



Departmental Evaluation Plan, fiscal years 2024 to 2025 until 2028 to 2029

Large print, braille, MP3 (audio), e-text and DAISY formats are available on demand by ordering online or calling 1 800 O-Canada (1-800-622-6232). If you use a teletypewriter (TTY), call 1-800-926-9105.

© His Majesty the King in Right of Canada, 2024 For information regarding reproduction rights: droitdauteur.copyright@HRSDC-RHDCC.gc.ca.

PDF

Cat. No.: Em17-2E-PDF

ISSN: 2561-0163

Table of contents

LIST OF ACRONYMS	3
DEPUTY HEAD DEPARTMENTAL EVALUATION PLAN CONFIRMATION NOTE	4
EXECUTIVE SUMMARY	5
KEY ACCOMPLISHMENTS IN FISCAL YEAR 2023 TO 2024	5
GOING FORWARD	6
INTRODUCTION	7
PURPOSE OF THE PLAN	7
DEPARTMENTAL CONTEXT	7
EVALUATION DIRECTORATE MANDATE	9
Working Horizontally within Government	9
ACCOMPLISHMENTS IN FISCAL YEAR 2023 TO 2024	11
SUPPORTING EVIDENCE-BASED DECISIONS	11
SHARING KNOWLEDGE THROUGH DISSEMINATION AND ENGAGEMENT	11
EFFORTS TO SUPPORT THE IMPLEMENTATION OF GENDER-BASED ANALYSIS PLUS	12
QUALITY OF LIFE FRAMEWORK	13
EVALUATION COVERAGE IN FISCAL YEAR 2023 TO 2024	14
Consultations	16
NEUTRAL ASSESSMENT	17
EVALUATION OPERATING ENVIRONMENT	18
THE IMPORTANCE OF DATA TO EVALUATION	18
EVALUATION RESOURCES	19
RESOURCE ALLOCATION	19
GOING FORWARD	21
ANNEX 1 – EVALUATION PLANNING PROCESS	23
ANNEX 2 – EVALUATION GOVERNANCE	24
ANNEX 3 – PLANNED EVALUATION COVERAGE FROM FISCAL YEARS 2024 TO 2025	

List of acronyms

El	Employment Insurance
ESDC	Employment and Social Development Canada
FAA	Financial Administration Act
GBA Plus	Gender-Based Analysis Plus
LMDA	Labour Market Development Agreement
PMEC	Performance Measurement and Evaluation Committee
TBS	Treasury Board of Canada Secretariat
WAGE	Women and Gender Equality Canada

Deputy Head Departmental Evaluation Plan confirmation note

I approve the Departmental Evaluation Plan of Employment and Social Development Canada for 2024 to 2029. I submit it to the Treasury Board of Canada Secretariat as required by the *Policy on Results*.

I confirm that this 5-year rolling Departmental Evaluation Plan:

- plans for evaluation of all ongoing programs of grants and contributions with 5-year average actual expenditures of \$5 million or greater per year at least once every 5 years, in fulfillment of the requirements of subsection 42.1 of the *Financial Administration Act*
- meets the requirements of the Mandatory Procedures for Evaluation
- supports the requirements of the expenditure management system including, as applicable, Memoranda to Cabinet, Treasury Board Submissions, and resource alignment reviews.

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

Paul Thompson

Deputy Minister of Employment and Social Development

Executive summary

As per the Treasury Board of Canada Secretariat (TBS) *Policy on Results*, Employment and Social Development Canada (ESDC) must develop and publish an annual 5-year departmental evaluation plan. Informed by an annual consultative planning exercise and building on last year's accomplishments, this plan targets the evaluation coverage of ESDC's program spending for fiscal years 2024 to 2025 until 2028 to 2029, with a focus on departmental needs, risks, and priorities.

In fiscal year 2023 to 2024, ESDC evaluations continued to play an important role in the results agenda by examining the relevance and performance of departmental programs, policies, and services. The Department also continued to develop innovative approaches, including those that support the Government of Canada's commitments to Gender-based Analysis (GBA) Plus, reconciliation with Indigenous peoples, and the assessment of programs' effectiveness.

Key accomplishments in fiscal year 2023 to 2024

Several key achievements were realized over the course of the fiscal year 2023 to 2024:

- 8 evaluation reports and 39 technical reports were completed to support programs and the Employment Insurance (EI) Commissioners for Employers and Workers at the Canada Employment Insurance Commission
- 8 evaluation reports completed in collaboration with provinces and territories on Labour Market Development Agreements (LMDAs)
- 5 program evaluations were formally initiated
- collaboration with the Head of Performance Measurement on the drafting and the implementation of the ESDC Performance Measurement Improvement Plan
- reviewed Treasury Board Submissions and Memoranda to Cabinet and input was provided to program officials
- conduced the second neutral assessment of ESDC Evaluation function

Going forward

The Department tentatively plans to complete 8 evaluations in fiscal year 2024 to 2025. In the years ahead, the evaluation function will continue to:

- rely on a collaborative approach with policy and program officials to provide timely evidence to inform decisions
- apply state-of-art econometric techniques and improve the use of causal machine learning methods to better capture program impacts across various socioeconomic sub-groups in support of GBA Plus
- support the Head of Performance Measurement towards improving performance measurement information and providing advice to internal stakeholders
- engage with Indigenous organizations and communities to co-develop culturally appropriate evaluation approaches of Indigenous programs in support of reconciliation
- engage experts to stay informed and adopt best practices from other jurisdictions, departments, and disciplines
- collaborate with evaluation practitioners to strengthen the evaluation function across government
- look for opportunities for data integration and use of innovative methods (quantitative and qualitative) to inform the impact of programs on specific sub-groups in support of the Department's ongoing implementation of GBA Plus

Introduction

Purpose of the Plan

This rolling 5-year Plan, required under the TBS *Policy on Results*, describes all planned evaluations to be undertaken by ESDC from April 2024 to March 2029. In addition to addressing the requirements of the *Policy on Results*, the Plan is designed to assist the Deputy Head by ensuring the availability of factual, neutral, and timely information on the ongoing relevance and performance of the Department's programs and services. The information obtained through evaluations supports evidence-based decision-making and helps inform Canadians of departmental results. The Plan also helps ensure transparency in the decision-making process for the evaluation function, highlighting priorities and coverage decisions.

The Plan is informed by an annual planning exercise that identifies the timing of individual evaluations based on the requirements of the *Policy on Results*, departmental needs, risks, and priorities. The development and implementation of the Departmental Evaluation Plan includes:

- reviewing various sources of information to identify all mandatory evaluations and assess coverage of the programs
- consulting with program officials, key internal committees, and TBS
- assessing risk when determining the timing and order of future evaluations, prioritizing mandatory evaluations and evaluations that are most likely to inform major policy and program decisions
- validating prioritization and securing final approval from the Deputy Head
- leaving some flexibilities for changing departmental context and environment, and codevelopment, where applicable

<u>Annex 1</u> provides more information about the Evaluation Planning Process.

Departmental context

The mandate of ESDC is to build a stronger and more inclusive Canada, to support Canadians in helping them live productive and rewarding lives and improving Canadians' quality of life. To that

end, the Department delivers a range of over 50 programs and services that affect Canadians throughout their lives and across the country. Programs include transfer payments to provinces and territories and to third-party organizations via grants and contributions, transfer payments to individuals via statutory programs, and the administration and enforcement of workplace legislation as well as service delivery.

The Department's portfolio includes: (1) ESDC, (2) the Labour Program, and (3) Service Canada:

- 1) ESDC delivers a range of programs and services that assist Canadians throughout their life. For instance, it provides seniors with basic income security, supports unemployed workers while helping them return to employment, assists parents who are raising young children, helps students to finance their post-secondary education, and help youth overcome barriers to employment. The Department also assists persons with disabilities and their families.
- 2) The **Labour Program** fosters safe, healthy, fair, and inclusive work environments and cooperative workplace relations in the federal jurisdiction.
- 3) Service Canada serves as the point of access for some of the Government's largest and most well-known programs and services. This includes EI, Old Age Security, Canada Pension Plan, Canadian Dental Care Plan, Social Insurance Number, and Passport Program.

ESDC expenditures on programs and services totalled \$173.5 billion in fiscal year 2022 to 2023. Of that amount, \$153.2 billion will directly benefit Canadians through statutory transfer payment programs. These include the Employment Insurance, the Canada Pension Plan, the Old Age Security, and other transfer payments in support students, apprentices, and persons with disabilities. The Department also delivered various measures to support early learning and childcare, youth and helped Canadians gain the foundational skills needed to succeed in today's economy.¹

¹ Departmental Results Report for fiscal year 2022 to 2023

Evaluation Directorate mandate

The Evaluation Directorate is mandated to evaluate the relevance and performance of departmental programs, policies, initiatives, and services. The Directorate influences policy and program design and service delivery through rigorous analysis and evidence presented in evaluation reports, as well as via technical reports, syntheses, and supplemental studies. In that context, the Directorate works with program officials and senior management on the evaluation process through an inclusive approach to governance (Annex 2).

The ESDC Head of Evaluation is responsible for leading the evaluation function within the Department. Pursuant to the 2016 *Policy on Results*, ESDC Head of Evaluation has direct and unimpeded access to the ESDC Deputy Head, when required, for the performance of his/her responsibilities.

The Evaluation Directorate supports program officials at all stages of the program and policy lifecycle:

- at the initial stage, officials use evaluations to help inform the development of new programs and policies, including their delivery and approach to service, and to support the elaboration of data collection strategy
- during implementation, officials use evaluation findings and recommendations to guide adjustments or program renewal
- as a program or policy matures or winds down, officials can use evaluations to inform lessons learned for future programs or policies

Lastly, the Directorate reports on the implementation of management response action plans. This approach promotes a system of continuous improvement throughout the program and policy cycle.

Working Horizontally within Government

ESDC frequently collaborates on joint evaluations with other departments and agencies on government priorities, horizontal initiatives, and where departmental responsibilities, results or program outcomes are shared or related. For example, ESDC recently collaborated with Public

Safety Canada on the <u>Horizontal Evaluation of the National Strategy to Combat Human Trafficking</u>. In addition, ESDC is leading the horizontal evaluation of the Youth Employment and Skills Strategy² with the participation of 11 federal partner organizations as well as the horizontal evaluation of the Indigenous Early Learning and Child Care Transformation Initiative with three federal partner organizations.

ESDC also frequently engages with Statistics Canada to facilitate data linkages for evaluation purposes. Furthermore, in fiscal year 2023 to 2024, the Canada Revenue Agency supported ESDC in carrying-out specific evaluation activities to ensure responsible stewardship of Canadian citizens' information.

Women and Gender Equality Canada

Since November 2021, the responsibility for three youth programs (Canada Service Corps, Student Work Placement Program, and the Youth Employment and Skills Strategy) has been delegated to the Minister for Women and Gender Equality (WAGE) and Youth. Responsibility for these programs remains with ESDC and they are part of ESDC's Program Inventory. Evaluation deliverables are presented to the WAGE Performance Measurement and Evaluation Committee (PMEC) for discussion and approval by the WAGE Deputy Minister.

² The Mid-cycle assessment of the Youth Employment and Skills Strategy was published in December 2023 and the ongoing Horizontal Evaluation of the Youth Employment and Skills Strategy is scheduled to be completed in early 2025.

Accomplishments in fiscal year 2023 to 2024

From April 2023 to March 2024, the ESDC PMEC reviewed and approved various evaluation products, including evaluation reports and evaluation plans. Evaluation products and services addressed information needs, responded to key priorities in the Department and contributed to the improvement of programs and services.

Supporting evidence-based decisions

Evaluation products and services influenced and supported evidence-based decision-making. These include:

- 8 evaluation reports that cover diverse program and policy areas, in addition to 8
 evaluation reports on the impact and effectiveness of the LMDAs in Alberta,
 Manitoba, Prince Edward Island, New Brunswick, Newfoundland and Labrador, the
 Yukon, the Northwest Territories, and Nunavut
- 33 **recommendations** contributing to improvements of the evaluated programs and 51 **actions** that seek to address these recommendations
- 39 **technical reports** covering nine different programs to support program officials
- the review of Treasury Board Submissions and Memoranda to Cabinet to inform policies and programs
- innovative approaches and state-of-the-art techniques (for example, machine learning) in impact evaluation and cost-benefit analysis methodologies to address policy-relevant questions
- peer reviews for select evaluation results and evaluation methodologies³

Sharing knowledge through dissemination and engagement

In fiscal year 2023 to 2024, the Department continued to disseminate evaluation findings and engage with partners inside and outside of the federal government. These activities included

11

³ This approach represents an international best practice for ensuring evaluation rigour.

sharing evaluation-related knowledge through publications, presentations, and engagement activities, through several presentations at conferences, including the Canadian Economics Association Conference, the Canadian Evaluation Society Conference, and the congress of la Société Canadienne de science économique.

The Department also:

- participated in a workshop co-hosted between the European Commission and the Organisation for Economic Co-operation and Development in October 2023 on leveraging administrative data for impact evaluations for labour market programs
- strengthened and broadened its network with the academic community to explore new avenues of knowledge dissemination and collaboration
- shared experience in the area of methodology and net impact assessment, including the use of machine learning, in the context of TBS-hosted learning activities for federal analysts and researchers
- engaged in Federal/Provincial/Territorial discussions on the results of various studies and best practices to design and deliver programs (for example, Labour Market Partnerships, Research, and Innovation)

Efforts to support the implementation of Gender-Based Analysis Plus

GBA Plus is an analytical process that assesses the potential impacts of policies, programs, services, and other initiatives on diverse groups of people, considering gender and other intersecting identify factors such as, age, education, language, and disability. The Department strives to include GBA Plus considerations when it designs, develops, implements, and evaluate programs and services. ESDC will continue to look for opportunities for data integration and use of innovative quantitative and qualitative evaluation methods to inform the impact of programs on specific sub-groups in support of the Department's implementation of GBA Plus.

Quality of Life Framework

The Quality of Life Framework aims to unify several new analytical lenses (e.g., GBA Plus, Official Languages, Reconciliation, Sustainability) and measure Canada's progress through both material and non-material factors (e.g., health, social connections, and nature). By focusing on five key domains — Prosperity, Health, Good Governance, Society, and Environment — the Framework provides a holistic perspective on well-being in Canada. The Framework provides evidence to support government decisions, helps ensure that policy and programs enhance the lives of people in Canada, and offers a holistic evidence base with a structured framework for analyzing complex policy problems to provide more comprehensive, consistent, and coherent policy advice while making trade-offs more explicit. ESDC is working towards including this framework as part of its departmental reporting, including, to the extent possible, as part of its evaluations.

Evaluation coverage in fiscal year 2023 to 2024

The Department uses a consultative process to inform decisions on priorities, evidentiary needs, and timing of future evaluations. This approach prioritizes mandatory evaluations and evaluations that are most likely to inform major policy and program decisions.

In fiscal year 2023 to 2024, eight planned evaluations were completed (see Table 1), including those required under the *Financial Administration Act* as well as the *Policy on Results*⁴. ESDC met the public release timeliness standards set by the TBS in fiscal year 2023 to 2024.

In collaboration with program officials, five evaluation plans were developed in fiscal year 2023 to 2024. These documents outline options for evaluating a given program or service and contain information on the scope, methodology and timing of an evaluation project. The PMEC is responsible for reviewing and approving these documents.

14

⁴ ESDC evaluations are available on <u>Canada.ca</u>.

Table 1. Deputy Head approved evaluation reports for fiscal year 2023 to 2024

Ev	aluation reports	Completion date
1	Evaluation of the Future Skills Program - 2018 to 2023	June 2023
2	Evaluation of the Canada Education Savings Program (part 2)	June 2023
3	Evaluation of the Supports for Student Learning Program	June 2023
4	Mid-cycle assessment of the Youth Employment and Skills Strategy ⁵	August 2023
5	Evaluation of the Canada Student Financial Assistance Program - Canada Student Loan Forgiveness for Family Doctors and Nurses Benefit	October 2023
6	Evaluation of the Social Development Partnerships Program	February 2024
7	Evaluation of the Canada Student Financial Assistance Program: Loan Repayment	February 2024
8	Evaluation of the Canada Service Corps	March 2024 ⁶
	Labour Market Development Agreements – Provincial/Territorial Reports Evaluation of the Canada-Alberta Labour Market Development Agreement Evaluation of the Canada-Manitoba Labour Market Development Agreement Evaluation of the Canada-Prince Edward Island Labour Market Development Agreement	May 2023
	 Evaluation of the Canada-New Brunswick Labour Market Development Agreement Evaluation of the Canada-Newfoundland and Labrador Labour Market Development Agreement Evaluation of the Canada-Northwest Territories Labour Market Development Agreement Evaluation of the Canada-Nunavut Labour Market Development Agreement 	August 2023
	Evaluation of the Canada-Yukon Labour Market Development Agreement	December 2023

⁵ The mid-cycle assessment of the Youth Employment and Skills Strategy was ESDC focus. This evaluation was approved by the Deputy Minister of WAGE. The horizontal evaluation is planned to be completed by February 2025.

⁶ The evaluation report was endorsed at WAGE PMEC held on March 21, 2024, and approved by the WAGE Deputy Minister on April 9, 2024.

Evaluation products continued to support the **Commissioners for Employers and Workers** at the Canada Employment Insurance Commission by examining labour market issues and supporting the work of the Monitoring Report and Advisory Committee. In collaboration with ESDC's El Policy Directorate, the Evaluation Directorate carried out **supplemental studies** to inform the annual **El Monitoring and Assessment Report**.

Consultations

The annual consultation process for this Plan was conducted in November 2023 to identify key evaluation priorities, evidentiary needs, and timing of future evaluations. Consultation participants included program officials and stakeholders with specialized expertise (for example, the Head of Performance Measurement, departmental research divisions, the Chief Data Officer Branch, and Internal Audit Services). The 2023 consultations re-emphasized the need to:

- carefully review the timing and scope of proposed evaluations to optimize their usefulness and value
- ensure the **complementarity** of oversight activities (for example, audits)
- inform recently introduced measures, and policy priorities
- take into consideration the capacity of programs and reduce the burden of the evaluation process
- leverage linkages between evaluation and research activities to inform evaluation projects, particularly in the area of the service delivery

Using information obtained through the consultations, the Evaluation Directorate determined the priorities, evidentiary needs, and the timing of future evaluations.

In addition, the consultation sessions facilitated collaboration among different groups within the Department who are involved with data management to increase the availability and integration of data within the Department. The evaluation planning process also included consultations with Treasury Board Secretariat officials.

Once mandatory evaluations have been scheduled, the Department considers additional discretionary evaluations using an analysis of risk, needs and priorities as well as internal capacity to carry out evaluation activities. Through this analysis evaluators consider the perspectives of key partners and stakeholders as well as internal risks. The Department considers key departmental risks, including the Risk-Based Audit Plan. In situations where audit and evaluation schedules overlap for the same program, the Evaluation Directorate collaborates with Internal Audit Services to ensure the complementarity of internal audit/evaluation activities. This provides a means of efficiently examining performance and outcomes.

Neutral Assessment

The 2016 *Policy on Results* requires Deputy Heads to be responsible for ensuring that a neutral assessment of the evaluation function is conducted at least once every 5 years. The last neutral assessment of the ESDC evaluation function was conducted in April 2018. It found overall conformance of ESDC's evaluation function with the *Policy on Results*.

In 2023, BDO Canada LLP was contracted to conduct the second <u>neutral assessment</u> of the ESDC Evaluation function. The neutral assessment covered the period from 2018 to 2019 until 2022 to 2023. The main findings from the neutral assessment include:

- The evaluation function at ESDC generally conforms (highest rating) with the requirements of the 2016 Policy on Results
- The Head of Evaluation is fulfilling its mandated responsibilities as set out in the 2016 Policy on Results
- The evaluation function has delivered valued information and advice about important departmental programs and the risks and challenges associated with these programs

The neutral assessment put forward four recommendations:

- 1. Reinforce the perceived neutrality of the evaluation function;
- Facilitate proactive responses to evolving departmental priorities;
- 3. Make consistent use of a quality assurance process; and
- 4. Enhance corporate knowledge transfer processes

ESDC agrees with the recommendations and has outlined actions to address them.

Evaluation operating environment

The Plan includes an overview of the environment in which the Evaluation Directorate is operating. This includes the quality and availability of program data and the impact of the operating context.

The importance of data to evaluation

Evaluations rely on performance measurement information and other quantitative and qualitative data to determine the relevance of programs and services, and whether they deliver value for money.

The Department Head of Evaluation supports the Department Head of Performance Measurement in the development of **performance measurement and data collection plans** for ESDC's portfolio of programs. The Evaluation Directorate is also a key stakeholder in the development and the implementation of the ESDC **Performance Measurement Improvement Plan**, which includes a transition to a thematic approach to Performance Information Profiles.

The Evaluation Directorate works closely with ESDC's Chief Data Officer Branch to ensure alignment with the ESDC Data Strategy, including the advancement of a joint ESDC-Statistics Canada Data Strategy and to encourage programs to engage with the Chief Data Officer Branch early on data collection plans. This collaboration helps improve the ability to leverage data and analytics for policy analysis, research, and evaluation purposes, including from a GBA+ and Quality of Life Framework lenses.

ESDC is collaborating with Statistics Canada to explore the feasibility of establishing a labour market data platform. Hosted under the umbrella of Statistics Canada, this platform would bring together data from ESDC, Statistics Canada, and participating provinces and territories, to facilitate the integration of data for the purpose of conducting analysis on the effectiveness of ESDC's labour market programs.

Evaluation resources

Resource allocation

To support the evaluation function in fiscal year 2023 to 2024, the Department allocated the equivalent to 57 full-time staff for a total salary cost of about \$6.43 million. Note that these figures are limited to the ESDC Evaluation Directorate and do not account for resources allocated by other branches in the Department associated with the conduct of evaluations. To meet short-term capacity demands, the Department uses flexible staffing approaches, including hiring students, casual employees, and external experts to fill specific capacity gaps.

In fiscal year 2024 to 2025, the total Evaluation budget is forecasted to increase slightly from fiscal year 2023 to 2024. The forecasted amount for salary expenditures for fiscal year 2024 to 2025 is \$6.61 million, and forecasted operations and maintenance is \$0.75 million. The Department will continue to plan evaluations with a focus on new and modified programs and services in addition to undertaking previously planned evaluations (with priority given to evaluations having a *Financial Administration Act* (FAA) requirement).

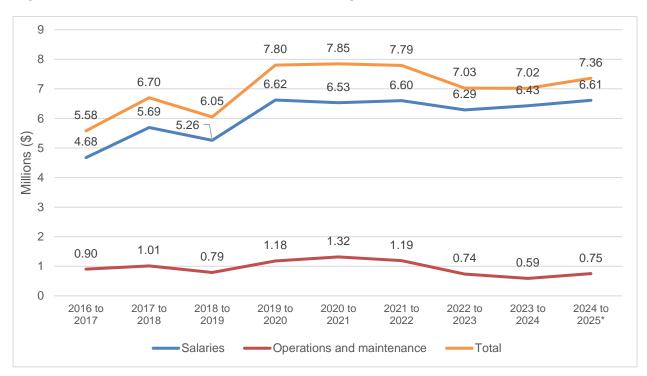


Figure 1. Annual Evaluation Directorate spending in millions (\$)

Table 2. Full-Time Equivalent Employees (FTEs)**

	2016 to	2017 to	2018 to	2019 to	2020 to	2021 to	2022 to	2023 to	2024 to
	2017	2018	2019	2020	2021	2022	2023	2024	2025*
FTEs	49	59	58	71	69	69	66	57	60

^{*} Figures in fiscal year 2024 to 2025 are projected figures

^{**} FTEs do not include students or planned hiring

Going forward

The Department tentatively plans to complete 8 evaluations in fiscal year 2024 to 2025. In the years ahead, evaluations will continue to:

- rely on a collaborative approach with policy and program officials to provide timely evidence to inform decisions
- apply state-of-art econometric techniques and improve the use of causal machine learning methods to better capture program impacts across various socioeconomic sub-groups in support of GBA Plus
- support the Head of Performance Measurement towards improving performance measurement information and providing advice to internal stakeholders
- engage with Indigenous organizations and communities to co-develop culturally appropriate evaluation approaches of Indigenous programs in support of reconciliation
- **engage experts** to stay informed and adopt best practices from other jurisdictions, departments, and disciplines
- collaborate with evaluation practitioners to strengthen the evaluation function across government
- look for opportunities for data integration and use of innovative methods (quantitative and qualitative) to inform the impact of programs on specific sub-groups in support of the Department's ongoing implementation of GBA Plus

This document provides a planned evaluation coverage table in Annex 3. The table demonstrates that the Department will meet coverage requirements mandated by the TBS, the *Policy on Results*, and the *Financial Administration Act*. This is in addition to completing discretionary evaluations designated as a priority by the Department. Given the scale and unique objectives of each EI benefit, the EI program will be subject to more than one evaluation from fiscal years 2024 to 2025 until 2028 to 2029. Planned evaluation coverage from fiscal year 2024 to 2025 to fiscal year 2028 to 2029 may be subject to change, given funding and operational considerations.

Programs of grants and contributions that do not have a 5-year average actual expenditure of \$5 million or greater per year are not required to be evaluated every five years. These programs include:

- Accessible Canada Initiative
- Canadian Benefit for Parents of Young Victims of Crime
- Sustainable Development Goals Funding Program
- Strategic Engagement and Research Program

Programs that are temporary are not required to be evaluated but may be subject to other reviews. These programs include:

- Canada Emergency Response Benefit
- Canada Recovery Benefits
- Canada Worker Lockdown Benefit

The following programs from ESDC's program inventory do not currently have planned evaluation dates but will be considered for inclusion in future evaluation plans:

- International Labour Affairs Program⁷
- Job bank
- Citizen Service Network
- Canadian Digital Service
- Government of Canada Internet Presence
- Government of Canada Telephone General Enquiries Services

As per the Directive on Transfer Payments, the Black-led Philanthropic Endowment Fund is required to conduct an independent evaluation.

⁷ The International Labour Affairs Program is not required to be evaluated every five years, since contributions are allocated to international organizations.

Annex 1 – Evaluation planning process

OVERVIEW OF ESDC EVALUATION PLANNING CYCLE

The ESDC evaluation planning cycle is an inclusive approach to planning and governance that is compliant with Treasury Board of Canada Secretariat (TBS) requirements.

The ESDC Evaluation Directorate constantly collects and analyzes facts informing the Department Evaluation Plan while collaborating and sharing knowledge with key internal/external partners to reflect the continuous planning. This cycle composes of 5 areas, which are outlined below.

Gather information to understand the evaluation environment

Consult/engage to understand partners' needs and concerns

Analyze to balance the needs, resources, and mandatory requirements

Get approval* to validate prioritization

Communicate. implement and monitor to ensure transparency

Factors include:

- · Departmental mandate, program · Department's senior spending and priorities
- Mandate Letters
- Most recent Budget
- Departmental Results Framework
- Departmental Risk Profile
- · Financial Administration Act and TBS submission requirements
- · Available evaluation resources
- Challenges and opportunities (e.g., data availability/quality. Audit Services Plan)

Key partners include:

- management
- · Program management staff
- · Central Agencies
- ESDC Internal Audit Services
- · Chief Data Officer Branch
- · Head of Performance Measurement
- Department's Research Divisions
- Other departments/agencies
- · Working/Oversight Committees

Prioritization of evaluation projects that keep in mind:

- · Mandatory requirements according to the Financial Administration Act and the Policy on Results
- Submissions to the TBS. Memoranda to Cabinet, and other legislative requirements
- Departmental risks, priorities, needs and concerns
- · Program-specific risks
- Audit Services projects (and other oversight functions)
- · Balance of efforts and available resources

Key partners include:

- · Departmental senior management
- ESDC Internal Audit Services
- · Chief Data Officer Branch
- · Head of Performance Measurement
- · Department's research functions
- Performance Measurement and Evaluation Committee
- *Deputy Head provides final approval

Necessary actions to communicate and adapt to the changing environment include:

- Share the plan with TBS
- Make the plan publicly available
- · Monitor progress and adjust priorities, scope, and timing, if necessary
- · Administer a questionnaire to program officials following evaluations to measure the performance of the Evaluation Directorate
- · Report on completed evaluations in the subsequent plan

Annex 2 – Evaluation governance

Performance Measurement and Evaluation Committee

Composed of senior-level ESDC partners, including the Head of Evaluation.

- Approves the Departmental Evaluation Plan
- Reviews evaluation reports, including management responses
- Approves Evaluation Plans and Evaluation Strategies
- Discusses follow-up on action plans

Evaluation Advisory Committee

Composed of stakeholders from across ESDC and/or other departments and agencies such as TBS Program Sector and Finance Canada (Director-General level and below).

- Identifies options for evaluation scope
- Discusses preliminary findings
- Provides input for the final report

Evaluation working group

Composed of partners from across ESDC (Director-level and below).

- Focuses on technical aspects
- Performs data collection and analysis
- Provides input for the preliminary report

Annex 3 – Planned evaluation coverage from fiscal years 2024 to 2025 until 2028 to 2029

#	Planned fiscal year of Deputy Head approval	Planned evaluation name	Last program evaluation	Reason for evaluation
1	2024 to 2025 (first quarter)	Horizontal Evaluation of Indigenous Early Learning and Child Care Transformation Initiative ⁸	This is the first planned evaluation	FAA requirement
2	2024 to 2025 (first quarter)	Evaluation of the Skills and Partnership Fund	February 2020	FAA requirement
3	2024 to 2025 (first quarter)	Evaluation of the Apprenticeship Grants	July 2019	FAA requirement
4	2024 to 2025 (second quarter)	Evaluation of the Work-Sharing Program	March 2016	Departmental needs/risks
5	2024 to 2025 (fourth quarter)	Horizontal Evaluation of Youth Employment and Skills Strategy	August 20239	FAA requirement
6	2024 to 2025 (fourth quarter)	Evaluation of Indigenous Skills and Employment Training Program ¹⁰	February 2020	FAA requirement
7	2024 to 2025 (fourth quarter)	Evaluation of the Canada Disability Savings Program	December 2018	Departmental needs/risks
8	2024 to 2025 (fourth quarter)	Evaluation of the Foreign Credential Recognition Program	July 2020	FAA requirement
9	2025 to 2026	Evaluation of Employment Insurance Fishing Benefits	June 2006 ¹¹	Departmental needs/risks
10	2025 to 2026	Evaluation of the Opportunities Fund for Persons with Disabilities	December 2020	FAA requirement
11	2025 to 2026	Evaluation of the New Horizons for Seniors Program	December 2020	FAA requirement

⁸ This evaluation was led by ESDC, in partnership with Indigenous Services Canada and the Public Health Agency of Canada.

⁹ The last completed evaluation product was the Mid-cycle assessment of the Youth Employment and Skills Strategy which received Deputy Head approval in August 2023.

¹⁰ The evaluation is being co-developed with Indigenous partners.

¹¹ The last evaluation of this El component was the Summative Evaluation of El PART I: A Summary of Evaluation Knowledge to Date.

#	Planned fiscal year of Deputy Head approval	Planned evaluation name	Last program evaluation	Reason for evaluation
12	2025 to 2026	Evaluation of the Labour Standards Program	February 2019	Departmental needs/risks
13	2025 to 2026	Evaluation of the Occupational Health and Safety Program	February 2019	Departmental needs/risks
14	2025 to 2026	Evaluation of the Workplace Equity Program	December 2018	Departmental needs/risks
15	2026 to 2027	Evaluation of Employment Insurance Caregiving Benefits	April 2019 ¹²	Departmental needs/risks
16	2026 to 2027	Evaluation of the Passport Program ¹³	March 2020	Departmental needs/risks
17	2026 to 2027	Evaluation of the Enabling Fund for Official Language Minority Communities ¹⁴	March 2022	FAA requirement
18	2026 to 2027	Evaluation of the Wage Earner Protection Program	March 2022	Departmental needs/risks
19	2026 to 2027	Evaluation of the Canadian Apprenticeship Strategy	February 2023 ¹⁵	FAA requirement
20	2026 to 2027	Evaluation of the Early Learning and Child Care Innovation Funding	This is the first planned evaluation	FAA requirement
21	2026 to 2027	Evaluation of Student Work Placement Program	January 2022	FAA requirement
22	2026 to 2027	Evaluation of the Migrant Workers Support Program ¹⁶	June 2021	Departmental needs/risks
23	2027 to 2028	Evaluation of the Service Delivery Partnerships program	This is the first planned evaluation	Departmental needs/risks

¹² The last evaluation of this El component was the Evaluation of the Employment Insurance Parents of Critically III Children benefit. However, the last published evaluation of an El benefit was the Evaluation of Employment Insurance Parental and Maternity Benefits" in 2022.

¹³ The lead Department for this evaluation is Immigration, Refugees, and Citizenship Canada (IRCC).

¹⁴ This evaluation contributes to the Horizontal evaluation of Action Plan for Official Languages.

¹⁵ The Canadian Apprenticeship Strategy encompasses previously independent programs including Apprenticeship Grants (an evaluation is planned to be completed in fiscal year 2024 to 2025), the Skilled Trades Awareness and Readiness Program (last evaluated in February 2023); and the Union Training and Innovation Program (last evaluated March 2022).

¹⁶ The Migrant Workers Support Program is a part of the Temporary Foreign Workers Program.

#	Planned fiscal year of Deputy Head approval	Planned evaluation name	Last program evaluation	Reason for evaluation	
24	2027 to 2028	Evaluation of the Federal Workers' Compensation Service	July 2018	Departmental needs/risks	
25	2027 to 2028	Evaluation of the Guaranteed Income Supplement	December 2020	Departmental needs/risks	
26	2027 to 2028	Evaluation of the Old Age Security Program	January 2020	Departmental needs/risks	
27	2027 to 2028	Evaluation of the Federal Mediation and Conciliation Program	June 2021	Departmental needs/risks	
28	2027 to 2028	Evaluation of the Social Finance Fund	This is the first planned evaluation	FAA requirement	
29	2027 to 2028	Evaluation of the Canada Apprentice Loan	October 2020	Departmental needs/risks	
30	2027 to 2028	Evaluation of the Enabling Accessibility Fund	December 2022	FAA requirement	
31	2027 to 2028	Evaluation of the Skills for Success Program	October 2022	FAA requirement	
32	2027 to 2028	Evaluation of the Sectoral Workforce Solutions Program	March 2023	FAA requirement	
33	2027 to 2028	Evaluation of Employment Insurance Extended Parental Benefits	November 2022	Departmental needs/risks	
34	2027 to 2028	Horizontal Evaluation of Indigenous Early Learning and Child Care Transformation Initiative ¹⁷	First Quarter of fiscal year 2024 to 2025 (Planned)	Commitment in Treasury Board submission	
35	2028 to 2029	Evaluation of the Labour Market Development Agreements (fourth cycle) ¹⁸	November 2022	Commitment in Treasury Board submission	

_

¹⁷ The evaluation will be co-developed with Indigenous partners.

¹⁸ The 2028-2029 deadline is a tentative date for the next evaluation. The evaluation scope and timelines will be set following internal consultations and in collaboration with provinces and territories.

#	Planned fiscal year of Deputy Head approval	Planned evaluation name	Last program evaluation	Reason for evaluation
36	2028 to 2029	Evaluation of the Workforce Development Agreements ¹⁹		
37	2028 to 2029	Employment Insurance Sickness Benefits: Eligibility Period Extension	June 2020 ²⁰	Departmental needs/risks
38	2028 to 2029	Supports for Students Learning Program Evaluation	June 2023	FAA requirement
39	2028 to 2029	Evaluation of the Future Skills Program	June 2023	FAA requirement
40	2028 to 2029	Evaluation of the Social Development Partnerships Program	February 2024	FAA requirement
41	2028 to 2029	Canada Service Corps Evaluation	March 2024	FAA requirement
42	2028 to 2029	Evaluation of the Canada Student Financial Assistance Program	February 2024	Departmental needs/risks

¹⁹ The 2028-2029 deadline is a tentative date for the next evaluation. The evaluation scope and timelines will be set following internal consultations and in collaboration with provinces and territories (except for Quebec, which participates as an observer).

²⁰ The last evaluation of this EI component was the Evaluation of the Employment Insurance sickness benefits. However, the last published evaluation of an EI benefit was the Evaluation of Employment Insurance Parental and Maternity Benefits" in 2022.