



Immigration and Refugee Board of Canada

Performance Report

For the
period ending
March 31, 1996

Improved Reporting to Parliament –
Pilot Document

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Foreword

This document was prepared as phase two of the Improved Reporting to Parliament Project which has been established within the Treasury Board Secretariat to improve the Expenditure Management information provided to Parliament, and to update the processes used to prepare this information. This is part of a broader initiative known as “Getting Government Right” to increase the results orientation and increase the transparency of information provided to Parliament.

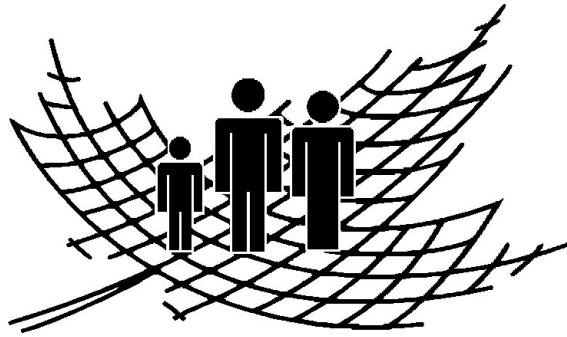
During the period from August 1995 to June 1996, extensive consultations were held with Members of Parliament and other key stakeholders to examine options to improve the information provided to Parliament. A clear requirement was identified to provide a focus on departmental performance and actual results achieved.

In June, 1996 the House of Commons gave its concurrence to tabling, on a pilot basis, separate performance reports from sixteen departments and agencies. These pilot documents will be evaluated, and if Parliament and others endorse the approach, Parliament will be asked to formally approve the introduction of separate performance reports for all departments and agencies beginning in the fall of 1997.

These documents are also available electronically from the Treasury Board Secretariat Internet site: <http://www.tbs-sct.gc.ca/tb/key.html>

Comments or questions about this document, or the Improved Reporting to Parliament Project, can be directed to the TBS Internet site, or to:

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IMMIGRATION AND REFUGEE BOARD

PERFORMANCE REPORT FOR 1995-96

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Section I: CHAIRPERSON'S EXECUTIVE SUMMARY

During 1995-96, the Immigration and Refugee Board underwent many significant transitions. It has responded to changes to legislation arising from the passage of Bill C-44. It has implemented important enhancements to the refugee determination process, and it has undertaken a comprehensive organizational renewal. This report provides you with a look at the Board's performance during this reporting period. Our activities -- immigration appeals, inquiries and detention reviews, and refugee determination -- have all been influenced by changes made to the *Immigration Act* and to the way we administer those processes. The Board is no stranger to such changes and this report reflects the evolution of our processes as we incorporate the changes, implement new approaches and accustom ourselves to a better, more efficient way of doing business. I am personally satisfied with the manner in which we have already shown improvements: the trends in our statistics, in each of our Divisions, make that point clear.

Our mission is clear: *to make well-reasoned decisions on immigration and refugee matters, efficiently, fairly and in accordance with the law.* The words efficiently and fairly are key to understanding the way administrative tribunals do business, and essential to comprehending the improvements the Board has made over the last few years. One of the greatest challenges that we face is maintaining the delicate balance between fairness and efficiency in our day-to-day work, and everything we do, in each of our three Divisions, reflects our commitment to that goal. However, we are affected by events outside our control. A general erosion in political, economic and social conditions around the world has spurred an unplanned, mass migration of people, and this has a direct bearing on our workload. Legislative amendments currently before Parliament to move to single-member panels are also very important to us if we are to increase our ability to manage our case load and fulfill our mandate effectively. The availability of the required full complement of members is critical if we are to meet our targets and achieve our goals.

At the Board, we have made a commitment to excellence in service delivery and to organizational renewal. We intend to consolidate the changes to the refugee determination system, to strengthen the way we manage our case load, and to improve processing times. We will foster an environment that encourages opportunities for improvement and innovation in our business processes and our program delivery.

The Board's three Divisions make it the largest administrative tribunal in Canada. As such, we are faced with many challenges and opportunities infrequently experienced by other tribunals. The highly-regarded and innovative work of each of our three Divisions helps us maintain our international reputation as a fair and effective tribunal. The Board remains at the leading edge in refugee determination systems and continues to share its expertise, and to exchange knowledge and ideas, with colleagues in other countries. We continue to demonstrate leadership and innovation in our field, and it is a privilege to share our experiences with other administrative tribunals, and with other states worldwide who are working to achieve the same goals in refugee determination.

Our processes have evolved, and will continue to be renewed to respond to changes around the world, and here at home. However, we have not forgotten where our strength lies, and that is at the core of our organization -- in the hearts and minds of our people. That is why our commitment to organizational renewal is critical to the evolution of this tribunal. Our objective is to bring the organization together around identified core values while, at the same time ensuring that our energies serve our mandate. All facets of the Board's commitments -- to maintaining the balance between fairness and efficiency, to excellence in delivery and to organizational renewal -- are considered in every decision that we make, and in every change we undertake.

Section II: OVERVIEW

• ROLES AND RESPONSIBILITIES

The legislative mandate for the Immigration and Refugee Board derives from Part IV of the *Act to Amend the Immigration Act*, and other Acts in consequence thereof. This Act sought to streamline the processing of refugee claims, and to continue to offer protection to those who have a well-founded fear of persecution as described in the *1951 United Nations Convention on the Status of Refugees* and the *1967 Protocol to the Convention*. Furthermore, the mandate of the Board includes its role as an independent tribunal to which certain immigration decisions can be appealed. With the implementation of Bill C-86 on February 1, 1993, the Board also became responsible for the adjudication of immigration inquiries and detention reviews, which was formerly part of the mandate of the Canada Employment and Immigration Commission (now Citizenship and Immigration Canada).

The Board is committed to ongoing and extensive consultation with interested parties such as the United Nations High Commissioner for Refugees, law associations and non-governmental organizations such as the Canadian Council for Refugees and Amnesty International.

• ORGANIZATION AND PROGRAM COMPOSITION

The Immigration and Refugee Board is an independent quasi-judicial tribunal. Its mission, on behalf of Canadians, is to make well-reasoned decisions on immigration and refugee matters, efficiently, fairly and in accordance with the law.

Organizational Structure: The Chairperson is the Board's chief executive officer and reports to Parliament through the Minister of Citizenship and Immigration Canada. The Executive Director is responsible for the administration of the Board and functions as the Board's chief operating officer. The General Counsel provides advice to the Chairperson and also reports to the Executive Director as Director of Legal Services.

The Immigration and Refugee Board has three Divisions: the Convention Refugee Determination Division (CRDD), the Immigration Appeal Division (IAD) and the Adjudication Division. The members of the CRDD and the IAD, appointed by the Governor in Council for terms of up to seven years, report to a Deputy Chairperson in each Division. The Deputy Chairpersons of the CRDD and IAD are also appointed by the Governor in Council. The employees of the Adjudication Division, appointed pursuant to the *Public Service Employment Act*, report to the Director General of the Adjudication Division. The head of each Division reports directly to the Chairperson. All three Divisions are supported by staff in the headquarters and regional offices who report through Directors General and Directors to the Executive Director. In addition, one member of the Board is designated as the Assistant Deputy Chairperson responsible for the professional development of members in both the CRDD and the IAD.

The Board has its head office in the National Capital Region. Regional offices are located in Montréal, Toronto and Vancouver, and district offices are located in Calgary and Ottawa. The Board also maintains hearing locations in Edmonton, Mississauga, Niagara Falls, Windsor and Winnipeg. The Edmonton and Winnipeg locations service all three Divisions of the Board, while the Mississauga, Niagara Falls and Windsor locations service the Adjudication Division only. Cases may be heard in other municipalities to enable the Board to provide service throughout Canada.

Activity Structure: The Treasury Board approved an Operational Planning Framework effective April 1, 1995, which changed the Board from a single program, single activity organization to one with a single program divided into four activities. Three activities are directly related to the functions encompassed in the mandate of the Board: Immigration Appeals, Refugee Determination, and Inquiries and Detention Reviews. The fourth activity, Corporate Management and Services, supports the overall Program.

Appendix B provides a breakdown of the Immigration and Refugee Board's 1995-96 Main Estimates by organization and by activity.

- **OBJECTIVES AND PRIORITIES**

The Board's program objective is to meet Canada's immigration- and refugee-related obligations as defined in the *Immigration Act* and as a signatory to the *1951 United Nations Convention on the Status of Refugees* and the *1967 Protocol to the Convention*. The Board meets this objective by: determining claims to Convention refugee status made by persons from within Canada; conducting inquiries involving persons alleged to be inadmissible to or removable from Canada; conducting detention reviews for persons detained for immigration reasons; and, hearing appeals of persons who have been denied admission to or have been ordered removed from Canada, Canadian citizens and permanent residents whose family members have been refused landing in Canada, and the Minister of an adjudicator's decision to grant admission or not to order removal.

The Immigration and Refugee Board has identified two main priorities for 1996-97. The first is to focus on excellence in service delivery by consolidating the changes to the refugee status determination system, by strengthening the case management process and by improving the processing time for cases in order to manage the IRB's increasing workload within existing resource levels. The second is to continue the process of organizational renewal by using its renewal team to critically examine everything the IRB does, and to foster an environment that encourages opportunities for improvement and innovation in its business processes and program delivery.

- **RESOURCE PLANS**

Net Cost of the Program by Activity

(thousands of dollars)

1995-96 Comparison of Main Estimates to Actuals¹

Activities	Operating	Capital	Total
Immigration Appeals	4,541	-	4,541
	4,527	-	4,527
Refugee Determination	42,265	-	42,265
	43,396	-	43,396
Inquiries and Detention Reviews	6,420	-	6,420
	6,491	-	6,491
Corporate Management and Services	23,607	511	24,118
	20,557	497	21,054
Total 1995-96 Main Estimates	76,833	511	77,344
Total 1995-96 Public Accounts	74,971	497	75,468
Cost of services provided by other departments			13,119
Net Cost of the Program			90,463
			88,587

¹ Shaded numbers are actuals. The Main Estimates and the Actuals by activity have been restated from those shown in the 1995-96 Estimates and Public Accounts to reflect a more refined identification of resources within each activity.

Human Resource Requirements by Activity

(Full time equivalents, including GICs)	1995-96 Actual¹	1994-95 Actual
Immigration Appeals	66	52
Refugee Determination	583	630
Inquiries and Detention Reviews	79	91
Corporate Management and Services	258	263
	986	1,036

¹ In 1995-96, the IRB undertook a review to identify more precisely the human resources dedicated to each activity, which resulted in the shift shown above. Resources were not actually reallocated from one activity to another.

Departmental Actual and Appropriated Spending

(thousands of dollars)	Actuals 1992-93	Actuals 1993-94	Actuals 1994-95	Main Estimates 1995-96 ¹	Actuals 1995-96 ¹
Activities					
Immigration Appeals	3,393	2,634	3,956	4,541	4,527
Refugee Determination	47,778	43,222	47,132	42,265	43,396
Inquiries and Detention Reviews	3,313	6,493	6,498	6,420	6,491
Corporate Management and Services	18,964	30,839	19,244	23,607	20,557
Total	73,448	83,188	76,830	77,344	75,468

¹ The Main Estimates and the Actuals by activity have been restated from those shown in the 1995-96 Estimates and Public Accounts to reflect a more refined identification of resources within each activity.

Section III: PERFORMANCE

The Immigration and Refugee Board is reporting on performance in 1995-96 in three areas: excellence in the delivery of its services, leadership and innovation in administrative tribunal practices and excellence in governance.

EXCELLENCE IN DELIVERY

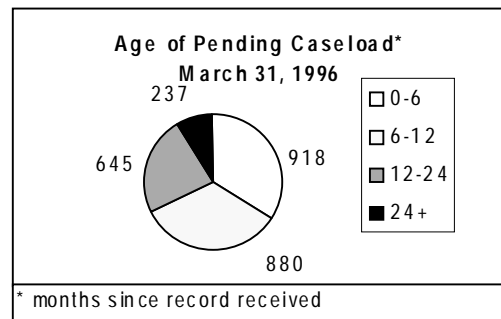
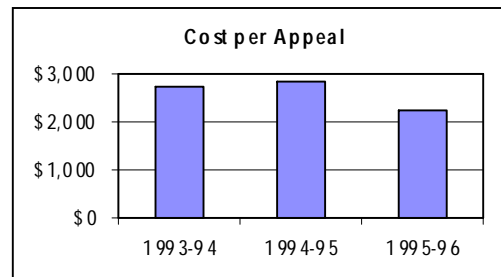
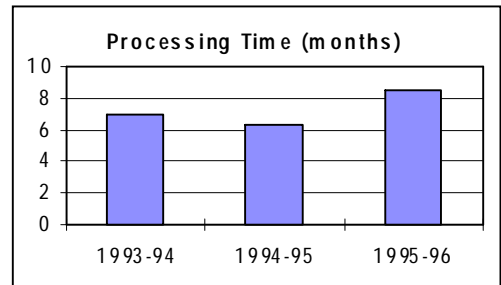
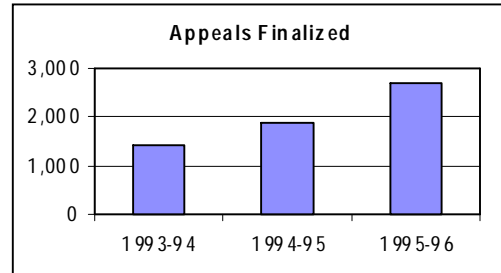
The mission of the Immigration and Refugee Board is to make well-reasoned decisions on immigration and refugee matters, efficiently, fairly, and in accordance with the law. The Board has established a number of indicators to measure the efficiency and the quality of its performance: for all three divisions, the number of decisions rendered and the average cost per decision; for CRDD and IAD cases, the average processing times for cases finalized, as well as the age of outstanding cases; and, again for all three divisions, the rate at which decisions are overturned by the Federal Court.

Immigration Appeal Division (IAD)

In 1995-96, the IAD finalized a record 2,749 appeals, 44 % more than the previous year. This increase in production was accomplished with only a 6 % increase in the number of IAD members available to hear appeals. Increases in production are linked, in large measure, to the following factors: experience gained by members appointed in 1994-95 thus enabling them to work more effectively during 1995-96, increased use of single-member (rather than three-member) panels, the introduction of pre-hearing conferences to shorten hearing times and greater use of alternative dispute resolution mechanisms. The record output and significant increase in productivity were particularly noteworthy in view of the unprecedented influx of appeals filed with the IAD last year. The increase in the number of appeals filed is largely due to the elimination of a large inventory of sponsorship applications overseas as well as higher intake levels of sponsored immigrants and heightened activity on removals on the part of Citizenship and Immigration Canada (CIC). In spite of the IAD's major productivity gains, this sudden and dramatic increase in appeals filed increased the average processing time of appeals to 8.5 months in 1995-96, up from an average 6.3 months the previous year.

The average cost of finalizing an appeal went from \$2,746 in 1993-94 to \$2,817 in 1994-95 to \$2,198 in 1995-96. This measure is best analyzed over a period of several years due to the fixed nature of the Division's costs.

At the end of March 1996, the IAD had a pending inventory of 2,680 "actionable" cases¹, or cases for which the records have been received. Among the cases in that pending inventory, 67 % were under a year old, 24 % were between 1 and 2 years old, and the remaining 9 % were over 2 years old. The Division is currently operating well under its required member complement. The Board is currently seeking appointments to fill the Division's member vacancies in order to effectively deal with its pending inventory.



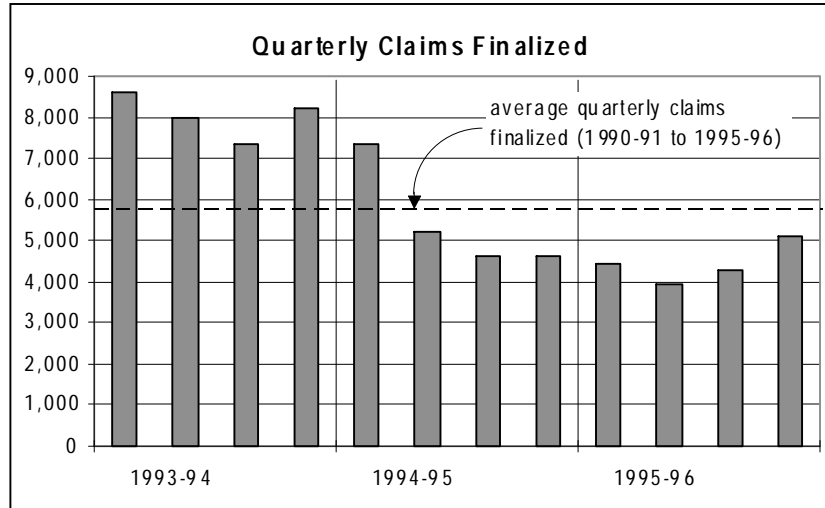
Examining the outcomes of IAD decisions brought before the Federal Court is also one measure of the Division's fairness and effectiveness. The first stage of the process before the Court is an application for leave to apply for judicial review: during 1995-96, the Court granted leave to only 12 % of applications for review of IAD decisions. Of the 33 applications heard in 1995-96, the original IAD decision was upheld in

¹ There are a significant number of cases where records have not yet been prepared but where a change to the *Immigration Appeal Division Rules* will require CIC to produce the record within six months of being notified of an appeal. This could potentially result in a sudden influx of "actionable" cases in 1996-97.

20 of these cases. The number of decisions overturned by the Federal Court amounts to less than 1% of the average number of appeals finalized in each of 1994-95 and 1995-96.

Convention Refugee Determination Division (CRDD)

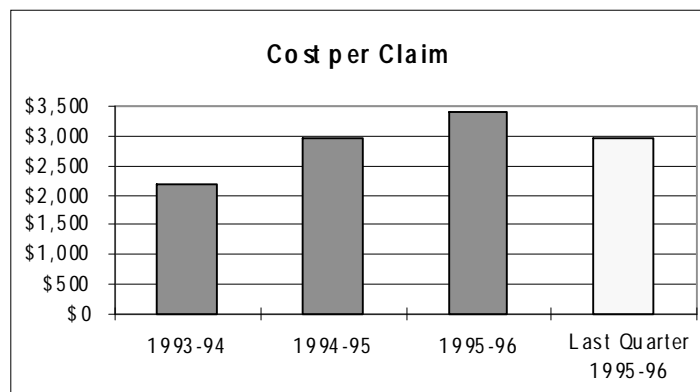
The Convention Refugee Determination Division has undergone a considerable transformation in recent years. In 1994-95, the Division experienced a turnover of roughly 50% of its experienced members. More recently, the Division has undertaken significant measures to enhance its determination process. These include new operational policies and procedures, and the adoption of case management teams to more effectively manage resources.



The Division has also made arrangements with Citizenship and Immigration Canada regarding the preparation and transmittal of port of entry notes. As the Division dealt with these changes, productivity dropped below the Division's established standard. When combined with a major turnover of members and a high number of vacancies in the member complement, this resulted in a drop in overall output from a record in 1993-94 of 31,382 claims finalized. In 1994-95, the number of refugee claims finalized by the CRDD, either by a positive or negative decision or by withdrawal or abandonment, decreased to 21,761 and to 17,809 in 1995-96. However, as enhancements to the refugee determination process began to take hold in 1995-96, the Division showed an upward trend in output over the last two quarters of 1995-96. Other measures taken to increase production during the last part of 1995-96 include:

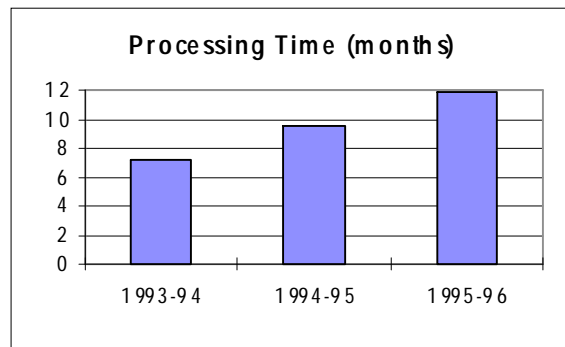
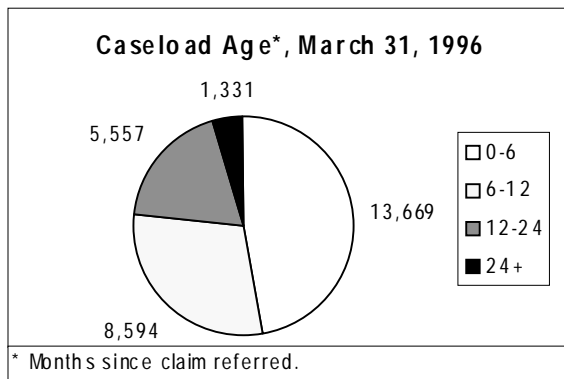
- the completion last fall of the member and staff training required to implement the enhancements to the refugee determination process;
- some increase in use of the legislative provision allowing for determination without hearings;
- the use of single-member panels with the consent of the claimant (use of single-member panels increased from 4 % to 15 % of claims heard in 1995-96); and
- the use of specialized panels in Montréal to focus on hearing claims from Chile, Israel and Venezuela -- sources of heavy influxes of claimants.

As the Division's costs are mostly fixed, the decrease in the number of claims finalized has resulted in an increase in the cost per claim: from \$2,192 in 1993-94, to \$2,945 in 1994-95 and to \$3,392 in 1995-96. With productivity increasing in the last half of 1995-96, the average cost per claim began to decrease, down to \$2,961 in the last quarter. This trend has continued into 1996-97.



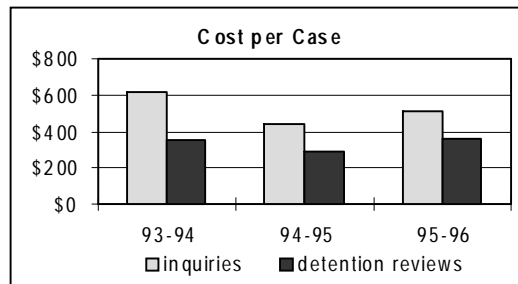
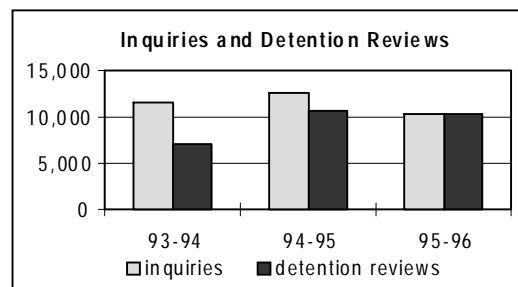
The results of Federal Court reviews of CRDD decisions is one measure of the quality of these decisions. Only 8 % of applications for leave to apply for judicial review were granted by the Federal Court in 1995-96, down from 14 % in 1994-95 and 12 % in 1993-94. At the judicial review stage, in 1995-96, the Court upheld the CRDD decisions in 71 % of cases, up from 55 % in 1994-95 and 52 % in 1993-94. The number of CRDD decisions overturned by the Court in 1995-96 amounts to 1 % of the average number of total decisions rendered in each of 1994-95 and 1995-96.

Among cases pending at the end of 1995-96, 76 % were referred to the CRDD within the previous year, reflecting the significant increase in the referral rate of refugee claims in 1995-96. Nineteen % of the pending caseload was 1 to 2 years old, and 5 % were more than 2 years old. However, the impact of the changes within the Refugee Division discussed earlier and of unfilled member vacancies are also reflected in processing times for cases finalized, measured by the number of months from referral to the CRDD until a decision was rendered. Processing time has increased from 7 months in 1993-94 to 10.7 months in 1995-96. The established goal for processing time for refugee claims in 1995-96 was 8.5 months. The IRB's current goal, nationally, is to process claims within 6 to 8 months from the date of referral.



Adjudication Division

The Adjudication Division concluded 10,314 inquiries and 10,424 detention reviews for a total of 20,738 decisions in 1995-96. The cost of conducting both inquiries and detention reviews increased in 1995-96, from \$442 and \$288 respectively in 1994-95, to \$509 and \$362 in 1995-96. This increase was due mainly to two factors. First, the implementation of Bill C-44 in July 1995, which amended the *Immigration Act*, expanded the jurisdiction of the Senior Immigration Officer, and therefore removed a large volume of less complex cases from the Division's workload, thus raising the overall complexity, and cost, of the Adjudication function. In fact, in the last six months, an inquiry took an average of 15 % more time to conclude than it did the previous year. Second, during the 1995-96 fiscal year, the Division adjusted to the shift in workload by decreasing the number of adjudicators from 45 to 39. In doing so, the Division incurred one-time costs associated with staff departures.



The quality of decisions made in the Division continued to be high. One measure of this is that in 1995-96, only 9 decisions were overturned. This represents only 0.05 % of all decisions rendered in 1995-96.

There is no inventory of cases in the Division and the workload is current in all regions.

LEADERSHIP AND INNOVATION IN ADMINISTRATIVE TRIBUNAL PRACTICES

The Immigration and Refugee Board strives to be innovative in the way it carries out its role as a leader among administrative tribunals. Several initiatives were undertaken in 1995-96 that attest to the Board's innovation and leadership role. These are described below.

Enhancements to the refugee status determination process: Following the Chairperson's March 1995 announcement of changes, all aspects of the process were enhanced. The following actions were accomplished in fiscal year 1995-96:

- a task force of members and staff produced a new series of operational policies and procedures to accompany the enhancements;
- training on the enhancements was carried out in all regions;
- new arrangements were finalized with the Department of Citizenship and Immigration regarding the preparation and transmittal of ministerial information, including port of entry notes, to the Refugee Division; and
- Case Management Teams (CMTs) were created to effectively manage resources to complete an assigned caseload in a defined period of time.

International Recognition: The IRB is committed to the promotion of best practices by sharing with several countries the products of its research as well as information on its practices and procedures and jurisprudence. The IRB has also "exported" training tools and/or advice on training on numerous occasions, including to Cameroon, the Ukraine, Switzerland, the Netherlands, the United States, the United Kingdom, Australia and New Zealand. Training has been provided on refugee status determination, on procedures for determining refugee status, on gender-based persecution, and on the assessment of credibility. The IRB, in collaboration with CIC and CIDA, provided an orientation to the Canadian system and developed a one-week training course for Russian Federal Migration Service officers. The IRB also played a key role in establishing the Conference of Pacific Rim Independent Refugee Determination Systems.

Emerging Issues -- Guidelines: The Chairperson has the legislative authority to issue guidelines which, while not binding on decision makers, present a recommended approach in examining difficult issues. Guidelines are developed on matters of national importance to the Board, where emerging issues arise or where an ambiguity in the law needs to be resolved. They are used to ensure a consistent and fair approach to the treatment of all cases dealing with like issues heard by the Board.

- In March 1996, the Board issued Guidelines that relate to refugee claimants who are "*Civilian Non-Combatants Fearing Persecution in Civil War Situations*," and address the analytical approach to be followed by the IRB with regard to claimants from countries engulfed in civil wars.
- During 1995-96, the Board was also researching the need for procedural guidelines on determining claims made by children. (*The Guidelines on Child Refugee Claimants: Procedural and Evidentiary Issues* were issued in August 1996).

Videoconferencing: The use of videoconferencing to conduct inquiries, detention reviews and appeals has significantly reduced the costs associated with these activities, and has increased the efficiency of these processes. As a result:

- the Board purchased its own videoconferencing equipment, the cost of which was offset within one year by the reduction in travel and overhead costs;
- the Adjudication Division continues to hold inquiries and detention reviews on a regular basis between Montréal and the Maritimes;
- the Appeal Division has been using videoconferencing with considerable success and is currently looking at expanding its use; and
- the Refugee Division conducted a test hearing using videoconferencing technology, and is assessing the results for future consideration.

Public Complaints Process: Leadership and innovation in administrative tribunal practices also include ensuring that Board members not only hear a case and render a decision in a fair and impartial manner but that they abide by a code of conduct in discharging their duty. In order to ensure public confidence in the integrity of the administrative justice system, the IRB established, in 1993, a Public Complaints Process whereby claimants, appellants, interested persons and the legal profession may make a complaint to the Chairperson of the IRB where a Board member is believed to have breached the provisions of the Code of Conduct or believed to have acted in a manner that is inconsistent with the discharge of the Board member's duty. This mechanism has allowed the IRB to inquire into such matters or behaviour and to take appropriate measures, where warranted, to resolve the complaint. The IRB is currently reviewing its process.

OLIVER: To deal with a heavy workload and to address the need for timely decisions, the Board has developed its own computer software, known as OLIVER, which is used to assist members in efficient reasons writing and to enhance the thorough and complete treatment of issues. The IRB received a gold medal for this project under the Federal Award Program in September 1996.

Changes to the Rules of the three Divisions: The *Convention Refugee Determination Division Rules*, the *Immigration Appeal Division Rules* and the *Adjudication Division Rules* set out the rules of practice and procedures for the three divisions. The Board remains conscious of the need to amend these Rules to address shortcomings and in response to changes to any of the processes.

EXCELLENCE IN GOVERNANCE

The Immigration and Refugee Board is committed to excellence in the governance of its resources, both human and financial. Excellence in governance is important to the Board, both in its role as steward of the public purse and in consolidating the gains obtained in its transformation. Initiatives related to excellent governance will ensure a strong and lasting foundation for the future. To that end, the Board has invested considerable time and energy on a major organizational renewal initiative that involved all areas of the Board. In addition, the Board appointed a Director General, Renewal for a two-year period to assist in the coordination and planning of this important initiative.

The Board's commitment to organizational renewal is reflected in the initiatives taken during the period under review, beginning with a team of consultants from the Canadian Centre for Management Development (CCMD) which set out to "take the pulse" of the organization. The CCMD team advised that a strategic approach to dealing with the future of the Board was of paramount importance.

Accordingly, in July 1995, managers representing each of the Divisions, regions, districts, and headquarters assembled to launch the Board's vision and values initiative and to draft the IRB's mission statement, which appears on pages 3, 4 and 7.

Following the creation of the mission statement, the Chairperson and the Executive Director, subsequent to considerable internal consultation, developed an Action Plan to address a number of short term initiatives in the areas of vision and values, enhancements to the refugee determination process, organizational issues, leadership, employee relations, labour relations and employee development.

As part of organizational renewal, the IRB continues to explore ways to create a structure with fewer management layers, to promote an orientation to client needs and to foster a team approach to service delivery. The Board decided to amalgamate its two regional offices in Toronto and has changed the reporting relationship of its regional directors and district managers so that they report directly to the Executive Director.

Training is crucial to an organization whose integrity is founded largely on the public's confidence in the quality of the decisions made. The Board has an Assistant Deputy Chairperson whose responsibility is the professional development of existing Board members and training of new Board members. Given the relatively short mandates of IRB members and the resulting high turnover rates, the Board has and will continue to invest significantly in new member training. Extensive training has also been provided to adjudicators on the issues surrounding detention and release. Training has been provided to both the Appeal and Adjudication Divisions on the modifications brought by Bill C-44 and, with the implementation of enhancements to the refugee determination process, the Board provided intensive training in 1995-96 to Refugee Division members and staff on the new process.

Section IV: APPENDICES

Appendix A: Other reports published by the IRB

Appendix B: 1995-96 Main Estimates by Activity and Organization

Appendix A

Other reports produced by the Immigration and Refugee Board:

1995: The Year in Review

1995-96 Part III of the Estimates - Expenditure Plan

1996-97 Part III of the Estimates - Expenditure Plan

1996-97 Departmental Outlook

Appendix B

Immigration and Refugee Board
1995-96 Main Estimates by Activity and Organization

1995-96 Main Estimates (\$000)

Organization	Activities				TOTAL
	Immigration Appeals	Refugee Determination	Inquiries and Detention Reviews	Corporate Management & Services	
Immigration Appeal Division	1,317				1,317
Refugee Determination Division		21,372			21,372
Adjudication Division			3,889		3,889
Members Professional Development Branch		292			292
Executive Director*	1,100	18,000	2,070	29,304	50,474
TOTAL	2,417	39,664	5,959	29,304	77,344

* Includes the resources of the Chairperson's Office, the Director of Legal Services, and all support services provided by headquarters and regional offices