DEPARTMENTAL EVALUATION PLAN 2017-18 to 2021-22

Evaluation Services Directorate
Strategic Policy, Planning and Corporate Affairs Sector

APRIL 6th, 2017

Deputy Minister's Message

I approve the Departmental Evaluation Plan of the Department of Canadian Heritage for the fiscal years 2017-18 to 2021-22, which I submit to the Treasury Board of Canada Secretariat as required by the Policy on Results.

I confirm that this five-year rolling Departmental Evaluation Plan:
- o Plans for evaluation of all ongoing programs of grants and contributions with five-year average actual expenditures of $5 million or greater per year at least once every five years, in fulfillment of the requirements of subsection 42.1 of the Financial Administration Act;
- o Meets the requirements of the Mandatory Procedures for Evaluation; and
- o Supports the requirements of the expenditure management system including, as applicable, Memoranda to Cabinet, Treasury Board Submissions, and resource alignment reviews.

I will ensure that this plan is updated annually, and I will provide information about its implementation to the Treasury Board of Canada Secretariat, as required.

I am confident that the evaluations will contribute to the improvement of Canadian Heritage programs.

Original signed by:

Graham Flack
Deputy Minister
Canadian Heritage

Date: April 6th, 2017

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List of Acronyms and Abbreviations

ADM	Assistant Deputy Minister
DEP	Departmental Evaluation Plan
DM	Deputy Minister
DP	Departmental Plan
DPS	Direct Program Spending
DRF	Departmental Results Frameworks
EA	Evaluability Assessment
ExCom	Executive Committee
ESD	Evaluation Services Directorate
FAA	Financial Administration Act
FTE	Full Time Equivalent
Gs&Cs	Grants and Contributions
GCMP	Grants and Contributions Modernization Project
HoE	Head of Evaluation
HR	Human resources
MAPs	Management Action Plans
MC	Memorandum to Cabinet
MRAPs	Management Responses and Action Plans
OCAE	Office of the Chief Audit Executive
PAA	Program Alignment Architecture
PCH	Canadian Heritage
PIP	Performance Information Profiles
PIs	Program Inventories
PPU	Professional Practice Unit
RIPEC	Results and Integrated Planning Evaluation Committee
SO	Strategic Outcome
SPPCA	Strategic Policy Planning and Corporate Affairs
TB	Treasury Board
TBS	Treasury Board Secretariat

Summary

This document presents the Canadian Heritage 2017-18 to 2021-22 Departmental Evaluation Plan. The Plan includes 46 evaluation projects of which nine will continue from the previous fiscal year. In addition, the Department will participate in one horizontal evaluation led by another department.

This is a transition year towards the full implementation of the Policy on Results which came into effect on July 1, 2016. Departments have until November 2017 to replace the Program Alignment Architecture, Performance Measurement Framework and Performance Measurement Strategies with Departmental Results Frameworks, Program Inventories, and Performance Information Profiles.

This Plan is a logical continuation of the 2016-17 to 2020-21 Departmental Evaluation Plan and reflects full coverage of the Canadian Heritage's direct program spending over the coming five-year cycle based on the 2017-18 Program Alignment Architecture. It provides an update of the evaluation projects completed in 2016-17 as well as a summary of the Evaluation Services Directorate's other activities in strengthening the evaluation function as of March 31, 2017.

In addition, the document describes the methodological approach used to develop the Plan, the projects scheduled to start in the first year of the cycle and dedicated resources for 2017-18, the Evaluation Services Directorate's priorities as well as the approach for delivery of the Departmental Evaluation Plan.

After being presented to the Department's governance committees, the Plan has been approved by the Deputy Minister on April 6, 2017.

1. Introduction

Background

This document describes the Canadian Heritage (PCH) (the Department) 2017-18 to 2021-22 Departmental Evaluation Plan (DEP) developed in compliance with legislation and Treasury Board of Canada Secretariat (TBS) requirements.

The purpose of the DEP is to ensure that the Department is meeting accountability requirements with regards to evaluations while developing a strategic plan for the evaluation function. In addition, the Plan is an important management tool for the Head of Evaluation (HoE) and supports the Deputy Minister (DM) in fulfilling his obligations under the Financial Administration Act (FAA) and the Treasury Board (TB) Policy Suite related to evaluation.

> **Requirements**
>
> **FAA (42.1)**: every department shall conduct a review every five years of the relevance and effectiveness of each ongoing program for which it is responsible.
>
> **TB Policy on Results**: a five-year, rolling departmental evaluation plan that [...] clearly presents planned evaluation coverage, including coverage of organizational spending [...] during the planning period.

Changing Evaluation Context – Renewed Focus on Results

2017-18 marks the beginning of an important transition with regards to the evaluation function for most Canadian federal departments, including PCH. The new TB Policy on Results introduced in 2016 (the Policy), which replaced the Policy on Evaluation (2009), requires that departments review their tools in order to be compliant with the new requirements. Departments have until November 1, 2017 to fully implement the Policy requirements and its related instruments[1].

Policy on Results	
Objectives: Improve the achievement of results across government; and Enhance the understanding of the results government seeks to achieve, does achieve, and the resources used to achieve them	**Expected results:** Departments are clear on what they are trying to achieve and how they assess success; Departments measure and evaluate their performance, using the resulting information to manage and improve programs, policies and services; Resources are allocated based on performance to optimize results, including through Treasury Board submissions, through resource alignment reviews, and internally by departments themselves; and Parliamentarians and the public receive transparent, clear and useful information on the results that departments have achieved and the resources used to do so.

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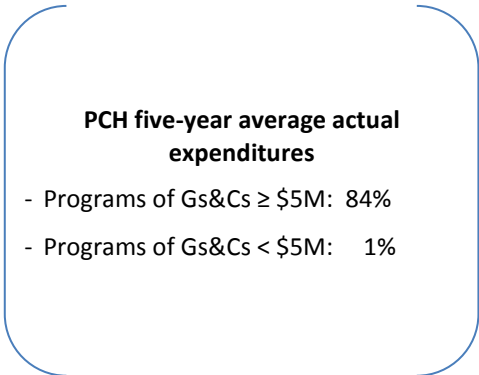
[1] In reference to the section effective date of the Policy on Results. Treasury Board of Canada Secretariat, Policy on Results, [on line] https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=31300

As outlined by TBS, "the Policy sets out the fundamental requirements for Canadian federal departmental accountability for performance information and evaluation, while highlighting the importance of results in management and expenditure decision making, as well as public reporting"[2]. By setting out the expectations associated with performance measurement and evaluation, the Policy seeks to ensure that these two functions are robust and effective.

This DEP reflects PCH transitioning towards the adoption of the Policy. In compliance with the Policy, the document clearly presents planned evaluation coverage during a five-year cycle, and ensures that PCH has planned and will undertake evaluations:

- of all ongoing programs of grants and contributions (Gs&Cs) with five-year average actual expenditures of $5 million or greater per year;

- required by applicable legislation and as a result of commitments in submissions approved by the Treasury Board of Canada;

- requested by the Secretary of the Treasury Board of Canada; and

- of all activities required to support centrally-led evaluations or resource alignment reviews.

PCH programs are, for the most part, Gs&Cs funding programs and therefore subject to the requirements of the FAA and the Policy regarding evaluation of program spending every five years. The ability to leverage the flexibilities under the new Policy at PCH is limited; however, the HoE will work with senior management to ensure that the design of evaluations will allow addressing the Policy requirements as well as key management and/or stakeholder information needs associated with each program.

PCH five-year average actual expenditures

- Programs of Gs&Cs ≥ $5M: 84%
- Programs of Gs&Cs < $5M: 1%

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[2]Treasury Board of Canada Secretariat, Policy on Results, [on line] https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=31300

2. Planning environment

Departmental Environment

PCH Mandate and Role

PCH mandate is set out in the *Department of Canadian Heritage Act* and focuses on fostering and promoting "Canadian identity and values, cultural development and heritage."[3] The Act includes the specific responsibilities of the Minister of Canadian Heritage and the Minister of Sport and Persons with Disabilities. The Minister of Canadian Heritage is accountable to Parliament for the Department and the 18 organizations that make up its Portfolio.

As outlined in PCH 2017-18 Departmental Plan (DP)[4], the Department and its Portfolio organizations play a vital role in the cultural, civic and economic life of Canadians. The programs and policies delivered promote an environment where Canadians can experience dynamic cultural expressions, celebrate our history and heritage and build strong communities. The Department invests in the future by supporting the arts, our both official and indigenous languages, our athletes and the sport system.

The Department's three Strategic Outcomes (SO) and core activities are outlined in the 2017-18 Program Alignment Architecture (PAA) (presented in Appendix 1) representing approximately $1.44 billion in programs, policies, initiatives and services. Table 1 below presents the Department's Main estimates based on each of its SO and internal services.

Table 1: PCH 2017-18 Main Estimates[5]

	SO1 Canadian artistic expressions and cultural content are created and accessible at home and abroad			SO2 Canadians share, express and appreciate their Canadian identity			SO3 Canadians participate and excel in sport
Strategic Outcomes							
Programs	Arts	Cultural Industries	Heritage	Attachment to Canada	Engagement and Community Participation	Official Languages	Sport
Expenditure Forecasts	$548,047,899			$615,640,889			$206,380,885
Internal Services	Internal Services						
Expenditure Forecasts	$74,627,098						
Total budget	$1,444,696,770						

Source: Department of Canadian Heritage 2017-18 Departmental Plan, page 31.

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[3] Canadian Heritage, 2017-18 Departmental Plan, [on line] http://canada.pch.gc.ca/DAMAssetPub/DAM-PCH2-PCH-InstitutionalProfile/STAGING/texte-text/planMin-DeptPlan-2017-18_1488904358539_eng.pdf

[4] Canadian Heritage, 2017-18 Departmental Plan, [on line] http://canada.pch.gc.ca/DAMAssetPub/DAM-PCH2-PCH-InstitutionalProfile/STAGING/texte-text/planMin-DeptPlan-2017-18_1488904358539_eng.pdf

[5] Includes salaries, operation and maintenance, capital, Gs&Cs, and the cost of employee benefit plans.

PCH Priorities

The Prime Minister's mandate letters[6] to both Ministers have identified some of the key priorities reflected in the 2017-18 DP:

1- Implement a plan to support the creative sector in adapting to the digital shift and in promoting Canadian culture that reflects Canada's diversity at home and abroad;

2- Promote diversity and inclusion to enhance Canadians sense of belonging and pride and to promote inclusive economic growth;

3- Strengthen Canada's linguistic duality and advance Canadian's appreciation of the benefits of linguistic duality;

4- Promote and celebrate Indigenous culture, and promote, revitalize and preserve Indigenous languages;

5- Build the sport system for participation and excellence.

PCH Context - Time of Transformation

Stemming from key ministerial priorities to implement the government's plan to strengthen the Canadian cultural and creative industries, to fortify linguistics duality, to revitalize and preserve Indigenous languages, various consultations with Canadians took place in 2016-17. In the context of the possible upcoming changes, the Evaluation Services Directorate will work with TBS representatives to confirm feasible options for some of the planned evaluations of programs which may be impacted.

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[6] Minister of Canadian Heritage Mandate Letter, [on line] http://pm.gc.ca/eng/minister-canadian-heritage-mandate-letter

3. Evaluation Directorate

Role of the Evaluation Function at PCH[7]

The Evaluation Services Directorate (ESD) is part of the Strategic Policy, Planning and Corporate Affairs (SPPCA) sector and its Assistant Deputy Minister (ADM) assumes the role of the HoE. Its mandate is to provide high-quality evaluations in a timely manner to support accountability and decision-making, expenditure management and continuous improvement of PCH programs and policy development.

In addition to its core business which is to conduct evaluation projects, the ESD, by its Professional Practice Unit (PPU), undertakes various activities to support and strengthen the Departmental evaluation function. Besides planning, accountability and internal and external liaison responsibilities, the PPU develops tools and guidance documents and implements innovative ideas to ensure the function's effectiveness and efficiency.

ESD is strategically well positioned within SPPCA to play an added-value role into development of new public policies, program design and operational efficiencies.

ESD supports the Department effectively in demonstrating results for Canadians through approximately 10 evaluation projects per year. In place is a systematic tracking, once a year, of management action plans in response to evaluation recommendations as approved by the DM.

> **Client feedback**
>
> "Evaluation findings were supportive of policy and program improvement, decision making"
>
> "The recommendations were supportive of the new Minister priorities which made the decision making more effective"
>
> *Source: post-evaluation survey 2015-16*

The role of evaluation is evolving within the Department. ESD is making progress in its efforts to enhance the strategic use of evaluation and strengthen its impact for the Department. With the introduction of the Policy, ESD has experienced and expects continued increase in demand for evaluation advisory services to support the implementation of the Policy (contribution to the development of the Departmental Results Framework (DRF), Performance Information Profiles (PIPs), support internal working groups on performance and results, review of Memorandum to Cabinet (MC), Treasury Board Submissions (TB Submissions), including respective annexes on results). In addition, to support the Department in its innovation initiatives, ESD will be contributing to selected experimentation projects. The planning and reporting cycles related to experimental projects are inherently shorter and the assessment of results will call for different evaluation methods providing timely conclusions to inform next steps. In the context of the Policy, evaluation could have a larger role to play in the conceptualization and design stages of new programs to ensure that the program theory is sound and well-articulated or at the mid-term of the life cycle of a program to assess if it is underway to achieve its intended results.

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[7] The Evaluation Function at PCH and the ESD logic model are presented respectively in Appendices 2 and 4.

Governance structure for evaluation

The HoE, the ADM of SPPCA, is supported by the ESD Director and staff. PCH has a Results, Integrated Planning and Evaluation Committee (RIPEC) which acts as a Departmental Evaluation Committee. RIPEC serves as decision-making body on matters relating to the DEP, evaluations and evaluation-related activities. This Committee reviews matters involving accountability, planning, performance measurement, integrated risk management. The HoE chairs the Committee and ensures timely submission of the DEP, evaluation terms of reference, evaluation reports, and results from the follow-up on status implementation of management action plans in response to evaluation recommendations. Once endorsed by the RIPEC, these documents, except the terms of reference, are presented for approval to the Executive Committee (ExCom), chaired by the DM.

ESD Priorities

ESD supports PCH and the Government of Canada's priorities by ensuring excellence through relevant evaluation products and services. In 2017-18, the Directorate will put emphasis on the following priorities:

Agenda for change - Priorities

1- Support PCH transformation agenda
 - Develop an evaluation framework for PCH Transformation Agenda
 - Initiate and conduct on-going data collection to evaluate Canada 150
 - Support implementation of the Policy on Results by:
   * advising on the development of Annexes on Results in MC and TB Submissions; and
   * collaborating in the development of Performance Information Profiles of all programs as well as in achieving the Grants and Contributions Modernization Project objectives

2- Increase use and impact of evaluation products and services
 - Develop a strategic communication plan supporting the open and transparent government agenda and report on impact of evaluations

3- Enrich ESD capacity by:
 - Fostering an environment of innovating thinking
 - Implement ESD Human Resource Plan
 - Support the development of the evaluation community across the federal government (working groups with the Centre of Excellence for Evaluation)

Agenda for sustainability - Priorities

4- Deliver Cost-Effective projects
 - Continue to find efficiencies within the evaluation planning process
 - Conduct joint audit and evaluations of programs and internal services
 - Deliver evaluation projects on time, within budget and in conformance with professional standards

5- Strengthen the Quality Assurance & Improvement Program
 - Establish internal QA review committee
 - Conduct external QA assessment of selected high risk evaluation reports

The Directorate will continue to act on its priorities in the coming year.

Government, Department and ESD Priorities Harmonization

Government Priorities

- Open and transparent Government

- Growth for the middle class

- A clean environment and strong economy

- Diversity is Canada's strength

- Establishing a new relationship with Canada's Indigenous people

PCH Priorities

- Implement a plan to support the creative sector in adapting to the digital shift and in promoting Canadian culture that reflects Canada's diversity at home and abroad

- Promote diversity and inclusion to enhance Canadians sense of belonging and pride and to promote inclusive economic growth

- Strengthen Canada's linguistic duality and advance Canadian's appreciation of the benefits of linguistic duality

- Promote and celebrate Indigenous culture, and promote, revitalize and preserve Indigenous languages

- Build the sport system for participation and excellence

ESD Priorities

- Support PCH transformation agenda

- Increase use and impact of evaluation products and services

- Enrich ESD capacity

- Deliver Cost-Effective projects

- Strengthen the Quality Assurance & Improvement Program

ESD Risks and Mitigation Strategies

As part of the DEP planning process, ESD perform a risk assessment in order to identify and mitigate risks in terms of evaluation planning and coverage, and other related-evaluation activities carried by the Directorate. This pro-active approach aims to ensure ESD meets its annual priorities. To support effective planning, ESD also make linkage to the key corporate risks of the Department. ESD's key risks and mitigation strategies, aligned with the risks of the Department, are presented in Appendix 5.

Organizational Structure and Resources Planning

The ESD comprises of 17 full-time equivalents (FTEs), including 11 FTEs dedicated exclusively to the DEP. The other employees are part of the PPU and the office of the Director.

The Directorate has developed a human resources (HR) plan to strengthen the evaluation capacity. This plan will be used for recruitment, talent management and professional development, etc. The Directorate also created generic work descriptions for most of the positions dedicated to the evaluation and renewed its staff. The ESD has thus refined and validated its methodology based on historical data to ensure that it has the capacity needed to implement the plan and abide by timelines. This approach takes into account the number of resources needed and available, and the duration of each evaluation project depending on the risk level and complexity. Given the workload planned for 2017–18, the ESD will continue to use specific external resources to carry out the DEP.

HR priorities

Innovation at the heart of all activities!

✓ Increase internal capacity through career development and training
✓ Increase knowledge transfer
✓ Support transformation projects
✓ Promote career development among its (ESD) employees
✓ Increase hiring of visible minorities and first nations
✓ Promote the well-being and physical and mental health of employees
✓ Support employees in developing and maintaining their second official language
✓ Support the professionalization of the evaluators

Source : ESD 2016-17 to 2019-20 HR Plan

The 2017-18 year will be dedicated to further developing the capacity of the function to meet the requirements of and support the Department's transition to the new Policy in 2017.

Financial Resources

In 2016-17, ESD began operating with a permanent budget for carrying out evaluation projects. This has brought greater stability to ESD operations including ensuring internal capacity to deliver on ESD's Evaluation Plan. For 2017-18, the ESD core budget is distributed as follows:

Table 2: ESD Budget for the 2017-18 fiscal year

ESD	Budgetary Estimates 2017-18
Salaries (A-Base)	$1,500,000
Non-salary expenditures*	$80,000
Funds to be received from sectors**	**$800,000**
Total	**$2,380,000**
FTE	**17**

*Operations budget, not dedicated to DEP execution.

**This amount include allocated funds for evaluations in TB Submissions.

Evaluation Project Management and Resource Optimization

ESD is committed to continuously seek cost-effective ways to conduct evaluations. In light of strategic objectives, the Directorate uses a hybrid approach where projects are conducted both in-house and with assistance of targeted external resources. An increasingly large proportion of the evaluation work is performed internally using not only the Directorate's FTEs, but also the expertise of other PCH services such as the Policy Research Group and the Financial Management Branch (financial planning and Gs&Cs Centre of Expertise) as well as the Resource Management Directorates. External resources are engaged to conduct specialized studies or fill temporary needs. This hybrid approach ensures ESD's nimbleness and value added.

Improvement in planning undertaken by the Directorate has had a substantial impact in reducing the risks of project delay which, in turn, reduce cost of evaluations and the workload associated. In order to successfully carry its activities, ESD will continue to implement strategies aimed at delivering relevant, high-quality, timely and cost-effective evaluation products and services. These strategies include, but not limited to:

- establish relevant calibration options for evaluation where appropriate;
- give flexibility to the programs and evaluation professionals at each step needed;
- include a contingency period for each project at the planning phase in order to respond to unforeseen events;
- explore innovative evaluation processes and methodologies as promoted by the new Policy for overcoming challenges (e.g. availability of performance information);
- collaborate with PCH Office of the Chief Audit Executive (OCEA) to reduce duplication or undue burden work for programs;
- assess risks associated with program for evaluation planning purpose to effectively determine the resources required for a project;
- consider the possibility of clustering/grouping programs for evaluation purposes in some cases. Grouped evaluations can provide savings in terms of human and financial resources, but they also carry a higher level of risk;
- initiate conversations with each program at the early stage of the project and ongoing in order to produce relevant evaluation that responds to their needs.

4. Achievements in 2016-17

Evaluation Projects Carried Out in 2016-17

The following table shows the progress made by ESD towards the 2016-17 to 2020-21 DEP. There were 14 active projects, of which two evaluability assessments[8], covering programs, initiatives and internal services. Nine projects will continue in 2017-18.

- ✓ 16 programs and initiatives
- ✓ 1 grouped evaluation
- ✓ 1 horizontal led by PCH
- ✓ 2 Evaluability Assessments
- ✓ 1 Internal Service (joint audit-evaluation project)

Table 3: Evaluation projects conducted in 2016–17

Nº	PAA #	Program Name	Status[a] / Estimated end date	As planned
Achieved or in approval process				
1	2.2.2	Evaluation: Building communities through arts and heritage	Approved in October 2016	✓
2	1.3.2	Evaluation: Canadian Traveling Exhibition Indemnification Program	Approved in December 2016	✓
3		Joint audit-evaluation of Budgetary controls	Approved March 2017	✓
4	2.1.3	Evaluability assessment: State Ceremonial and Protocol (Lieutenant Governor's program)	Completed in August 2016	✓
5	1.1.1,1.1.2, 1.1.4	Evaluability assessment: Grouped arts- Canada arts presentation fund, Canada cultural spaces fund and Canada cultural investment fund	Completed in January 2017 (grouped Arts)	
Ongoing evaluations into 2017-18				
1	2.3.1	Development of Official-Language Communities Program	April 2017 (grouped evaluation)	✓
	2.3.2	Enhancement of Official Languages Program		
2	2.3.3	Official Languages Coordination Program – (A) Horizontal Coordination of Roadmap for Canada's Official Languages 2013-18: Education, Immigration, Communities	April 2017 (original February 2017)	As per revised date
3		Roadmap for Canada's Official Languages 2013-18: Education, Immigration, Communities[b]	April 2017 (horizontal evaluation leads by PCH)	✓
4	1.3.4	Canadian Conservation Institute	May 2017 (original January 2017)	As per revised date
5	2.1.1	Celebration and Commemoration Program	September 2017	✓
6	2.1.3	State Ceremonial and Protocol (Federal funding Lieutenant Governor's Program)	February 2018	✓
7	2.2.5	Multiculturalism Program	March 2018	✓
8	1.2.10	TV5	April 2018	✓
9	2.2.4	150 Anniversary of Confederation	March 2019	✓

a) As of March 31, 2017
b) Included in 2.3.1 and 2.3.2

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[8] Information regarding evaluability assessment is provided in the section "Other activities carried out in 2016-17 section", under innovation.

Other Activities Carried Out in 2016-17

In addition to conducting evaluation projects, ESD undertook / achieved various activities in last fiscal year. Some of these activities are outlined below:

- **Advice and Guidance**

The ESD provides ongoing advisory services to the Department's senior management in a variety of areas, including feedback and advice on the preparation of approximately 20 MC and TB submissions in 2016-17, as well as other planning and performance documents (e.g. DP, Departmental Performance Report, Program Terms and Conditions, etc.). In light of the Policy on Results, the Directorate also provided advisory services for the drafting DRF and PIPs.

- **Performance Measurement – Annual Report on the State of Performance Measurement of Programs in Support of Evaluation at PCH**

With a view of ensuring the credibility and usefulness of the evaluations, the representativeness and reliability of performance data on programs performance are crucial. Based on the review of accountability, capacity, relevance and accessibility, as well as use, the last Annual Report on the State of the Performance Measurement in Support of Evaluation[9] provides observations stemming from this review, which show that the Department has made significant progress in promoting its performance measurement practices. Eight opportunities were identified to strengthen the performance regime at PCH.

There continues to exist a lack of performance data in some areas which risks being exacerbated by efficiency efforts to further reduce reporting under funding agreements. This may lead to evaluations being less granular and potentially impact the Department's capacity of showing results under Deliverology. ESD continually provide advisory services to programs on performance measurement strategies so evaluators can better assess program results.

- **Follow-up on implementation of Management Action Plans (MAPs) in response to evaluation recommendations**

In compliance with the Policy, the HoE is responsible for reporting to RIPEC on the implementation of approved MAPs in response to evaluation recommendations at least annually. For a first time, dashboards with the results from the status implementation of MAPs in 2015-16 were made available on PCH Intranet following the DM approval.

In 2016-17, the PPU undertook a substantial revision of the existing tools to strengthen the process and demonstrate impact of evaluation recommendations. A *Guide for the Development of Management Responses and Action Plans (MRAPs) in Response to Evaluation Recommendations* was developed to support programs in developing more robust MRAPs. The Guide is accessible

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[9]The report was presented to the Governance in June 2015 by the HoE

through the PCH Intranet. In addition, a *Guide to Status Updates on the Implementation of Management Action Plans in Response to Evaluation Recommendations* has been developed and will be made available on the PCH Intranet in the beginning of 2017-18. Both guides were developed in consultation with a Tiger Team chaired by the Director of ESD and comprised of Directors of Planning, Corporate Services and Programs Directors.

In 2016-17, there was one status update exercise in March 2017 the results will be presented to governance committees in April 2017 and subsequently posted on PCH Intranet.

▪ **Capacity Building and Professionalization**

Supporting ESD capacity building focuses essentially on providing relevant training activities to respond to the knowledge and development needs of evaluators. In support of this objective, the Directorate organized various events, including workshops, group learning/training sessions, staff-meeting learning series to help evaluators expand their current skills and acquire new knowledge on topics of interest (e.g. evaluation approaches, technologies, tools, etc.).

To enhance and enrich workforce, employees are encouraged to participate in relevant activities related to evaluations (internal and external). Evaluators frequently participate in

Topics covered in 2016-17 include:

- **Workshops / Training:**
  - Storytelling: Creating and Communicating Compelling Narratives
  - Training for Evaluation Services on Reporting through "Grants and Contributions Information Management System"
  - Training on Gs&Cs
  - Data visualization
  - Document review and NVIVO
  - Insight discovery exercise

- **Staff-meeting learning series**
  - New governance structure
  - Deliverology – Status Update
  - Service standards dashboard
  - Presentation on 2015-16 Management Accountability Framework
  - Changes in the publication process

the Canadian Evaluation Society Annual Conference and other events. Seven employees are members of the Canadian Evaluation Society and the Directorate will continue to support evaluators membership in this organization in 2017-18.

▪ **Innovation**

- **Head of Evaluation's Annual Report**

The first edition of the PCH Head of Evaluation's Annual Report was tabled at the ExCom in October 2016. This inaugural *Report* has been prepared in support of the Government's commitment to results-based management and evidence-based decision making. Its purpose was two-fold: 1) to identify the major trends, cross-cutting issues and themes stemming from evaluation reports completed in 2015-16; and, 2) to outline their implications for decision making, results-based management and policy and program improvement.

An analysis of the findings and recommendations in the evaluation reports highlighted several commonalities and common themes which are presented below. The implementation of this initiative strengthens PCH's ability to account for impact of evaluations for program improvement and for reinforcing results-based management.

> **Cross-cutting findings and related recommendations**
>
> Relevance **40%** | Effectiveness **53%**
>
> Efficiency **80%** | Performance Measurement **73%**

Source: HoE Annual Report Summary (Appendix 6)

- **Joint audit-evaluation project of budgetary controls**

In 2016-17 a joint audit and evaluation of budgetary controls was carried out with the goal of providing a comprehensive assessment of PCH budgetary and forecasting framework for Vote 1. This joint engagement was a first for the OCAE and the ESD and was an innovative initiative to reduce the client footprint, while providing value-added for management. This innovative project was viewed as having positive benefits and providing increased value to the Department and recommended as an approach for future projects (when appropriate). Building on the lessons learned from this project and on the benefits for key stakeholders, there are two additional joint audit-evaluation projects of programs considered in the context of the 2017-18 to 2021-22 DEP.

▪ **Deliverology**

The ESD will strengthen results-based management in cooperation with departmental partners under the direction of the Chief Delivery Result Officer. The evaluators participate in the Working Group on Deliverology to provide expertise on results and evaluation of the effectiveness of work and harmonization of resources and priorities. This work will continue throughout the next fiscal year.

▪ **Evaluability Assessments (EA): lessons learned**

ESD launched a pilot project in 2016-17 to assess the usefulness of conducting EA to examine the program's state of readiness to participate in an upcoming evaluation. In terms of lessons learned, both ESD and programs benefit from EA. To ensure the relevance and efficiency of the evaluability assessment studies, it was suggested to complete EA for high risk level, new, highly modernized programs or those that have never been evaluated and calibrate EA for program design and issues related to data performance, implementation of recommendations and/or change in context.

- **Experimental projects**

In 2016-17, various PCH sectors launched experimental projects with a view of modernizing programs. The ESD provided support to certain groups, based on needs, and participated in the working group responsible for providing strategic advice to governance.

- **Regular support activities**

To more effectively carry out its mandate, the ESD is undertaking various activities, including the mid-year review of the 2016-17 to 2020-21 DEP, the response to planning activities (Integrated Business Plan, Management Accountability Framework, etc.), monthly follow-up and update of the status of evaluation projects and other activities using a dashboard, conducting post-project and annual surveys, activities related to publication of evaluation reports, dissemination of information (intranet, Access to information and privacy (ATIP)) and information management (restructuring of the electronic filing system for migration to GCDocs).

5. An Overview of the Annual Planning Exercise

The planning process

The Directorate referred to the instructions regarding the development of the DEP provided in section 4 of TB *interim* Guidance.

The plan reflects evaluations planning on a five-year cycle in compliance with FAA and TBS requirements. The evaluation universe is based on the PCH 2017-18 PAA, which lists the Department's direct program spending (DPS). By using the PAA as the basic criterion for determining evaluable units[10], ESD ensure a full coverage of all PCH's DPS.

For the 2017-18 planning year, ESD introduced a broader and much more extensive internal and external consultation process to inform the development of the DEP. The purpose of these consultations were to:

- engage senior management (for both programs and internal services) on the new Policy on Results and its impact on the evaluation in order to:

  o identify departmental priorities regarding evaluation; and filter up specific needs and concerns expressed by programs with a view to adjusting the evaluation schedule based on changes in the landscape and risks.

- coordinate with the OCAE to:
  o harmonize the DEP and the risk-based audit plan;
  o ensure that there is no duplication or undue burden for programs; and
  o explore the possibility of conducting joint projects.

- engage with TBS representatives to:
  o seek advice on evaluation coverage and obtain details on requirements for centrally-led evaluations and evaluation activities to support spending reviews; and
  o exchange as part of the pilot project on the impact of the new Policy on the planning process.

- engage other federal departments and agencies in relation to the evaluation requirements of horizontal initiatives that PCH may be leading or may be called to contribute as a partner.

> **Consultations with:**
>
> **Internal**:
> - Canada 150 Federal Secretariat
> - Sport, Major Events and Commemorations Sector
> - Cultural Affairs Sector
> - Citizenship, Heritage and Regions Sector
> - Office of the Chief Audit Executive
> - Internal Services and Corporate Affairs
> - Strategic Policy, Planning and Corporate Affairs Sector
> - Assistant Deputy Ministers
>
> **External**:
> - TBS representatives
> - Other federal departments and agencies
>
> *An overview of findings is presented in Appendix 7*

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[10] The PCH 2017-18 PAA includes 37 evaluable units (programs, initiatives and policy activities) to which sub-sub programs or other initiatives are added when necessary. In addition, ESD considers each of the 10 Internal Services entities as evaluable units.

As part of the evaluation planning process, ESD also undertook a risk assessment for evaluation planning purposes to update information on programs and in collaboration with Financial Management to obtain the Annual Reference Level Update for the coming year. This risk assessment along with the consultations, in addition to a review of documents (TB and departmental documents and guidelines) were used to draft the schedule of evaluations while ensuring a balanced distribution of resources and efforts as well as in compliance with TBS requirements.

Once developed, the plan is first submitted to the HoE; then to the RIPEC for endorsement and to ExCom for approval, with a recommendation to the DM for final approval. The certification of the DM's approval follows the title page of this document.

6. Planned Evaluation Projects

Scope of Direct Program Spending

Through the 2017-18 to 2021-22 DEP, all of the Department's planned spending is evaluated, including the evaluation of all ongoing Gs&Cs programs with five-year average actual expenditures of $5 million or greater per year, in fulfillment of the requirements of subsection 42.1 of the FAA and the Policy on Results.

PCH 2017-18 planned spending: $1.44B
- Programs of Gs&Cs ≥ $5M: 88.72% (21 programs)
- Programs of Gs&Cs < $5M: 1.21% (4 programs)
- Other: 10.07%
  - No Gs&Cs Programs: 3.97% (7 programs)
  - Policy activities: 0.93% (5 policy activities)
  - Internal services: 5.17% (10 Internal services)

Table 4 below presents an overview of the DPS coverage planned for the next five-year cycle. The amounts represent the Main Estimates, as indicated in PCH 2017-18 DP.

Table 4: Overview of total coverage of direct program spending, by fiscal year

	Fiscal year	Amount ($)	% of coverage*
	Total forecast direct program	$1,356,625,530	100 %
	Annual coverage :		
1	Year 1 – 2017-18	$517,323,113	36%
2	Year 2 – 2018–19	$62,906,119	4%
3	Year 3 – 2019-20	$257,710,131	18%
4	Year 4 – 2020-21	$480,965,115	33%
5	Year 5 – 2021-22	$37,721,052	3%
6	**Direct program**	**$1,356,625,530**	**94%**
7	**Internal Services****	**$74,627,098**	**5%**
8	**Policies****	$13,444,142	1%
9	**Total direct program spending**	**$1,444,696,770**	**100%**

* The distribution of the percentage of coverage is based on the project end date, which is the date of approval of the evaluation report by the Deputy Minister, and coverage rates vary accordingly. For Years 2 and 5, although the rates are low, it is important to note that there will be 12 and 17 active projects respectively.
**The evaluations of internal services will start in 2019-20 and those of policy activities are planned for 2021-22.

DEP Schedule for 2017-18 to 2021-22

In total, 46 evaluation projects (of which nine continue from the previous fiscal year) are planned for completion over the next five-year, including evaluations of policy activities and internal services; grouped and horizontal projects. PCH will also contribute to the horizontal evaluation of Youth Employment Strategy led by Employment and Social Development Canada. The

schedule of evaluations (presented in detail in Appendix 3) lists all evaluation projects that will be carried out by PCH from 2017-18 to 2021-22.

In addition to the evaluation planned dates, the schedule indicates for each sub-program and initiative to be evaluated: the budget, the related risk level for evaluation planning purposes, the amount approved for each program based on the new funding model that came into effect last year, and the audit planned dates for the next three years. The audit dates have been added to the plan to foster better coordination with the programs and also to allow better use of audit products.

The table below presents the number of evaluations by SO for 2017-18 to 2021-22.

Table 5: Distribution of Evaluations by Strategic Outcome

Year	SO1	SO2	SO3	Internal Services[11]	Total
2017-18	2	6			8
2018-19	2	1			3
2019-20	5	2		1	8
2020-21	5	2	3	2	12
2021-22	5	3		7	15
Total	19	14	3	10	46

Please note that there could be changes in the plan due to various factors, including programs that may be impacted by strategic decisions following the public consultations.

Table 6 below lists the five new evaluation projects for seven programs that will be launched in 2017-18.

Table 6: New evaluation projects slated to begin in 2017-18

Nº	PAA #	Name of the program	Planned Evaluation Start and End Dates
1	1.1.1	Canada Arts Presentation Fund (grouped 1.1.1, 1.1.2 et 1.1.4)	May 2017 – April 2019
	1.1.2	Canada Cultural Spaces Fund (grouped 1.1.1, 1.1.2 et 1.1.4)	
	1.1.4	Canada Cultural Investment Fund (grouped 1.1.1, 1.1.2 et 1.1.4)	
2	1.1.3	Canada Arts Training Fund	September 2017 – November 2018
3	1.1.5	Harbourfront Centre Funding Program	April 2017 – March 2018
4	1.2.5	Canada Music Fund	November 2017 – April 2019
5	1.2.6	Canada Book Fund	November 2017 – April 2019

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[11] Although the evaluations of internal services are planned to start in 2019-20, the ESD is looking at the possibility of undertaking joint audit-evaluation projects with the Office of the Chief Audit Executive.

The level of effort established for the new evaluations will be adjusted based on the complexity and estimated risk level for each project.

Including the projects launched in previous years which will continue in 2017-18 (n=9), and those that will begin in 2017-18 (n=5), 17 programs and initiatives will be under evaluation this fiscal year.

Planning for Other Evaluation Activities in 2017-18

▪ **Working group on Grants and Contributions Modernization Project (GCMP)**

ESD will play a key role in achieving the following two objectives:
1- optimizing data collection and use in support of performance reporting; and
2- developing a methodology for measuring GCMP financial efficiency realization including efficiency indicators for program delivery.

▪ **Lead on Micro-Grant**

As a new funding mechanism, ESD will lead the corporate and operational development of a methodological design and an evaluation framework to test the Micro-Grant funding tool. This work should lead to the experimentation of the tool and provide performance data and operational considerations for decision-making.

The table below presents a summary of the activities to be undertaken by the ESD

Activities	Description
Advice and Guidance	
Advisory Services	• Advice and guidance on the preparation of various departmental documents including MC, TB Submissions, DP, Departmental Performance Report, Corporate Risk Profile, DRF, Program Inventory
	• Advice and guidance related to PIPs of PCH programs and program design
Activities related to the evaluation lifecycle	
Publication process	• Publication of evaluation reports and related activities
Lessons learned	• Internal lessons learned sessions and with project stakeholders
Annual survey	• Getting feedback on value and use of evaluation products and services from Senior Management
Post-project survey	• Getting feedback on value and use of evaluation products and services from the Evaluation working group members for recently completed projects
Capacity building	• Continuation of group training activities and information sessions for the staff
Tool box	• Pursuing innovation and standardization of tools, techniques and processes in support of evaluation projects as well as development of examples of best practices related to evaluation
Planning and accountability activities	
Departmental Evaluation Plan	• Mid-year review of the 2017-18 to 2021-22 DEP • Annual update of the 2018-19 to 2022-23 DEP
Performance measurement	• Preparation of the annual report on the state of performance measurement in support of evaluation in collaboration with the Head of Performance Measurement
Internal liaison	• Activities supporting corporate initiatives and integration (planning, risk management, ESD performance measurement, etc.)
External liaison	• Support to and participation in government-wide initiatives • Liaison with TBS, other departments, etc.
Information Management	• Implementation and maintenance of the new software TeamMate • Restructuring of the electronic filing system for migration to GCDocs • Coordination of the submission of required documentation including related ATIP, communication and Web Services activities
Follow-up on evaluation recommendations and management action plans	• Monitoring the progress in implementation of DM approved recommendations and management action plans
Innovation	
Head of Evaluation Annual Report	• Preparation of the Head of Evaluation Annual Report at PCH
Quality Assurance (QA), innovation and continuous improvement activities	• Development of methodology, guides, tools and template • Performing risk-based QA • Development and maintenance of related process activities and reports
ESD Website	• Pursuing the development of a Strategic Communication Plan and revamp ESD Website
Experimental projects	• Providing support to some experimental projects as part of the modernization of programs
Transformation project	• Providing support in the context of transformation at PCH

Appendix 1 – PCH 2017-18 Program Alignment Architecture

SO1 Canadian artistic expressions and cultural content are created and accessible at home and abroad		
Arts	**Cultural Industries**	**Heritage**
Canada Arts Presentation Fund	Broadcasting and Digital Communications	Museums Assistance Program
Canada Cultural Spaces Fund	Canada Media Fund	Canada Travelling Exhibitions Indemnification Program
Canada Arts Training Fund	Film and Video Policy	
	Film or Video Production Tax Credits	Canadian Heritage Information Network
Canada Cultural Investment Fund	Canada Music Fund	
	Canada Book Fund	Canadian Conservation Institute
Harbourfront Centre Funding Program	Canada Periodical Fund	Movable Cultural Property Program
	Copyright and International Trade Policy	
	Cultural Sector Investment Review	
	TV 5	

SO2 Canadians share, express and appreciate their Canadian identity		
Attachment to Canada	**Engagement and Community Participation**	**Official Languages**
Celebration and Commemoration Program	Human Rights Program	Development of Official-Language Communities Program
Capital Experience	Building Communities through Arts & Heritage	
State Ceremonial and Protocol	Aboriginal Peoples' Program	Enhancement of Official Languages Program
Canada History Fund	Canada 150 Federal Secretariat	
Exchanges Canada Program		Official Languages Coordination Program
Youth Take Charge	Multiculturalism	

SO3 Canadians participate and excel in sport
Sport
Hosting Program
Sport Support Program
Athlete Assistance Program

Internal Services									
Management and Oversight	Communications	Legal	Human Resources Management	Financial Management	Information Management	Information Technology Management	Real Property Management	Acquisition Management	Materiel Management

Appendix 2 – Evaluation Function at PCH

Appendix 3 – Schedule of Evaluations for 2017-18 to 2021-22

This evaluation schedule has been developed based on the 2016-17 to 2020-21 DEP; legislations; Treasury Board requirements; commitments made in Treasury Board submissions; consultations with senior management, sectors management teams, TBS representatives and federal departments and agencies; coordination with the Office of the Chief Audit Executive; information provided in the risk fiches for evaluation purposes completed by programs and the reference levels obtained from the Financial Management Branch. The timelines thus established reflect departmental priorities and risks related to evaluation while taking into consideration the specific needs and concerns expressed by programs.

#	SO	PAA #	Sub-Program	Planned spending (DP 2017-18) $	Evaluation Risk Level[12]	Planned audit 2017-18 to 2019-20	Approved amount (ESD funding model) $	Other Services (including EA, advice and guidance on TBSub, Program theory, DRF, etc.)	Start date prior to 2017-18	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21	Year 5 2021-22
Cultural Affairs														
1	SO1	1.1.1	Canada Arts Presentation Fund (grouped 1.1.1, 1.1.2 et 1.1.4)	38,736,833	Moderate		126,100			Start : May 2017		End : April 2019		
2	SO1	1.1.2	Canada Cultural Spaces Fund (grouped 1.1.1, 1.1.2 et 1.1.4)	113,377,079	High	2018-19	126,100			Start : May 2017		End : April 2019		
3	SO1	1.1.3	Canada Arts Training Fund	24,523,234	Moderate		126,100			Start : September 2017	End : November 2018			
4	SO1	1.1.4	Canada Cultural Investment Fund (grouped 1.1.1, 1.1.2 et 1.1.4)	25,271,766	Moderate		126,100			Start : May 2017		End : April 2019		
5	SO1	1.1.5	Harbourfront Centre Funding Program	5,088,360	Moderate					Start April 2017	End March 2018 (Q4)			
6	SO1	1.2.1	Broadcasting and Digital Communications	5,688,187	TBD	2018-2019	-							Start : April 2021
7	SO1	1.2.2	Canada Media Fund	135,142,119	High		184,600				Start : May 2018		End : April 2020	
8	SO1	1.2.3	Film and Video Policy	1,650,139	TBD		-							Start : April 2021
9	SO1	1.2.4*	Film or Video Production Tax Credits	129,295	TBD	2019-20	-							Start : April 2021
10	SO1	1.2.5	Canada Music Fund	28,223,078	Moderate		126,100			Start : November 2017		End : April 2019		

[12] The risk level for evaluation project planning is based on the following six factors: (1) relative importance of the program (in terms of budget); (2) performance management capacity and soundness of the program theory; (3) program complexity; (4) responsiveness – public interest and visibility; (5) preparedness for evaluation; and (6) specific information needs of the program and/or senior management. The level of overall risk is an important factor in determining the level of effort and resources necessary for conducting evaluation projects.

#	SO	PAA #	Sub-Program	Planned spending (DP 2017-18) $	Evaluation Risk Level[12]	Planned audit 2017-18 to 2019-20	Approved amount (ESD funding model) $	Other Services (including EA, advice and guidance on TBSub, Program theory, DRF, etc.)	Start date prior to 2017-18	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21	Year 5 2021-22
11	SO1	1.2.6	Canada Book Fund	40,543,607	Moderate		126,100			Start : November 2017		End : April 2019		
12	SO1	1.2.7	Canada Periodical Fund	78,969,763	Moderate		126,100				Start : November 2018		End : April 2020	
13	SO1	1.2.8	Copyright and International Trade Policy	5,394,356	TBD									Start : April 2021
14	SO1	1.2.9	Cultural Sector Investment Review	840,755	Moderate									Start : April 2021
15	SO1	1.2.10	TV5	11,314,950	Moderate				March 2017		End : April 2018			
Citizenship, Heritage and Regions														
16	SO1	1.3.1	Museums Assistance Program	17,914,842	Moderate		126,100				Start : February 2019		End : July 2020	
17	SO1	1.3.2	Canada Travelling Exhibitions Indemnification Program	410,839	Moderate		126,100					Start : September 2019	End : February 2021	
18	SO1	1.3.3	Canadian Heritage Information Network	2,636,323	High		62,600						Start : April 2020	
19	SO1	1.3.4	Canadian Conservation Institute (continued from 2015-16 plan)	11,391,897		2018-2019	126,100		March 2016	End : May 2017 (Q1)				
20	SO1	1.3.5	Movable Cultural Property Program	1,059,066	Moderate		126,100					Start : August 2019	End : January 2021	
21	SO2	2.1.4	Canada History Fund	5,097,370	Moderate		126,100					Start : November 2019		End : April 2021
22	SO2	2.1.5	Exchanges Canada Program	19,688,855	Moderate		126,100				Start : December 2018		End : May 2020	
23	SO2	2.1.6	Youth Take Charge	2,131,857	Moderate		126,100						Start : March 2021	
24	SO2	2.2.2	Building Communities Through Arts and Heritage	23,030,898	Moderate		126,100					Start : November 2019		End : April 2021
25	SO2	2.2.3	Aboriginal Peoples' Program	21,398,746	High		184,600	Start : August 2017		Advice and guidance on program theory	Start : February 2019		End : January 2021	
26	SO2	Included in 2.2.3	Aboriginal Languages Initiative	-										
27	SO2	2.2.5**	Multiculturalism Program	15,966,722	High	2018-19			March 2017	End : March 2018 (Q4)				

#	SO	PAA #	Sub-Program	Planned spending (DP 2017-18) $	Evaluation Risk Level[12]	Planned audit 2017-18 to 2019-20	Approved amount (ESD funding model) $	Other Services (including EA, advice and guidance on TBSub, Program theory, DRF, etc.)	Start date prior to 2017-18	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21	Year 5 2021-22
28	SO2	2.3.1	Development of Official-Language Communities Program (grouped 2.3.1 and 2.3.2) (continued from 2015-16 plan)	244,978,753	High		126,100		August 2015	End : April 2017 (Q1)				
29	SO2	2.3.2	Enhancement of Official Languages Program (grouped 2.3.1 and 2.3.2) (continued from 2015-16 plan)	115,281,287			126,100							
30	SO2	2.3.3	Official Languages Coordination Program **A**. Horizontal coordination of the Roadmap for Canada's Official Languages 2013-18 (continued from 2015-16 plan)	3,207,087	Moderate		126,100		October 2015	End : April 2017 (Q1)				
			B. Interdepartmental coordination (section 42 of the OLA)	Included in A							Start : April 2018	End : September 2019		
31	SO2		Roadmap for Canada's Official Languages 2013 18 (continued from 2015-16 plan)	Included in 2.3.1 and 2.3.2	High				June 2015	End : April 2017 (Q1)				
Sport, Major Events and Commemorations														
32	SO2	2.1.1	Celebration and Commemoration Program	115,969,320	Moderate		126,100		May 2016	End : September 2017 (Q2)				
33	SO2	2.1.2	Capital Experience	11, 557,768	Moderate	2018-2019	126,100				Start : August 2018	End : January 2020		
34	SO2	2.1.3	State Ceremonial and Protocol (Federal funding Lieutenant Governors' Program)	5,439,687	Moderate		126,100		September 2016	End : February 2018 (Q4)				
35	SO3	3.1.1	Hosting Program (grouped 3.1.1, 3.1.2 et 3.1.3)	25,986,159	Moderate		126,100				Start : January 2019		End : December 2020	
36	SO3	3.1.2	Sport Support Program (grouped 3.1.1, 3.1.2 et 3.1.3)	151,743,079	Moderate		126,100				Start : January 2019		End : December 2020	
37	SO3	3.1.3	Athlete Assistance Program (grouped 3.1.1, 3.1.2 et 3.1.3)	28,651,647	Moderate		126,100				Start : January 2019		End : December 2020	
Strategic Policy, Planning and Corporate Affairs														
38	SO2	2.2.1	Human Rights Program	4,824,603	High		184,600	EA: Start February 2018 End June 2018		EA		Start : February 2020		End : January 2022
Other														
39	SO2	2.2.4	150th Anniversary of Confederation	27,067,935	High	2016-17	Included in TB Sub		Start : 2016-17 and ongoing		End : March 2019			

#	SO	PAA #	Sub-Program	Planned spending (DP 2017-18) $	Evaluation Risk Level[12]	Planned audit 2017-18 to 2019-20	Approved amount (ESD funding model) $	Other Services (including EA, advice and guidance on TBSub, Program theory, DRF, etc.)	Start date prior to 2017-18	Year 1 2017-18	Year 2 2018-19	Year 3 2019-20	Year 4 2020-21	Year 5 2021-22
Internal Services														
40			Acquisition Management	789,265									Start : May 2020	
41			Communications	10,882,197		2018-19					Start : July 2018	End : October 2019		
42			Financial Management	5,771,893										Start : May 2020
43			Human Resources Management	8,944,015		2018-19							Start : May 2020	
44			Information Management	3,735,632		2019-20						Start : May 2019	End : October 2020	
45			Information Technology Management	12,191,114								Start : May 2019	End : October 2020	
46			Legal	420,281									Start : May 2020	
47			Management and Oversight	28,138,480									Start : May 2020	
48			Material Management	600,231									Start : May 2020	
49			Real Property Management	3,153,990									Start : May 2020	
Horizontal Initiatives with other federal departments														
50			Youth Employment Strategy (Evaluation lead by Employment and Social Development Canada / PCH Young Canada Works)						May 2016	Ongoing	Ongoing	End: January 2020		

N.B. The end date of an evaluation corresponds to the date on which the report is signed by the Deputy Minister.

* The Film or Video Production Tax Credits Sub-Program is mainly funded by Vote Netted Revenues which reduce the Planned Spending amount.

** The Multiculturalism program is under two sectors: the program delivery under Citizenship, Heritage and Regions and the Policy activity under Strategic Policy, Planning and Corporate Affairs.

Appendix 4 – ESD Logic Model

Activities

Conduct evaluation studies	Provide oversight, strategic advice, guidance and analysis	Implement the Quality Assurance and Improvement Program

Outputs

| -Evaluation reports
-Terms of Reference
-Technical reports
-Evaluability assessments
-Evaluation Framework
-Experimental Design | -Advice to program management on MC, TB Subs, logic models, PIPs, MAPs
-Advice to corporate functions on DRF, PI, PIPs, RPP/DP, RMR/DDR, GCMP
-HoE reports
-Internal and external collaboration (ex. TBS HoE) | Planning
- Departmental Evaluation Plan
- Integrated Business Plan
Quality Assurance
- Policy compliance
- Neutral assessment (every 5 years)
Reporting
- Report on the State of Performance Measurement
- Head of Evaluation Report
- Assessment of the implementation of evaluation recommendations
- Management Accountability Framework
- Dashboard: evaluation projects status
- Mid-Year Status Report
Improvement/ Innovation
- Post project and annual surveys
- Post project lessons learned
- Standardized tools and processes
- Learning and innovation opportunities |

Immediate Outcomes

Management has access to credible, timely, neutral and evidence-based information on the relevance, effectiveness and efficiency of PCH programs	Management has access to credible, timely, neutral and strategic information for decision making	PCH has a robust and neutral evaluation function operating in compliance with the Policy on Results

Intermediate Outcomes

PCH measures and evaluates its performance, using the resulting information to manage and improve programs, policies and services

Ultimate Outcomes

Improve the achievement of results at PCH

March 2017
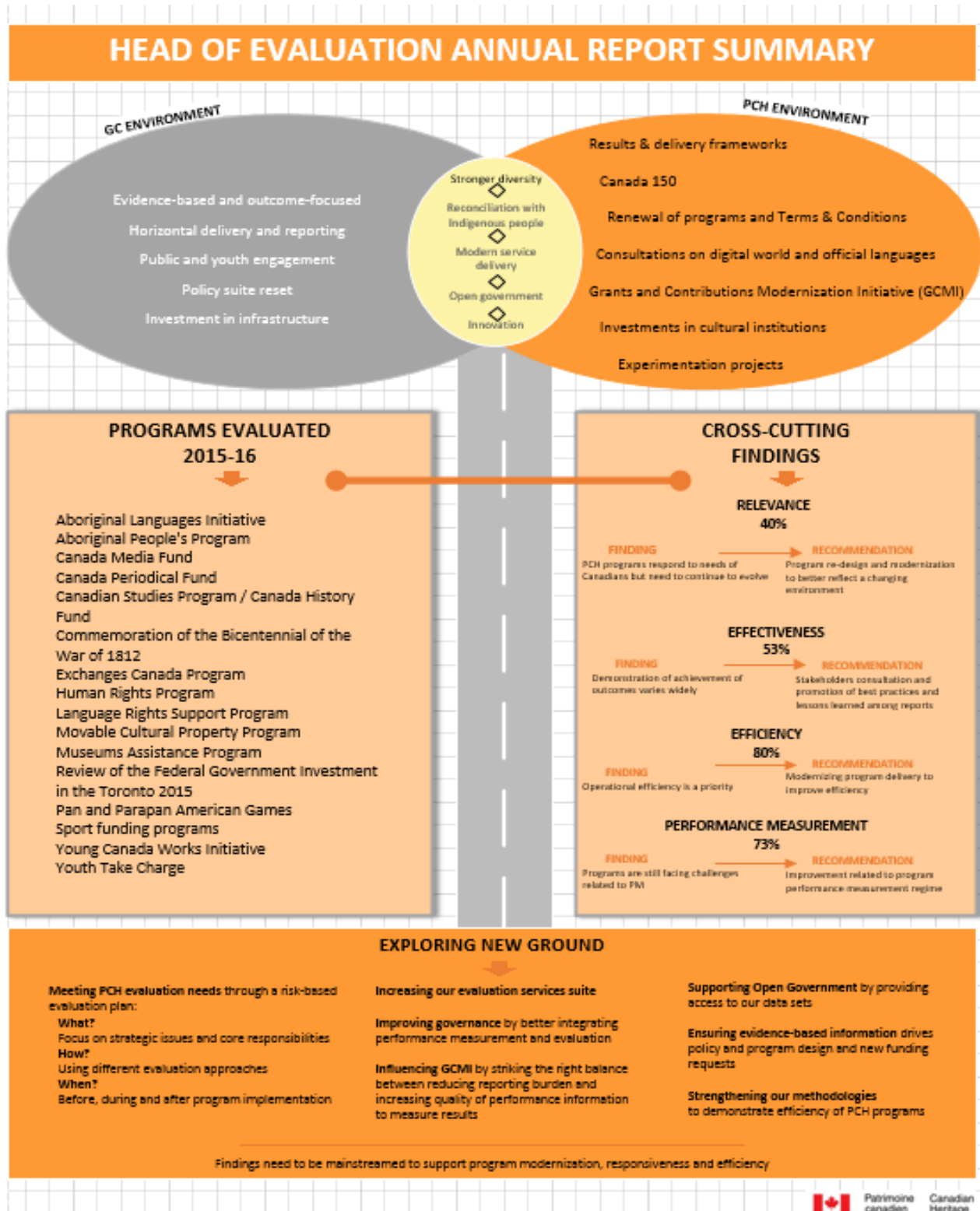
Appendix 5 – ESD Risks and Mitigation Strategies 2017-18

Departmental Plan 2017-2018	ESD Risks Link with PAA: Internal Services	Impact Assessment (very low, minor, medium, high, extreme)	Likelihood Assessment (rarely, unlikely, likely, very likely, almost certain)	Risk Tolerance	ESD Mitigation Strategy (monthly monitoring)
Fully Modernized Program and Service Delivery Innovation and Policy Readiness	Varying levels of understanding from management and programs of the value and use of evaluations products (findings and recommendations) and services (advice and analysis) as an agent of change in program modernization, policy development and strategic decision may affect departmental results, capacity and effectiveness.	Medium	Likely	Residual risks is outside tolerance and prior to any risk taking action, considerable effort is required to minimize the impact and likelihood of the risk occurring.	Develop a strategic targeted communication plan Develop communication products and presentations targeted to different audiences. Deadline: Summer 2017 Responsibility: Director & Manager PPU The Head of Evaluation will report to RIPEC, at least annually on: - the implementation of approved management action plans in response to evaluation recommendations; - the impacts of evaluations including lessons learned, corrective actions taken and influence on resource allocation decisions. Deadline: on-going Responsibility: Manager PPU
Innovation and Policy Readiness	Insufficient quality assurance could generate inefficiencies, inconsistencies, loss of productivity and the inability to meet the requirements of senior management and the Treasury Board Secretariat.	Minor	Likely	Residual risk may be tolerable in light of current controls provided that they are clear communication on how risks will be managed and that controls are reviewed and tested.	Standardize tools and processes Deadline: ongoing Responsibility: Manager PPU Enhance the Quality Assessment Process based on risk Deadline: Summer 2017 Responsibility: Manager PPU
Fully Modernized Program and Service Delivery Innovation and Policy Readiness	Inadequate capacity and resources impede the timeliness, effectiveness and quality of evaluations products and services.	Medium	Unlikely	Residual risk may be tolerable in light of current controls provided that they are clear communication on how risks will be managed and that controls are reviewed and tested.	Implement the ESD HR Plan Deadline: ongoing Responsibility: Director Participate in collaboration with TBS to interdepartmental working group to increase evaluation capacity Deadline: ongoing Responsibility: Director and Manager PPU
Fully Modernized Program and Service Delivery Innovation and Policy Readiness	Unavailability of complete, reliable and quality performance data from programs due to limited program capacity could have an impact on the evaluation plan and would impede the quality of evaluation projects.	Medium	Likely	Residual risks is outside tolerance and prior to any risk taking action, considerable effort is required to minimize the impact and likelihood of the risk occurring.	The Head of Evaluation will: - Support program officials in verifying for each relevant memorandum to Cabinet and Treasury Board submission that plans for performance information and evaluations are sufficient and that information on past evaluations is accurately represented and balanced; - Advise the Performance Measurement and Evaluation Committee on the validity, reliability of Departmental Results Indicators in the Departmental Results Framework, including their usefulness for supporting evaluations; - Advise program officials on the availability, quality, validity, and reliability of the indicators and information in the Performance Information Profile, including their utility for evaluation. Deadline: on-going Responsible: Evaluation Managers

Appendix 6 – Head of Evaluation Annual Report Summary

HEAD OF EVALUATION ANNUAL REPORT SUMMARY

GC ENVIRONMENT

Evidence-based and outcome-focused

Horizontal delivery and reporting

Public and youth engagement

Policy suite reset

Investment in infrastructure

Stronger diversity
◇
Reconciliation with Indigenous people
◇
Modern service delivery
◇
Open government
◇
Innovation

PCH ENVIRONMENT

Results & delivery frameworks

Canada 150

Renewal of programs and Terms & Conditions

Consultations on digital world and official languages

Grants and Contributions Modernization Initiative (GCMI)

Investments in cultural institutions

Experimentation projects

PROGRAMS EVALUATED 2015-16

Aboriginal Languages Initiative
Aboriginal People's Program
Canada Media Fund
Canada Periodical Fund
Canadian Studies Program / Canada History Fund
Commemoration of the Bicentennial of the War of 1812
Exchanges Canada Program
Human Rights Program
Language Rights Support Program
Movable Cultural Property Program
Museums Assistance Program
Review of the Federal Government Investment in the Toronto 2015 Pan and Parapan American Games
Sport funding programs
Young Canada Works Initiative
Youth Take Charge

CROSS-CUTTING FINDINGS

RELEVANCE 40%

FINDING
PCH programs respond to needs of Canadians but need to continue to evolve

RECOMMENDATION
Program re-design and modernization to better reflect a changing environment

EFFECTIVENESS 53%

FINDING
Demonstration of achievement of outcomes varies widely

RECOMMENDATION
Stakeholders consultation and promotion of best practices and lessons learned among reports

EFFICIENCY 80%

FINDING
Operational efficiency is a priority

RECOMMENDATION
Modernizing program delivery to improve efficiency

PERFORMANCE MEASUREMENT 73%

FINDING
Programs are still facing challenges related to PM

RECOMMENDATION
Improvement related to program performance measurement regime

EXPLORING NEW GROUND

Meeting PCH evaluation needs through a risk-based evaluation plan:
What?
Focus on strategic issues and core responsibilities
How?
Using different evaluation approaches
When?
Before, during and after program implementation

Increasing our evaluation services suite

Improving governance by better integrating performance measurement and evaluation

Influencing GCMI by striking the right balance between reducing reporting burden and increasing quality of performance information to measure results

Supporting Open Government by providing access to our data sets

Ensuring evidence-based information drives policy and program design and new funding requests

Strengthening our methodologies to demonstrate efficiency of PCH programs

Findings need to be mainstreamed to support program modernization, responsiveness and efficiency

Patrimoine canadien   Canadian Heritage

Appendix 7 – Overview of Evaluation Planning Consultation Findings

From January into early February 2017, ESD undertook consultations with managers and leaders from each sector. Below is a summary of findings from these consultations.

Reflecting on ESD's Performance

ESD received positive feedback on its approach to evaluations; how it has evolved and improved the evaluation process in recent years and how it works with program representatives and the sectors to conduct and report on results. There exists good collaboration between ESD and program managers.

Innovation in ESD Service Delivery

ESD is commended for its approach to clustering the evaluations in order to find efficiencies within the evaluation process. The grouped or clustered approach is viewed as practical both in terms of resource requirements to support the evaluations and the overall outcomes achieved. It was recommended that ESD continue with clustering of evaluations of similar programs.

The experimentation with integrated audit and evaluations was viewed as having positive benefits including efficiencies and reducing the burden on program staff to support both audit and evaluations. For example, the joint audit and evaluation of budgetary controls was well received and recommendations were viewed as insightful leading to changes in financial management within the Department.

Changing environment
Some programs may be impacted by strategic decisions following various consultations to evolve programming to better support the creation, discovery and export of Canadian content in a digital world.