

Five-Year Departmental Evaluation Plan 2018/2019 – 2022/2023

Prepared by the Evaluation and Results Bureau (PRD)
Global Affairs Canada
June 2018

EDRMS #8220906



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Deputy Head Confirmation Note

I approve the Rolling Five-Year Development Evaluation Plan of Global Affairs Canada for fiscal years 2018-19 to 2022-23 which I submit to the Treasury Board of Canada Secretariat as required by the *Policy on Results* and pursuant to section 42.1 of the *Financial Administration Act*.

As per Sections 4.3.15 of the Policy, I confirm that the following evaluation coverage requirements are met and reflected in this five-year departmental evaluation plan:

- is informed by an annual evaluation planning exercise that includes consultation with the Treasury Board of Canada Secretariat;
- clearly presents planned evaluation coverage, including coverage of organizational spending and the programs in the Program Inventory, during the planning period;
- identifies and provides a rationale for the organization's spending and programs in the Program Inventory that are not scheduled for evaluation during the planning period;
- includes evaluations of all ongoing programs of grants and contributions that have five-year average actual expenditures of \$5 million or greater per year;
- includes all evaluations required by applicable legislation and as a result of commitments in submissions approved by the Treasury Board of Canada
- includes all evaluations requested by the Secretary of the Treasury Board of Canada; and
- includes all evaluation activities required to support centrally-led evaluations or 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.

Ian Shugart
Deputy Minister of Foreign Affairs
Global Affairs Canada

Context and Background

Context and Background

Policy on Results

Purpose

The purpose of this document is to present Global Affairs Canada's Departmental Evaluation Plan (DEP). The DEP is an information and management tool produced annually by departments that reflects the results of the department's annual evaluation planning exercise and identifies evaluations planned for the next five years. The *Policy on Results* (Section 4.3.15) requires that Deputy heads annually approve a five-year DEP plan and provide it to the Treasury Board Secretariat.

This document provides an update to the One-Year Departmental Evaluation Plan that was approved by the Deputy Head in June 2017 with special permission from the Treasury Board Secretariat (TBS).

The scope and content of this plan are consistent with the requirements of the *Financial Administration Act* and the Treasury Board *Policy on Results*.

The Policy on Results

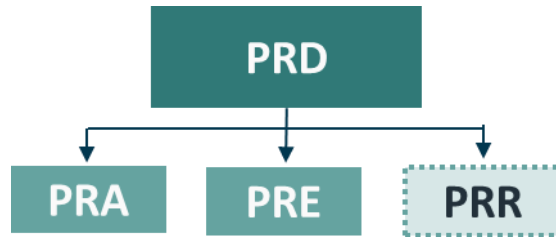
The *Policy on Results* was introduced in July 2016, and replaced the 2009 *Policy on Evaluation*. It maintains the requirement to evaluate all ongoing programs of grants and contributions that have a five-year average expenditure of \$5 million or greater per year.

Under the *Policy on Results*, all Departments are required to create a Departmental Results Framework (DRF) that outlines the core responsibilities for the Department, the ultimate goals for the organization, and how the achievement of these goals will be assessed. The Policy also introduced the requirement for a Program Inventory (PI, see Appendix III), as a complement to the Departmental Results Framework, which contains the entire list of programs in the Department. This helps demonstrate how the Department delivers on its mandate, supports the authorization of expenditures through Cabinet, and supports performance reporting. The Program Inventory represents the entire evaluation universe. Each program must be evaluated.

The *Policy on Results* created a new Performance Measurement and Evaluation Committee (PMEC) that replaces the Departmental Evaluation Committees. The mandate of this new Committee is expanded to include the oversight of both performance measurement and evaluation. The Committee, chaired by the Deputy Minister, is comprised of senior Departmental officials, including the Head of Evaluation and the new position of the Head of Performance Measurement.

Context and Background

Evaluation Function



Changes to the Evaluation Function at Global Affairs Canada

In April 2017, Global Affairs Canada underwent a re-organization that grouped the two previously separate evaluation functions together in one place, the Results and Evaluation Bureau (PRD). PRD oversees all the evaluation functions and the Results and Delivery Unit (PRR). The Director General of the bureau is the designated Head of Evaluation and represents the departmental link to TBS for evaluation.

The evaluation function includes the International Assistance Evaluation Division (PRA), which evaluates all programs that are funded from the international assistance envelope, and the Diplomacy, Trade, and Corporate Evaluation Division (PRE), which evaluates the remainder of the Global Affairs Canada's programs. In addition, PRE hosts the Evaluation Services Unit (ESU), which provides advice and supports the decentralized evaluations that Program branches across the department may commission.

PRA is moving from a 100% contracted out model for conducting evaluations to delivering evaluations predominantly in-house. This is expected to led to improvements in quality, timeliness, corporate memory, learning and performance. PRE conducts most of its evaluations using in-house resources. The teams are supplemented by experienced consultants as needed.

Resources

In total, the evaluation function at Global Affairs Canada consists of 35 FTEs. When fully staffed, the evaluation function's annual salary expense is approximately \$3.2M. Total funds for O&M in the two divisions is \$1.79M

Capacity

At full capacity, the evaluation function at Global Affairs Canada can produce between 12 and 15 evaluation reports annually. This includes 6-7 evaluations of international assistance programming (PRA) and 5 to 8 evaluations of diplomacy, trade and corporate programming.

The Evaluation Services Unit has the capacity to support approximately 40 to 50 decentralized evaluations every year.

Evaluation Function Human Resources		
Classification and Level	PRA	PRE
EX-01	1	1
AS-01	1	1
EC-07	3	3
EC-06	6	3
EC-05	6	2
EC-04	4	4
TOTAL	21	14

Achievements in 2017 - 2018

PMEC and Evaluations Conducted in FY 2017-2018

Evaluations Conducted in FY17/18	
By PRD	16
By MOPAN	2
By OGD (Horizontal)	2
TOTAL	20

Status of Evaluations Conducted in FY17/18	
Approved	15
Not Approved/Pending	3
Ongoing	2
TOTAL	20

Strategic Discussions at PMEC

Chaired by the Deputy Minister of Foreign Affairs and including the Deputy Ministers of International Trade and International Assistance, the department's PMEC has become a senior level forum for strategic discussion concerning operations, programmes and policy. This year, PMEC's review of departmental evaluations led to broader exchange and direction including on the department's success and challenges with amalgamation; improving and measuring coherence between diplomatic, trade and assistance streams; enhancing the department's responsiveness, flexibility, and capacity to scale up programming, as strategic priorities shift and country contexts change; and the importance of data and the development of the department's data strategy.

Overview of Evaluation Coverage

2017-18 was a transition year for evaluation at Global Affairs Canada which involved the organization of the new Evaluation and Results Bureau (PRD), the shift from the PAA to the DRF and a new Program Inventory (PI), the establishment of the PMEC, and the reprofiling and resourcing of the 2 evaluation divisions (PRE and PRA). In June 2017, Global Affairs Canada submitted an interim one-year evaluation plan that identified 20 evaluations to be completed and approved by year-end.

Of the 20 evaluations conducted, 16 were produced by the 2 evaluations divisions (PRE=11, PRA=5) using in-house (13), hybrid (2) or contracted out (1) models. 2 evaluations were assessments conducted by the Multilateral Organization Performance Assessment Network (MOPAN) of international organizations, and 2 evaluations were horizontal evaluations led by Public Safety.

Overall, 15 of the evaluations were approved by PMEC. Three evaluations were either not approved or are pending approval and 2 evaluations were delayed and will be continued into 2018/19.

Evaluations Conducted in FY 2017-2018

Evaluation Name	PMEC Review Date	Deputy Head Approval Date	Branch	Link to PAA
Horizontal Evaluation of Canada's Cyber Security Strategy (led by Public Safety)	June 2017	June 2017	International Security and Political Affairs	SO3.1.1: International Security and Threat Reduction
Horizontal Evaluation of the National Action Plan to Combat Human Trafficking (led by Public Safety)	September 2017	September 2017	International Security and Political Affairs	SO3.1.1: International Security and Threat Reduction
START and the Global Peace and Security Fund	June 2017	September 2017	International Security and Political Affairs	SO3.1.1: International Security and Threat Reduction
North American Platform Partnership Program	August 2017	September 2017	Americas	SO2.1.1 International Business Development Through Promotion of Exports
Client Service Fund/Integrated Trade Strategy Fund	September 2017	October 2017	International Business Investment and Innovation	SO2.1.1 International Business Development Through Promotion of Exports
Micro-Missions and China Trade Offices	September 2017	November 2017	Asia Pacific	SO2.1.1: International Business Development through Promotion of Exports and Trade in Canada and Abroad
Grants in Lieu of Taxes on Protocol and Diplomatic Services	November 2017	November 2017	Office of Protocol	SO1.2.1: Bilateral and Regional Diplomacy and Advocacy SO1.2.2: Summitry and Multilateral Diplomacy and Advocacy

Evaluations Conducted in FY 2017-2018

Evaluation Name	PMEC Review Date	Deputy Head Approval Date	Branch	Link to PAA
Consular Services	November 2017	December 2017	Consular, Security and Emergency Management	SO2.2.1 Consular Assistance for Canadians
Honduras Country Program	December 2017	December 2017	Americas	SO3.2.2: Children and Youth, Including Maternal, Newborn and Child Health SO3.2.3: Food Security
International Labour Organization (by MOPAN)	December 2017	December 2017	Global Issues and Development	SO 3.2.1 International Security and Democratic Development SO3.2.2 International Development
Inter-American Development Bank (by MOPAN)	December 2017	December 2017	Global Issues and Development	SO 3.2.1 International Security and Democratic Development
Canada's Development Assistance on Extractives and Sustainable Development	January 2018	January 2018	Partnerships for Development/ Global Issues and Development	SO3.2.1: Sustainable Economic Growth
Weapons of Mass Destruction Threat Reduction Program	February 2018	February 2018	International Security and Political Affairs	SO3.1.1: International Security and Threat Reduction

Evaluations Conducted in FY 2017-2018

Evaluation Name	PMEC Review Date	Deputy Head Approval Date	Branch	Link to PAA
Vietnam Country Program	February 2018	February 2018	Asia Pacific	SO3.2.1: Sustainable Economic Growth SO3.2.3: Food Security
Caribbean Regional Development Program	April 2018	April 2018	Americas	SO3.1.2: Advancing Democracy, Human Rights, Freedom, and the Rule of Law SO3.2.1: Sustainable Economic Growth SO3.2.2: Children and Youth, Including Maternal, Newborn and Child Health SO3.2.3: Food Security
Canada's Extended Continental Shelf Program		Delayed	Legal adviser	SO1.2.2: Summitry and Multilateral Diplomacy and Advocacy
Canadian Police Arrangement/International Police Peacekeeping Program	August 2017	Pending	International Security and Political Affairs	SO3.1.1: International Security and Threat Reduction
Canada's Arctic Foreign Policy	August 2017	Not Approved	Europe, Arctic, Middle East and Maghreb	SO1.2.2 Summitry and Multilateral Diplomacy and Advocacy
International Organization of La Francophonie	January 2018	Not Approved	Global Issues and Development	SO1.2.2: Summitry and Multilateral Diplomacy and Advocacy SO3.2.4 Multisector Assistance, Social Development, and Development Engagement

Completed Evaluations Considerations - Samples

In order to increase the broader usefulness of evaluations for program development, each evaluation will include “considerations for future programming” as part of evaluation reports. Some examples for international assistance programming and for diplomatic, trade and corporate programming are provided at right.

Considerations for Future International Assistance Programming

- **In countries that are rapidly changing, there is an opportunity for Global Affairs Canada to go beyond the traditional scope of development programming.** This can include working in sectors that support government partners’ abilities to adapt to rapid expansion, particularly in the areas of industrial pollution control, public sector management related to industrial regulation, and labour rights. It can also include stronger links and cohesion between trade and diplomacy work within the country. (Vietnam Country Program Evaluation)
- In-country gender networks can play a valuable role in building capacity, raising gender awareness and improving the monitoring and achievement of results. (Honduras Country Program Evaluation)

Considerations for Future Diplomatic, Trade, and Corporate Programming

- Sharing knowledge across security programs is critical, not just to avoid duplication of efforts, but to **ensure a coherent approach to programming** that seamlessly incorporates security objectives, such as prevention, stabilization and capacity-building with other departmental priorities, including gender, human rights and the environment. Programs should ensure that information on what has worked well and what has not is collected and disseminated across thematic areas. (Evaluation of Weapons of Mass Destruction Threat Reduction Program)

Other Achievements in FY 2017/18

Advice and Guidance

The Evaluation Services Unit (ESU) provides quality assurance, technical assistance and capacity building to program officials managing decentralized evaluations. Decentralized evaluations represent at least 65% of all departmental direct disbursements on evaluations on an annual basis. A new approach to strengthen the planning and conduct of these evaluations is being implemented to improve the quality, timeliness and usefulness of these products/exercises.

Evaluation Learning Strategy

A new evaluation Learning Strategy is being developed to increase the use of evaluations in policy making and program design and to foster learning across Global Affairs. The 3 areas of focus of the strategy are to develop a departmental culture receptive to and knowledgeable about evaluation, to improve evaluation products making them more accessible and user friendly and to increase the visibility, reach and use of evaluations.

Follow-up on Implementation of Management Action Plans in response to evaluation recommendations

As per the *Directive on Results* (2016), the Head-of-Evaluation (PRD) is required to report to PMEC on the implementation of evaluation recommendations and action plans. The PMEC Secretariat (PRR), in collaboration with the evaluation divisions (PRA & PRA) conducted an exercise to monitor the implementation of Management Responses and Action Plans (MRAP) from evaluations. An MRAP Progress Report was presented to PMEC in November 2017 and covered 18 evaluations approved between January 2014 and March 2017.

Design of Evaluation Reports

The Evaluation and Results Bureau has experimented with a new design for its evaluation reports using Slidedocs, a technique using infographics and Powerpoint to make evaluation reports more readable and user friendly. Pioneered by Nancy Duarte, A **slidedoc** is a document created using presentation software, where visuals and words unite to illustrate one clear point per page. They are meant to be printed or distributed instead of presented. The result is a medium that can be read more quickly than a conventional document.

Other Achievements in FY 2017/18

Review and input into MCs, TB submissions, and Program Information Profiles (PIPs)

PRD regularly reviews and provides input for the Results and Delivery sections of Memoranda to Cabinet and Treasury Board Submissions. Approximately 15 MCs and TB submissions were reviewed in 2017/18. In addition, PRD reviewed and provided advice on the 58 Program Information Profiles that were completed in 2017/18.

MOPAN

The Department relies on assessments by the Multilateral Organization Performance Assessment Network (MOPAN) for the multilateral organizations that it funds, in lieu of conducting its own duplicative assessments. MOPAN was established in 2002 by bilateral donor countries to evaluate the effectiveness of multilateral organizations. In 2013, MOPAN launched a reform process to improve its approach, which included sharpening its focus on results, development effectiveness, and organizational effectiveness. The new MOPAN methodology provides the department with the information it needs on the achievement of results, effectiveness, relevance, sustainability and efficiency to meet its accountability requirements under the *Policy on Results*. In addition to being a chair of the Technical Working Group, Global Affairs Canada is a member of the Steering Committee and has played an important role in shaping MOPAN's current approach.

Impact Evaluation Strategy

The department aims to contribute to broaden evaluation approaches to impact evaluations for complex interventions. Global Affairs Canada, in collaboration with WHO, is currently conducting a joint evaluation of the \$75M Rapid Access Expansion initiative (RAcE). This evaluation will use innovative methodological alternatives to traditional counterfactual approaches. Global Affairs Canada is contributing to AgResult's Vietnam GHG Emissions Reduction Pilot - incentivizing and rewarding high-impact agricultural innovations.

Departmental Evaluation Plan

Evaluation Plan

Plan Development

Changes to the Evaluation Planning Process

The process for the development of the 2018-2019 Departmental Evaluation Plan included determining the scope of the evaluation universe, consulting with ADMs and DGs in branches, and reviewing materiality, alignment with the new Program Inventory, and with departmental priorities. Once complete, **the Plan is reviewed by the Performance Measurement and Evaluation Committee (PMEC) and approved by the Deputy Head.**

The determination of **the scope of the evaluation universe used the Global Affairs Canada Program Inventory to identify the programs to be evaluated.** The Program Inventory (PI) is divided into 6 Core Responsibilities. Within the Evaluation and Results Bureau, the Diplomacy, Trade and Corporate Evaluation Division (PRE) covers Core Responsibilities 1 (International Advocacy and Diplomacy), 2 (Trade and Investment), 4 (Help for Canadians Abroad) and 5 (Support for Canada's Presence Abroad). The International Assistance Evaluation Division (PRA) covers international assistance action areas within Core Responsibility 1 (International Advocacy and Diplomacy) and Core Responsibility 3 (Development, Peace and Security Programming).

The new Policy on Results and the Program Inventory allow for more flexibility in selecting evaluations and what to focus on. Evaluations can cluster programs in the Program Inventory to look at coherence among diplomacy, trade, development, and consular services provided by the Department. Similarly, large programs can be evaluated more frequently than every five years, and the evaluations can be timed depending on need and availability of data or when the enabling context changes significantly. They can also be calibrated to inform decision making. For example, evaluations can focus on all international assistance programming and involve all of the relevant branches (bilateral, partnership, multilateral and peace and security) operating within an individual country. Alternatively, the evaluations can focus on current policy questions, specific types of thematic programming, or geographic regions within the same program.

The evaluation divisions met with senior management in Global Affairs Canada branches in summer 2017 to review the proposed timing of evaluations in order to ensure that their usefulness and value would be optimized. In total, fourteen consultations were held with Assistant Deputy Ministers, Director Generals and other key stakeholders to discuss the evaluation needs of senior management. For programs with more than one evaluation scheduled during the five year cycle, the proposed area of focus will be confirmed every year beginning with Q1 of 2018/19.

Evaluation Plan

Coverage

The Program Inventory has 58 Programs broken down into six Core Responsibilities (CR):

1. International Advocacy and Diplomacy
2. Trade and Investment
3. Development, Peace and Security Programming
4. Help for Canadians Abroad
5. Support for Canada's Presence Abroad
6. Internal Services

PRE is the lead for 29 programs in the Program Inventory (CR 1, 2, 4, 5, 6), and PRA is the lead for 19 Programs in the Program Inventory (CR 1, 3). There is no requirement to evaluate the 10 Internal Services.

Global Affairs Canada meets part of its evaluation coverage through its engagement with the **Multilateral Organization Performance Assessment Network (MOPAN)**.

The 18 members contribute collectively to evaluations of the strengths and areas for improvements in international organizations.

Global Affairs Canada Planned Evaluation Coverage

PRD will conduct 59 evaluations over the next five years, representing 46 out of 58 programs in the PI. The schedule for evaluations fulfils legal and Treasury Board policy requirements. All ongoing programs of grants and contributions with a five-year average expenditure of \$5 million or greater per year will be evaluated. Evaluations will also address all Treasury Board submission commitments. The planned coverage for Global Affairs Canada is as follows:

Year	Number of PI Programs Covered	Total Number of Evaluations	Cumulative Percent of Required PI Programs
2018-2019	12	8	23%
2019-2020	17	13	52%
2020-2021	17	13	75%
2021-2022	6	10	90%
2022-2023	3	15	96%
Total	46	59	

Programs Not Covered

Twelve programs will not be evaluated within the next five years. None are grants and contributions programs nor legally mandated evaluations. They will instead be evaluated on a periodic basis:

- International Assistance Operations (#26)
- Grants and Contributions Policy and Operations (#3)
- Internal Services (#49 to #58) (not required but may be conducted on demand)

In addition, the Department will support the evaluation of Horizontal 2020 (Youth Employment Strategy) that is being led by ESDC and due September 2019.

Evaluation Schedule

Schedule of Evaluations: FY 2018-2019

Evaluation Name	Planned Evaluation Start Date	Planned Deputy Head Approval	Branch	Link to Program Inventory
Canada's Extended Continental Shelf Program	February 2018	September 2018	Europe, Arctic, Middle East and Maghreb Legal adviser	6. Europe, Arctic, Middle East and Maghreb Policy & Diplomacy 4. International Law
International Education Strategy – Includes international scholarship program	March 2018	November 2018	International Business Investment and Innovation	20. International Business Development
Americas International Assistance: Colombia	January 2018	December 2018	Americas	35. Americas International Assistance
Global Security Reporting Program	April 2018	December 2018	International Security and Political Affairs	17. Peace and Security Policy
Sub-Saharan Africa Coherence Evaluation: Trade, Diplomacy & International Assistance	June 2018	February 2019	Sub-Saharan Africa	9. Sub-Saharan Africa Policy & Diplomacy 25. Sub-Saharan Africa Trade 37. Sub-Saharan Africa International Assistance
Maternal, Newborn and Child Health Initiative	February 2018	March 2019	Global Issues and Development	13. Human Development: Health & Education
Sub-Saharan Africa International Assistance: Senegal	April 2018	March 2019	Sub-Saharan Africa	37. Sub-Saharan Africa International Assistance
Mission Coordination, Strategia	August 2018	March 2019	Americas	10. Geographic Coordination and Mission Support 48. Mission Network Information Management / Information Technology

Schedule of Evaluations: FY 2019-2020

Evaluation Name	Planned Evaluation Start Date	Planned Deputy Head Approval	Branch	Link to Program Inventory
Europe, Arctic, Middle East and Maghreb International Assistance: Ukraine*	June 2018	June 2019	Europe, Arctic, Middle East and Maghreb	34. Europe, Arctic, Middle East and Maghreb International Assistance
Global Markets Support Program, including the CanExport Program	September 2018	June 2019	International Business Investment and Innovation	2.Trade, Investment, and International Economic Policy 20. International Business Development
Trade and Export Controls, including softwood permitting systems	December 2018	July 2019	Trade Agreements and Negotiations	19. Trade Controls
Humanitarian Assistance	April 2018	September 2019	Global Issues and Development	12. Humanitarian Action 27. Humanitarian Assistance
Asia Pacific International Assistance: Philippines	October 2018	October 2019	Asia Pacific	36. Asia Pacific International Assistance
Major Events & Summitry	March 2019	September 2019	Strategic Policy	1. International Policy Coordination
Emergency Preparedness and Response	March 2019	September 2019	Consular, Security and Emergency Management	40. Emergency Preparedness and Response
Americas International Assistance: Peru	November 2018	November 2019	Americas	35. Americas International Assistance
Sub-Saharan Africa International Assistance: Ethiopia	June 2019	March 2020	Sub-Saharan Africa	37. Sub-Saharan Africa International Assistance
Europe, Middle East & Maghreb: Coherence Evaluation: Trade, Diplomacy & International Assistance	April 2019	December 2019	Europe, Arctic, Middle East and Maghreb	6. Europe, Arctic, Middle East and Maghreb Policy & Diplomacy 22. Europe, Arctic, Middle East and Maghreb Trade 34. Europe, Arctic, Middle East and Maghreb International Assistance

* signifies a contracted-out evaluation

Schedule of Evaluations: FY 2019-2020 (Continued)

Evaluation Name	Planned Evaluation Start Date	Planned Deputy Head Approval	Branch	Link to Program Inventory
Property Management-Real Property Bureau	August 2019	February 2020	International Platform	46. Real Property Project Delivery, Professional and Technical Services 45. Real Property: Planning and Stewardship
International Innovation and Investment, including Clean Tech Strategy evaluation, and Canadian International Innovation Program	August 2019	February 2020	International Business Investment and Innovation	20. International Business Development 21. International Innovation and Investment
Sub-Saharan Africa International Assistance: Democratic Republic of Congo*	May 2018	March 2020	Sub-Saharan Africa	37. Sub-Saharan Africa International Assistance

Schedule of Evaluations: FY 2020-2021

Evaluation Name	Planned Evaluation Start Date	Planned Deputy Head Approval	Branch	Link to Program Inventory
Europe, Arctic, Middle East & Maghreb International Assistance: Gender Equality & the Empowerment of Women & Girls in the Middle East – (TBC)	September 2019	July 2020	Europe, Arctic, Middle East and Maghreb	11. Gender Equality and the Empowerment of Women and Girls 34. Europe, Arctic, Middle East and Maghreb International Assistance
Sub-Saharan Africa International Assistance: Mali	September 2019	September 2020	Sub-Saharan Africa	37. Sub-Saharan Africa International Assistance
Anti-Crime and Counter-Terrorism Capacity Building	October 2019	September 2020	International Security and Political Affairs	31. Anti-Crime and Counter-Terrorism Capacity Building
Asia Pacific International Assistance: Pakistan (TBC)	December 2019	October 2020	Asia Pacific	36. Asia Pacific International Assistance
Management of Locally Engaged Staff	March 2020	October 2020	International Platform	44. LES Services
Mission Security and Personnel Safety Abroad	March 2020	November 2020	Consular, Security and Emergency Management International Platform International Security and Political Affairs	47. Mission Readiness and Security
Property Management-Investments	April 2020	December 2020	International Platform	46. Real Property Project Delivery, Professional and Technical Services
Asia-Pacific Coherence Evaluation: Trade, Diplomacy & International Assistance	April 2020	December 2020	Asia Pacific	8. Asia-Pacific Diplomacy 24. Asia-Pacific Trade 36. Asia-Pacific International Assistance
Partnerships and Development Innovation: Human Rights, Governance, Democracy and Inclusion	November 2019	February 2021	Partnerships for Development	16: Human Rights, Governance, Democracy and Inclusion 28. Partnerships and Development Innovation

Schedule of Evaluations: FY 2020-2021 (Continued)

Evaluation Name	Planned Evaluation Start Date	Planned Deputy Head Approval	Branch	Link to Program Inventory
Sub-Saharan Africa International Assistance: Tanzania	March 2020	March 2021	Sub-Saharan Africa	37. Sub-Saharan Africa International Assistance
Multilateral Organization Performance Assessment Network (MOPAN) Evaluations	March 2020	March 2021	Global Issues and Development	29. Multilateral International Assistance
Peace and Stabilization Operations	June 2020	March 2021	International Security and Political Affairs	30. Peace and Stabilization Operations
Common Service Delivery Point (CSDP) Evaluation	August 2020	March 2021	International Platform	41. Platform Corporate Services 43. Client Relations & Mission operations

Schedule of Evaluations: FY 2021-2022

Evaluation Name	Planned Evaluation Start Date	Planned Deputy Head Approval	Branch	Link to Program Inventory
Sub-Saharan Africa International Assistance: Burkina Faso (TBC)	August 2020	July 2021	Sub-Saharan Africa	37. Sub-Saharan Africa International Assistance
International Policy Advice	March 2021	September 2021	Strategic Policy	1. International Policy Coordination
Environment and Climate Action	August 2020	September 2021	Global Issues and Development	15. Environment and Climate Action 29. Multilateral International Assistance
Market Access/Negotiations, including CETA	February 2021	October 2021	Trade Agreements and Negotiations	2. Trade, Investment and International Economic Policy 18. Trade Policy, Negotiations, Agreements and Disputes
Asia Pacific International Assistance: Thematic Programming in South-East Asia (TBC)	January 2021	October 2021	Asia Pacific	36. Asia Pacific International Assistance
Americas Coherence Evaluation: Trade, Diplomacy & International Assistance	April 2021	December 2021	Americas	7. Americas Policy and Diplomacy 23. Americas Trade 35. Americas International Assistance
Americas International Assistance Thematic: Growth that Works for Everyone (TBC)	January 2021	December 2021	Americas	14. Growth the Works for Everyone 35. Americas International Assistance
Official Visits and Hospitality	June 2021	January 2022	Office of Protocol	5. Diplomatic Services and Protocol
Office of Human Rights, Freedom and Inclusion	August 2021	February 2022	International Security and Political Affairs	16. Human Rights, Governance, Democracy & Inclusion
Canada Fund for Local Initiatives	June 2021	March 2022	International Security and Political Affairs	33. Canada Fund for Local Initiatives

Schedule of Evaluations FY 2022-2023

Evaluation Name	Planned Evaluation Start Date	Planned Deputy Head Approval	Branch	Link to Program Inventory
Sub-Saharan Africa International Assistance: Ghana (TBC)	May 2021	April 2022	Sub-Saharan Africa	27. Humanitarian Assistance 37. Sub-Saharan Africa International Assistance
Americas International Assistance: Haiti (TBC)	October 2021	September 2022	Americas-International Security and Political Affairs	30. Peace and Security Operations 35. Americas International Assistance
Grants in lieu of Taxes on Protocol and Diplomatic Services	April 2022	September 2022	Office of Protocol	5. Diplomatic Services and Protocol
Peace and Security Policy	March 2022	October 2022	International Security and Political Affairs	17. Peace and Security Policy
Asia Pacific International Assistance: Bangladesh (TBC)	January 2022	October 2022	Asia Pacific	36. Asia Pacific International Assistance
Consular Services	April 2022	November 2022	Consular, Security and Emergency Management	39. Consular Assistance and administrative services for Canadians abroad
Europe, Arctic, Middle East & Maghreb International Assistance: Middle East (TBC) *	December 2021	November 2022	Europe, Arctic, Middle East and Maghreb International Security and Political Affairs Global Issues and Development	27. Humanitarian Assistance 29. Multilateral International Assistance 34. Europe, Arctic, Middle East and Maghreb International Assistance
Europe, Arctic, Middle East and Maghreb International Assistance: Jordan (TBC)	December 2021	November 2022	Europe, Arctic, Middle East and Maghreb-Global Issues and Development	27. Humanitarian Assistance 34. Europe, Arctic, Middle East and Maghreb International Assistance

Schedule of Evaluations: FY 2022-2023 (Continued)

Evaluation Name	Planned Evaluation Start Date	Planned Deputy Head Approval	Branch	Link to Program Inventory
Partnerships and Development Innovation: Human Rights, Governance, Democracy & Inclusion	April 2022	February 2023	Partnerships for Development	16: Human Rights, Governance, Democracy and Inclusion 28. Partnerships and Development Innovation
Client Service Fund and the Integrative Trade Strategy Fund	September 2022	February 2023	International Business Investment and Innovation	20. International Business Development
Multilateral Policy	September 2022	March 2023	Global Issues and Development	3. Multilateral Policy
Foreign Service Directives	August 2022	March 2023	International Platform	42. Foreign Service Directives
Multilateral Organization Performance Assessment Network (MOPAN) Evaluations	March 2022	March 2023	Global Issues and Development	29. Multilateral International Assistance
Weapons of Mass Destruction Threat Reduction	June 2022	March 2023	International Security and Political Affairs	32. WMD Threat Reduction
Asia Pacific International Assistance: Afghanistan (TBC) *	December 2021	March 2023	International Security and Political Affairs	36. Asia Pacific International Assistance

Appendices

Appendix I – Full Evaluation Schedule

Appendix II – Ongoing Grants and Contributions