



# Five-Year Departmental Evaluation Plan 2020-21 to 2024-25



Prepared by the Evaluation and Results Bureau (PRD)  
Global Affairs Canada (GAC)  
May 2020



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# Deputy Head Confirmation Note

I approve the Rolling Five-Year Departmental Evaluation Plan of Global Affairs Canada for fiscal years 2020-21 to 2024-25, 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.

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Marta Morgan  
Deputy Minister of Foreign Affairs  
Global Affairs Canada

# Context and Background

## Departmental Evaluation Plan

### Types of Evaluation

#### Mandatory Evaluations

- Grants and Contributions (G&Cs) programs listed in the Program Inventory with average annual disbursements of \$5M or greater
- Commitments made in submissions to the Treasury Board of Canada or in memoranda to Cabinet

#### Discretionary Evaluations

- Programs listed in the GAC Program Inventory (to be evaluated periodically)
- G&C programs with 5-year average annual expenditures of under \$5M
- Other Departmental priorities and initiatives (e.g. Coherence)

#### Decentralized Evaluations

- Program-led evaluations of projects funded through the international assistance envelope.
- Commissioned, managed and used by programs and Canada's development partners.

### Purpose

This document presents Global Affairs Canada's Departmental Evaluation Plan. The Plan is an information and management tool that reflects the results of the Department's annual evaluation planning exercise. The Plan identifies evaluations for the next five years. It reports on the status of evaluations planned for completion in the previous year and discusses the resourcing of the evaluation function.

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

### Government of Canada Context

Evaluation is a priority of the Government as demonstrated in Mandate Letter Commitments. Specifically, the President of the Treasury Board is charged with instilling a culture of evaluation, measurement and evidence-based decisions across departments for program and policy design and delivery.

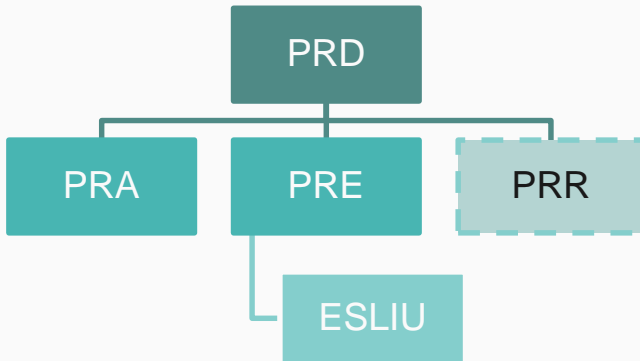
### Requirements of the *Policy on Results*

The *Policy on Results (2016)* requires that deputy heads annually approve a five-year evaluation plan and provide it to the Treasury Board Secretariat (Section 4.3.15). The Plan should include:

- A detailed schedule of planned **mandatory and discretionary** evaluations.
- The extent of evaluation **coverage of the Program Inventory**, by amount of organizational spending and by program of the Program Inventory.
- The extent of organizational spending and programs that will not be evaluated in the planning period, and justification (i.e. What has been excluded from the five-year schedule and why).
- Advice to the deputy heads on the adequacy of resources for evaluation.

# Context and Background

## The Evaluation Function



### Evaluation Function at Global Affairs Canada

The Results and Evaluation Bureau (PRD) oversees the evaluation function and the Results and Delivery Unit (PRR). The Director General is the designated Head of Evaluation and represents the departmental link to the Treasury Board of Canada Secretariat for evaluation.

As per the *Policy on Results*, the Head of Evaluation has direct, unencumbered access to the deputy head of the Department.

#### International Assistance Evaluation Division

The International Assistance Evaluation Division (PRA) leads on departmental evaluations of programs funded through the international assistance envelope.

#### Diplomacy, Trade, and Corporate Evaluation Division

The Diplomacy, Trade, and Corporate Evaluation Division (PRE) leads on departmental evaluations for Trade, Diplomacy, Consular and Corporate programs. It also houses the Evaluation Services, Learning and Innovation Unit (ESLIU), which provides capacity building and technical assistance for decentralized evaluations.

# Context and Background

## Roles and Responsibilities of PMEC

### The Performance Measurement and Evaluation Committee

The *Policy on Results* calls for deputy heads to establish and chair a Performance Measurement and Evaluation Committee (PMEC) of senior officials. At Global Affairs Canada, PMEC is chaired by the Associate Deputy Minister of Foreign Affairs (DMA), with the Deputy Minister of International Development (DME) serving as Vice-Chair.

PMEC aims to strengthen the planning, coordination and use of performance measurement and evaluation within GAC, as well as to ensure appropriate resourcing of these functions. It also aims to make the department a leader within the Government of Canada for innovation and greater horizontal collaboration in these fields.

#### The *Policy on Results* requires PMEC to:

- Review and advise the deputy head on the establishment, maintenance and implementation of the Departmental Results Framework (DRF), Program Inventory (PI), and Performance Information Profiles (PIPs)
- Review and advise the deputy head on availability, quality, utility and use of performance information including evaluation
- Review and **advise the deputy head on departmental evaluation planning, resources and activities**, including recommending approval of the departmental evaluation plan
- Review evaluation reports and summaries, including management responses and action plans, and recommend approval to the deputy head
- Review and advise the deputy head on the neutral assessment of the evaluation function
- Monitor follow-up on evaluation recommendations and action plans and advise the deputy head of issues

# Achievements in 2019-20

Throughout the year, **8 evaluations were completed, 8 designs developed, and 101 decentralized evaluations supported**

## Currently ongoing:

Four planned evaluations from 2019-20 will be completed in 2020-21:

- Corporate Social Responsibility
- Democratic Republic of Congo: International Assistance
- Peru: International Assistance
- Clean Tech Strategy
- In addition, 3 Horizontal evaluations are ongoing.

Delivering Evaluations	
8 Completed Evaluations	<ol style="list-style-type: none"> <li>1. Maternal, Newborn and Child Health (MNCH)</li> <li>2. Natural Disaster Reconstruction Assistance in the Philippines</li> <li>3. Ukraine International Assistance</li> <li>4. Humanitarian Assistance</li> <li>5. Geographic Coordination and Mission Support</li> <li>6. Sub-Saharan Africa Coherence</li> <li>7. Canadian International Innovation Program</li> <li>8. Middle East Strategy</li> </ol>
1 Mid-term Review	Mid-Term Review of Global Affairs Canada's Climate Finance Programming
1 Monitoring and Evaluation Capacity Assessment	Capacity Assessment of Monitoring and Evaluation at the Organisation Internationale de la Francophonie
Joint Evaluations	14 Multilateral Organisation Performance Assessment Network (MOPAN) reports

## Decentralized Evaluations

- 36 decentralized evaluation reports completed
- 101 decentralized evaluations supported

## Other Achievements

2019/20

### Adopting and promoting best practices for evaluation and departmental learning through various activities

#### Hosting 2019 Nordic Plus

The Evaluation and Results Bureau hosted the 2019 Nordic Plus meeting, highlighting Canada's leadership in development evaluation. Over 20 Heads of Evaluation attended the event, including representatives from the member countries – Denmark, Finland, Germany, Iceland, Ireland, the Netherlands, Norway, Sweden and the United Kingdom, as well as the OECD. The discussions included the role of evaluation in influencing decision-making and policy, machine learning in evaluation, multilateral institutions and evaluation, and evaluations in fragile and conflict-affected states.

#### Hosting a Roundtable on Managing Small Evaluation Units

The Bureau hosted a roundtable discussion on the side of the Nordic Plus meeting. Other Canadian counterparts' participation expanded **Canada-International exchanges on best practices and key challenges** when managing smaller evaluation units. Among others, Canadian participants included International Development Research Centre, Infrastructure Canada, Statistics Canada, Women and Gender Equality Canada, and Environment and Climate Change Canada. Treasury Board of Canada Secretariat recognized the Global Affairs' leadership in promoting knowledge sharing and networking in evaluation function through the hosting of this event.

#### Learning from Evaluation

The Bureau hosted more than three evaluation learning events throughout the year. For example, a **symposium on the nexus approach and disaster risk reduction** was organized. The symposium sought to contribute to policy thinking through leveraging findings from the evaluation of International Assistance Programming in the Philippines. It focused on linking disaster risk reduction to longer-term development policies and programming. The evaluation team also developed a tip sheet for project officers on how to practically integrate disaster risk reduction into project management. The high turnout illustrated an elevated level of interest in the Department for such learning.

#### Feminist Evaluation Principles

For the first time in the Department, the evaluation team **integrated feminist evaluation principles in data collection**. This methodology was presented in a learning event for the Department. It is being used to inform current approaches to feminist evaluation, particularly through the Women Voice and Leadership Program. It also informed discussions on GBA+ approaches with Women and Gender Equality Canada (WAGE). The team also developed a feminist evaluation tip sheet. It presents a set of principles, as well as examples of how Global Affairs Canada utilizes feminist approaches in various stages of evaluation.



## Other Achievements

### 2019/20

#### Innovation Through System Mapping

The evaluation team applied a **novel social network analysis to create a system map of triple nexus** (humanitarian, development and peace) actors in the Democratic Republic of the Congo (DRC). This method drove a nation-wide discussion among key partners including the UN Nexus Coordinator, the OECD, the DRC government, international NGOs, and other donors. It allowed Canada to demonstrate leadership in the innovative uses of technology and evaluation methods as well as dialogue about nexus. The team shared their expertise on system mapping with the Canadian Foreign Service Institute, which has been used as an example in courses seeking to integrate system thinking.

#### Experimentation Works Initiative

The evaluation team's proposal to Experimentation Works (EW) was successful. Led by the Treasury Board, EW is a Government of Canada's initiative aimed at testing experimental designs to measure the effect and impacts of interventions in the public service. The team proposed to measure the usage of evaluation evidence by programs depending on communication mechanisms, with the goal of identifying the most effective communication mechanisms. The EW initiative will take place in 2020-21.

#### Trend Analysis of Past Evaluations

The Evaluation and Results Bureau conducted a trend analysis of all completed evaluations in FY2018-19 to inform senior management of common lessons and challenges identified in evaluations. The results were presented to PMEC for discussion, and shared across the Department. This analysis will be conducted annually going forward.

#### New Guidance and Tip Sheets for Decentralized Evaluations

The Evaluation Services, Learning and Innovation Unit (ESLIU) developed new guidance tools and tip sheets for program managers commissioning decentralized program-led evaluations. The new tools and services were presented at a Lunch and Learn Event, attended by over 50 representatives from the geographic and other departmental branches. The ESLIU received requests for further presentations of this type to individual branches.

# The Evaluation Planning Process

## The Evaluation Planning Process

The current Departmental Evaluation Plan is based on analysis and consultations conducted during the Fall and Winter of 2019-20. This included:

- **Document review:** The review of various sources of information to identify all mandatory evaluations and assess coverage of the Program Inventory. Key documents included the last approved 5-Year Plan, Performance Information Profiles, memoranda to Cabinet, Treasury Board submissions, financial disbursements, etc.
- **Survey across the Department:** A survey of all Directors General, Directors, Head of Missions and Head of Cooperation captured and assessed their evaluation needs. It also identified potential opportunities for thematic evaluations.
- **In-person consultations with Branches:** In total, 20 consultations were held with Assistant Deputy Ministers, Director Generals and other key stakeholders in order to review the timing and scope of proposed evaluations, and to optimize their usefulness and value.
- **Consultation with the Secretariat of the Treasury Board of Canada.** In accordance with the *Policy on Results*, the Head of Evaluation also consulted with TBS.

# Evaluation Coverage

## Horizontal Evaluations

In FY 2020-21, the Department is expected to complete a number of horizontal evaluations with other Government of Canada departments, including:

- Evaluation of the Immigration and Refugee Protection Act Division 9 (IRCC lead)
- Evaluation of the Single Window Initiative (CBSA lead)
- Evaluation of Investigative Powers for the 21st Century (Justice Canada lead)
- Climate Change (ECCC Lead)

## Multilateral Organization Performance Assessment Network

Global Affairs Canada meets part of its coverage requirements through the Multilateral Organization Performance Assessment Network (MOPAN). The 19 members contribute collectively to assessments of the strengths and areas for improvements in international organizations. In January 2021, Canada will become Chair of the Steering Committee. We will work with other donors to ensure MOPAN's continued relevance to changing global priorities, including Agenda 2030, UN reform, and efforts to address sexual exploitation, abuse and harassment.

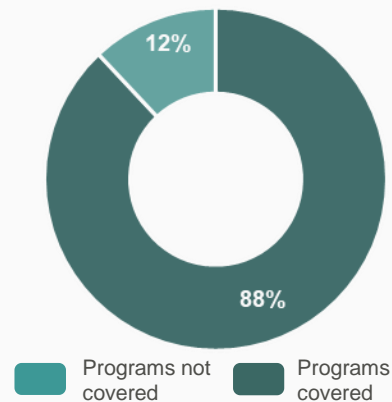
## Global Affairs Canada Planned Evaluation Coverage

The *Policy on Results* introduced the requirement for a Program Inventory, which contains the entire list of programs in the Department. The Program Inventory 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 portfolio. In principle, all programs and spending in the Program Inventory (except for internal services) should be evaluated periodically.

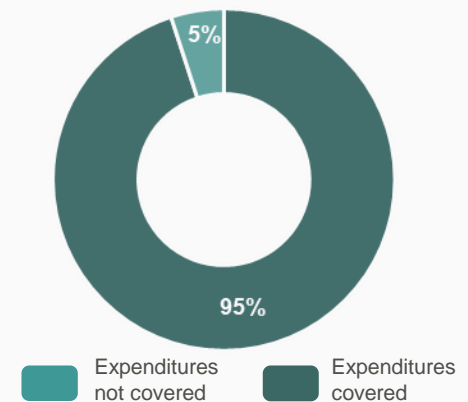
PRD plans to conduct 52 evaluations over the next five years, representing **37 out of 42 programs** in the Program Inventory (excluding programs listed below). The schedule fulfills all legal and Treasury Board policy requirements. All ongoing programs of grants and contributions with a five-year average expenditure of \$5 million or greater per year will be evaluated.

The planned coverage is as follows (Please refer to Appendix 2 for more details):

Total Coverage of the Program Inventory by Program



Total Coverage of Expenditures – Required Programs



## Programs excluded from the planned coverage calculation

There is no requirement to evaluate the 10 programs that fall under Internal Services, however, the efficiency and effectiveness of some of these services may be covered as part of the evaluations of programs, strategies or initiatives.

Multilateral Policy (Program #2) is also excluded from the coverage calculations as its disbursements are in the form of assessed contributions to international organizations.

# COVID-19

## Implications of the pandemic on the evaluation function of the Department

While the Department responds to COVID-19, there is a continued need to conduct evaluations, including legal, policy and funding renewal commitments. As such, PRD is adapting the way it conducts independent evaluations, and provides advice related to decentralized evaluations, in a complex and continuously evolving COVID-19 context.

While each evaluation has specific needs and situational realities, PRD developed an “Evaluation at Global Affairs Canada during COVID-19” document to guide the work of the evaluation team. The document outlines considerations and parameters that need to be taken into consideration in the design and adjustment of evaluations. The objective is to ensure consistency in approaches while maintaining methodologically sound evaluations.

To meet various requirements, and recognizing the need to adapt approaches, the 5-Year Departmental Evaluation Plan for 2020-21 to 2024-25 has been revised based on rigorous re-scoping or postponed launch of planned evaluations.

The schedule of upcoming evaluations will remain evergreen; It will be reviewed based on new information as the situation evolves. Evaluation designs will also incorporate mitigation strategies to ensure methodologically sound approaches based on the parameters document.

In addition to the impacts on the 5-year Plan, PRD will be leveraging evaluation capacity to support broader lessons learned processes in the Department through:

- Chairing the Global Affairs Canada Lesson Learned Working Group(LLWG) – COVID-19
- Consolidating lessons learned from previous evaluations to support decision-makers in various policy and programming areas as they re-focus efforts in response to COVID-19 – including leveraging international networks
- Offering technical advice as required on refining and developing performance monitoring and reporting frameworks

PRD will continue to actively monitor the situation and will update work plans to provide value for decision-making as events unfold.

# Resources and Capacity

## Resources

In FY 2020-21 the evaluation function consists of 40 FTE positions. The annual salary expense is approximately \$3.97M. Total funds for O&M is \$2.28M.

Forecast Evaluation Resources FY 2020-2021			
Division	Salaries	O&M	Total
PRA	\$ 2.26 M	\$ 1.52 M	\$ 3.78 M
PRE*	\$ 1.71 M	\$ 0.76 M	\$ 2.47 M
<b>Total</b>	<b>\$ 3.97 M</b>	<b>\$ 2.28 M</b>	<b>\$ 6.25 M</b>

\*Including the ESLIU

### Evaluation Positions (as of April 2020)

Classification and Level	PRA	PRE	ESLIU
EX-01	1	1	
AS-01	1	1	
EC-07	3	2	1
EC-06	7	3	3
EC-05	7	2	
EC-04	4	3	1
<b>Total</b>	<b>23</b>	<b>12</b>	<b>5</b>

## Capacity

Going forward, the evaluation function can produce 8-10 evaluation reports annually at full capacity. This includes 4-5 evaluations of international assistance programming (PRA) and 4-5 evaluations of diplomacy, trade and corporate programming (PRE). In addition, PRA supports multi-donor assessments of multilateral organizations through the Multilateral Organization Performance Assessment Network (MOPAN). The number of projects undertaken in a given year is usually determined by the size and complexity of the evaluation project.

The ESLIU team provides support to programs for the conduct of decentralized project-level evaluations totaling over \$5M in contracts to external evaluators per year. Services are provided to over 100 concurrent evaluation files leading to more than 35 evaluations per year. The ESLIU also provides evaluation tools and guidance to program staff, support for the development of the Decentralized Evaluation Database and technical assistance on the Women's Voice and Leadership program's decentralized evaluations (32 projects covering \$174M in program spending).

All decentralized evaluations funded by Global Affairs Canada are part of the Departmental Evaluation Plan, even if they are not specifically listed in the plan, and any activities conducted as part of these evaluations are not considered public opinion research.

# Appendix 1: Five-Year Evaluation Schedule: FY 2020-2021 – Year 1

Evaluation Name	Planned Start Date	Planned Deputy Head Approval	Branch	Link to Program Inventory
Corporate Social Responsibility	Apr-19	May-20	International Business Development (BFM)	14. International Business Development
Clean Tech Strategy*	Jun-19	May-20	International Business Development (BFM)	14. International Business Development
Democratic Republic of the Congo: International Assistance	Feb-19	May-20	Sub-Saharan Africa (WGM)	32. Sub-Saharan Africa International Assistance
Americas Coherence Evaluation: Trade, Diplomacy & International Assistance	Jun-19	May-20	Americas (NGM)	1. International Policy Coordination 6. Americas Policy & Diplomacy 17. Americas Trade 30. Americas International Assistance
IRPA Division 9 (PS Lead)*	Apr-19	Jun-20	International Security (IFM)	3. International Law
Americas International Assistance: Peru	Feb-19	Jun-20	Americas (NGM)	30. Americas International Assistance
Asia Pacific International Assistance: Afghanistan*	Apr-19	Jun-20	Asia-Pacific (OGM)	31. Asia Pacific International Assistance
Single Window Initiative (CBSA lead)*	Jan-19	Sep-20	International Security (IFM)	
IP 21C (Justice Canada Lead)*	Jan-19	Sep-20	International Security (IFM)	
Sub-Saharan International Assistance: Ethiopia	Jul-19	Oct-20	Sub-Saharan Africa (WGM)	32. Sub-Saharan Africa International Assistance

\* indicates an evaluation commitment made through a Treasury Board submission or Memorandum to Cabinet.

## Five-Year Evaluation Schedule: FY 2020-2021 – Year 1 (continued)

Evaluation Name	Planned Start Date	Planned Deputy Head Approval	Branch	Link to Program Inventory
Mission Cultural Fund	Dec-19	Oct-20	Americas (NGM)	<ul style="list-style-type: none"> <li>5. Europe, Arctic, Middle East and Maghreb Policy &amp; Diplomacy</li> <li>6. Americas Policy &amp; Diplomacy</li> <li>7. Asia Pacific Policy &amp; Diplomacy</li> <li>8. Sub-Saharan Africa Policy &amp; Diplomacy</li> </ul>
Gender Equality and the Empowerment of Women and Girls in the Middle East and the Maghreb	Nov-19	Jan-21	Europe, Arctic, Middle East and Maghreb (EGM)	<ul style="list-style-type: none"> <li>10. International Assistance Policy</li> <li>29. Europe, Arctic, Middle East and Maghreb International Assistance</li> </ul>

## Five-Year Evaluation Schedule : FY 2021-2022 – Year 2

Evaluation Name	Planned Start Date	Planned Deputy Head Approval	Branch	Link to Program Inventory
Evaluation of Global Affairs Canada COVID-19 Response	Sep-20	Apr-21		
Canadian Technology Accelerator Initiative*	Sep-20	May-21	International Business Development (BFM)	14. International Business Development
Partnerships for Development Innovation	Sep-20	Jun-21	Partnerships for Development Innovation (KFM)	23. Partnerships and Development Innovation
Foreign Policy & Diplomatic Services	Sep-20	Sep-21	All Geos	1. International Policy Coordination 5. Europe, Arctic, Middle East and Maghreb Policy & Diplomacy 6. Americas Policy & Diplomacy 7. Asia Pacific Policy & Diplomacy 8. Sub-Saharan Africa Policy & Diplomacy 9. Geographic Coordination and Mission Support
Asia Coherence Evaluation: Trade, Diplomacy & International Assistance	Jul-20	Oct-21	Asia-Pacific (OGM)	7. Asia Pacific Policy & Diplomacy 18. Asia Pacific Trade
Development Assistance in Asia-Pacific Middle-Income Countries	Sep-20	Nov-21	Asia-Pacific (OGM)	31. Asia-Pacific International Assistance
Women's Voice and Leadership: Formative Evaluation*	Oct-20	Dec-21	Global Issues and Development (MFM)	24. Multilateral International Assistance
Americas International Assistance: Haiti	Oct-20	Dec-21	Americas (NGM)	30. Americas International Assistance
Canada Fund for Local Initiatives	Dec -20	Dec-21	Americas (NGM)	28. Canada Fund for Local Initiatives



## Five-Year Evaluation Schedule : FY 2022-2023 – Year 3

Evaluation Name	Planned Start Date	Planned Deputy Head Approval	Branch	Link to Program Inventory
Middle East Strategy*	Feb-21	Apr-22	Europe, Arctic, Middle East and Maghreb (EGM)	29. Europe, Arctic, Middle East and Maghreb International Assistance
Anti-Crime and Counter-Terrorism Capacity Building	Apr-21	Apr-22	International Security (IFM)	26. Anti-Crime and Counter-Terrorism Capacity Building Programs
Canada's Migrant Smuggling Prevention Strategy (GAC lead horizontal)*	Apr-21	Jul-22	International Security (IFM)	17. International Security Policy and Diplomacy 26. Anti-Crime and Counter-Terrorism Capacity Building
Trade and Export Controls, including softwood permitting systems*	May-21	Sep-22	Trade Policy and Negotiations (TFM)	13. Trade Controls
EGM Coherence Evaluation: Trade, Diplomacy & International Assistance	Jun-21	Dec-22	Europe, Arctic, Middle East and Maghreb (EGM)	5. Europe, Arctic, Middle East and Maghreb Diplomacy 16. Europe, Arctic, Middle East and Maghreb Trade 29. Europe, Arctic, Middle East and Maghreb International Assistance
Duty of Care (Mission Security and Personnel Safety Abroad), and Emergency Preparedness and Response*	July-21	Jan-23	Consular, Security and Emergency Management (CFM) International Platform (ACM)	35. Emergency Preparedness and Response 40. Real Property Planning and Stewardship 41. Real Property Project Delivery, Professional and Technical Services 42. Mission Readiness and Security 43. Mission Network Information Management / Information Technology
Weapons Threat Reduction Program*	Jan-22	Jan -23	International Security (IFM)	27. Weapons of Mass Destruction
Peace and Stabilization Operations	Dec-21	Feb-23	International Security (IFM)	25. Peace and Stabilisation Operations

## Five-Year Evaluation Schedule : FY 2023-2024 – Year 4

Evaluation Name	Planned Start Date	Planned Deputy Head Approval	Branch	Link to Program Inventory
Sexual and Reproductive Health and Rights (SRHR)*	Jan-22	Apr-23	Global Issues and Development (MFM)	24. Multilateral International Assistance
Sovereign Loan Program*	Jan-22	Apr-23	Global Issues and Development (MFM)	24. Multilateral International Assistance
International Assistance Innovation Finance*	Mar-22	May-23	Global Issues and Development (MFM)	24. Multilateral International Assistance
Partnerships for Gender Equality: Formative Evaluation*	Apr-22	Jun-23	Partnerships for Development Innovation (KFM)	23. Partnerships and Development Innovation
Business Women in International Trade Program	Jul-22	Sep-23	International Business Development (BFM)	14. International Business Development
China-Asia Trade and Diplomacy Coherence*	Jul-22	Sep-23	Asia-Pacific (OGM)	7. Asia-Pacific Policy and Diplomacy 18. Asia-Pacific Trade
International Security Policy and Diplomacy, including the International Strategic Framework for Cyberspace	Jan-22	Dec-23	International Security (IFM)	11. International Security Policy and Diplomacy
Consular Assistance and Administrative Services for Canadian Abroad	Jun-22	Dec-23	Consular, Security and Emergency Management (CFM)	34. Consular Assistance and Services for Canadians abroad
Global Arctic Leadership Initiative	Jan-23	Feb -24	Europe, Arctic, Middle East and Maghreb (EGM)	5. Europe, Arctic, Middle East and Maghreb Diplomacy
Coherence – Meta-Evaluation	Jul-23	Feb-24	All-Geos	All-Geo Programs
National Strategy to Combat Human Trafficking (PS Lead)*	Apr-23	Mar-24	International Security (IFM)	11. International Security Policy and Diplomacy

## Five-Year Evaluation Schedule : FY 2024-2025 – Year 5

Evaluation Name	Planned Start Date	Planned Deputy Head Approval	Branch	Link to Program Inventory
Education Strategy, including the Grants and Contributions in Aid of Academic Relations*	Apr-23	Apr-24	International Business Development (BFM)	14. International Business Development 15. International Innovation and Investment
Girls Education in Fragile States	Mar-23	May-24	Global Issues and Development (MFM)	24. Multilateral International Assistance
Mali and South Sudan	Apr-23	Jun-24	Sub-Saharan Africa (WGM)	32. Sub-Saharan Africa International Assistance
Partnership for Development Innovation: Innovation Results	Apr-23	Jun-24	Partnerships for Development Innovation (KFM)	23. Partnerships and Development Innovation
Humanitarian Assistance	Aug-23	Oct-24	Global Issues and Development (MFM)	10. International Assistance Policy 22. Humanitarian Assistance
Climate Finance & Environment and Climate Action*	Aug-23	Oct-24	Global Issues and Development (MFM)	24. Multilateral International Assistance
Can Export (Trade diversification programs)	Oct-23	Dec-24	International Business Development (BFM)	14. International Business Development
Office of Human Rights, Freedom and Inclusion Programming	Nov-23	Jan-25	International Security (IFM)	21. Office of Human Rights, Freedom and Inclusion (OHRFI) Programming

## Five-Year Evaluation Schedule : FY 2024-2025 – Year 5 (continued)

Evaluation Name	Planned Start Date	Planned Deputy Head Approval	Branch	Link to Program Inventory
Common Service Delivery Point (CSDP)	Jan-24	Jan-25	International Platform (ACM)	36. Platform Corporate Services 38. Client Relations and Mission Operations
LES Framework Reform	Jan-24	Feb-25	Human Resources (HCM)	39. Locally Engaged Staff Services
Canadian International Innovation Program (CIIP)	Apr-24	Feb-25	International Business Development (BFM)	14. International Business Development 15. International Innovation and Investment
International Platform Costing Methodology	Jan-24	Mar-25	International Platform (ACM)	38. Client Relations and Mission Operations

## Appendix 2: Programs Excluded from the Five-Year Schedule

The following 4 programs are excluded from the five-year evaluation schedule.

Core Responsibility	Program	Rationale for exclusion
1. International Advocacy and Diplomacy	4. The Office of Protocol	<b>Low-Risk.</b> Recommendations from the most recent evaluation (2017) have been implemented and there has been no changes in programming or context since last evaluation.
2. Trade and Investment	12. Trade Policy, Agreements, Negotiations and Disputes	<b>Low-Need.</b> There are no requirement to inform major policy or spending decisions.
3. Development, Peace and Security Programming	20. International Assistance Operations	<b>Low-Need.</b> No requirement for within a five-year period evaluation as it is not a grants and contributions program.
	33. Grants and Contributions Policy and Operations	<b>Low-Need.</b> No requirement for within a five-year period as it is not a grants and contributions program.
5. Foreign Service Directives	37. Foreign Service Directives	<b>Low-Need.</b> No requirement for periodic evaluation as it is not a grants and contributions program. Also, this program is better suited for audits than evaluations (mostly normative-based).

# Appendix 3: Challenges in Meeting the Increasing Demand for Evaluations

Challenges	Mitigation Measures	Residual Risks
<p>1) Unfunded commitments to Central Agencies for thematic evaluations of international assistance</p>	<p>Cut in the number of country program evaluations of international assistance in order to meet policy and funding renewal requirements</p> <ul style="list-style-type: none"> <li>- From 54% of scheduled evaluations in the 2018-19 Departmental Evaluation Plan to 5% in 2021-22 onwards</li> </ul>	<p>a) Top 20 country recipients of international assistance have been rescheduled to years beyond 2024-25 including Tanzania, Nigeria, and Mozambique.</p> <ul style="list-style-type: none"> <li>- Except Haiti (\$125M annually), 83% of international assistance to Americas will be left unevaluated (\$533M annually). Cumulatively, this amount represents \$2.6B over the 5 years at the program level.</li> </ul> <p>b) Limited ability to address coherence issues across branches and related efficiency questions</p>
<p>2) Large number of programs require an evaluation in the Program Inventory (43 programs)</p>	<p>Cluster two or three programs in one evaluation</p> <p>Postpone non-Gs&amp;Cs programs' evaluations beyond 2024-25.</p>	<p>a) Limited ability to address program-specific challenges identified by program managers.</p>
<p>3) Limited flexibility to address in-year requests for high priority evaluations.</p>	<p>Calibrate approach based on risks and senior management needs and priorities when selecting evaluations</p> <p>Provide “a la carte” evaluation support without full evaluation</p>	<p>a) Some evaluations may be delayed to accommodate requests from senior management for high priority requests</p>
<p>4) Inability to evaluate the full envelope of multilateral international assistance</p>	<p>Use MOPAN reports to cover Multilateral International Assistance</p> <ul style="list-style-type: none"> <li>- By influencing the selection of multilaterals chosen for MOPAN reviews, coverage of disbursements by the Multilateral International Assistance Program has grown from 49% in 2017 to 80% today. After the next wave of MOPAN reports, 87% of disbursements will have been evaluated.</li> </ul>	<p>a) Some multilateral organizations fall outside of MOPAN's scope and current schedule.</p> <ul style="list-style-type: none"> <li>- The largest recipients include the UN Department of Peacekeeping Operations (\$39.6M or 1.5%), the UN Office for Project Services (\$29.5M or 1.1%), the UN Central Emergency Relief Fund (\$28.7M or 1.1%), the International Organisation of the Francophonie (\$28.7M or 1.1%), the Caribbean Development Bank (\$23.7M or 0.9%) and the Organisation of American States (\$17.6M or 0.7%).</li> </ul> <p>b) Some multilateral organizations may not have their next MOPAN assessment for another decade.</p>