to human rights and to refugee and migration issues
<i>Admissibility Hearings and Detention Reviews Program Activity</i>
<ul style="list-style-type: none">▪ Conducts admissibility hearings for foreign nationals or permanent residents who seek entry into Canada, or who are already in Canada and are considered to be inadmissible▪ Conducts detention reviews for foreign nationals or permanent residents who are detained for immigration reasons
<i>Immigration Appeal Program Activity</i>
<ul style="list-style-type: none">▪ Hears appeals of sponsorship applications refused by CIC▪ Hears appeals from certain removal orders made against permanent residents, Convention refugees and other protected persons, and holders of permanent resident visas▪ Hears appeals by permanent residents against whom a CIC officer outside of Canada has decided that they have not fulfilled their residency obligation▪ Hears appeals by the Minister from decisions of the Immigration Division at admissibility hearings
<i>Corporate Management and Services Program Activity</i>
<ul style="list-style-type: none">▪ Supports the three IRB decision-making program activities through a range of human resources, legal services, communications, strategic planning, audit and evaluation, risk management, values and ethics, financial services, and management activities▪ Provides the IRB with efficient management processes and administrative services while promoting organizational effectiveness▪ Ensures that all corporate management services are integrated into the business of the IRB

Logic model for the IRB

What we do, what we produce, and the impact of these activities are captured in the following diagram. It represents a dynamic process in which information is shared throughout the IRB to ensure that everyone at the Board is focused on the appropriate activities and outputs in order to achieve the expected results for Canadians.

Logic Model for the IRB



Evaluation: Focus – Collect Data – Analyze and Interpret – Report

Total Financial and Human Resources

The following tables provide summary data on the IRB's 2005-2006 total financial and human resources.

Total Financial Resources (\$ Millions)		
Planned Spending	Total Authorities	Actual Spending
111.9	117.6	112.7
Spending planned for the fiscal year as presented in the <i>2005-2006 Report on Plans and Priorities</i> .	Level of spending authorized by the Government, including the Governor General Special Warrants.	Amounts actually spent during the 2005-2006 fiscal year as presented in the Public Accounts.

Total Human Resources		
Planned	Actual	Difference
1,100	1,035	65
Full-time equivalents planned for the fiscal year as presented in the <i>2005-2006 Report on Plans and Priorities</i> .	Full-time equivalents actually used during the 2005-2006 fiscal year.	The difference between planned and actual full-time equivalents utilization.

Departmental Priorities

Based on its legislated mandate, the IRB is focused on achieving one fundamental strategic outcome:

To provide Canadians with well-reasoned, timely decisions on immigration and refugee matters efficiently, fairly and in accordance with the law.

To achieve this strategic outcome, the IRB identified four strategic priorities in its *2005-2006 Report on Plans and Priorities*. The following table outlines the IRB's strategic outcome, alignment to Government of Canada outcomes, strategic priorities, expected results and the total planned and actual spending for 2005-2006. Detailed information on specific IRB initiatives and results is provided in Section 2.

STRATEGIC OUTCOME: Provide Canadians with well-reasoned, timely decisions on immigration and refugee matters efficiently, fairly and in accordance with the law.

ALIGNMENT WITH GOVERNMENT OF CANADA OUTCOMES

Social <ul style="list-style-type: none"> ▪ Diverse society that promotes linguistic duality and social inclusion ▪ Safe and secure communities 	International <ul style="list-style-type: none"> ▪ A secure world through international cooperation
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2005-2006 Strategic Priorities (\$ millions)	Planned Spending 111.9	Actual Spending 112.7
1. Promoting further integration of quality, consistency and efficiency measures while sustaining high volumes of decisions and committing to reduce processing times		
Type: Ongoing (This priority has been integrated into the 2006-2007 IRB priorities.)		
Program Activity: Refugee Protection, Admissibility Hearings and Detention Reviews, Immigration Appeal, Corporate Management and Services		
Performance Status: Successfully met expectations		
Expected Results: Development and implementation of logic models and performance measurements further promoted quality, consistency and efficiency which enabled the IRB to maintain high volumes of quality decisions.		
2. Implementing a comprehensive, dynamic and fully integrated people management strategy which will support all employees of the Board and enable the IRB to meet the challenges and opportunities of its mandate		
Type: Ongoing (This priority has been integrated into the 2006-2007 IRB priorities.)		
Program Activity: Refugee Protection, Admissibility Hearings and Detention Reviews, Immigration Appeal, Corporate Management and Services		
Performance Status: Successfully met expectations		
Expected Results: IRB's Integrated People Management Strategy ensures the organization has the people, work environment it needs, and is focused on building capacity to fulfil its mandate and provide the best service to Canadians.		
3. Sustaining innovation and improving case management processes, through ICMS and other measures		
Type: Ongoing (This priority has been integrated into the 2006-2007 IRB priorities.)		
Program Activity: Refugee Protection, Corporate Management and Services		
Performance Status: Successfully met expectations		
Expected Results: The IRB manages through continuous transformation, encourages a culture of innovation and invests in new and innovative technologies and process improvements.		
4. Increasing the confidence of Canadians in the integrity and fairness of the refugee determination system		
Type: Ongoing (This priority has been integrated into the 2006-2007 IRB priorities.)		
Program Activity: Refugee Protection, Admissibility Hearings and Detention Reviews, Immigration Appeal, Corporate Management and Services		
Performance Status: Successfully met expectations		
Expected Results: Through briefings with Parliamentarians and stakeholders, Canadians are more aware of the IRB's mandate to make well-reasoned decisions on immigration and refugee matters efficiently, fairly and in accordance with the law.		

Note: The comparison of planned spending and actual spending by strategic priorities is not available for 2005-2006 as no information of the planned spending by strategic priorities was provided in the 2005-2006 Report on Plans and Priorities (RPP). This was due in part to transitioning the RPP reporting structure from a business line structure to a program activity structure. Planned spending by strategic priorities is being provided in the 2006-2007 Report on Plans and Priorities.

Overall Performance

Operating Environment and Context

For the fiscal year 2005-2006, the IRB is reporting on its performance based on the Program Activity Architecture framework.

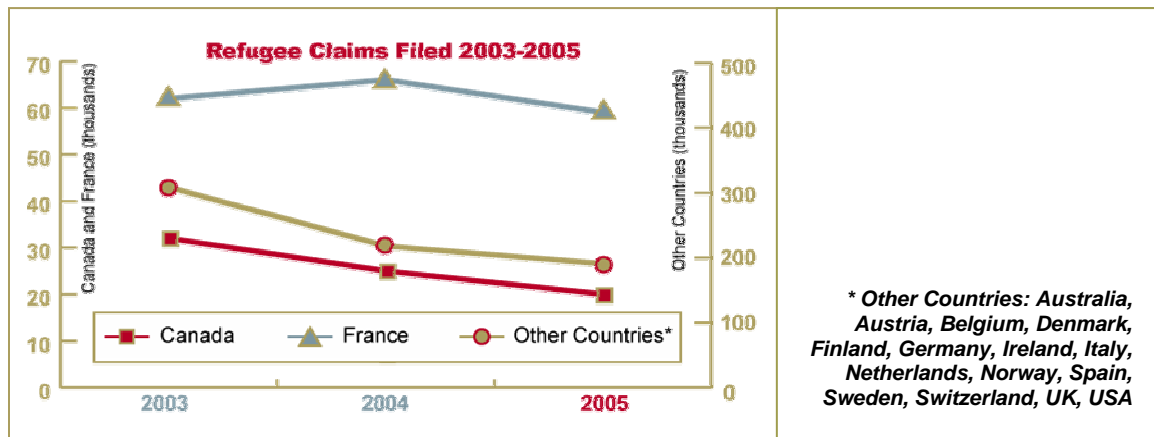
The Immigration and Refugee Board of Canada carries out its mandate within a complex and constantly changing environment. The Board does not control the number of cases referred to it in any given year, be they immigration appeals, claims for protection, admissibility hearings or detention reviews. As outlined in the *2005-2006 Report on Plans and Priorities*, a wide range of factors shaped the operating environment and context in which the IRB delivered its commitments in 2005-2006. Both international and domestic factors, including changes to government policy, country conditions abroad, shifts in international migration patterns and a greater focus on border integrity and national security, can and do influence the number of people seeking Canada's protection and seeking admission to Canada. In turn, all of these factors affect the work of the Board.

This lack of predictability remained a key aspect of the operating environment in which the IRB delivered on its mandate over 2005-2006. The downward trend in the number of refugee claims seen in Canada and globally over recent years continued in 2005-2006. At the same time, the number of immigration appeal cases filed with the Board — particularly sponsorship appeals — increased, while the volume of admissibility hearings and detention reviews remained fairly stable.

Global trends

For the fifth consecutive year, the global number of refugees has decreased, reaching an estimated 8.4 million persons at the end of 2005. This number represents the lowest global refugee population since 1980. According to the UNHCR, over the past five-year period, the global refugee population has decreased by one third which is, in part, attributable to refugees having increased access to durable solutions, in particular voluntary repatriation.

The UNHCR notes that, for several countries including Greece, Malta, and the Republic of Korea, the number of applications lodged by asylum-seekers in 2005 was the highest on record. In most European countries, however, the 2005 level was significantly lower. In total, approximately 330,000 applications for refugee status were lodged with European and non-European industrialized countries in 2005. This represents a decrease of 15% over 2004.



Fluctuating volumes in Canada

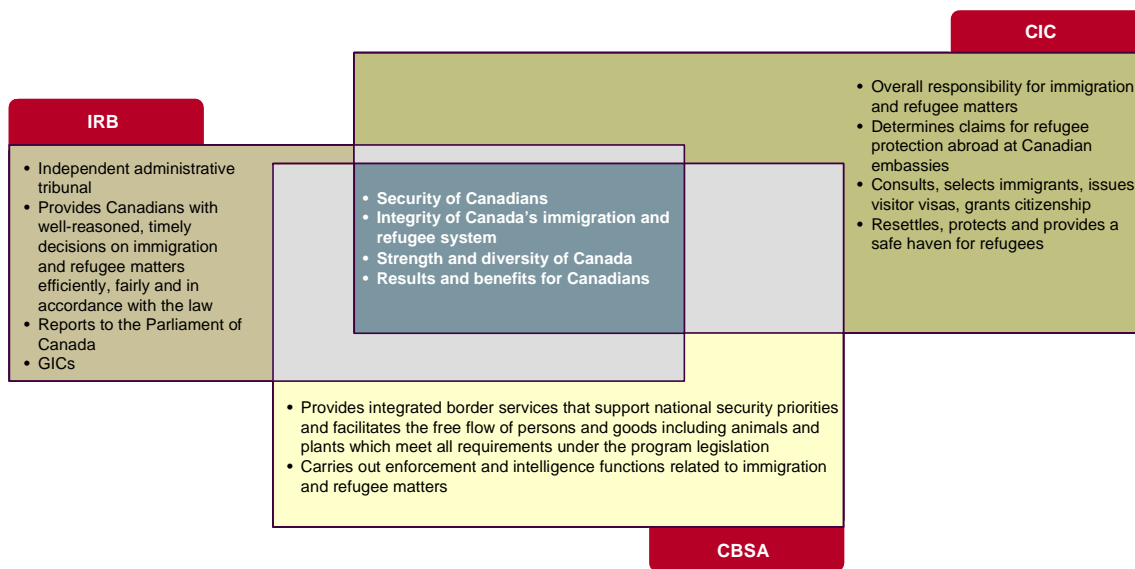
Claims made for protection in Canada — and subsequent referral to the IRB’s Refugee Protection Division for adjudication — mirrored this global trend and dropped to 20,800, 15% below the 2004-2005 total and lower than anticipated. In Canada, a portion of this drop in referrals can be attributed to a decline in the number of claims made at our borders, which was down 50% over those made at the border in 2004-2005. This decrease in border claims is partly a result of the Canada-US Safe Third Country Agreement, which came into force in December 2004.

Immigration also continued to be very important for Canada in 2005-2006, with immigrants making up an ever-increasing part of our population. In this context, the processing of family-class sponsorship applications have increased at Canadian visa posts around the world. And over 2005-2006, the trend of a high number of immigration appeals filed continued.

In the Immigration Division, work volumes remained largely stable with 12,330 requests for detention reviews received from CBSA and 2,300 admissibility hearings finalized in 2005-2006.

Effective portfolio relationships

Although independent in nature, the IRB works with Citizenship and Immigration Canada (CIC) and the Canada Border Services Agency (CBSA) to form the immigration and refugee portfolio; each organization has a distinct role to play in the refugee and immigration processing continuum, as outlined in the diagram below.



Therefore, while the IRB plays a central role in ensuring that Canada meets its international obligations as an independent tribunal, the portfolio collaborates as appropriate to strengthen Canada's immigration and refugee program and ensure its integrity is maintained.

Over the course of 2005-2006, communication and co-ordination efforts between CBSA, CIC and the IRB were strengthened on issues related to the overall management of the immigration and refugee portfolio, all the while ensuring the institutional independence of the IRB and its decision-makers.

Memorandum of Understanding

During 2005-2006, work continued on the development of bilateral Memoranda of Understanding with both CIC and CBSA which, when in place, will define key elements of the institutional relationship between the organizations. These Memoranda of Understanding will largely parallel the one established with CIC in 1996, which remains in effect until the new one is signed. Discussions also continued between the three organizations to establish specific trilateral sub-agreements in areas such as information sharing and case processing priorities.

Canadian and international initiatives

The IRB also continued to maintain good working relationships and share best practices with, and participate in, Canadian and international community fora. Key initiatives and results for 2005-2006 are outlined in the following table.

STRATEGIC OUTCOME: Provide Canadians with well-reasoned, timely decisions on immigration and refugee matters efficiently, fairly and in accordance with the law.	
Canadian Partners	
Priorities <ul style="list-style-type: none"> Maintain the institutional independence of the IRB and its decision-makers. Contribute to integrated portfolio management, including sharing of information to support early security screening of refugee protection claimants. 	
Planned Initiatives	Results
Continue to collaborate with CIC and CBSA on operational issues.	While maintaining its status as an independent tribunal, the IRB continues to work with its immigration and refugee portfolio partners to fulfill its mandate.
Support review of refugee protection system by contributing knowledge and experience.	Provided feedback on the impact of a Government-proposed policy direction on the operations on the Board.
Adapt Administrative Framework Agreements (AFA) and develop sub-agreements.	Finalizing bilateral Memoranda of Understanding (MOU) with both CIC and CBSA. This commitment is ongoing, including the drafting of MOUs to ensure that the Board's status as an independent tribunal is clearly articulated and remains paramount.
Identify, monitor, and respond to emerging issues and trends.	Continued to share information as appropriate with portfolio partners.
Share information on case management system.	Successful transmittal of information between IRB and CIC as allowed for under the <i>Immigration and Refugee Protection Act</i> and <i>Privacy Act</i> .
Contribute to CIC and Department of Justice efforts to develop a long-term legal aid strategy.	The IRB continues to work with the Department of Justice and CIC as they address the development of a long-term legal-aid strategy.
Continue participation in administrative law and tribunal conferences to share best practices and new approaches to emerging issues.	The IRB participated in 20 outreach events and conferences, including the June 2005 CCAT conference. Increased stakeholder awareness about changing practices and new developments within the organization.

International Partners

Priorities

- IRB staff and members gain increased knowledge and expertise, contributing to quality decisions.
- Enhance the IRB's reputation internationally and domestically by showcasing our expertise, best practices, and increasing the confidence of our partners abroad in the fairness and integrity of our processes.
- Contribute to Canada's international human rights commitments.

Planned Initiatives

Results

Continue to participate in international fora.	IRB employees gained expertise and knowledge, and shared IRB expertise through unique venues such as the UNHCR Executive Committee, the International Association of Refugee Law Judges (IARLJ), the European Union Asylum Group (Eurasil) and the Intergovernmental Consultations (IGC) organization.
Maintain a good working partnership with the UNHCR in Ottawa as well as in Geneva, by attending the UNHCR's Executive Committee meetings in Geneva.	<p>The Chairperson participated in the October 2005 UNHCR Executive Committee meeting, and hosted a roundtable, which included representatives from UNHCR and IGC, on recent IRB challenges and initiatives in refugee determination.</p> <p>The IRB participated in a UNHCR-funded capacity-building initiative. IRB decision-makers conducted training sessions to protection officers of the Mexican Commission for the Aid of Refugees on credibility evaluation, interview techniques and the interpretation of "particular social group".</p> <p>The IRB and the UNHCR launched a joint International Assignment Program in April 2006. IRB personnel will be sent to selected UNHCR field offices to provide training and guidance to their staff on issues related to refugee determination.</p>
Continue exchanges with the Intergovernmental Consultations (IGC) organization, which leads substantive discussions on migration and refugee matters.	<p>The IRB participated in meetings of the IGC Mini Full Round, the Working Group on Country of Origin Information, the Working Group on Data and the Working Group on Asylum.</p> <p>Exchanged and obtained information on key issues of concern such as efficiency and quality enhancing measures, asylum and common migration trends, adjudication of certain claim types, and data collection and analysis.</p>
Participate in the European Union's Asylum Group (Eurasil) when invited to harmonize standards and procedures.	IRB participated in Eurasil country-specific workshops (Pakistan, Bangladesh and India) and plenary sessions. Information obtained on country of origin and on the adjudication of specific claim types.
Participate in the International Association of Refugee Law Judges (IARLJ) and support other countries to develop their own refugee determination systems.	Presented advanced solutions and best practices which assist other countries in developing their specific refugee determination systems.

Working with government agencies

The IRB also works closely with central agencies and other government organizations such as the Privy Council Office on Governor-in-Council (GIC) appointments of IRB members and on regulatory initiatives, and the Treasury Board Secretariat on program management and accountability. The IRB also works with Public Works and Government Services Canada on procurement and accommodation issues, and with the Public Service Commission, Public Service Human Resources Management Agency of Canada and the Canada School of Public Service on human resources management issues.

Responsiveness, innovation and accountability

A government-wide priority is to improve public sector management in order to respond to the present and emerging challenges that Canada faces. This initiative, which is being implemented over several years, focuses on making government more accountable, responsive and innovative.

In line with the objective of strengthening public sector management, the IRB is continuing to modernize and strengthen its management practices in order to enhance overall performance. The IRB is successfully applying the government's Management Accountability Framework (MAF) initiative to develop more results-focused corporate priorities, enhance the strength of its management teams and independence of its decision-making, and improve its business planning cycles. The IRB is implementing MAF at all levels of management, which will help direct IRB efforts in achieving more measurable results. In 2005, the Board also established an Integrated Risk Management Framework and developed a risk-based internal audit and evaluation plan.

The IRB is also building an effective organizational capacity to sustain a high volume of decisions by ensuring that a modern infrastructure is in place in the areas of human resources, information technology and communications. For example, the IRB established an Integrated People Management Strategy in the Fall 2005 as a framework to support priorities and initiatives related to its personnel. In addition, the IRB is implementing an innovative case management system to improve the way it processes cases in all three divisions.

Alignment with Government of Canada outcomes

The central goal of the Government of Canada is to contribute to the quality of life of Canadians. All government policies, programs and activities are directed toward accomplishing this key objective. The IRB makes important contributions to a number of Government of Canada outcomes, which are presented in the following table.

CONTRIBUTING TO THE QUALITY OF LIFE OF CANADIANS	
GOVERNMENT OF CANADA POLICIES	
<i>Canada's Social Foundations</i>	<i>Canada's Place in the World</i>
GOVERNMENT OF CANADA OUTCOMES	
<p>Social</p> <ul style="list-style-type: none"> • <i>Diverse society that promotes linguistic duality and social inclusion</i> • <i>Safe and secure communities</i> 	<p>International</p> <ul style="list-style-type: none"> • <i>A secure world through international cooperation</i>
IRB STRATEGIC OUTCOME	
<i>Providing Canadians with well-reasoned decisions on immigration and refugee matters efficiently, fairly and in accordance with the law</i>	
RESULTS AND BENEFITS FOR CANADIANS	
<ul style="list-style-type: none"> ▪ Ensure Canada accepts those in need of protection ▪ Balance individual rights and security of Canadians ▪ Contribute more broadly to the quality of life in Canada's communities ▪ Respect for human rights, equality and fairness; respect for peace and the rule of law 	

Section 2: Analysis of Program Activities by Strategic Outcome

This section provides detailed performance information based on the Program Activity Architecture structure. It reports the IRB's results against the plans and priorities set out in the 2005-2006 IRB Report on Plans and Priorities and as they relate to the IRB's strategic outcome: To provide Canadians with well-reasoned decisions on immigration and refugee matters efficiently, fairly and in accordance with Canadian law. The work of each of the four program activities is focused on achieving this single, critical outcome.

Program Activity Architecture

Immigration and Refugee Board of Canada	
STRATEGIC OUTCOME <i>Well-reasoned decisions on immigration and refugee matters rendered fairly, efficiently and in accordance with the law.</i>	
Program Activity Architecture (PAA)	
Refugee Protection	
<ul style="list-style-type: none"> • Decision-making • Decision-making Support <ul style="list-style-type: none"> • Case Management and Research • Translation/Interpretation/Transcription 	<ul style="list-style-type: none"> • Legal Support • Other
Admissibility Hearings and Detention Reviews	
<ul style="list-style-type: none"> • Decision-making 	<ul style="list-style-type: none"> • Decision-making Support
Immigration Appeal	
<ul style="list-style-type: none"> • Decision-making 	<ul style="list-style-type: none"> • Decision-making Support
Corporate Planning and Services	
<ul style="list-style-type: none"> • Executive Offices • Planning • Finance and Administration • IM/IT 	<ul style="list-style-type: none"> • Legal Services • Human Resources and Professional Development • Strategic Communications and Partnerships

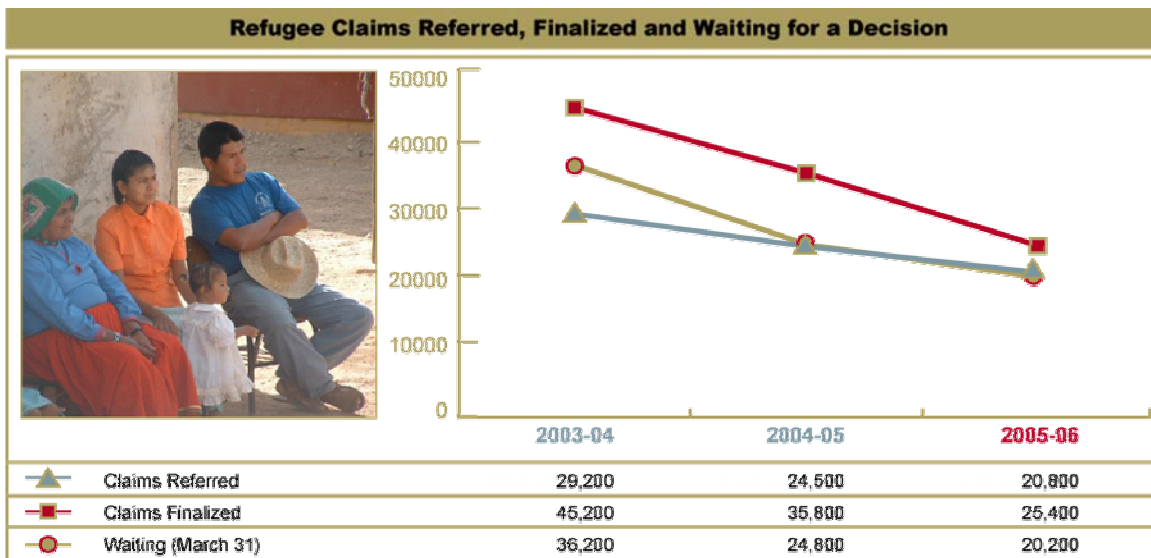
Refugee Protection Program Activity

The Refugee Protection Division (RPD) is a key player in the delivery of the refugee protection program activity. The Division renders quality decisions in a timely manner on claims for refugee protection made by persons in Canada. In making these critical decisions, Canada fulfils its obligations as a signatory to a number of international human rights conventions. The Division also makes decisions on applications for vacation of refugee status.

2005-2006 Resources and Activities

Financial Resources (\$ Millions)		
Planned Spending	Total Authorities	Actual Spending
84.4	94.2	90.6

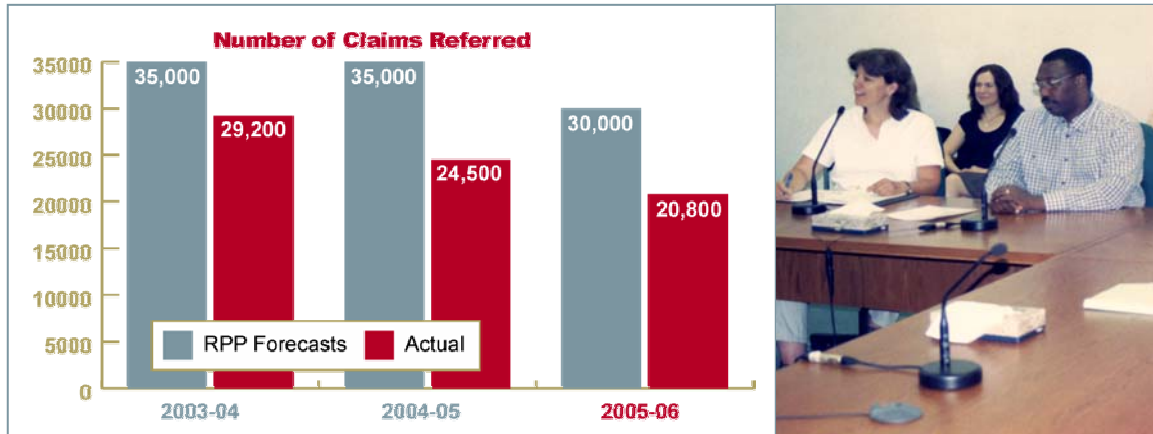
Human Resources		
Planned	Actual	Difference
905	833	(72)



Note: The numbers have been rounded off to the nearest hundred.

Claims Referred: 20,800

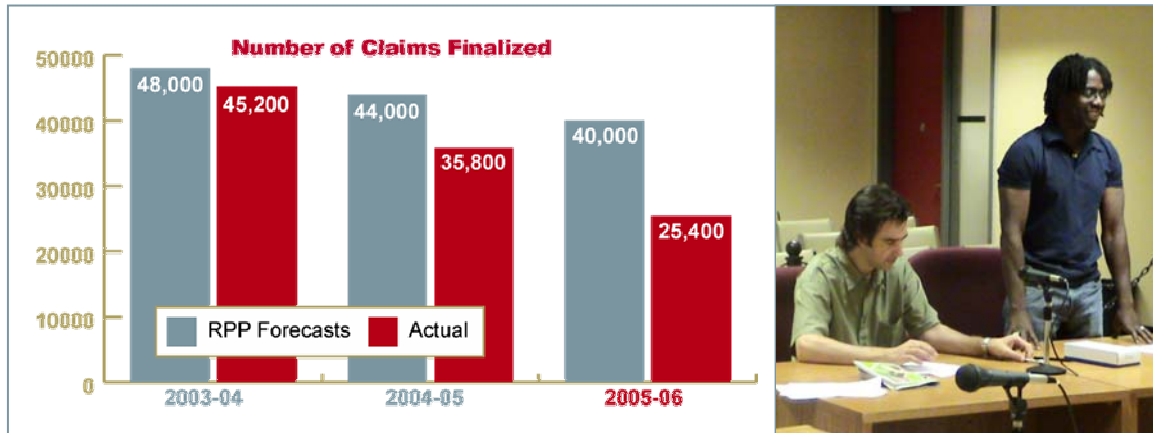
- Second lowest annual total in IRB history
- 31% below the 30,000 forecasted in the 2005-2006 RPP
- Main reason for reduction in claim referrals: The decline in the number of border claims, which were down 50% over 2004-2005, is partly a result of the Canada-US Safe Third Country Agreement.
- Top source countries for claims referred: Mexico (3,800), China (1,700), and Colombia (1,100).



Note: The numbers have been rounded off to the nearest hundred.

Claims Finalized: 25,400

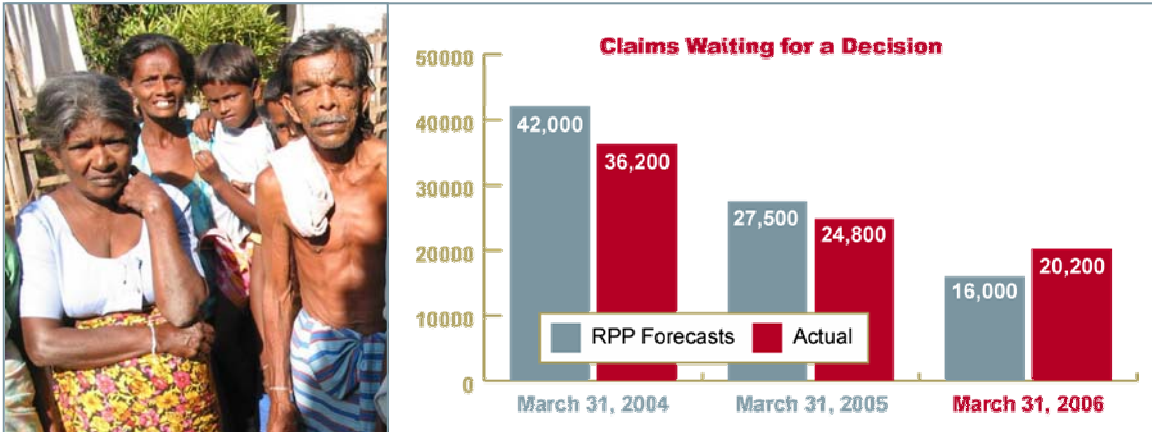
- The RPP forecast of 40,000 was adjusted to 30,000 prior to 2005-2006 to reflect the state of the inventory and expected intake.
- Main reason for shortfall: The Board had fewer decision-makers than anticipated throughout the year and more complex cases; delays in appointments and re-appointments in all regions contributed to the shortfall.



Note: The numbers have been rounded off to the nearest hundred.

Claims Waiting: 20,200

- 26% more than the 2005-2006 RPP forecast of 16,000 claims waiting
- The number of older claims continued to decline, in line with the 2005-2006 RPP forecast; by year-end, 70% of claims waiting were 9 months old or less.



Note: The numbers have been rounded off to the nearest hundred.

Average Processing Time: 12.1 months

- Lowest level in four years, representing an 11% improvement from 2004-2005, and in line with the 2005-2006 RPP forecast.
- Main reason for improvement: Due to the success in 2004-2005 in reducing the number of older claims (19+ months), a smaller proportion of finalizations was directed toward older complex claims in 2005-2006.

Average cost per claim finalized: \$3,175

- The average cost per claim for 2005-2006 was \$3,175 compared with \$2,500 in 2004-2005. Unit costs per claim ranged from \$1,100 for an expedited case to \$4,200 for complex cases.
- The increase in the average cost per claim is mainly attributable to transition costs associated with reductions in business volumes and required staffing levels, a higher share of fixed costs due to a reduction in case volumes, collective agreements increases, increased activities related to reforms to the refugee determination system and changes in the case mix as a larger share of claims were finalized through full hearings.

- The actual cost per claim is higher than the forecasted average cost of \$2,200 as reported in the *2005-2006 Report on Plans and Priorities* due to the factors noted above. The forecasted average cost of \$2,200 was based on 40,000 projected claims finalizations while actual claims finalized were 25,400 claims.
- The cost per claim includes the decision-making costs and costs of related activities such as case preparation, research, scheduling of hearings, legal services, foreign-language interpretation, technological support, translation services, as well as administrative support but it excludes extraordinary costs such as the ICMS project development costs. It also includes a share of the costs from the corporate management and services program activity, which is allocated to the three decision-making program activities, based on expenditure trends.

2005-2006 Planned Initiatives and Results

The following table summarizes the planned initiatives, performance indicators and the results achieved for the refugee protection program activity.

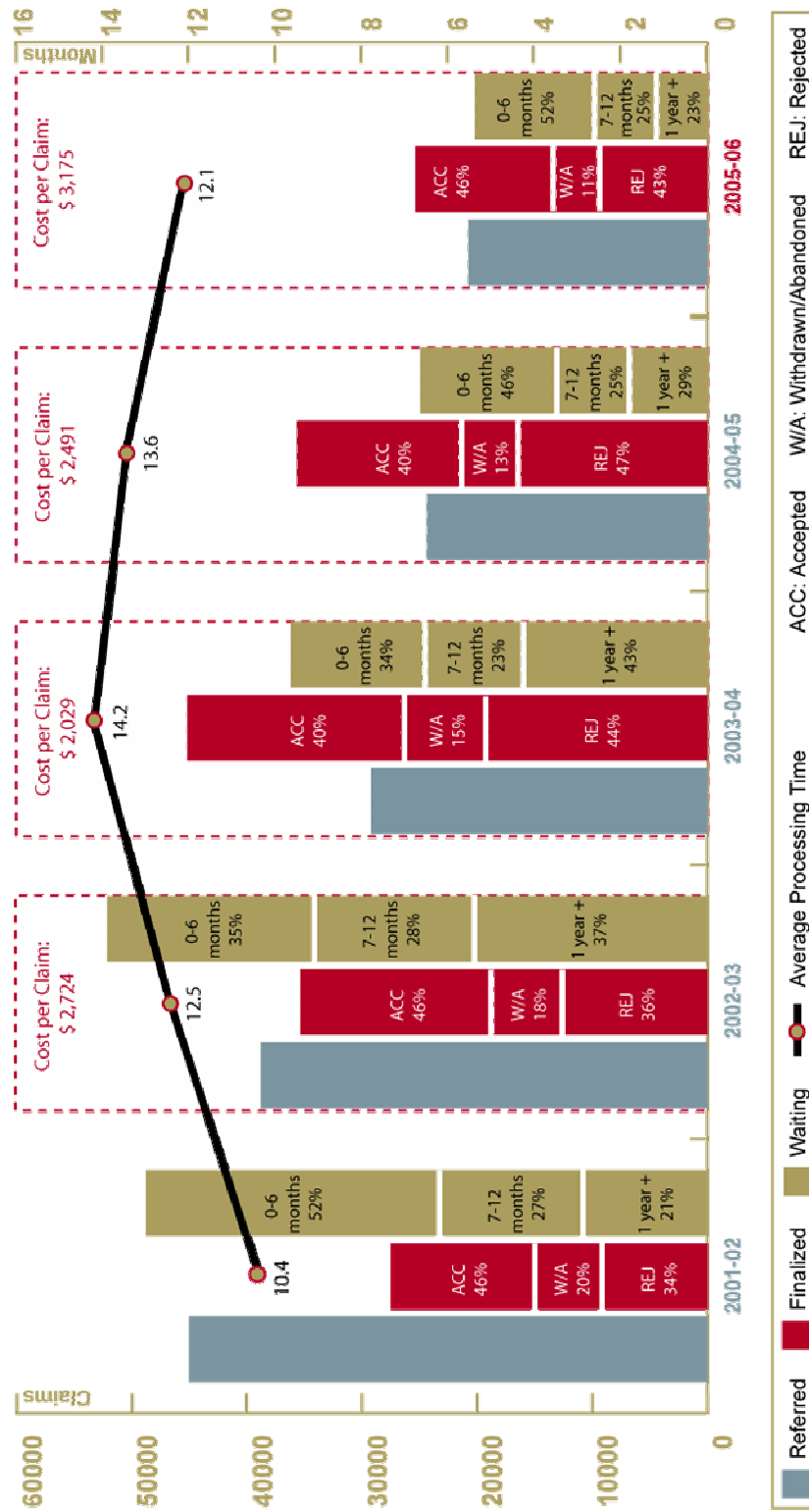
STRATEGIC OUTCOME: Provide Canadians with well-reasoned, timely decisions on immigration and refugee matters efficiently, fairly and in accordance with the law.		
Refugee Protection Program Activity Top Priorities		
Priorities	Results Achieved	Performance Indicators
<ul style="list-style-type: none"> ▪ Sustain high quality and volume of decisions. ▪ Continue to ensure that decisions are rendered fairly and in accordance with the law while increasing efficiency. ▪ Reduce processing time. ▪ Increase efficiency. 	<ul style="list-style-type: none"> ▪ Increased quality of decisions ▪ Less than 1% of all decisions are overturned by the Federal Court. ▪ Reduced the average processing time for three consecutive years. 	<ul style="list-style-type: none"> ▪ Number of decisions overturned. ▪ Number of claims referred, finalized and waiting for a decision. ▪ Percentage of older claims waiting for a decision. ▪ Processing time for claims.
Refugee Protection Planned Initiatives		
Planned Initiatives	Results	
Decisions are rendered efficiently: Identify groups of claims for faster processing; more specifically implementing a "Fast Track Initiative" for faster processing of claims that are manifestly well-founded or for simple claims that require a hearing.	Developed and implemented the Fast Track Policy (FTP), which gives priority processing to simple claims for eventual finalization within two to four months. These claims are heard within either an expedited interview or a short hearing.	

Refugee Protection Planned Initiatives

Planned Initiatives	Results
Provide a comprehensive training and professional development program to support the implementation of changes to hearing and case management processes, including focused training for the delivery of decisions orally.	Increased the quality of decisions; increased members' ability to render oral reasons, increased efficiency and reduced average processing time by giving members tools to deliver high-quality written reasons timely and efficiently; increased member sensitivity to cultural differences contributing to ensuring that decisions are rendered fairly; trained members to enhance their approach to conducting a fair hearing and increased their awareness of high standards of conduct and all aspects of fairness in hearings. The IRB Learning and Development Strategy which identifies learning priorities such as hearing-room related training, assessment of credibility in reasons, workshops focused on oral reasons and clear and concise written reasons.
Issue Jurisprudential Guides to assist decision makers on matters of substantive and procedural importance in considering cases, building on experience in developing Guides for Costa Rica claims.	Jurisprudential guides and persuasive decisions continued to be used as tools to promote consistency and quality. Issued a persuasive decision for Colombia cases.
Continue to participate in the Intergovernmental Consultations (IGC) Country of Origin Working Group with the overall objective of ensuring that the most modern current, reliable, accurate and quality research informs the IRB's decision-making process.	Continued its participation in the IGC Country-of-Origin Information Working Group through the ongoing exchange of information and through participation in working group sessions that provide opportunities for networking, and addressed key issues of concern such as quality assurance and time standards in country-of-origin information research.
Restructure the National Geographic Networks of decision makers and employees involved in case preparation and hearings and hold quality issue sessions to promote the exchange and consistent use of human rights information, with a focus on specific countries rather than on geographic regions.	National Geographic Networks were restructured into four National Discussion Groups to facilitate more focused information sharing regarding particular country situations and to guide the production of national country-of-origin information packages for use in the adjudication of claims.
Draw on the strengths of international counterparts as a strategic and targeted field research program is developed to address the greatest priority information needs of IRB decision makers.	Continued to study the feasibility of a targeted field research program through ongoing consultation with international partners.
Receive delegations frequently from European counterparts and others involved in collecting country-of-origin information for protection determinations.	Continued to share its best practices and efficiency-enhancing initiatives to visiting delegations including the Russian Federation, the United States and Hong Kong.
Identify efficiencies for emerging claim trends.	Through claims-type analysis and the early identification of information needs, the Operations branch continued to support the RPD in Fast Track processing and appropriate streamlining decisions.
Develop innovative approaches to ready cases for hearing more quickly while maintaining fairness.	Work was undertaken to advance the production of national country-of-origin information packages to facilitate pertinent, nationally consistent disclosure.
Monitor the administrative transfer of files between regions to match resources and workload demands, and optimize the use of videoconferencing facilities.	The administrative transfer of files between regions was monitored with the objective of optimizing the utilization of available regional resources.
Implement new technological tools to allow for electronic filing of Personal Information Forms, electronic disclosure of case documentation and other functions to support case management from the referral of a claim until its finalization.	The Integrated Case Management System Release 2 and 3 were implemented.
Continue to establish jurisprudence and share decisions among decision-makers	Shared decisions to enhance high-quality decision-making and maintain fairness and consistency of decisions.

Refugee Protection - Master Graph

The following graph provides detailed information and offers a comparison of the main activities during the past few years. It shows Refugee Protection Claims Referred, Finalized, Waiting, Processing Time, Cost per Claim, and Outcomes.



Admissibility Hearings and Detention Reviews Program Activity

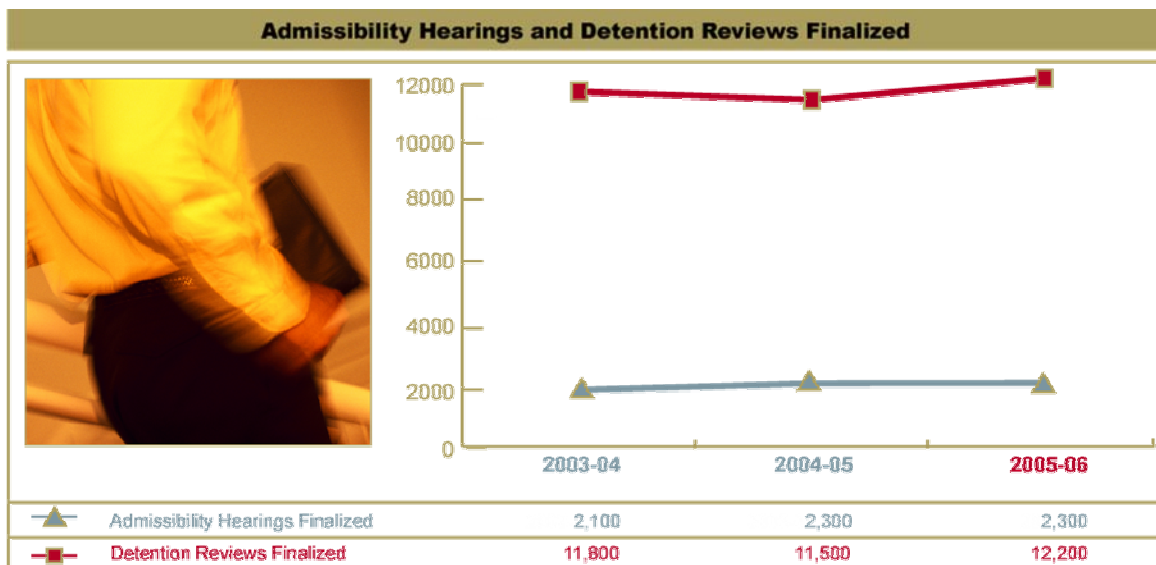
The Immigration Division (ID) is a key player in the delivery of the admissibility hearings and detention reviews program activity. The Division conducts admissibility hearings for foreign nationals or permanent residents who seek entry into Canada, or who are already in Canada and are considered to be inadmissible, and conducts detention reviews for foreign nationals or permanent residents who are detained for immigration reasons.

The *Immigration and Refugee Protection Act* provides that the Division must review the reasons for detention within 48 hours after the person is detained or without delay afterwards (unless CBSA has released or removed the person within 48 hours). ID must review the reasons for continued detention, at least once during the seven days following the review and at least once during each 30-day period following each previous review. The decision is usually rendered the same day the case is heard.

2005-2006 Resources and Activities

Financial Resources (\$ Millions)		
Planned Spending	Total Authorities	Actual Spending
14.9	11.3	10.4

Human Resources		
Planned	Actual	Difference
80	83	3



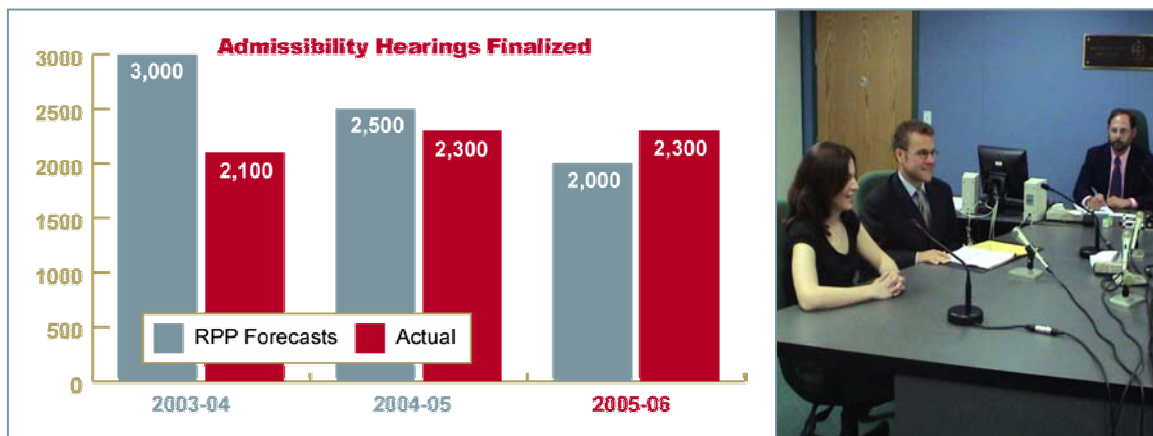
Note: The numbers have been rounded off to the nearest hundred.

Admissibility Hearings Finalized: 2,300

- 15% more than the 2,000 projected in the *2005-2006 Report on Plans and Priorities*, and in line with the overall lower volumes experienced prior to the June 2002 implementation of IRPA.

Outcome of Decisions

- 71% resulted in a removal order being issued because the person was determined inadmissible
- 3% resulted in permission to enter or to remain in Canada
- 5% were subject to the withdrawal of the inadmissibility allegation by CBSA at the hearing
- 21% of persons who received notices to appear at their hearings failed to appear and the cases were closed



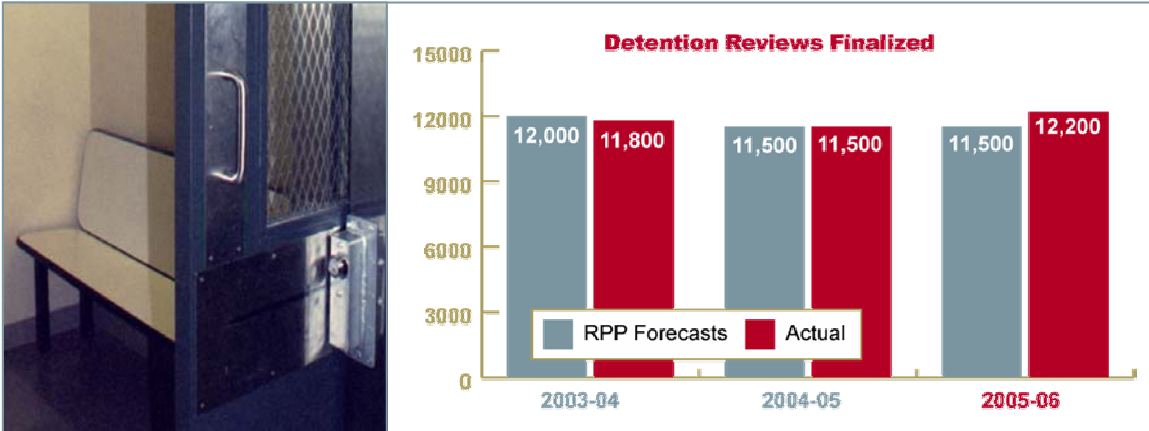
Note: The numbers have been rounded off to the nearest hundred.

Detention Reviews Finalized: 12,200

- 12,330 requests for detention reviews received from CBSA
- Of these, 12,200 were finalized; 6% more than the forecast of 11,500 in the *2005-2006 Report on Plans and Priorities*

Outcome of Decisions

- 75% resulted in continued detention
- 18% resulted in an offer to release, subject to certain terms and conditions
- 4% resulted in an offer to release without any terms or conditions attached
- 3% resulted in changes to the conditions imposed on persons granted release



Note: The numbers have been rounded off to the nearest hundred.

Average cost per admissibility hearing finalized: \$1,015 Average cost per detention review finalized: \$710

- These costs are slightly lower than the 2004-2005 average costs of \$1,050 for an admissibility hearing and \$720 for a detention review. The decrease in average costs is mainly attributable to one-time accommodation related costs incurred in 2004-2005. In the *2005-2006 Report on Plans and Priorities*, the forecast cost per admissibility hearing was \$1,200 and \$700 per detention review. The decrease in average costs was primarily due to lower than planned translation costs.
- The cost per admissibility hearing and detention review includes the decision-making costs and costs of related activities such as case preparation, research, scheduling of hearings, legal services, foreign-language interpretation, technological support, translation services, as well as administrative support. It also includes a share of the costs from the corporate management and services program activity, which is allocated to the three decision-making program activities, based on expenditure trends.

2005-2006 Planned Initiatives and Results

The following table summarizes the planned initiatives, performance indicators and the results achieved for the admissibility hearings and detention reviews program activity.

STRATEGIC OUTCOME: Provide Canadians with well-reasoned, timely decisions on immigration and refugee matters efficiently, fairly and in accordance with the law.		
Admissibility Hearings and Detention Reviews Program Activity Top Priorities		
Priorities	Results Achieved	Performance Indicators
<ul style="list-style-type: none"> Apply lessons learned to continue to generate fair, quality decisions rendered in accordance with the law. 	<ul style="list-style-type: none"> Increased number of admissibility hearings and detention reviews finalized. Quality and consistency in decision-making. 	<ul style="list-style-type: none"> Competency of decision-makers. Number of admissibility hearings finalized. Number of detention reviews finalized.
Admissibility Hearings and Detention Reviews Planned Initiatives		
Planned Initiatives	Results	
Promote working partnerships with other sections of the Board and regions to maintain the information and services that contribute to rendering fair, quality decisions.	Maintained relations on a regular basis through meetings and informal discussions in the regions and at Headquarters in order to maintain the information and optimize the services that contribute to rendering fair, quality decisions.	
Examine the feasibility of implementing a system to streamline admissibility hearings process based on the complexity of the case.	Held various meetings concerning the streamlining of the admissibility hearings process. The Division continues to collect information regarding this project.	
Continue to invest in the development and guidance of decision-makers, by focusing training and tools to address emerging issues.	Continued to train ID Members about security in general and security with respect to Top Secret requirements for ID Members, especially regarding s. 86 of IRPA. Training was also delivered on the <i>Citizenship Act</i> . Jurisprudence updates on emerging case law were held, issues of emerging and national interest were discussed among ID Members at monthly teleconferences. Training took place on policy and procedures (s. 86 of IRPA – applications for non-disclosure of information). “Members’ forums” helped promote consistency and quality in decision-making and were held on a regular basis. The Guide to Proceedings before the Immigration Division was finalized, distributed and posted on the IRB website and Infonet.	
Continue to monitor the structure and workload of regional offices and examine all options that will lead to efficiency of services, by ensuring increased quality of data collection.	Identified the best potential approaches for managing the workload as well as to better identify cases to continue to manage particular issues. Various studies were done to analyze videoconferencing trends. The use of videoconferencing was maximized. Continued to support the move of Toronto members to new offices.	
Enhance analysis of emerging issues, trends, and costs to ensure appropriate resourcing and tools to manage the workload.	Continued to improve its IT tools, enabling better identification of the trends and costs associated with operations. Emerging issues and information of interest for the Division were presented and discussed at national conference calls and then shared with the rest of the organization.	
Develop best practices and increase interactions between regions to share expertise, by providing training and development opportunities.	Held regular national conference calls with the regional directors during which practices were discussed. A forms committee was set up to obtain better national consistency. Members sat in various regions, which gave them an opportunity to share their practices with their colleagues.	

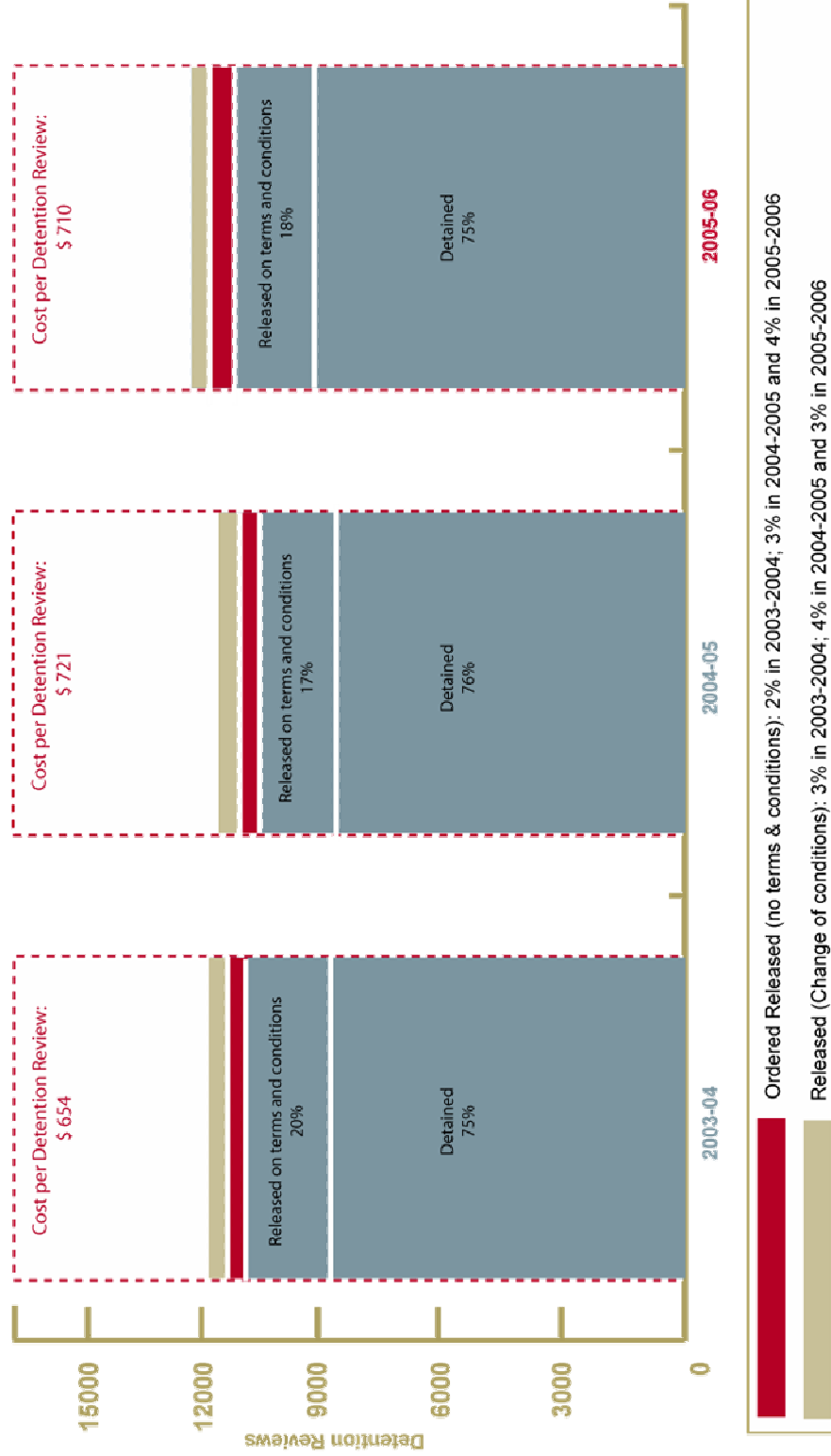
Immigration - Admissibility Hearings Master Graph

The following graph provides detailed information and offers a comparison of the main activities during the past few years. This graph shows Admissibility Hearings Finalized, Breakdown and Cost per Admissibility Hearing.



Immigration - Detention Reviews Master Graph

The following graph provides detailed information and offers a comparison of the main activities during the past few years. This graph shows the Detention Reviews Finalized, Breakdown and Cost per Detention Review.



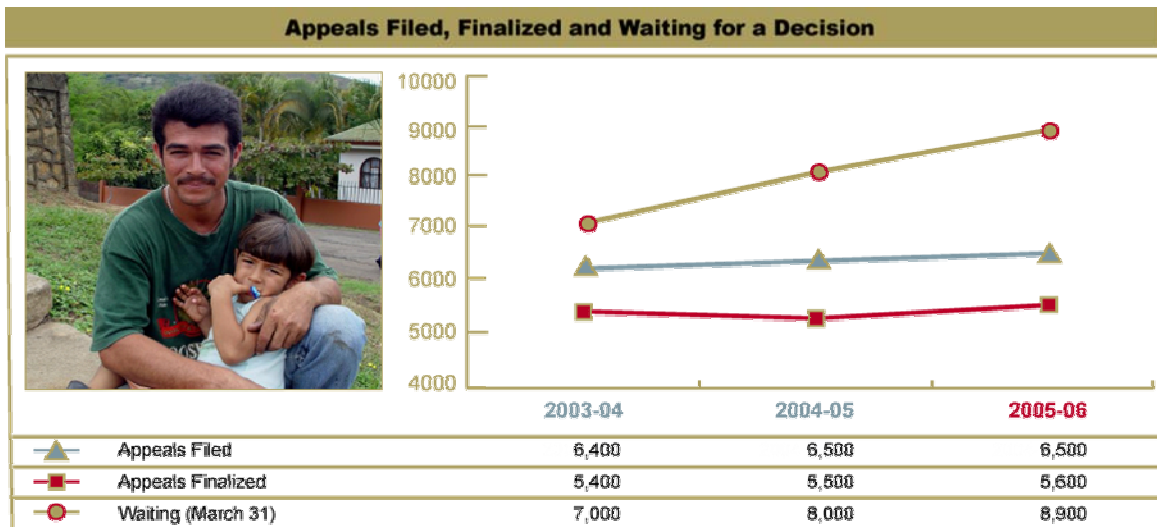
Immigration Appeal Program Activity

The Immigration Appeal Division (IAD) is a key player in the delivery of the immigration appeal program activity. The Division hears appeals of sponsorship applications refused by CIC, hears appeals from certain removal orders made against permanent residents, Convention refugees and other protected persons, and holders of permanent resident visas, hears appeals by permanent residents against whom a CIC officer outside of Canada has decided that they have not fulfilled their residency obligation, and hears appeals by the Minister from decisions of the Immigration Division at admissibility hearings.

2005-2006 Resources and Activities

Financial Resources (\$ Millions)		
Planned Spending	Total Authorities	Actual Spending
12.6	12.1	11.7

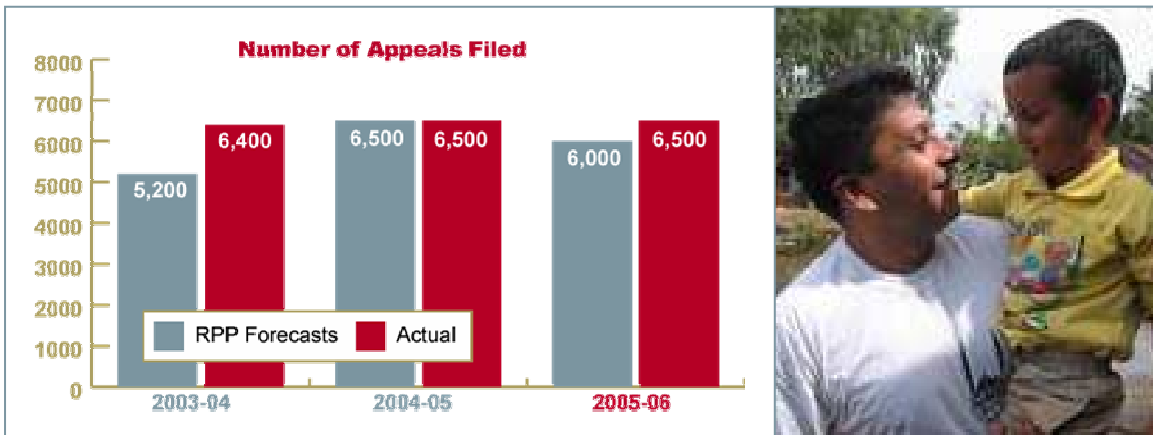
Human Resources		
Planned	Actual	Difference
115	119	4



Note: The numbers have been rounded off to the nearest hundred.

Appeals filed: 6,500

- 8% more than the forecast in the *2005-2006 Report on Plans and Priorities*
- The high numbers of appeals filed in 2005-2006 continues a trend from 2004-2005 and 2003-2004.
- Sponsorship appeals made up an increasing proportion of the work of the Division.



Note: The numbers have been rounded off to the nearest hundred.

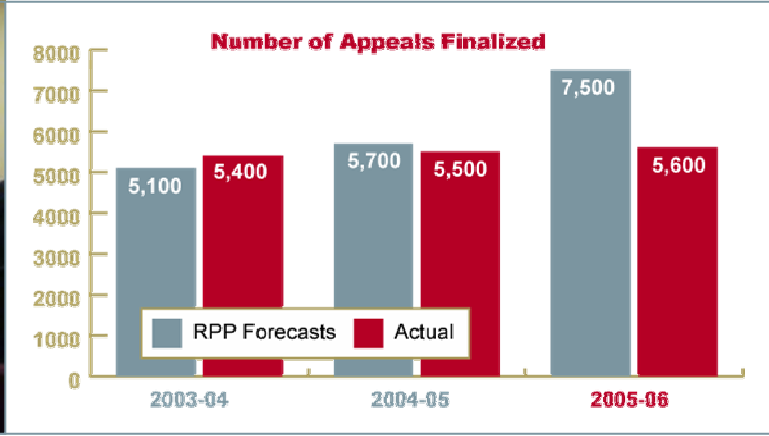
Appeals finalized: 5,600

- This is the highest number of appeals in the IRB's history
- The continued high productivity of members contributed to this sustained level of performance. Greater use of the Alternative Dispute Resolution and the Early Review processes, two key mechanisms by which the IRB manages its immigration appeals caseload, also had a positive impact on productivity.
- Despite the increase in productivity, the number of finalized appeals fell short of the 2005-2006 RPP forecast by 25%.
- Main reason for shortfall: The 2005-2006 RPP forecast was contingent on an increase in member complement, which did not occur; delays in appointments and reappointments in all regions contributed to the shortfall.

Outcome of decisions

Of the 5,600 appeals finalized in 2005-2006:

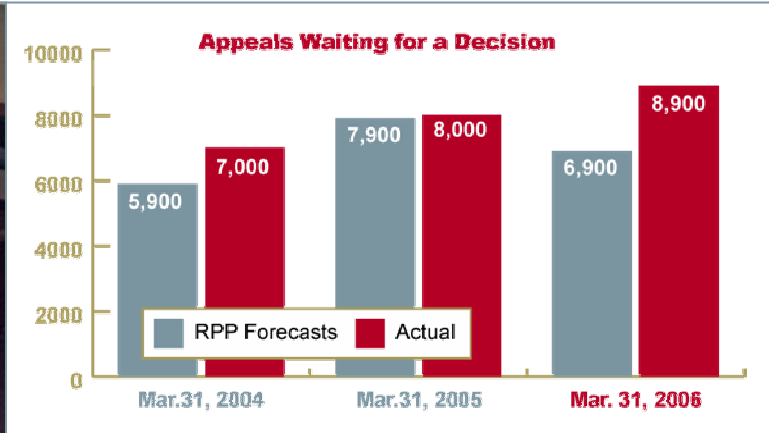
- 40% were allowed
- 31% were dismissed
- 29% were either withdrawn by the appellant or declared abandoned by the IRB



Note: The numbers have been rounded off to the nearest hundred.

Appeals waiting for a decision: 8,900

- This is an increase of 29% over the forecast stated in the 2005-2006 RPP.
- Main reason for increase: The number of appeals filed exceeded the finalized for a third consecutive year, the proportion of appeals finalized to appeals filed was 86% in 2005-2006.



Note: The numbers have been rounded off to the nearest hundred.

Cost per appeal finalized: \$1,865

- The average cost per finalized appeal for 2005-2006 is slightly lower than the 2004-2005 actual average cost of \$1,975 primarily due to lower translation costs. Average unit costs per appeal ranged from \$1,700 for a removal order appeal to \$2,000 for sponsorship appeals and residency obligations.

- The average cost per finalized appeal is higher than the forecasted cost of \$1,700 reported in the *2005-2006 Report on Plans and Priorities* due to a higher share of fixed costs resulting from a reduction in the volume finalized. The forecasted average cost of \$1,700 was based on 7,500 projected appeals finalized while actual finalization totalled approximately 5,600 appeals.
- The cost per appeal includes decision-making costs and costs of related activities such as case preparation, research, scheduling of hearings, legal services, foreign-language interpretation, technological support, translation services, as well as administrative support but it excludes extraordinary items such as the ICMS project development costs. It also includes a share of the costs of the corporate management and services program activity, which is allocated to the three decision-making program activities, based on expenditure trends.

2005-2006 Planned Initiatives and Results

The following table summarizes the planned initiatives, performance indicators and the results achieved for the immigration appeal program activity.

STRATEGIC OUTCOME: Provide Canadians with well-reasoned, timely decisions on immigration and refugee matters efficiently, fairly and in accordance with the law.

Immigration Appeal Program Activity Top Priorities

Priorities	Results Achieved	Performance Indicators
<ul style="list-style-type: none"> ▪ More effective appellant and counsel participation in IRB proceedings. ▪ Systematic, integrated approach to consistency, that ensures clarity in decision-making, respects adjudicative independence and provides for effective ways to identify and assess areas of concern. ▪ Effective management to increase the performance of members through effective performance appraisals, mentoring and focused professional development. ▪ Dynamic cross-regional exchange that will lead to innovative ideas and improvements. ▪ Management capacity to assess the efficiency of various case management initiatives and to plan strategically for impact on the IAD from caseload and other trends. 	<ul style="list-style-type: none"> ▪ Promoted more effective participation for parties through communications with appellants' counsel and Minister's counsel, particularly through IAD regional consultative committees and the IRB's Consultative Committee on Practices and Procedures. ▪ Fostered consistency and quality in members' handling of cases through monthly members' meetings, focused cross-regional professional development and coordinated Legal Services support. ▪ Improved productivity and quality of members through effective performance appraisals, feedback and mentoring members. ▪ Continuous improvement and promotion of best practices and consistency in approaches to all aspects of handling appeals, through frequent and systematic cross-regional meetings to identify concerns and share information. ▪ Launched major transformation initiative in IAD Innovation plan, with extensive consultations and significant proposals for change ▪ Improved statistical reports and analysis 	<ul style="list-style-type: none"> ▪ Number of appeals finalized. ▪ Average case processing time ▪ Improved case management processes. ▪ High level of competency and quality of decision-makers. ▪ Feedback from stakeholders, appellants' counsel and Minister's counsel. ▪ Number of Federal Court judicial reviews allowed and the reasons in such cases

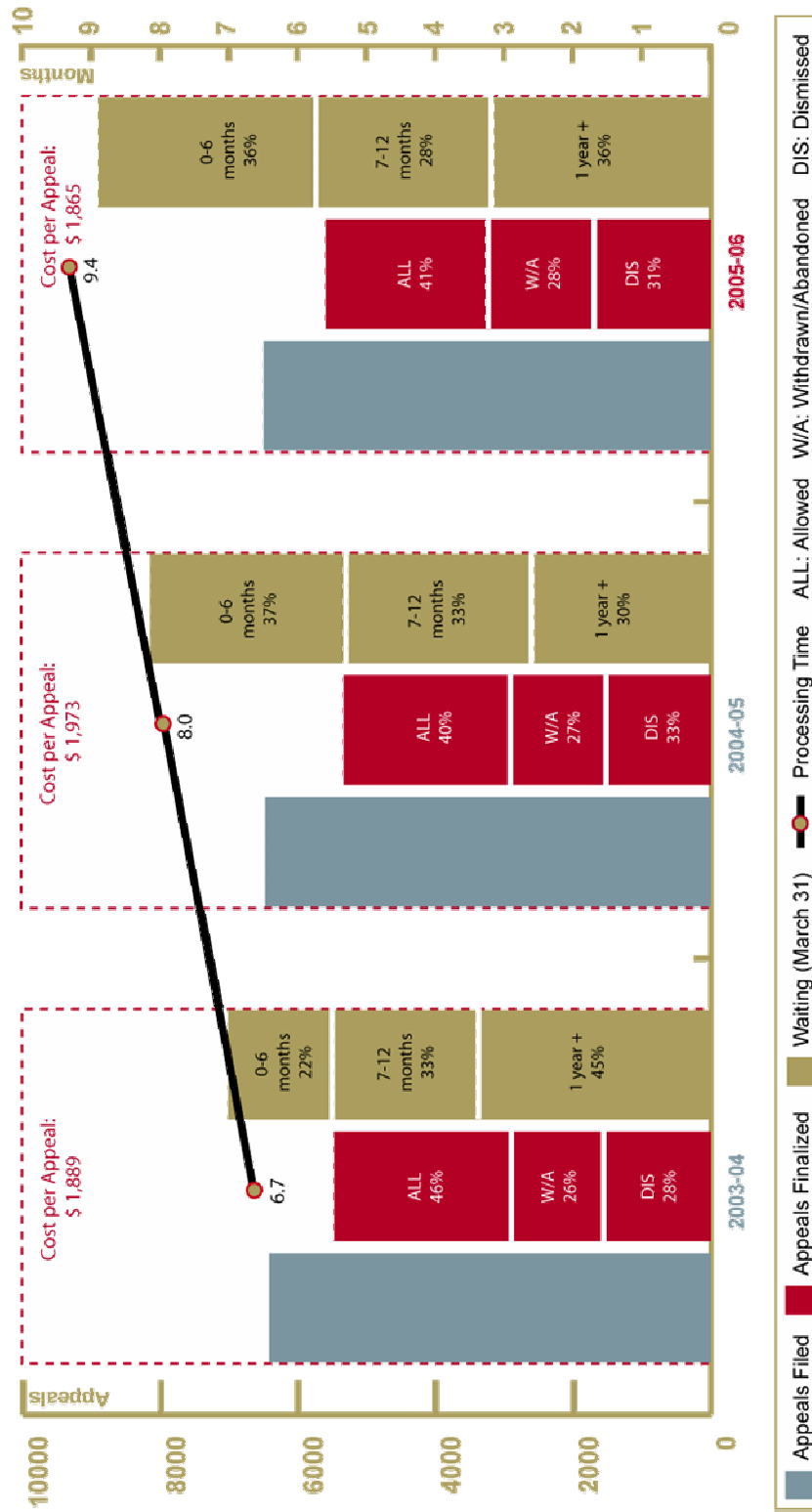
Immigration Appeal Planned Initiatives

Planned Initiatives	Results
<p>Emphasize professional development of decision makers, a key area will be cultural competence.</p>	<p>Monthly professional development (PD) sessions for members, devoted to various topics and updates on the jurisprudence including two national videoconference PD sessions.</p> <p>One national videoconference session focused on cultural competence and a second national videoconference covered Muslim marriages and proving foreign law, and two regional sessions dealt with cross-cultural diversity issues from a best practices hearing room perspective.</p> <p>The IRB Learning and Development Strategy identified training priorities in consultation with managers.</p>
<p>Provide management training tailored to member managers, tailored to the unique context of managing decision-makers. Effective management will increase the performance of the members — through effective performance appraisals, mentoring and focused professional development.</p>	<p>Assistant Deputy Chairpersons and Coordinating Member met weekly with Deputy Chairperson to discuss issues and strategic responses, address cross-regional consistency, best practices, etc.</p> <p>Management and leadership development is a key pillar of the new IRB Learning and Development Strategy. Member managers were trained on the significance of competencies and their relevance to performance appraisals and on the evaluation of members' competencies and performance.</p>
<p>Continue to apply the Consistency Plan through a proactive approach to the developing body of new Act IAD decisions and Federal Court decisions; with focused professional development, and coordinated efforts with the Professional Development Unit, Legal Services and the IAD Management Team to promote the early identification and response to emerging legal issues.</p>	<p>Legal Services and members continued to monitor the application of legislative provisions and related Federal Court decisions to identify emerging issues, provide focused professional development and address consistency issues.</p> <p>Monthly meetings of members focused on best practices and fostering consistency in substantive and procedural issues.</p> <p>New area of residency obligation appeals was addressed in a national Issues Analysis session.</p> <p>National meeting of staff and members examined case processes in each region for purposes of developing ICMS business requirements.</p>

Planned Initiatives	Results
Continue to develop plain language information guides for unrepresented appellants and present information sessions for appellants' counsel across the country to enhance accessibility and effective participation of parties and counsel.	New Residency Obligation Appeal Information Guide was finalized, distributed, and posted on IRB website.
Maintain a constructive relationship with stakeholders, and receive external input on practices and procedures from CBSA and CIC and appellants' counsel on the regional consultative committees.	Continued regional Consultative Committees with representatives from appellant's counsel and Minister's counsel – an effective forum to raise issues in a transparent way and increase cooperation and communication between IAD and counsel for both sides. Held Brainstorming Session at which IAD met with appellants' counsel and Minister's counsel to discuss ways to improve the processes and operation of the IAD Toronto office. IAD Innovation initiative involved extensive external consultations and this relied on the solid foundation of the IAD's Consultative Committees.
Focus on sustaining the high number of decisions finalized and reducing the number of appeals waiting, as well as ongoing case management improvement initiatives, and further integration of quality, consistency and efficiency measures.	Record number of finalizations (5,600). IAD Innovation initiative, started in Fall 2005 is re-examining how the IAD handles its appeals, and is transforming the IAD into a more flexible and proactive division that seeks to resolve as many cases as possible as early as possible without a hearing, while still maintaining fairness. Various action items were implemented before the release of the IAD Innovation Report in March 2006 – for example, sending a letter to the appellant to confirm their readiness to proceed, with appropriate follow-up action by the IAD.
Focus on further expanding and enhancing case management initiatives — the screening and streaming of cases.	In addition to its successful Alternative Dispute Resolution (ADR) program and its early review process, the IAD also focused more generally on the screening and streaming of cases to increase completions outside of the hearing room. Despite the lack of a full member complement to deal with the growing caseload, each region examined its practices in scheduling and its various case streams in order to make improvements in efficiency.
Continue to consolidate and expand the use of ADR, including the addition of more case types where appropriate.	Significantly more appeals were streamed into the ADR process in 2005-2006 (34%) than the previous fiscal year (28%).
Complete more appeals without a hearing where appropriate.	45% of appeals completed were completed without a hearing, compared to 50% the year earlier — in part due to lower rate of resolution for ADR cases, and a decline in some early review case types.
Use effective monitoring and reporting tools to manage the various case management initiatives including completing the development of monitoring and statistical reporting systems for the ADR and early review case streams, member workload reports and additional monitoring reports.	The primary IAD report was revised to better respond to needs of management; the revised report establishes a statistical reporting system for the ADR case stream; additional monitoring tools and reports will be considered and brought online as the ICMS begins development in the IAD.
Convene multi-disciplinary teams (managers, registry staff, and others) to benefit from management best practices and improve national consistency and efficiency in practices and procedures. This would include conducting file audits to identify steps and forms in different types of files and case processes.	The Operations Branch continued to meet regularly the IAD Deputy Registrars to promote best practices and ensure cross-regional consistency; and continued to communicate regularly with Deputy Chairperson's office to collaborate on new and changed forms and procedures. The IAD Innovation initiative is re-examining how the IAD handles its appeals, and is transforming the IAD into a more flexible and proactive division.
Focus the professional development of decision makers through co-ordinated efforts with the Professional Development Unit, Legal Services and the IAD Management Team to promote the early identification and proactive response with respect to emerging legal issues.	Legal Services together with the Professional Development Unit and the IAD management team worked together to identify emerging legal issues and provide a proactive response including training initiatives. Member training has been directed at emerging legal issues by providing training sessions directed at those issues where appropriate.

Immigration Appeal - Master Graph

The following graph provides detailed information and offers a comparison of the main activities during the past few years. It shows Immigration Appeals Filed, Finalized, Processing Time and Cost per Appeal.



Corporate Management and Services Program Activity

The corporate management and services program activity provides important infrastructure to support the IRB's decision-making function as an effective, accountable, efficient operation, and to implement government-wide management and improvement initiatives. The IRB continues to make significant commitments to provide decision-makers with up-to-date and innovative management practices, infrastructure tools and resources in order to sustain a high volume of quality decisions at the Board.

The corporate management and services program activity at the IRB encompasses executive offices, planning and reporting, finance, administration, communications, human resources, legal services, information management and information technology. The organization also continues to pursue effective internal communications and promote public service values and ethics. More detailed information on key corporate management and services initiatives is presented in Section 4.

The IRB is including Corporate Management and Services in Section 2 because this program activity directly contributes to the achievement of the strategic priorities of the Board.

2005-2006 Planned Initiatives and Results

The following table summarizes the planned initiatives, performance indicators and the results achieved for the corporate management and services program activity.

STRATEGIC OUTCOME: Provide Canadians with well-reasoned, timely decisions on immigration and refugee matters efficiently, fairly and in accordance with the law.

Corporate Management and Services Program Activity Top Priorities

Priorities	Results Achieved	Performance Indicators
<ul style="list-style-type: none"> ▪ Implement a comprehensive, dynamic and fully integrated people management strategy. ▪ Sustain innovation and improve management practices and processes. ▪ Increase the confidence of Canadians in the integrity and fairness of the refugee determination system. 	<ul style="list-style-type: none"> ▪ Integrated People Management Strategy approved and new policies and programs under development. ▪ Continued development and implementation of innovative management processes. ▪ Positive feedback from stakeholders on various outreach activities. 	<ul style="list-style-type: none"> ▪ Alignment of priorities, outputs and results with IRB's strategic outcome.

Human Resources and Professional Development Planned Initiatives

Planned Initiatives	Results
Develop a comprehensive Integrated People Management Strategy.	The Integrated People Management Strategy was approved by IRB Senior Management in the fall of 2005. The Framework has been disseminated throughout the organization and is the basis for the development of policies, programs and initiatives related to the way in which the organization manages its people.
Design an approach that will integrate the function of human resources (HR) planning with its operational and business planning.	Consultations and development work has begun in the design of an HR planning methodology that will respond to organizational needs and support integration of planning activities. Best practices are being identified and will lead to the development of tools and support for management planning overall.
Develop initiatives to support the realization and implementation of the People Management Strategy while continuing to build its human resources capacity.	Developed a comprehensive Learning and Development Framework, established a Corporate Learning Fund, revitalized the mandate and the composition of the Employment Equity (EE) Committee, presented an EE plan and developed new policies in staffing.
Implement the organizational infrastructure needed to deliver IRB programs and services more effectively and efficiently.	Developed and implemented a sound organizational structure, better aligned with the needs of the organization, to support HR service delivery to its clients. A comprehensive Organizational Development Framework for the Learning and Professional Development Directorate (LPDD) was approved fostering the development of the IRB as a learning organization.
Continue the work undertaken as part of the departmental Classification Strategy.	Phase 1 and 2 of the Classification Strategy was completed, with the review of approximately 750 positions. In addition, new procedures were developed and implemented, and managers were trained to be able to participate in classification committees.
Manage transitions, competency-based human resource management, and employee development.	The IRB's new comprehensive Learning and Development Strategy is based on four key strategic pillars: hearing-room related training, management and leadership development, competency-based HR management and employee development. A new LPDD organizational development has been approved in order to better identify and meet the learning needs of all IRB personnel. Change management sessions have been offered to employees and managers. A suite of transition related courses and sessions were offered to all employees in the context of Work Force Adjustment. Integration of competencies with performance assessment and management tools for ID members implemented. Drafted an IRB Learning Policy.
Meet the requirements set forth in the <i>Public Service Modernization Act</i> by focussing on the design and implementation of an informal conflict management system, as well as the elaboration of policies and procedures for the new staffing regime.	The framework for the IRB's Informal Conflict Resolution has been established in consultation with the unions. Training has begun for managers and communication tools and employee sensitization information is being designed for delivery in 2006-2007. Modernization implementation is well underway and key staffing policies have been developed, approved and disseminated. New procedures are being developed as familiarity with the new staffing regime leads to new issues and needs.

Strategic Communications and Partnerships Planned Initiatives	
Planned Initiatives	Results
Arrange briefing sessions for Members of Parliament and arrange for them to attend IRB hearings in the regional offices.	Following successful briefings to MPs in several major cities, a second round of briefing sessions were held for MPs from Southern Alberta, the B.C. interior and the Niagara Region. At each session, the IRB offered to arrange for MPs and staff to observe a refugee hearing. The Board participated in a Library of Parliament briefing session for MPs, which was webcast to MPs' constituency offices.
Cultivate ongoing integrated communications with stakeholders and clients through the Consultative Committee on Policies and Procedures (CCPP) and its sub-committee on communications.	Five CCPP meetings were held, and succeeded in bringing together stakeholders and IRB executive for focused exchanges on key policy and procedural issues, resulting in improved understanding and cooperation. Highlights include joint-work on the development and distribution of new detention and admissibility brochures, as well as the coordination of IAD Innovation consultations.
Enhance the use of stakeholder fora, develop new approaches and opportunities.	A more robust conference coordination framework was introduced, leading to a better selection of events and improved preparation and participation this year. The IRB's presence at large events was more pronounced. The IRB participated in 20 outreach events and conferences, including the Canadian Bar Association Continuing Legal Education Immigration Law Conference and the Canadian Council for Refugees' international conference. At these events, the IRB provided stakeholders with the information on changing practices and new developments within the organization, enhancing understanding, which ultimately will improve the way stakeholders and the general public interact with the IRB.
Seek opportunities for more robust media relations.	Communications monitored developing stories closely in order to be prepared to respond to inaccurate media coverage. In a small number of cases, to address important errors of fact or interpretation, letters to the editor and op-eds were prepared and provided to the media, as well as posted on the IRB internet site. Most were published by the media.
Develop communications products to better inform claimants and individuals about the IRB's processes.	The IRB updated information about its processes in one new overarching publication. The Board also published two plain-language publications on detention and admissibility hearings in cooperation with stakeholders and the CBSA. They were distributed through a network of government (federal and provincial) and stakeholder partners to ensure those appearing before the Immigration Division would have access to the publications. Information sheets were also added to the Internet media centre. A publication for MPs was produced and distributed. Tailored kits were developed and distributed at all outreach events and conferences.
Innovative Use of Technology Planned Initiatives	
Planned Initiatives	Results
Continue the development and implementation of the Integrated Case Management System (ICMS).	Releases 2 and 3 of the Integrated Case Management System were implemented. Release 2 provides for the online processing of research requests and Release 3 allows counsel, on a voluntary basis, to file refugee claimant's Personal Information Forms electronically ("e-PIF"). Both releases are now housed within and supported by the Board's Operations branch for ongoing business support and day-to-day business maintenance. Work continued on the final release of ICMS (Release 4) which will integrate prior releases and provide IRB employees with access to all information required to manage or work with Refugee Protection Division cases. Work was also initiated on training and change management strategies that will accompany the implementation of ICMS in 2006-2007.
Continue the implementation of digital audio recording equipment.	The Digital Audio Recording System (DARS) to record proceedings before the Board's three divisions was implemented across Canada. DARS modernizes several key components of the Board's file management system, specifically the cassette tape recording system and associated transcription method, and prepares the Board for the implementation of ICMS.

Corporate Management Planned Initiatives

Planned Initiatives	Results
Expand and refine an integrated action plan aligning management initiatives to clarify and reinforce accountability.	The development of integrated business plans supports the Board's commitment to greater efficiency, continuous improvement and accountability; continued implementation of the Management Accountability Framework.
Integrate risk management into strategic management decisions.	The Board IRB's Integrated Risk Management function (organizational focus) is linked to corporate decision-making. Refocused management of higher risk areas translated into more effective and appropriate allocation of resources. Strengthened commitment to accountability and transparency.
Maintain a comprehensive analysis of domestic and international factors influencing the Board's operating environment to inform planning and priorities.	Environmental Scans are conducted and identify factors that could influence the operating environment of the IRB.
Monitor activities and review programs.	Ongoing monitoring of various IRB programs.
Participate in government-wide shared service initiative.	Meeting reform objectives; actively participating in discussions with central agencies.

Section 3: Supplementary Information

How we are organized

Governance and accountability

The IRB reports to Parliament through the Minister of Citizenship and Immigration. The Minister is also responsible for Citizenship and Immigration Canada (CIC), which has specific responsibilities related to immigration and refugee protection.

Chairperson

The Chairperson is the IRB's Chief Executive Officer, senior decision-maker and spokesperson. Providing overall leadership and direction to the Board's three decision-making divisions, the Chairperson is responsible for creating and promoting a vision of the IRB that unifies all IRB personnel around the common purpose of making timely and just decisions on immigration and refugee matters.

In addition to the broad responsibility of the management of Governor-in-Council appointees, the Chairperson has a range of statutory powers at his disposal to provide assistance to decision-makers in order to enhance the quality, consistency and efficiency of decision-making. The Chairperson is accountable to Parliament and reports to it through the Minister of Citizenship and Immigration.

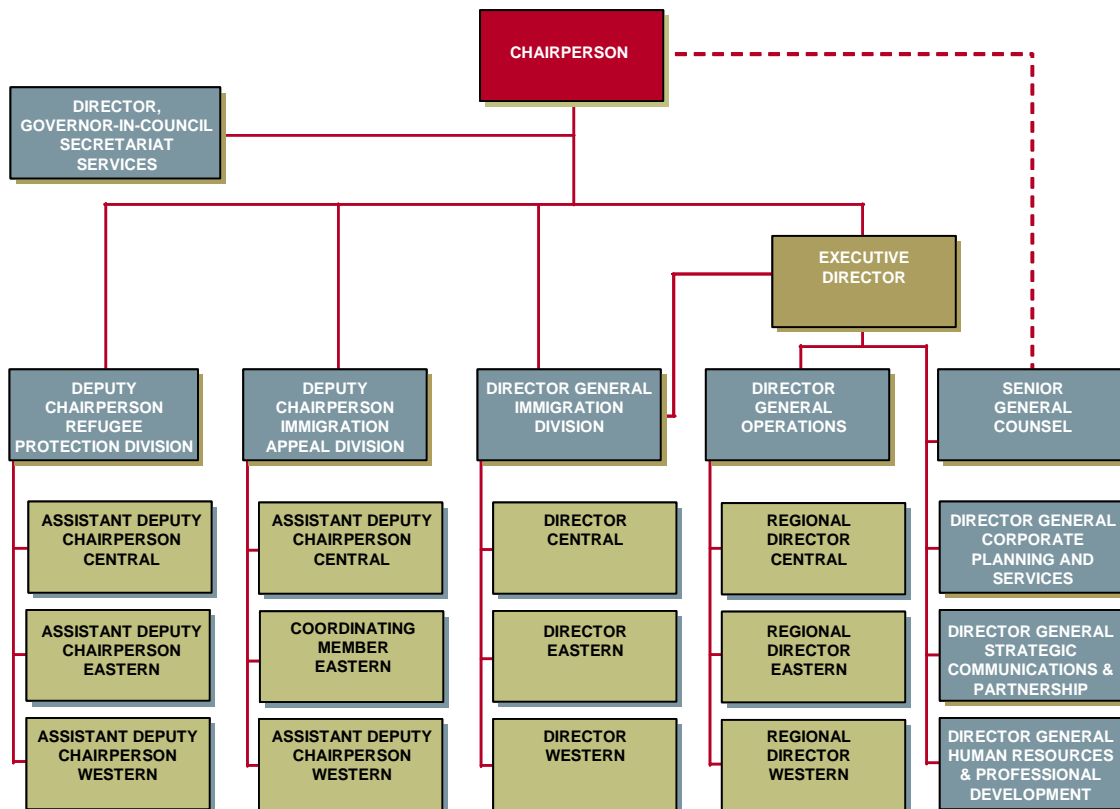
Executive Director

The Executive Director is the IRB's Chief Operating Officer and reports to the IRB Chairperson. The Executive Director is responsible for IRB operations and the administration of the Board's three decision-making divisions. The Executive Director is also responsible for approximately 900 public servants, including those who provide direct support to decision-making activities at the IRB.

Senior Management

Two Deputy Chairpersons (appointed by the Governor-in-Council) and one Director General (appointed under the *Public Service Employment Act*) oversee the work in the three divisions. Four Directors General and a Senior General Counsel (all appointed under the *Public Service Employment Act*) are responsible for the corporate management and services functions, operations of the IRB, and legal services.

Organization Chart



Overview of Financial Performance

IRB's total authorities of \$117.6 million increased by \$5.7 million from its planned spending of \$111.9 million. This increase was attributable mainly to:

- An additional amount of \$4.0M in compensation for collective agreements affecting mainly the Refugee Protection program activity;
- An additional amount of \$1.8M relating to temporary funding related to administrative measures in support of refugee reform for the Refugee Protection program activity;
- An additional amount of \$0.7M in funding carried-forward from 2004-2005 mainly for the Refugee Protection program activity; and
- A reduction affecting all program activities of \$0.9 million associated with the employee benefit plans.

In addition, there was a reallocation of \$3.4 million from the Admissibility Hearings and Detention Reviews program activity to the Refugee Protection program activity to reflect funding adjustments required following the approval of the ICMS EPA submission by Treasury Board in May 2005.

Actual spending for 2005-2006 was \$112.7 million, \$4.9 million less than total authorities. Unused resources were mainly attributable to:

- A surplus of \$3.1M in various areas due to delays in appointments of decision-makers and staffing of public service positions, and lower resource requirements resulting from a reduction in business volumes;
- A surplus of \$1.4M in the special purpose allotment for the translation of decisions due primarily to an overestimation of the workload; and
- A surplus of \$0.4M relating to the administrative measures in support of refugee reform due to lower translation costs and professional services.

Table 1: Comparison of Planned to Actual Spending (incl. FTEs) *

This table offers a comparison of the Main Estimates, Planned Spending, Total Authorities, and Actual Spending for 2005-2006, as well as historical figures for Actual Spending.

(\$ millions)	2005-2006					
	2003-04 Actual	2004-05 Actual	Main Estimates	Planned Spending	Total Authorities	Actual
Refugee Protection	104.0	104.4	84.5	84.4	94.2	90.6
Admissibility Hearings and Detention Reviews	9.2	10.9	14.9	14.9	11.3	10.4
Immigration Appeal	9.7	10.6	12.6	12.6	12.1	11.7
Total	122.8	125.9	112.0	111.9	117.6	112.7
Less: Non-Respendable revenue						
Plus: Cost of services received without charge	18.9	19.3		18.4		20.3
Total Departmental Spending	141.7	145.2		130.3		133.0
Full Time Equivalents (FTEs)	1,200	1,170		1,100		1,035

* Due to rounding, figures may not add to totals shown.

Note: The breakdown of the 2003-2004 and 2004-2005 actuals by program activity was estimated and includes a redistribution of Corporate Management and Services costs in line with the 2005-2006 allocation methodology. Overall, actual costs for 2003-2004 and 2004-2005 remain the same as previously reported in the respective Departmental Performance Reports.

Table 2: Resources by Program Activity

The following table outlines how resources were utilized for the fiscal year 2005-2006.

2005-2006								
Program Activity	Budgetary (\$ Millions)						Plus: Non-Budgetary	Total
	Operating	Capital	Grants and Contributions	Total: Gross Budgetary Expenditures	Less: Responsible Revenue	Total: Net Budgetary Expenditures	Loans, Investments and Advances	
Refugee Protection								
Main Estimates	84.5			84.5				84.5
Planned Spending	84.4			84.4				84.4
Total Authorities	94.2			94.2				94.2
Actual Spending	90.6			90.6				90.6
Admissibility Hearings and Detention Reviews								
Main Estimates	14.9			14.9				14.9
Planned Spending	14.9			14.9				14.9
Total Authorities	11.3			11.3				11.3
Actual Spending	10.4			10.4				10.4
Immigration Appeal								
Main Estimates	12.6			12.6				12.6
Planned Spending	12.6			12.6				12.6
Total Authorities	12.1			12.1				12.1
Actual Spending	11.7			11.7				11.7

Table 3: Voted and Statutory Items

The table below shows how Parliament votes resources to the IRB, and essentially replicates the summary table listed in the Main Estimates. Resources are presented to Parliament in this format. Parliament approves the voted funding and the statutory information is provided for information purposes.

2005-2006					
Voted or Statutory Items (\$ Millions)	Truncated Vote of Statutory Wording	Main Estimates	Planned Spending	Total Authorities	Actual
10	Operating expenditures	98.6	98.5	105.1	100.2
(S)	Contributions to employee benefit plans	13.4	13.4	12.5	12.5
Total		112.0	111.9	117.6	112.7

Table 4: Services Received Without Charge

The following table provides information on services received without charge for the IRB.

2005–2006		(\$ Millions)
Accommodation provided by Public Works and Government Services Canada		14.6
Contributions covering employers' share of employees' insurance premiums and expenditures paid by Treasury Board of Canada Secretariat (excluding revolving funds). Employer's contribution to employees' insured benefits plans and associated expenditures paid by TBS		5.7
Salary and associated expenditures of legal services provided by Department of Justice Canada		
Total 2005-2006 Services received without charge		20.3

Table 5: Resource Requirements by Branch or Sector

The table below shows the distribution of funding to the IRB at the organizational level.

2005–2006 (\$ millions)				
Organization	Refugee Protection	Admissibility Hearings and Detention Reviews	Immigration Appeal	Total Planned Spending
Chairperson, Executive Director and Secretariat (including Governor-in-Council salaries)				
Planned Spending	24.4	0.3	3.8	28.5
Actual Spending	20.0	0.2	4.5	24.7
Refugee Protection Division				
Planned Spending	0.9			0.9
Actual Spending	1.3			1.3
Immigration Appeal Division				
Planned Spending			0.7	0.7
Actual Spending			0.8	0.8
Immigration Division				
Planned Spending		3.3		3.3
Actual Spending		4.0		4.0
Strategic Communications and Partnership (including special purpose account for the translation of decisions)				
Planned Spending	6.0	5.6	2.5	14.1
Actual Spending	4.0	1.1	0.6	5.7
Human Resources and Professional Development				
Planned Spending	3.0	0.3	0.3	3.6
Actual Spending	3.8	0.5	0.4	4.7
Legal Services				
Planned Spending	4.0	0.2	0.1	4.3
Actual Spending	4.5	0.2	0.1	4.8
Corporate Planning and Services				
Planned Spending	7.1	1.0	0.9	9.0
Actual Spending	11.0	1.3	1.2	13.5
Operations (including regions and ICMS)				
Planned Spending	39.0	4.2	4.3	47.5
Actual Spending	46.0	3.1	4.1	53.2

Table 6: Details on Project Spending (ICMS)*

This table identifies IRB projects, information technology and major crown projects underway or completed during the reporting period.

The scope of this project is to improve case management by streamlining and automating business processes within the IRB and to implement an integrated case management system that will support IRB operations. The Integrated Case Management System (ICMS) will provide IRB employees with access to all information required to manage or work with IRB cases. ICMS will provide the IRB with the capacity to automate its case processing improvements, and to:

- Improve processing time
- Reduce backlog and overall cost of processing refugee cases
- Promote a consistency in decisions that will enhance the protection of refugees and the overall security of Canadians
- Increase security and integrity of the data
- Improve the current IT infrastructure

* Although ICMS does not meet the Treasury Board Secretariat definition of a major project for reporting purposes, it represents a significant investment for the IRB.

Current Estimated Total Cost (\$ millions)	Cumulative Spending to March 31, 2006 (\$ millions)	Planned Spending 2006-2007 (\$ millions)
40.0	33.0	7.0

On May 30, 2003, the IRB obtained the Effective Project Approval (EPA) for the implementation of the ICMS. On May 23, 2005, an amended EPA was approved to adjust the total estimated cost from \$33.0 million to \$37.0 million. An amended EPA was approved in June 2006 to increase EPA authority from \$37.0 million to \$40.0 million.

Plans	Results
Stage 1	
Release 1: Replace the current Claim Type Management System and automate screening and streamlining activities	More robust system that will improve the IRB's case management — <i>Implemented June 2004</i>
Release 2: Automate research processes	Increased the effectiveness of the research processes by the automation of the research requests — <i>Implemented April 2005</i>
Release 3: Create Electronic Personal Information Form (e-PIF)	Enhanced client services by allowing Counsels to send PIFs electronically — <i>Implemented May 2005</i>
Release 4: Automate Refugee Protection Division (RPD) processes	Delivering the program through automating RPD functions and improving decision-making by providing timely, integrated, comprehensive and accurate information on cases — <i>Fall 2006</i>
Stage 2	
Automate Immigration Appeal Division (IAD) processes	Building on Stage 1, development of the various ICMS elements required to provide actual appeal processing and scheduling for the IAD. (Under review pending business rationalization of IAD processes.)
Stage 3	
Automate Immigration Division (ID) processes	Building on Stage 2, development of the various ICMS elements required to provide actual appeal processing and scheduling for the ID. (Under review pending business rationalization of ID processes.)

Table 7: Response to Parliamentary Committees, Audits and Evaluations

This table provides a list of internal and/or external audits and evaluations with respect to the IRB's work for fiscal year 2005-2006.

Response to Parliamentary Committees
No recommendations were received.
Response to the Auditor General
No recommendations were received.
External Audits
(The Public Service Commission or the Office of the Commissioner of the Official Languages or the Official Languages Branch of the Public Service Human Resources Management Agency) No external audits were requested.
Internal Audits or Evaluations
Review of the Human Resources Function http://www.irb-cisr.gc.ca/en/about/transparency/reviews/hr/index_e.htm
Videoconferencing in Refugee Hearings http://www.irb-cisr.gc.ca/en/about/transparency/reviews/video/index_e.htm
Formative Evaluation of the IRB's Streamlining Initiative http://www.irb-cisr.gc.ca/en/about/transparency/evaluations/streamlining/index_e.htm

Table 8: Financial Statements of Departmental Corporations and Agents of Parliament

The following financial statements are prepared in accordance with accrual accounting principles. The unaudited supplementary information presented in the financial tables in the IRB Departmental Performance Report is prepared on a modified cash basis of accounting in order to be consistent with appropriation-based reporting. Note 3 of the financial statements reconciles these two accounting methods.

Statement of Management Responsibility

Responsibility for the integrity and objectivity of the accompanying financial statements for the year ended March 31, 2006 and all information contained in these statements rests with the IRB management. These financial statements have been prepared by management in accordance with Treasury Board accounting policies, which are consistent with Canadian generally accepted accounting principles for the public sector.

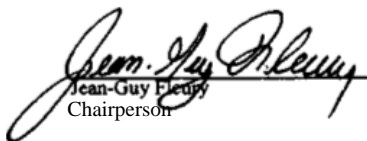
Management is responsible for the integrity and objectivity of the information in these financial statements. Some information in the financial statements is based on management's best estimates and judgement and gives due consideration to materiality. To fulfil its accounting and reporting responsibilities, management maintains a set of accounts that provides a centralized record of the IRB's financial transactions. Financial information submitted to the Public Accounts of Canada and included in the IRB's Departmental Performance Report is consistent with these financial statements.

Management maintains a system of financial management and internal control designed to provide reasonable assurance that financial information is reliable, that assets are safeguarded and that transactions are in accordance with the *Financial Administration Act*, are executed in accordance with prescribed regulations, within Parliamentary authorities, and are properly recorded to maintain accountability of Government funds. Management also seeks to ensure the objectivity and integrity of data in its financial statements by careful selection, training and development of qualified staff, by organizational arrangements that provide appropriate divisions of responsibility, and by communication programs aimed at ensuring that regulations, policies, standards and managerial authorities are understood throughout the IRB.

The Chairperson's Management Board (CMB), which is chaired by the Chairperson, is the senior management body setting organizational priorities and objectives, and providing overall direction for the Immigration and Refugee Board of Canada. The CMB oversees major initiatives that cut across the organization to ensure a comprehensive/integrated approach.

Management is supported and assisted by an Audit and Evaluation Committee (AEC), a sub-committee of the CMB. The primary role of the committee is to provide functional guidance over internal audit and evaluation. The Senior Financial Officer is a full member of both the CMB and AEC committees.

The financial statements of the Immigration and Refugee Board of Canada have not been audited.



Jean-Guy Fleury
Chairperson



Jean Belanger
Senior Financial Officer

Ottawa, Canada
August 8, 2006

Statement of Financial Position (Unaudited) At March 31

(in thousands of dollars)

	<u>2006</u>	<u>2005</u>
ASSETS		
Financial assets		
Accounts receivables and advances (Note 4)	2,717	2,474
Non-financial assets		
Prepaid expenses	23	-
Tangible capital assets (Note 5)	<u>22,798</u>	<u>18,399</u>
Total non-financial assets	22,821	18,399
TOTAL	<u>25,538</u>	<u>20,873</u>
LIABILITIES		
Accounts payable and accrued liabilities	8,299	12,268
Vacation pay and compensatory leave	3,778	4,049
Contingent liabilities (Note 7)	-	150
Employee severance benefits (Note 6)	<u>14,086</u>	<u>13,773</u>
Total Liabilities	26,163	30,240
EQUITY OF CANADA	<u>(625)</u>	<u>(9,367)</u>
TOTAL	<u>25,538</u>	<u>20,873</u>

The accompanying notes form an integral part of these financial statements

Statement of Operations (Unaudited) For the Year Ended March 31

(in thousands of dollars)

	2006				2005
	Refugee Protection	Immigration Appeals	Admissibility Hearings & Detention Reviews	Total	Total
Operating Expenses					
Salaries and employee benefits	71,029	10,047	7,658	88,734	98,794
Rentals	11,981	1,512	1,969	15,462	13,806
Professional and special services	8,725	994	2,028	11,747	15,012
Transportation and telecommunications	3,238	661	497	4,396	4,012
Acquisition of equipment (less than \$10K)	2,341	215	235	2,791	1,605
Amortization	2,280	25	28	2,333	1,115
Repair and maintenance	1,255	213	167	1,635	697
Utilities, materials and supplies	654	53	55	762	981
Information	207	18	21	246	248
Other	86	4	5	95	61
Total operating expenses	101,796	13,742	12,663	128,201	136,331
Revenues					
Miscellaneous	4	-	-	4	3
Total Revenues	4	-	-	4	3
Net Cost of Operations	101,792	13,742	12,663	128,197	136,328

The accompanying notes form an integral part of these financial statements.

Statement of Cash Flow (Unaudited) For the period Ended March 31

(in thousands of dollars)

	<u>2006</u>	<u>2005</u>
Operating activities		
Net cost of operations	128,197	136,328
Non-cash items:		
Amortization of capital assets	(2,333)	(1,115)
Bad debts write-off	(4)	
Loss on disposal of tangible capital assets	0	(12)
Previous year correction	(444)	
Services provided without charge	(20,342)	(19,237)
Variations in Statement of Financial Position:		
Increase in accounts receivable and advances	243	615
Increase in prepaid expenses	23	
Decrease (increase) in liabilities	4,077	(2,192)
Cash used by operating activities	<u>109,417</u>	<u>114,387</u>
Capital investment activities		
Acquisitions of tangible capital assets	7,180	9,659
Cash used by capital investment activities	<u>7,180</u>	<u>9,659</u>
Financing activities		
Net cash provided by Government of Canada	<u>(116,597)</u>	<u>(124,046)</u>

The accompanying notes form an integral part of these Statements

Statement of Equity of Canada (Unaudited) At March 31

(in thousands of dollars)

	2006	2005
Equity of Canada, beginning of year	(9,367)	(16,322)
Net cost of operations	(128,197)	(136,328)
Current year appropriations used (Note 3)	112,733	125,897
Adjustments of previous years accounts payables and miscellaneous revenues not available for spending	(397)	(138)
Change in net position in the Consolidated Revenue Fund (Note 3)	4,261	(1,713)
Services received without charge from other government departments (Note 8)	20,342	19,237
Equity of Canada, end of year	(625)	(9,367)

The accompanying notes form an integral part of these financial statements.

1. Authority and Objectives

Created by an Act of the Canadian Parliament in 1989, the Immigration and Refugee Board of Canada (IRB) is the largest Canadian administrative tribunal performing quasi-judicial functions. Its mandate is contained in Part 4 of the *Immigration and Refugee Protection Act (IRPA)*.

As an independent tribunal, the IRB's mandate is to:

- determine claims for refugee protection made in Canada;
- adjudicate admissibility hearings and review reasons for detention; and
- decide appeals from of sponsorship refusals, certain removal orders and residency obligation decisions, and decide appeals by the Minister of Citizenship and Immigration from decisions made in admissibility hearings.

As an organization with three administrative divisions, the IRB provides a responsive and efficient means of delivering administrative justice for individuals and ensures that all people who come before it are treated fairly. In fulfilling its mandate, the IRB contributes directly to maintaining public confidence in the integrity of Canada's immigration and refugee determination system.

2. Summary of Significant Accounting Policies

The financial statements have been prepared in accordance with Treasury Board accounting policies, which are consistent with Canadian generally accepted accounting principles for the public sector.

Significant accounting policies are as follows:

(a) Parliamentary appropriations – The IRB is financed by the Government of Canada through Parliamentary appropriations. Appropriations provided to the IRB do not parallel financial reporting according to generally accepted accounting principles since appropriations are primarily based on cash flow requirements. Consequently, items recognized in the statement of operations and the statement of financial position are not necessarily the same as those provided through appropriations from Parliament. Note 3 provide a high-level reconciliation between the two bases of reporting.

(b) Net Cash Provided by Government – The IRB operates within the Consolidated Revenue Fund (CRF), which is administered by the Receiver General of Canada. All cash received by the IRB is deposited to the CRF and all cash disbursements made by the IRB are paid from the CRF. Net cash provided by Government is the difference between all cash receipts and all cash disbursements including transactions between departments of the federal government.

(c) Change in net position in the Consolidated Revenue Fund is the difference between the net cash provided by Government and appropriations used in a year, excluding the amount of non-respendable revenue recorded by the IRB. It results from timing differences between when a transaction affects appropriations and when it is processed through the CRF.

(d) Revenues – Revenues are accounted for in the period in which the underlying transaction or event occurred that gave rise to the revenues. IRB does not charge for its services and its only revenues stem from gains on disposals of crown assets and Access to Information and Privacy fees.

(e) Expenses – Expenses are recorded on the accrual basis:

- Vacation pay and compensatory leave are expensed as the benefits accrue to the employees under their respective terms of employment;
- Services provided without charge by other government departments for accommodation, the employer's contribution to the health and dental insurance plans and legal services are recorded as operating expenses at their estimated cost.

(f) Employee future benefits

(i) Pension benefits: Eligible employees participate in the Public Service Pension Plan, a multi-employer administered by the Government of Canada. The IRB contributions to the Plan are charged to expenses in the year they are incurred and represent the total obligation of the Board to the Plan. Current legislation does not require the IRB to make contributions for any actuarial deficiencies of the Plan.

(ii) Severance benefits: Employees are entitled to severance benefits under labour contracts or conditions of employment. These benefits are accrued as employees render the services necessary to earn them. The obligation relating to the benefits earned by employees is calculated using information derived from the results of the actuarially determined liability for employee severance benefits for the Government as a whole.

(g) Accounts receivables are stated at amounts expected to be ultimately realized. A provision can be made for external parties receivables where recovery is considered uncertain.

(h) Contingent liabilities – Contingent liabilities are potential liabilities, which may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimated of the loss can be made, an estimated liability is accrued and an expense recorded. If the likelihood is not determinable or an amount cannot be reasonably estimated, the contingency is disclosed in the notes to the financial statements.

(i) Tangible capital assets – All tangible capital assets having an initial cost of \$10,000 or more are recorded at their acquisition cost. Amortization of tangible capital assets is done on a straight-line basis over the estimated useful life of the assets as follows:

<u>Asset class</u>	<u>Amortization Period</u>
Informatics hardware	4 years
Informatics software	5 years

(j) Measurement uncertainty – The preparation of these financial statements in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses reported in the financial statements. At the time of preparation of these statements, management believes the estimates and assumptions to be reasonable. The most significant items where estimates are used are the liability for employee severance benefits and the useful life of tangible capital assets. Actual results could significantly differ from those estimated. Management's estimates are reviewed periodically and, as adjustments become necessary, they are recorded in the financial statements in the year they become known.

3. Parliamentary Appropriations

The IRB receives its funding through annual Parliamentary appropriations. Items recognized in the statement of operations and the statement of financial position in one year may be funded through Parliamentary appropriations in prior, current or future years. Accordingly, the IRB has different net results of operations for the year on a government funding basis than on an accrual accounting basis. The differences are reconciled in the following tables:

(a) Reconciliation of net cost of operations to current year appropriations used

<i>(in thousand of dollars)</i>	<u>2006</u>	<u>2005</u>
	128,197	136,328
Adjustments for items affecting net cost of operations but not affecting appropriations:		
Add (Less):		
Services provided without charge (Note 8)	(20,342)	(19,237)
Amortization of tangible capital assets	(2,333)	(1,115)
Previous year correction	(444)	-
Adjustments to previous years accounts payable	337	110
Vacation pay and compensatory leave	270	130
Contingent liability reversal	150	-
Refunds of previous year's expenditures	56	25
Justice Canada's expenditures	(45)	(33)
Prepaid expenses previously charged to appropriations	(5)	
Bad debts write-off	(4)	-
Loss on disposal of tangible capital assets	-	(12)
Employee Severance Benefits	(313)	39
Revenue	4	3
	<u>105,528</u>	<u>116,238</u>
Adjustments for items not affecting net cost of operations but affecting appropriations:		
Add (Less):		
Acquisition of capital assets	7,180	9,659
Prepaid expenses	28	-
Temporary advances	(3)	-
	<u>112,733</u>	<u>125,897</u>

(b) Appropriations provided and used

<i>(in thousand of dollars)</i>	<u>2006</u>	<u>2005</u>
Vote 10 - Operating expenditures	98,601	106,697
Governor General's special warrants	6,498	-
Vote 10a - Supplementary	-	15,200
Vote 15 - Transfer from Treasury Board Secretariat	-	631
Statutory amounts	12,520	14,056
Less:		
Lapsed appropriations: Operating	(4,886)	(10,687)
	<u>112,733</u>	<u>125,897</u>

(c) Reconciliation of net cash provided by Government to current year appropriations used

<i>(in thousand of dollars)</i>	<u>2006</u>	<u>2005</u>
Net cash provided by Government	116,597	124,046
Adjustments of previous years accounts payable and miscellaneous revenues not available for spending	397	138
Change in net position in the Consolidated Revenue Fund		
Variation in accounts receivable and advances	(243)	(615)
Variation in accounts payable and accrued liabilities	(3,969)	2,360
Other adjustments	(49)	(32)
	<u>(4,261)</u>	<u>1,713</u>
Current year appropriations used	<u>112,733</u>	<u>125,897</u>

4. Accounts Receivable and Advances

The following table presents details of accounts receivable and advances:

<i>(in thousand of dollars)</i>		
Receivable from other Federal Government departments and agencies	2,677	2,447
Receivables from external parties	36	22
Employee Advances	4	7
	<u>2,717</u>	<u>2,476</u>
Less: allowance for doubtful accounts on external receivables	-	(2)
Total	<u>2,717</u>	<u>2,474</u>

5. Tangible Capital Assets

Cost

(in thousands of dollars)

Capital asset class	Opening Balance	Acquisitions	Work in Progress Transfer	Other	Closing balance
Informatics Hardware	2,007	468		-	2,475
Informatics Software	6,407		5,893	-	12,300
Software under development	12,238	6,712	(5,893)	(448)	12,609
Total	20,652	7,180	-	(448)	27,384

Accumulated amortization
(in thousands of dollars)

Capital asset class	Opening Balance	Amortization	Closing Balance	2006 Net book value	2005 Net book value
Informatics Hardware	1,365	299	1,664	811	642
Informatics Software	888	2,034	2,922	9,378	5,519
Software under development	-	-	-	12,609	12,238
Total	2,253	2,333	4,586	22,798	18,399

Amortization expense for the year ended March 31, 2006 is \$2,333 (2005 - \$1,115).

6. Employee Benefits

- (a) Pension benefits: The IRB employees participate in the Public Service Pension Plan, which is sponsored and administered by the Government of Canada. Pension benefits accrue up to a maximum period of 35 years at a rate of 2 percent per year of pensionable service, times the average of the best five consecutive years of earnings. The benefits are integrated with Canada/Québec Pension Plans benefits and they are indexed to inflation.

Both the employees and the IRB contribute to the cost of the Plan. The 2005-2006 expense amounts to \$12,517,527 (\$14,053,740 in 2004-2005), which represents approximately 2.6 times the contributions by employees.

The IRB responsibility with regard to the Plan is limited to its contributions. Actuarial surpluses or deficiencies are recognized in the financial statements of the Government of Canada, as the Plan's sponsor.

- (b) Severance benefits: The IRB provides severance benefits to its employees based on eligibility, years of service and final salary. These severance benefits are not pre-funded. Benefits will be paid from future appropriations. Information about the severance benefits, measured as at March 31, is as follows:

(in thousands of dollars)	<u>2006</u>	<u>2005</u>
Accrued benefit obligation, beginning of year	13,773	13,812
Cost for the year	1,266	1,210
Benefits paid during the year	(953)	(1,249)
Accrued benefit obligation, end of year	<u>14,086</u>	<u>13,773</u>

7. Contingent liabilities

(a) Claims and litigation

Claims have been made against the IRB in the normal course of operations. Legal proceedings for claims totalling approximately \$5,886,000 (\$6,750,000 in 2005) were still pending at March 31, 2006. Some of these potential liabilities may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded in the financial statements. No liability set-up was required because no future events were likely to occur.

8. Related party transactions

The IRB is related in terms of common ownership to all Government of Canada departments and agencies, and Crown corporations. The IRB enters into transactions with these entities in the normal course of business and on normal trade terms. Also, during the year, the IRB received services, which were obtained without charge from other Government departments as presented in part (a) below.

(a) Services provided without charge:

During the year the IRB received without charge from other departments, accommodation, legal fees and the employer's contribution to the health and dental insurance plans. These services without charge have been recognized in the IRB Statement of Operations as follows:

<i>(in thousand of dollars)</i>	<u>2006</u>	<u>2005</u>
Accommodation	14,586	12,954
Employer's contribution to the health and dental insurance plans	5,753	6,283
Legal services	3	0
Total	<u>20,342</u>	<u>19,237</u>

The Government has structured some of its administrative activities for efficiency and cost-effectiveness purposes so that one department performs these on behalf of all without charge. The costs of these services, which include payroll and cheque issuance services provided by Public Works and Government Services Canada are not included as an expense in the Board's Statement of Operations.

(b) Payables and receivables outstanding at year-end with related parties:

<i>(in thousand of dollars)</i>	<u>2006</u>	<u>2005</u>
Accounts receivable with other government departments and agencies	2,676	2,446
Accounts payable to other government departments and agencies	517	685

Section 4: Other Items of Interest

IAD Innovation

In recent years, the IRB has seen a substantial increase in the number of cases brought before its Immigration Appeal Division (IAD). This includes increases in sponsorship appeals (73 percent of the IAD caseload), removal order appeals and the new residency obligation appeals. Since 2002, the Division's annual intake has increased by 50 percent. In addition, the average processing time for appeals that are currently being finalized stands at almost ten months. At the end of the fiscal year 2005-2006, the IAD had almost 9,000 appeals in its pending inventory.

The increased volume of cases is indicative of a long-term trend for the Division rather than a passing or short-term spike. As Canada welcomes more immigrants, the IAD will likely face a higher volume of appeals and increased backlog, placing at risk public confidence in the appeal process.

Launch of the IAD Innovation Initiative

Responding to the growing caseload, the IRB launched the IAD Innovation initiative on September 30, 2005. This follows the Chairperson's Action Plan, which first examined and transformed the processes of the Refugee Protection Division. The overall purpose of the action plans remains unchanged: to transform the IRB into a tribunal that resolves matters at the earliest possible opportunity and makes fair decisions in a simpler and faster way.

The IAD Innovation initiative entails a comprehensive re-examination of how the IAD works, including a re-thinking of all the processes by which it delivers justice. Following extensive internal and external consultations, the Chairperson released the IAD Innovation Plan on March 21, 2006. The Plan contains 26 proposals including:

- More proactive, more flexible and less court-like tribunal
- More information from the parties earlier in the process
- More effective screening and streaming of cases (triage and case management)
- More early resolution
- More proactive hearing, more focused and efficient, with issues and evidence identified at an early stage
- Integration of the work of specialized case management teams in the regions
- Members to develop an adjudication strategy to address a high volume of cases

Impact

The IAD Innovation Plan seeks to ensure that the IAD can continue to deliver a high quality of justice simply, quickly and fairly, and in a manner that maximizes the opportunities for parties to resolve appeals without a hearing and within the shortest possible time.

The Board will engage in further consultation in the fiscal year 2006-2007 before moving to the implementation planning and actual implementation stage. There will also be a short-term strategy to deal with the growing inventory of appeals.

Internal Audit and Evaluation

The IRB relies on its internal audit and evaluation function for objective assessments about the design and operation of its management practices, control systems and governance. The Internal Audit and Evaluation (IAE) function has been positioned within the Corporate Planning and Services Branch so that it can conduct its work independently of the operational and legal functions that are often the subject of audits and evaluations. As established, this function aligns IRB's activities with modern management principles and ultimately contributes to the government's commitment to be accountable for results before Canadians.

While internal auditing and evaluation are integrated at the IRB in a single functional unit, each activity fulfills different objectives and follows a different process. While internal auditing is an independent, objective assurance and consulting activity designed to add value and improve IRB's operations, evaluation consists of providing an assessment of program effectiveness and of impacts both intended and unintended including the extent to which expected results have been achieved. Risk-based auditing will help the IRB to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

To date, IAE has published two reviews and two evaluations. The latest is the Formative Evaluation of the Streamlining Initiative, which was conducted by an independent evaluator. During fiscal year 2005-2006, the Board's management responded to the recommendations of the evaluation, most of which the Board had already implemented or was in the process of implementing. Furthermore, with the introduction of the new Internal Audit Policy in April 2006, the Board's Audit and Evaluation Committee resolved that the Board implements the provision of the new policy over a three-year period. Thus, at the end of fiscal year 2005-2006, the Internal Audit and Evaluation function was poised to reconfigure its activities and programs in accordance with the government's commitment to modernize and strengthen its internal audit and system of accountability.

Risk Management

The IRB relies on its risk management function to implement the integrated risk management process in a continuous, proactive and systematic manner aimed at understanding, managing and communicating risks. The primary objective and focus is to increase IRB's capacity to manage risk and integrate risk into priority setting, planning, internal audit and evaluation and into other key decision areas. As established, this function aligns IRB's risk management activities with modern management principles and ultimately contributes to the government's commitment to be accountable for results for Canadians.

IRB's executive team, through the Chairperson's Management Board, clearly defines the corporate context and practices for managing strategic and organizational risks proactively. As a result, risk management is another key component of the Board's business and management activities and both guides and supports the program plans and expected results of the organization, as well as the allocation and alignment of resources to achieve our strategic priorities.

During 2005-2006, IRB's risk management process was both enhanced and integrated. This is evidenced by:

- Linking the integrated risk management function to corporate decision-making and priority setting processes
- Refocusing the management of risk on higher risk areas thereby translating into more effective and appropriate allocation of resources
- Strengthening our commitment to accountability and transparency

Other advancements include a comprehensive risk management foundation document suite. It consists of an updated IRB risk management policy and IRB's corporate risk management profile process and procedures, which have resulted in an organizational focus linked to ensure the consistent application of risk management principles throughout the Board's decision-making and delivery.

Legal Risk Management Framework

IRB's Legal Risk Management Framework is designed to not only integrate key principles in the IRB's Integrated Risk Management Framework, but also complement the identification of legal risk in the context of the Framework. Also, the Legal Risk Management Framework allows Legal Services to structure a legal risk management program specific to emerging issues so as to assist in the management of legal risk at the Board more completely and in particular those key strategic risk areas identified in the Corporate Risk Profile. The adoption of the Legal Risk Management Framework has enhanced IRB's capacity to manage the legal impact associated with policy and program implementation and the day-to-day operations of the Board.

Management Accountability Framework

The Management Accountability Framework (MAF) was developed to provide deputy heads and all public service managements with a list of management expectations that reflect the different elements of current management responsibilities. MAF brings together the principal elements of frameworks like those on Modern Comptrollership, Human Resources Modernization, Service Improvement and Government On-Line.

MAF focuses on management results, and suggests ways to both move forward and measure progress. It provides a model for high organizational performance and consists of 10 essential elements of sound management. The IRB is successfully applying the government's MAF initiative to develop more results-focused corporate priorities, enhance the strength of its management teams and independence of its decision-making, and improve its business planning cycles.

The IRB is implementing MAF at all levels of management, which will help direct IRB efforts in achieving more measurable results. MAF is also facilitating dialogue between IRB managers and their teams on management expectations and organizational capabilities.

In 2005-2006, the IRB introduced four MAF elements to the organization:

- Governance and Strategic Directions
- Public Service Values
- People
- Learning, Innovation and Change Management

Values and Ethics

The IRB relies on its Values and Ethics function to raise employee awareness and to continue to sensitize them to the importance of making ethical choices and decisions at all times consistent with the IRB mission, vision and values, and at the same time by encouraging employees to exhibit ethical behaviours consistent with the various codes of conduct such as the Values and Ethics Code for the Public Service and the Code of Conduct for the Governor-in-Council Appointees. The Values and Ethics function encompasses responsibilities for internal disclosure of acts of wrongdoing, conflict of interest and political activities.

The Values and Ethics function has an operational and policy dimension. The operational dimension involves a wide range of services such as the provision of advice, interpretation of policies, review and processing of disclosures cases, investigation, conflict of interest risk assessment, training and reporting, etc. The policy dimension involves the development of policies, guidelines, tools, to assist all IRB employees in making ethical and value-based decisions.

In 2005-2006, the Values and Ethics function developed a framework. A gap analysis of IRB's Values and Ethics structures and practices was first conducted against the Tait Report, the OAG reports and against the policies of the Public Service Human Resources Management Agency of Canada in order to determine the mandatory Values and Ethics components missing at the IRB and to ensure compliance with the Federal Government Agenda. This assessment led to the establishment of a working group on values and ethics, and of a Values and Ethics Advisory Committee to assist and support the Senior Official for Values and Ethics and the Senior Officer for Internal Disclosure in performing their roles and responsibilities.

At the IRB, these two roles are fulfilled by the Director of Corporate Planning and Management Practices who is assisted by the Manager, Values and Ethics. This team, in consultation with the above mentioned committees, worked on the development of policies, guidelines, procedures for employees, tool kits, and internal procedures that are expected to be made available to employees in Fall 2006.

Information and Contacts

Legislation Administered

Immigration and Refugee Protection Act
(S.C. 2001, c. 27, as amended)

Immigration and Refugee Protection Regulations
(SOR/2002-227, as amended)

Refugee Protection Division Rules
(SOR/2002-228)

Immigration Division Rules
(SOR/2002-229)

Immigration Appeal Division Rules
(SOR/2002-230)

Oath or Solemn Affirmation of Office Rules
(Immigration and Refugee Board of Canada)
(SOR/2002-231)

IRB Processes

Visit these websites to find out how the IRB processes its cases:

- Process for Making a Claim for Refugee Protection
http://www.irb-cisr.gc.ca/en/about/processes/rpdp_e.htm
- Admissibility Hearing Process
http://www.irb-cisr.gc.ca/en/about/processes/ahp_e.htm
- Detention Review Process
http://www.irb-cisr.gc.ca/en/about/processes/drp_e.htm
- Sponsorship Appeal Process
http://www.irb-cisr.gc.ca/en/about/processes/sap_e.htm
- Removal Order Appeal Process
http://www.irb-cisr.gc.ca/en/about/processes/roap_e.htm

Related Information

UNHCR website: www.unhcr.ch/cgi-bin/tehis/vtx/home

Contact Us

For more information, visit the IRB website at <http://www.irb-cisr.gc.ca/> or contact the IRB Communications Directorate at (613) 947-0803 or contact one of the IRB offices listed below.

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