



Five-Year Departmental Evaluation Plan 2021-22 to 2025-26



Prepared by the Evaluation and Results Bureau (PRD)

Global Affairs Canada

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Deputy Head confirmation note

I approve the rolling five-year Departmental Evaluation Plan of Global Affairs Canada for fiscal years 2021-22 to 2025-26, 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
- 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.

Christopher MacLennan
Associate Deputy Minister of Foreign Affairs
Global Affairs Canada

Global Affairs Canada's Departmental Evaluation Plan

Evaluation supports the systematic collection and neutral analysis of evidence to examine the relevance, effectiveness and efficiency of departmental programs and services. Findings from evaluations support evidence-based decision making, continuous policy and program improvement, and contribute to accountability obligations by keeping Canadians informed on the results that have been achieved and the resources used to achieve them.

Introduction

This document presents Global Affairs Canada's (GAC's) five-year Departmental Evaluation Plan for the 2021-22 to 2025-26 period.

The Plan serves as an information and management tool that reflects the results of the department's annual evaluation planning exercise.

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

Requirements for the Departmental Evaluation Plan

Introduced by Treasury Board in 2016, the *Policy on Results* 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

The *Policy on Results* identifies three key considerations for the development of the five-year Departmental Evaluation Plan:



Mandatory Evaluations

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



Discretionary Evaluations

- Programs listed in the GAC Program Inventory (to be evaluated periodically)
- G&C programs with 5-year average annual expenditures of under \$5 million
- Evaluations identified based on an analysis of departmental risks, priorities and needs



Timing for Evaluations

The timing of an evaluation is informed by:

- TB submission deadlines
- alignment with client information needs
- coverage of Global Affairs Canada's Program Inventory
- coordination with other oversight functions
- evaluation function resources and capacity

The evaluation function at Global Affairs Canada



In accordance with the Treasury Board *Policy on Results* (2016), the Evaluation and Results Bureau (PRD) oversees Global Affairs Canada's (GAC's) evaluation function. The Director General is the designated Head of Evaluation and represents the departmental link to the Treasury Board of Canada Secretariat for evaluation. Since 2017, the evaluation function at Global Affairs Canada has moved from a model where most evaluations were conducted by external consultants, to a mixed model where a majority of evaluations are conducted by the PRD evaluation team. This team consists of three components and includes two divisions. The unifying vision behind the team's work is to strive to be a:

- **Trusted advisor** that identifies lessons learned and best practices for policy and programming team
- **Strong, professional, in-house evaluation team** that conducts high-quality assessments in support of policy, program, and operations improvement and horizontal learning
- **Capacity building and technical assistance function** provided by the Evaluation Services, Learning and Innovation Unit (ESLIU) for decentralized evaluations commissioned by departmental branches and programs

The Performance Measurement and Evaluation Committee

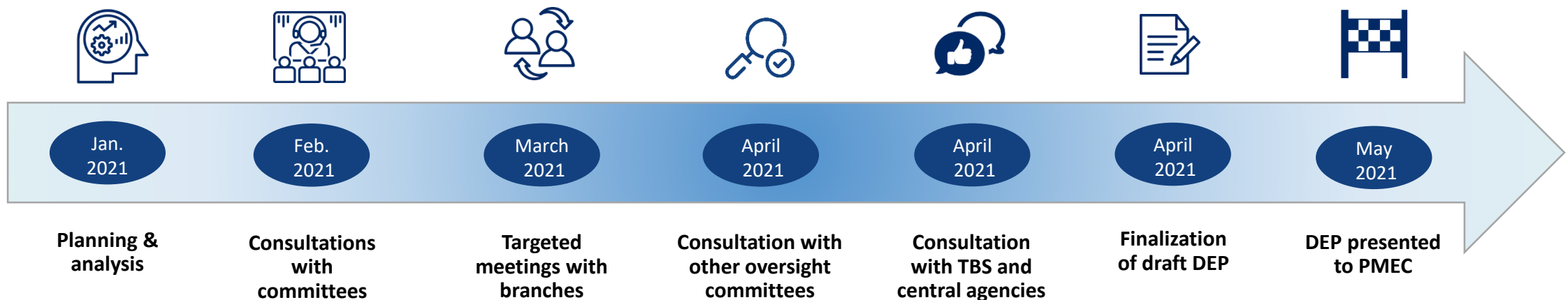
The *Policy on Results* calls for deputy heads to establish a Performance Measurement and Evaluation Committee (PMEC) of senior officials. This governance committee serves as an advisory body to the Deputy Head for the oversight of departmental performance measurement and evaluation. Since August 2020, the PMEC is chaired by the Associate Deputy Minister of Foreign Affairs (DMA), after this responsibility was delegated by the Deputy Minister of Foreign Affairs (USS).

Comprising a number of deputy ministers, associate deputy ministers and ambassadors who represent the various branches and streams of Global Affairs Canada, PMEC members have a key responsibility to strengthen the planning, resourcing, coordination and use of performance measurement and evaluation at GAC. PMEC also serves to foster innovation and excellence in GAC's performance measurement and evaluation efforts. All evaluation designs and reports are reviewed and approved by PMEC.

The Departmental Evaluation Plan consultation process




The current rolling five-year Departmental Evaluation Plan (DEP) is based on analysis and consultations conducted from February to April 2021. 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, for example, the last approved five-year plan, Performance Information Profiles, memoranda to Cabinet, Treasury Board submissions and financial disbursements.
- **Consultations with working groups and key committees:** A number of consultations were held with DG-led committees and working groups to identify potential opportunities for thematic evaluations, other key priorities and evaluation needs.
- **Consultations with branches:** In total, 21 consultations were held with assistant deputy ministers, director general and other members of senior management to review the timing and scope of proposed evaluations and to optimize their usefulness and value.
- **Consultation with other oversight committees:** Consultations were done with other oversight functions in the department, e.g. Audit and Mission Inspection, to avoid overlap and reduce the burden on programs.
- **Consultation with the Treasury Board of Canada Secretariat (TBS):** In accordance with the *Policy on Results*, the Head of Evaluation also consulted with TBS.



Implications of the COVID-19 pandemic on the evaluation function

During the 2020-21 fiscal year, the COVID-19 pandemic had a direct impact on how evaluations were conducted. To ensure that evaluation requirements and departmental information needs continued to be met, the evaluation team made various adjustments to mitigate the challenges faced in the ever-evolving pandemic context. These implications also informed the consultation of the DEP to anticipate ongoing impacts from COVID-19 to support strategic planning, resource allocation, and prioritization of evaluation activities.

 <p>Virtual data collection and working with local evaluators</p>	<p>At the onset of the pandemic, evaluations were re-scoped, paused, and in some cases postponed. International trips to collect data were cancelled. Instead, the use of virtual meeting tools to engage with stakeholders was maximized. Special COVID-19 protocols have been put in place to engage with stakeholders in a safe manner. Where possible, local researchers were engaged to complement evaluation teams, using online platforms for data collection and stakeholder engagements.</p>
 <p>Multiple options for evaluation products and services</p>	<p>The evaluation team continued to offer different evaluation products and services to meet information needs in the department. In some cases, evaluations scopes were narrowed to prioritize the most important questions facing programs and/or projects. Virtual data collection was leveraged by using existing data sources, such as administrative data, in creative ways to fill information gaps. Questions about the potential impacts of COVID-19 on the sustainability of results achieved started to be asked in on-going evaluations. In addition, the evaluation team contributed to a number of departmental lessons learned products, developed new guidance documentation for conducting evaluations in a COVID-19 context and continued to serve as an advisor on various committees.</p>
 <p>Creating synergies with international evaluation partners</p>	<p>Participation in international evaluation networks played an important role enabling the evaluation team to be able to share lessons and best practices, create synergies and to coordinate evaluation work with other international donors and evaluation groups. This included the OECD-DAC EvalNet, the COVID-19 Global Evaluation Coalition, GenderNet and Nordic Plus. Canada also joined and co-funded the World Bank Global Evaluation Initiative (GEI), which aim to strengthen the monitoring and evaluation frameworks and capacities in developing countries. Since January 2021, Global Affairs Canada's Head of Evaluation is chairing the Steering Committee of the Multilateral Organisation Performance Assessment Network (MOPAN).</p>

Achievements in 2020-2021: Delivering evaluations

Despite having to quickly adapt to a continuously evolving COVID-19 context and make certain adjustments to data collection, the evaluation team successfully received PMEC approval for 16 evaluation reports and institutional assessments, 6 evaluation designs and supported the completion of 14 decentralized evaluations in FY 2020-2021.

8

evaluations completed by the evaluation team

1. International Business Development Strategy for Clean Technology
2. International Assistance Programming in the Democratic Republic of Congo
3. International Assistance Programming in Afghanistan
4. International Assistance Programming in Peru
5. Mission Cultural Fund
6. International Assistance Programming in Ethiopia
7. Diplomacy, Trade, and Development Coherence in the Latin American and Caribbean Region
8. Gender Equality and the Empowerment of Women and Girls in the Middle East and the Maghreb

5

joint evaluations and assessments

- Institutional assessments completed through the Multilateral Organisation Performance Assessment Network (MOPAN):
1. CGIAR (formerly Consultative Group for International Agricultural Research)
 2. Multilateral Fund for the Implementation of the Montreal Protocol
 3. United Nations Conference on Trade and Development (UNCTAD)
 4. United Nations Industrial Development Organization (UNIDO)
 5. United Nations Office on Drugs and Crime (UNODC)

3

horizontal evaluations

1. Canada's Enhanced Corporate Social Responsibility (CSR) Strategy (Lead: GAC)
2. Canadian Police Arrangements – International Police Peacekeeping & Peace Operations Program (Lead: RCMP)
3. Single Window Initiative (Lead: CBSA)

Ongoing evaluations

Seven evaluations initiated in 2020-21 will be completed in 2021-22:

1. Partnership for Development Innovation Branch
2. Diplomacy, Trade and International Assistance Coherence in the Asia Pacific Branch 2015-16 to 2020-21
3. Asia Pacific Foundation of Canada
4. Canada's Engagement in Middle-Income Countries
5. Women's Voice and Leadership – Formative Evaluation
6. Canada Fund for Local Initiatives
7. Horizontal Evaluation: International Climate Change Cooperation (Lead: ECCC)

In addition, six MOPAN assessments are ongoing (UNICEF, UNDP, UNOCHA, ILO, UNEP and UNOPS).

Decentralized evaluations

- 14 decentralized evaluation reports completed
- 90 decentralized evaluations supported

Other achievements: Lessons learned during the COVID-19 pandemic



To maximize learning while minimizing the requirement for official evaluations related to the impact of COVID-19 on departmental programming, the evaluation team led and actively participated in several initiatives that serve to capture lessons learned and to prepare future evaluation and work by other oversight functions, both within the department and around the world.

Lessons Learned Working Group (LLWG) Initiative

The Global Affairs Canada's Lessons Learned Working Group (LLWG) was established in April 2020 to coordinate the various departmental oversight and lessons learned functions. Chaired by the Head of Evaluation, the LLWG work focused on consolidating expertise, sharing tools to support departmental capturing of lessons learned, harmonizing and leveraging processes to meet corporate requirements and minimizing pressure across the department to respond to multiple information requests.

Three focused lessons learned exercises have been conducted in the areas identified by senior management:

- human resources
- information management/information technology
- international response

The LLWG has been able to share trends and recommendations and help better inform decision makers in the context of the pandemic. The working group also focused its efforts on alleviating the burden of multiple information requests on senior management and guiding the department in its response to COVID-19 challenges while centralizing information and building capacity for emergency preparedness and response through learning.

COVID-19 Global Evaluation Coalition

In partnership with the OECD's EvalNet, Global Affairs Canada's evaluation team championed the creation of the [COVID-19 Global Evaluation Coalition](#), a network of 49 evaluation units across the world. The coalition was established to provide credible evidence to inform international cooperation supporting non-clinical responses to and recovery from the COVID-19 pandemic in developing countries, all of which helped to ensure that lessons are learned and that the global development community delivers on its promises. This initially involved producing rapid evidence reviews to support ongoing response efforts, using lessons from previous evaluations on key topics of interest, serving to support policy discussions by the Development Ministers Contact Group co-chaired by Canada and the United Kingdom. Canada led on the creation of three of the five **Lessons from Evaluation** notes on the topics of **Gender Equality** (with a sub-focus on health, sexual and gender-based violence, women's economic empowerment, leadership and challenging harmful social norms), **Gender Equality in Education**, and **Food Security**.

Canada has also helped fund a common repository for all COVID-19 related evaluation work completed by members to capture lessons learned from responses to the pandemic. Global Affairs Canada's evaluation team is currently in discussion with other coalition members to pursue joint evaluations on COVID-19 topics of interest.

Other achievements: Feminist approaches in evaluations

Innovative tools for putting women's voices at the centre of evaluations



The Empowerment Measurement Tool

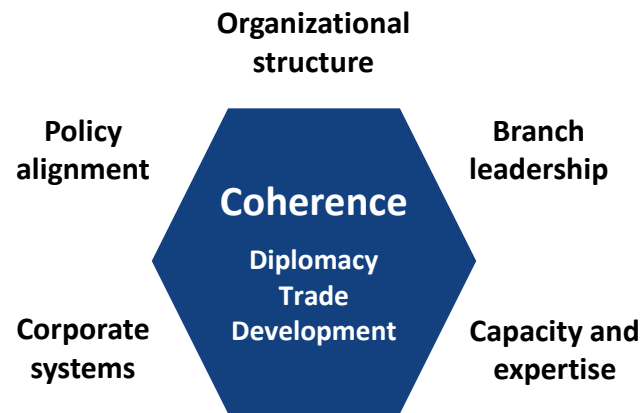
As part of the *Evaluation of Gender Equality and the Empowerment of Women and Girls in the Middle East*, the Empowerment Measurement Tool, an innovative data collection tool, was developed to assess women's empowerment. Incorporating feminist elements of participation, inclusivity, intersectionality and empowerment, it pays specific attention to putting women's voices at the centre of the evaluation. The tool serves to assess participants' feelings on empowerment based on five empowerment categories: economic, psychological, physical, knowledge and social influence, while also taking into account legal, cultural and societal factors. The involvement of local female researchers in the case-study countries and territories was a key success factor for adjusting the tool to each local context and successful implementation. Virtual platforms were used to conduct online interviews, focus groups and workshops, applying techniques where strengths, successes and possibilities were specifically emphasized, so that participants walked away feeling hopeful about the advancement of gender equality. This was done applying protocols for collecting and protecting participants and their data based on Canada's *Privacy Act* and internationally recognized protection standards. The evaluation also developed a new line of evidence to understand the emerging impacts of the COVID-19 crisis on the sustainability of gender equality results achieved.

Feminist principles for a participatory and inclusive evaluation process

The formative evaluation of the Women's Voice and Leadership Program (WVL) is using a Feminist Evaluation Framework to ensure that feminist principles are central throughout the evaluation. The process incorporates reflection on and identification of important lessons through broad-based participation and a meaningful inclusion by all relevant stakeholders. A number of Global Affairs Canada staff, implementing partners and selected women's rights organizations have contributed to the identification and prioritization of the evaluation questions; the approach to data collection; and the sampling of case studies to be included in the evaluation through an expanded scoping and design phase. These stakeholders also make up the Evaluation Reference Group, which will serve an advisory and challenge function for the evaluation.

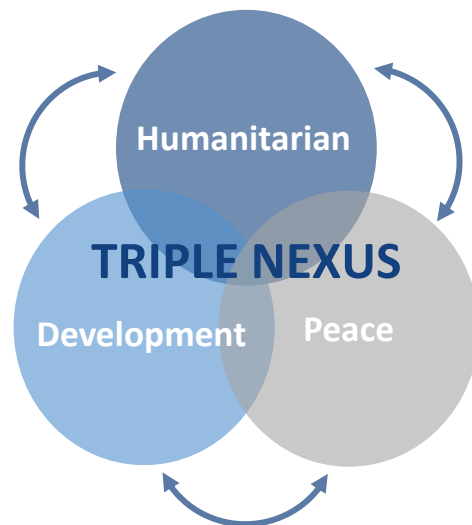
The Evaluation Services, Learning and Innovation Unit (ESLIU) is also providing targeted technical assistance linked to the WVL's decentralized evaluations by developing guidance documents and evaluation tools for partners implementing the 32 projects covering \$174 million in program spending in many regions of the world.

Other achievements: Contributions to departmental coherence



Coherence as an enabler for synergies across diplomacy, trade and international assistance

In the context of an evolving global landscape, there is a growing need for integrated policy advice and coordinated programming to effectively and efficiently deliver on departmental priorities. Coherence has been identified as an enabler to facilitate Global Affairs Canada's ability to deliver in this environment across its main business lines, namely diplomacy, trade and international assistance. In order to support senior management in understanding the state of coherence in the department, a series of coherence evaluations have been contributing to establishing a baseline and measuring progress. The evaluation team has developed an **Organizational Factor Framework** which uses a scorecard methodology to assess to what extent the following five key organizational elements enable improved coherence across these business lines: Policy Alignment, Organizational Structure, Branch Leadership, Capacity & Expertise, and Corporate Systems. To measure progress, the evaluation team has also integrated methodological elements of Goal-Free Evaluation and Appreciative Inquiry, as well as a tool called Pathways: Entryways and Levers. In addition, lessons from already completed coherence evaluations of the Sub-Saharan Africa Branch and the Latin American and Caribbean Region will be complemented by the ongoing evaluation of the Asia Pacific Branch and the upcoming evaluation of the Europe, Arctic, Middle East and Maghreb Branch through a planned meta-analysis.



Working group to strengthen the humanitarian, development and peace nexus

In recent years, a number of evaluations have provided valuable insights regarding the department's programming approach linked to humanitarian, development and peace nexus programming. The evaluations of Canada's International Humanitarian Assistance (2019-20), its International Assistance Programming in Ukraine (2019-20), and its International Assistance Programming in the Democratic Republic of Congo (2020-21) approached the triple nexus dynamic from different angles, but all provided a consistent picture: the department could do more. This evaluation work also fostered action at the department's most senior levels to ensure that the approach toward triple nexus programming and thinking would be done in a more deliberate, consistent and connected manner. As a result of evaluation recommendations, the department has put in place a working group focused on actively putting measures into place to address some long-standing dynamics and challenges that have prevented the department from doing better with regard to triple nexus issues. As an active participant on the Triple Nexus Working Group, the evaluation team continues to bring an evaluative lens to triple nexus discussions in order to help shape this initiative.

Departmental context: Global Affairs Canada

Program Inventory: core responsibilities	Main Estimates 2021-22 (Can\$)
1. International Advocacy and Diplomacy	\$929,029,444
2. Trade and Investment	\$376,719,582
3. Development, Peace and Security Programming	\$4,015,547,604
4. Help for Canadians Abroad	\$53,869,518
5. Support for Canada's Presence Abroad	\$1,071,320,167
6. Internal Services	\$276,751,749
Total Budget	\$6,723,238,064

Global Affairs Canada's (GAC's) mandate is to deliver results on the Government of Canada's commitments to preserve and support Canadian prosperity and security and to contribute to a more just, inclusive and sustainable world in a gender-responsive manner. To support this work, the department focuses on four priorities:

1. contributing to a rules-based international system that advances Canadian interests
2. pursuing diversified trade and supporting Canadian exporters
3. strengthening Canada's bilateral relations
4. eradicating poverty

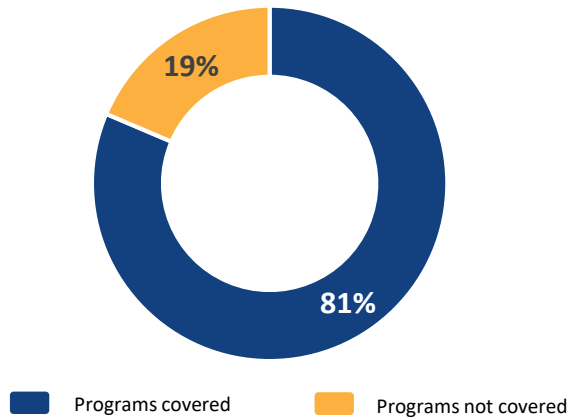
The department is responsible for implementing *Canada's Feminist Foreign Policy* and its suite of feminist international policies, programs and initiatives across its commitments in diplomacy, trade, security, development and consular services. It also manages Canada's international platform, a global network of 178 missions in 110 countries that supports the international work of the department and 31 partner organizations (federal, provincial and territorial government departments, agencies and Crown corporations).

As required by the Treasury Board *Policy on Results*, GAC's Departmental Results Framework outlines its five core responsibilities and internal services, what high-level results the department is seeking to achieve (Departmental Results) and how progress will be assessed (Departmental Results Indicators). Its Program Inventory, which consists of a total of 53 programs, outlines how the department is organized to support delivery of these results. As per the Main Estimates, GAC is forecasting to spend approximately \$6.72 billion on its programs, policies, initiatives and services during FY 2021-22.

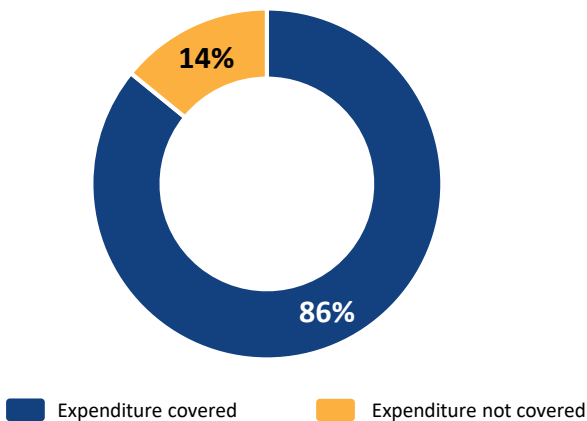
The Program Inventory helps demonstrate how the department delivers on its mandate, supports the authorization of expenditures through Cabinet, and supports performance reporting. The Program Inventory represents the entire evaluation portfolio. In principle, all programs and spending in the Program Inventory (except for internal services) should be evaluated periodically.

Evaluation coverage

Total Coverage of the program inventory by programs



Total Coverage of Expenditures – required Programs



Global Affairs Canada planned evaluation coverage

The 2021-22 to 2025-26 Departmental Evaluation Plan (DEP) reflects the careful balance the department seeks between a continued commitment to meet mandatory evaluation requirements and information needs, while respecting the pressures many branches face in dealing with a remote-work environment and delays in program implementation during the COVID-19 pandemic.

A total of **43 evaluations** are included in the five-year plan, representing **34 out of 42 required programs** in the Program Inventory (excluding programs listed below). This corresponds to **86% of the required expenditure coverage** of ongoing programs of grants and contributions (G&Cs) with a five-year average expenditure of \$5 million or greater per year. For the remaining 14% G&Cs, either a recent evaluation was conducted or there was no changes in programming or context since the last evaluation (see Annex II). The schedule fulfills all legal and Treasury Board policy requirements.

Horizontal evaluations

In FY 2021-22, the department is expected to complete a number of horizontal evaluations with other Government of Canada departments, including:

- International Climate Change Cooperation (Lead: ECCC)
- Canada’s Migrant Smuggling Prevention Strategy (Lead: GAC)
- National Strategy to Combat Human Trafficking (Lead: Public Safety Canada)

Programs excluded from the planned coverage calculations

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 in the Program Inventory) is also excluded from the coverage calculations, as its disbursements are in the form of assessed contributions to international organizations. However, Global Affairs Canada meets part of its coverage requirements through the **Multilateral Organisation Performance Assessment Network (MOPAN)**. On a yearly basis, the 19 members contribute collectively to the institutional assessments of the strengths and areas for improvements in a number of international organizations.

Resources and capacity

Evaluation positions (as of April 2021)			
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	8	3	-
EC-04	4	3	1
Total	24	13	5

Forecast evaluation resources FY 2021-2022 (Can\$)			
Division	Salaries	O&M	Total
PRA	\$2,257,329	\$893,000	\$3,150,329
PRE*	\$1,688,060	\$600,500	\$2,288,560
Total	\$3,945,389	\$1,493,500	\$5,438,889

*Including the ESLIU

Resources

In FY 2021-22 the evaluation function consists of 42 full-time equivalent (FTE) positions. The annual salary expense is approximately \$4 million. Total funding for the Operating and Maintenance (O&M) budget is \$1.5 million.

Capacity

The number of evaluation projects undertaken in a given year is usually determined by the size and complexity of the evaluation projects. Based on the current capacity, the evaluation function can produce between eight to ten evaluation reports on a yearly basis. This includes five to six evaluations of international assistance programming (PRA) and three to four evaluations of diplomacy, trade and corporate programming (PRE). In addition, PRA supports multi-donor assessments of multilateral organizations through the Multilateral Organisation Performance Assessment Network (MOPAN). As the largest research team in Global Affairs Canada, the evaluation team also provides other services and develops multiple evaluation products, including support for internal reviews, lessons learned exercises, targeted learning products and learning events.

There is a continued high demand for the quality assurance services and technical assistance provided by the ESLIU to support the decentralized evaluations managed by programs and to build staff and organizational capacity to strategically plan innovative and influential evaluations. The ESLIU team provides services to over 90 concurrent evaluation files, corresponding to \$3.9 billion in project value. In 2020-21, 14 decentralized evaluations were completed, a lower than normal completion rate due to the COVID-19 pandemic.

Measures taken to meet evaluation needs

The large number of programs (53) in the Program Inventory contribute to significant requirements for the evaluation function. In addition, the demand for evaluations continues to increase, not only as part of commitments in memoranda to Cabinet and Treasury Board submissions and thematic evaluations of special interest, but also linked to new funding announcements that have a direct implication for the department. The prioritization of learning from evaluation to inform decision making also creates additional workloads, which are aligned and prioritized across the evaluation team.

Since 2020-2021, the evaluation function has operated at maximum capacity, particularly over the past year in response to COVID-19 demands and realities. To meet immediate needs, efficiencies were identified to prioritize tasks and maximize the use of FTEs. Additionally, beginning in 2021-2022, a new Corporate Services Funding Model will be implemented, which accounts for future needs of the evaluation function aligned with new Grants & Contributions funding received by the department. Once implemented, this model will provide a sustainable solution to enable sufficient resourcing to meet departmental evaluation and information needs linked to legal, policy and funding renewal requirements.

Annex I. Five-Year Evaluation Schedule: Year 1 - FY 2021-2022

Below is an overview of the planned evaluations over the five-year period resulting from the consultations with senior management in Global Affairs Canada. They are presented by fiscal year, as per the year when PMEC approval is expected. A number of evaluations are mandatory, while others are discretionary seeking to respond to expressed departmental priorities and information needs, as per the legend below. Due to their high number, decentralized evaluations are not specifically listed in the Departmental Evaluation Plan. While they serve to inform corporate evaluations, they are not to be considered public opinion research.

Evaluation Name	Requirements			Discretionary	Branch(es)	Link to Program Inventory
	FAA / G&Cs	TB Subs	Progr. Invent.			
Evaluation of the Partnership for Development Innovation Branch	Q2				Partnership for Development Innovation Branch (KFM)	23. Partnerships and Development Innovation
Horizontal Evaluation: International Climate Change Cooperation (Lead: ECCC)		Q2			Global Issues and Development (MFM)	24. Multilateral International Assistance
OGM Coherence Evaluation: Trade, Diplomacy & International Assistance				Q3	Asia-Pacific (OGM)	7. Asia Pacific Policy & Diplomacy 18. Asia Pacific Trade 31. Asia Pacific International Assistance
Evaluation of the Asia Pacific Foundation of Canada				Q3	Asia-Pacific (OGM)	7. Asia Pacific Policy & Diplomacy 18. Asia Pacific Trade
GAC Signature Initiative: Formative Evaluation of the Women's Voice and Leadership		Q4			Global Issues and Development (MFM)	24. Multilateral International Assistance
Evaluation of Canada's Engagement in Middle Income Countries				Q4	All geographic branches	29. Europe, Arctic, Middle East and Maghreb International Assistance 30. Americas International Assistance 31. Asia Pacific International Assistance 32. Sub-Saharan Africa International Assistance
Evaluation of the Canada Fund for Local Initiatives	Q4				Americas (NGM)	28. Canada Fund for Local Initiatives
MOPAN Institutional Assessments 2020-21: UNICEF, UNDP, UNOCHA, ILO, UNEP and UNOPS			Q4		Global Issues and Development (MFM)	2. Multilateral Policy

Legend: ■ Grants and Contributions programs with 5-year average of +\$5 million/year
■ TB Sub or other legislative commitment

■ Programs with no G&Cs or less than \$5 million/year (to be evaluated periodically) or exempt from evaluation
■ Evaluations identified based on departmental priorities, risks and needs

Five-Year Evaluation Schedule: Year 2 - FY 2022-2023

Evaluation Name	Requirements			Discretionary	Branch(es)	Link to Program Inventory
	FAA / G&Cs	TB Subs	Progr. Invent.			
Anti-Crime and Counter-Terrorism Capacity Building	✓	✓			International Security and Political Affairs (IFM)	26. Anti-Crime and Counter-Terrorism Capacity Building
Horizontal Evaluation: Canada's Migrant Smuggling Prevention Strategy (Lead: GAC)		✓			International Security and Political Affairs (IFM)	11. International Security Policy and Diplomacy 26. Anti-Crime and Counter-Terrorism Capacity Building
Peace and Stabilization Operations Program		✓			International Security and Political Affairs (IFM)	25. Peace and Stabilization Operations
Americas International Assistance: Haiti	✓				Americas (NGM)	30. Americas International Assistance
Canadian Technology Accelerator Initiative (CTA)	✓				International Business Development (BFM)	14. International Business Development
EGM Coherence Evaluation: Trade, Diplomacy & International Assistance				✓	Europe, Arctic, Middle East and Maghreb (EGM)	5. Europe, Arctic, Middle East And Maghreb Policy & 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), including parts of Emergency Preparedness and Response		✓			International Platform (ACM) Consular, Security and Emergency Management (CFM) Corporate Planning, Finance and IT (SCM)	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
Business Women in International Trade (BWIT)		✓			International Business Development (BFM)	14. International Business Development
Evaluation of Innovative Finance Programs (incl. IAIP, Sovereign Loan Program)		✓			Global Issues and Development (MFM) Corporate Planning, Finance and IT (SCM)	24. Multilateral International Assistance 33. Grants and Contributions Policy and Operations
MOPAN Institutional Assessments 2021-22: Global Fund, AfDB, IDB, UNAIDS, World Bank, IFC and EBRD			✓		Global Issues and Development (MFM)	2. Multilateral Policy

Five-Year Evaluation Schedule: Year 3 - FY 2023-2024

Evaluation Name	Requirements			Discretionary	Branch(es)	Link to Program Inventory
	FAA / G&Cs	TB Subs	Progr. Invent.			
GAC Signature Initiative: Partnership for Gender Equality (Equality Fund)		✓			Partnership for Development Innovation Branch (KFM)	23. Partnerships and Development Innovation
Evaluation of the Trade Offices in Africa				✓	Sub-Saharan Africa (WGM)	19. Sub-Saharan Africa Trade
Meta-analysis: Coherence - Trade, Diplomacy & International Assistance				✓	All geographic branches	5. Europe, Arctic, Middle East And Maghreb Policy & Diplomacy 6. Americas Policy & Diplomacy 7. Asia Pacific Policy & Diplomacy 8. Sub-Saharan Africa Policy & Diplomacy 16. Europe, Arctic, Middle East And Maghreb Trade 17. Americas Trade 18. Asia Pacific Trade 19. Sub-Saharan Africa Trade 29. Europe, Arctic, Middle East And Maghreb International Assistance 30. Americas International Assistance 31. Asia Pacific International Assistance 32. Sub-Saharan Africa International Assistance
Education Strategy, including the Grants and Contributions in Aid of Academic Relations	✓				International Business Development (BFM)	14. International Business Development
Weapons Threat Reduction Program	✓				International Security and Political Affairs (IFM)	27. Weapons Threat Reduction
FIAP Action Area: Education/GAC Signature Initiative: Girls Education in Fragile States		✓		✓	Global Issues and Development (MFM)	10. International Assistance Policy 24. Multilateral Assistance Policy
FIAP Action Area: Environment and Climate Action		✓		✓	Global Issues and Development (MFM)	10. International Assistance Policy 24. Multilateral Assistance Policy
GAC Signature Initiative: Canada's National Action Plan on Women, Peace and Security				✓	International Security and Political Affairs (IFM)	25. Peace and Stabilization Operations
Horizontal Evaluation: National Strategy to Combat Human Trafficking (Lead: Public Safety Canada)		✓			International Security and Political Affairs (IFM)	11. International Security Policy & Diplomacy
MOPAN Institutional Assessments 2022-23: TBD			✓		Global Issues and Development (MFM)	2. Multilateral Policy

Five-Year Evaluation Schedule: Year 4 - FY 2024-2025

Evaluation Name	Requirements			Discretionary	Branch(es)	Link to Program Inventory
	FAA / G&Cs	TB Subs	Progr. Invent.			
Global Arctic Leadership Initiative	✓	✓			Europe, Arctic, Middle East and Maghreb (EGM)	5. Europe, Arctic, Middle East And Maghreb Policy & Diplomacy
Sub-Saharan African International Assistance: Lessons from Programming in Fragile States Potential countries of focus: Mali, South Sudan, Burkina Faso				✓	Sub-Saharan Africa (WGM)	32. Sub-Saharan Africa International Assistance
Consular Assistance and Administrative Services for Canadians Abroad			✓		Consular, Security and Emergency Management (CFM)	34. Consular Assistance and Services for Canadians Abroad
GAC Signature Initiative: Sexual and Reproductive Health and Rights (SRHR)		✓		✓	Global Issues and Development (MFM)	24. Multilateral International Assistance
FIAP Action Area: Health and Nutrition				✓	Global Issues and Development (MFM)	10. International Assistance Policy 24. Multilateral International Assistance
Office of Human Rights, Freedom and Inclusion Programming			✓		International Security and Political Affairs (IFM)	21. Office of Human Rights, Freedom and Inclusion (OHRFI) Programming
Trade and Development	✓				Trade Policy and Negotiations (TFM)	12. Trade, Policy, Agreements, Negotiations, and Disputes
CanExport (trade diversification programs)	✓				International Business Development (BFM)	14. International Business Development
Canadian International Innovation Program (CIIP)	✓				International Business Development (BFM)	15. International Innovation and Investment
International Strategic Framework for Cyberspace		✓			International Security and Political Affairs (IFM)	11. International Security Policy & Diplomacy
MOPAN Institutional Assessments 2023-24: TBD			✓		Global Issues and Development (MFM)	2. Multilateral Policy

Five-Year Evaluation Schedule: Year 5 - FY 2025-2026

Evaluation Name	Requirements			Discretionary	Branch(es)	Link to Program Inventory
	FAA / G&Cs	TB Subs	Progr. Invent.			
Partnership for Development Innovation: Innovation Results				✓	Partnership for Development Innovation Branch (KFM)	23. Partnerships and Development Innovation
Trade Export Controls, including softwood permitting systems		✓			Trade Policy and Negotiations (TFM)	13. Trade Controls
Platform Branch Costing Methodology			✓		International Platform (ACM)	36. Platform Corporate Services
Common Service Delivery Point (CSDP)			✓		International Platform (ACM)	36. Platform Corporate Services 38. Client Relations and Mission Operations
GAC Signature Initiative: Middle East Strategy		✓			Europe, Arctic, Middle East and Maghreb (EGM)	5. Europe, Arctic, Middle East And Maghreb Policy & Diplomacy 29. Europe, Arctic, Middle East And Maghreb International Assistance
The North American Platform Program (NAPP)			✓		Americas (NGM)	17. Americas Trade
Locally Engaged Staff (LES) Framework Reform			✓		Human Resources (HCM)	39. Locally Engaged Staff Services
GAC Coherence: Humanitarian, Development and Peace Nexus	✓			✓	Global Issues and Development (MFM) International Security and Political Affairs (IFM)	22. Humanitarian Assistance 24. Multilateral International Assistance 25. Peace and Stabilization Operations
MOPAN Institutional Assessments 2024-25: TBD			✓		Global Issues and Development (MFM)	2. Multilateral Policy

Annex II. Programs excluded from the five-year schedule

The current Departmental Evaluation Plan has an evaluation coverage of 34 out of 43 of the required programs in the Program Inventory, i.e. Grants and Contributions programs with a five-year average of \$5 million/year or more. The following **eight programs** fall into this category, but are excluded from the five-year evaluation schedule for the reasons listed below.

Core Responsibility	Program in Program Inventory	Rationale for Exclusion
1. International Advocacy and Diplomacy	1. International Policy Coordination	Low need. This area is partly covered by GACs involvement in international forums and joint evaluation work with OECD-DAC EvalNet, World Bank Global Evaluation Initiative, Nordic Plus, and the COVID-19 Global Evaluation Coalition, among others. As no immediate evaluation need exists, program area will be considered for an evaluation in a future Departmental Evaluation Plan.
	3. International Law	Low need. Horizontal Evaluation of IRPA Division 9 (Lead: Public Safety Canada) was approved in July 2020 and offers partial coverage of the program. There are no other evaluation needs identified for the period.
	4. The Office of Protocol	Low risk. Recommendations from the most recent evaluation (2017) have been implemented, and there have been no changes in programming or context since last evaluation.
	6. Americas Policy & Diplomacy	Low need. Program area will be partially covered through the planned meta-analysis of coherence evaluations, which will include the evaluation of coherence across Diplomacy, Trade and International Assistance in the Latin American and Caribbean Region, completed in 2020-21.
	8. Sub-Saharan Africa Policy & Diplomacy	Low need. Program area will be partially covered through the planned meta-analysis of coherence evaluations, which will include the evaluation of coherence across Diplomacy, Trade and International Assistance in the Sub-Saharan Africa Branch, completed in 2019-20.
	9. Geographic Coordination and Mission Support	Low need. The program has recently been covered by an evaluation approved in 2020-21. There are no requirements for an evaluation within the five-year period, as it is not a grants and contributions program.
3. Development, Peace and Security Programming	20. International Assistance Operations	Low risk. No requirement for an evaluation within the five-year period as it is not a grants and contributions program. Program is included as office of secondary interest in several planned evaluations, ensuring partial coverage.
5. Support to Canadians Abroad	37. Foreign Service Directives	Low risk. No requirement for an evaluation within a five-year period as it is not a grants and contributions program. There is also a low need for an evaluation as an audit on the portion relating to relocation was recently concluded.