

Evaluation of the Military Training and Cooperation Program

Evaluation Scope

This evaluation was conducted during fiscal years (FY) 2022/23 and 2023/24 by Assistant Deputy Minister (Review Services) (ADM(RS)), in compliance with the Departmental Evaluation Plan, approved by the Performance Measurement and Evaluation Committee (PMEC), and with the Treasury Board of Canada Secretariat (TBS) [Policy on Results](#) (2016). The objective of the evaluation was to examine the relevancy, effectiveness and efficiency of the Military Training and Cooperation Program (MTCP).

Program Overview

The MTCP supports DND's global engagement goals by building partner capacity and advancing defence diplomacy. From FY 2018/19 to FY 2022/23, MTCP had an annual budget of approximately \$14 million, and provided military training and education to over 60 developing, non-NATO member countries in Africa, the Middle East, Europe, Asia and the Americas. In December 2022, two additional activity areas were added to MTCP.

MTCP Activity Areas

MTCP Immediate Outcomes

1	Language Training	Facilitates communication and interoperability among international forces	
2	Professional Development	Improves program participants' professionalism	
3	Multinational Operational Cooperation	Improves participants' capacity to contribute to operations	
4	Defence Institution Building	Supports defence institutional reform	
NEW	5	Defence Capacity Building	Builds partner capacity
NEW	6	Enhanced Military Assistance	Administers military assistance

Key Findings

- 1. MTCP is aligned with Government of Canada and DND/CAF objectives and priorities for building partner capacity and advancing defence diplomacy but lacks strategic direction on program scope and country prioritization.** More targeted strategic direction on the program's scope and prioritization of member countries would help optimize program capacity.
- 2. MTCP has contributed to improving the knowledge and abilities of individuals, but the program lacks consistent data to be able to assess the impact on the military capacity of member countries.** An effective performance measurement framework is necessary for the program to know if it is achieving intended results.
- 3. MTCP has helped Canada's defence relations with member countries, but the impact on defence diplomacy is not well measured or tracked.** Complete and consistent performance data will become even more important with new MTCP activities and expansion of funding.
- 4. Historically, administrative costs for the Military Training and Cooperation Program have been high, and the program struggled to deliver and expend funds during the pandemic. The program appears to be on track based on fiscal year 2023/24 planning.** The program will be able to absorb new enhanced military assistance and capacity building funding, provided that personnel requirements are fulfilled.
- 5. Coordination within DND/CAF on MTCP seems adequate, and there is no evidence of duplication of effort. Coordination with other government departments (OGD) and with international allies was infrequent and very limited at the program level.** Improved coordination with key stakeholders could result in program efficiencies and augment the program's ability to advance areas of continued and evolving strategic interest to Canada.

Recommendations

- 1** Ensure effective governance mechanisms are in place and being used to align the scope and strategic direction of the MTCP.
- 2** Improve the identification and collection of data required to assess how training has contributed to program objectives.
- 3** Coordinate activities and planning with OGDs consistently and share information with similar programs run by Canada's major allies to leverage efforts and avoid potential areas of duplication.

Overall Assessment:

Overall, the program remains relevant in the context of an evolving global landscape of international relations, which requires ongoing and critical diplomatic engagement, and aligns with key governmental priorities such as Women, Peace and Security; democratic values; and professional military standards. Improvement opportunities have been identified regarding the program's strategic direction, its performance measurement framework and its coordination efforts with key stakeholders—which would enhance program efficiency and position DND/CAF to demonstrate the impact of the program.