



Five-Year Departmental Evaluation Plan 2023-24 to 2027-28



Prepared by the Evaluation and Results Bureau (PRD)

Global Affairs Canada

June 6, 2023



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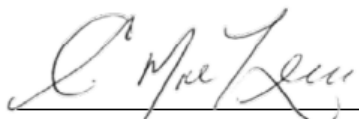
Deputy Head confirmation note

I approve the rolling five-year Departmental Evaluation Plan of Global Affairs Canada for fiscal years 2023-24 to 2027-28, 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, which:

- 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
Deputy Minister of International Development
Global Affairs Canada




Evaluation at Global Affairs Canada

PRD
EVALUATION AND RESULTS BUREAU



MISSION STATEMENT

We serve as an **anchor** to the department's **knowledge base**, **informing decision-making** and fostering more **impactful policy, programs and services**

 <p>PRR</p>	 <p>PRA</p>	 <p>PRE</p>
<p>Data, Results & Delivery</p> <ul style="list-style-type: none"> Lead work to enhance managing for results Support GAC's ability to communicate compelling results stories Guide the implementation of GAC's Departmental Data Strategy 	<p>Evaluations</p> <ul style="list-style-type: none"> Deliver innovative & robust departmental evaluations Generate evidence & insights to enhance evidence-based decision-making Offer recommendations to support continuous improvements 	<p>Evaluation Services & Learning</p> <ul style="list-style-type: none"> Derive trends & insights from evaluations Integrate and amplify learning from evaluations Support project and program-led evaluation activities

DID YOU KNOW?

- PRD is the **Head of Evaluation** for Global Affairs Canada and responsible for leading the evaluation function.
- We **evaluate programs, policies and initiatives** across all of Global Affairs Canada spanning all streams.
- In accordance with the Treasury Board *Policy on Results* (2016), all departmental evaluations are reviewed and approved by the **Performance Measurement and Evaluation Committee (PMEC)**, one of three Deputy Minister-led corporate governance committees.
- We play a key role as **trusted advisor** throughout the cycle of an initiative.
- We provide **thought leadership** and **improve evaluation tools**, including on gender equality, feminist approaches, and ethics both at GAC and internationally.
- We offer **capacity building and technical assistance services** to program-led evaluations.
- We lead on the annual review of the **Five-Year Departmental Evaluation Plan** and monitor the **Management Response and Action Plan** progress.

<p>Nadia Ahmad Director General & Head of Evaluation</p>	<p>Brigitte Duchesne Director, PRR</p>	<p>Contact the evaluation function:</p> <p> Evaluation@international.gc.ca</p> <p> www.international.gc.ca/gac-amc/publications/evaluation</p>
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Global Affairs Canada's Five-Year Departmental Evaluation Plan Outline

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 of the results that have been achieved and the resources used to achieve them.

This document outlines Global Affairs Canada's Five-Year Departmental Evaluation Plan for the 2023-24 to 2027-28 period.

The plan adheres to requirements set out by the *Financial Administration Act* (FAA) and the Treasury Board of Canada's *Policy on Results*. It has been developed through consultations with senior management, key working groups, and committees across the department.

The plan aims to establish an evidence base for decision-making, striking a balance between mandatory requirements related to program, policy, or funding decisions and the need for information and cross-functional learning.

The development of the Five-Year Departmental Evaluation Plan takes into consideration the following factors:



Evaluation requirements

TBS Requirements

- 1 **Grants and Contributions** with a 5-year average expenditure of over \$5 million per year, as per the Financial Administration Act.
- 2 Evaluation commitments made in **Treasury Board Submissions, Memoranda to Cabinet** and other legislative requirements.
- 3 All programs listed in the **GAC Program Inventory** are to be evaluated periodically (internal services exempt).

GAC Priorities

- 4 Evaluations identified to meet **departmental information needs** based on an analysis of risks, priorities and needs.



Timing

- ✓ Program renewal deadlines and funding commitments
- ✓ Alignment with departmental information needs
- ✓ Coordination with other oversight functions
- ✓ Alignment with other government departments on horizontal initiatives
- ✓ Resources and capacity of evaluation function

Achievements in evaluation during 2022-23

During the FY 2022-23, the evaluation team completed five out of the planned eight evaluations, including one horizontal evaluation led by GAC. The completion of three evaluations were delayed to early 2023-24 as a result of some evaluation projects commencing later than planned, lengthy contracting processes for outsourced evaluations, and in the case of Haiti, challenges in accessing data due to a complex and volatile context. The evaluation team continues to use participatory and inclusive data-collection methods, including integrating feminist approaches where possible, to ensure that diverse voices are heard. It also invests time in developing and conducting high-value engagements linked to innovative evaluation products, such as the framework developed to measure advocacy, access and influence in Canadian programming linked to the evaluation of the Canada Fund for Local Initiatives (CFLI).

4
Evaluations

Evaluations completed by GAC's evaluation team:

- Women's Voice and Leadership Program
- International Assistance Programming in Middle-Income Countries
- Canada Fund for Local Initiatives
- Canadian Technology Accelerator program

1
Horizontal
evaluation

Horizontal evaluation with GAC involvement:

- Canada's Migrant Smuggling Prevention Strategy (lead: GAC)

1
Institutional
assessment

Institutional assessments completed through MOPAN:

- Global Fund

21
Decentralized
evaluations

The Decentralized Evaluation Service Unit:

- contributed to the completion of 21 decentralized or program-led evaluations
- provided services on 105 evaluation files

Upcoming MOPAN Institutional Assessments

The following institutional assessments are being completed as part of the 2021-22 and 2022-23 cycles, but have experienced delays:

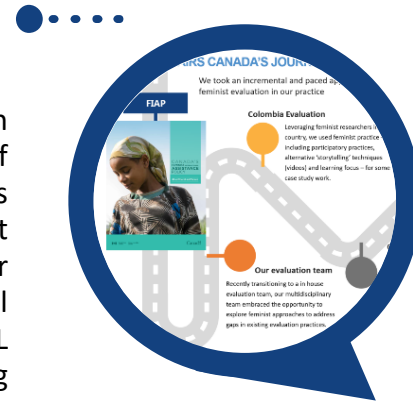
- African Development Bank (AfDB)*
- Inter-American Development Bank (IDB)* Invest
- World Bank International Development Association/International Bank for Reconstruction and Development (IDA-IBRD)
- International Finance Corporation (IFC)
- International Organization for Migration (IOM)*
- Office of the United Nations High Commissioner for Refugees (UNHCR)
- Joint United Nations Programme on HIV and AIDS (UNAIDS)
- International Fund for Agricultural Development (IFAD)*
- Gavi, the Vaccine Alliance
- United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)

* *Canada institutional lead*

Innovative tools and enhanced learning from evaluation

Women's Voice and Leadership Evaluation Learning Series

During the year, the evaluation division organized three webinars where voices of women from the Global South and women's rights organizations were prioritized. The event reached a broad, international audience of over 200 people per webinar. Topics included practical applications of feminist evaluation; the WVL program's position in the global feminist funding ecosystem; and early results and lessons from WVL projects.



Ethical considerations in evaluation

The evaluation division has developed a [Privacy and Protection in Data Collection Toolkit](#) that emphasizes ethical and responsible data collection in evaluation. The toolkit aims to help evaluators identify ethical dilemmas, ensure informed consent, create safe spaces for sharing information, promote information accuracy and apply a “do no harm” approach.

It will be used by all evaluation teams, including engaged consultants, and has also been shared with the international evaluation community.



Tool development to address data gaps in GAC programming

Other examples of innovative tools include:

- [Localization Analysis Framework](#): Evaluation assessment tool based on 10 localization dimensions developed to measure a program's alignment with a localization of aid approach and to identify key barriers and enablers.
- [Advocacy, Access and Influence Measurement Framework](#) piloted linked to CFLI programming at 8 missions. The framework facilitates the gathering of evidence and identification of key stories of change to track advocacy and influence pathways at the country level.



Sharing tools on feminist approaches in evaluation

A launch event held for the [Gender Equality Empowerment Measurement \(GEM\) Tool](#) with Canadian and international CSOs as the tool was made available on the Global Affairs website to ensure that it is accessible for everyone that want to use it. The GEM tool is also featured in the OECD-DAC guidance document on Gender Equality and the Empowerment of Women and Girls.

In addition, special guidance and training were developed for [Planning and Managing Feminist Decentralized Evaluations](#) that builds on lessons from GAC's experience.

Contributing to shaping the international evaluation landscape

The evaluation function is dedicated to actively engaging with international stakeholders to foster evidence-based discussions and coordinate evaluation efforts. It is also committed to sharing lessons to build a stronger and more effective evaluation function. The broader evaluation community has shown great appreciation for the innovative evaluation tools introduced by the team, recognizing their contribution to advancing evaluation practices. The evaluation team has established itself as a thought leader in feminist and responsible evaluation, earning opportunities to deliver keynote speeches at several prestigious international events.



The Multilateral Organization Performance Assessment Network (MOPAN) brings together donor countries that fund the multilateral system. It has a role to conduct common institutional assessments and analytical studies on cross-cutting topics, for example integrating MOPAN assessments into global discussions on the COVID-19 response and measuring multilateral performance on sexual exploitation and abuse (SEA) and sexual harassment (SH).

The evaluation team is a Member of Steering committee, MOPAN Bureau and Technical Working Group. As member of Strategy Group, the team helped MOPAN build a strategic vision that will guide its growth and direction for the future in support of a strong, more coordinated and better performing multilateral system.



As a founding member of the World Bank's **Global Evaluation Initiative (GEI)**, Canada has played a key role in integrating feminist practices and a gender-focused lens into its activities. This has involved evaluation team members sharing evaluation lessons and innovative evaluation tools (GEM Tool, ethical considerations in evaluation, etc.) at gLOCAL events. In addition, the team has continued to support to GEI's strategic vision and planning to advance countries monitoring and evaluation (M&E) capacities.

This past year, the evaluation function started funding a three-year project to mainstream gender-transformative approaches across partner networks, which will be implemented in partnership with GEI.



The evaluation team continued its leadership role as Vice-chair of the DAC network on Development Evaluation, EvalNet, and maintained its active engagement as a member of the GenderNet and Nordic Plus sub-groups. The team is also a member of the Global Evaluation Coalition on COVID-19 management group, and actively contributes to joint evaluations on COVID response.

In addition to being recognized as a thought leader in feminist and responsible evaluation by fellow members of the international evaluation community, the evaluation team has been a key partner of two key guidance documents:

- OECD-DAC Guidance on Women's Empowerment Programming
- Guidance on Integrating Human Rights into the Evaluation Criteria.

Departmental context: Global Affairs Canada

Departmental Results Framework	Main Estimates 2023-24 (CAD\$)	Voted Gs&Cs 2023-24 (CAD\$)
Core responsibility 1: International advocacy and diplomacy	\$878,653,795	\$569,916,613
Core responsibility 2: Trade and investment	\$351,847,825	\$60,760,999
Core responsibility 3: Development, peace and security programming	\$4,729,599,642	\$4,557,146,556
Core responsibility 4: Help for Canadians abroad	\$66,738,805	\$0
Core responsibility 5: Support for Canada's presence abroad	\$1,256,548,540	\$0
Internal services	\$293,248,466	\$900,000
Total Budget	\$7,576,637,073	\$5,188,724,168

Global Affairs Canada's work abroad is guided by its feminist foreign policy, which seeks to build a more peaceful, more inclusive and more prosperous world.

GAC's mandate is to define, shape, and advance Canada's interests and values in a complex global environment. It does so by managing diplomatic relations, promoting international trade, and providing consular assistance. In addition, GAC leads international development, humanitarian, and peace and security assistance efforts, and also contributes to national security and the development of international law.

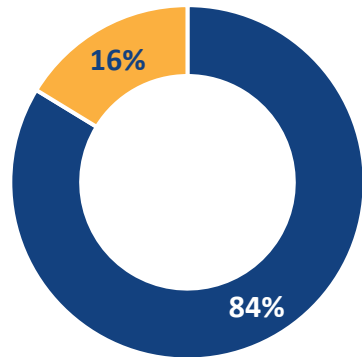
In compliance with TBS's *Policy on Results*, GAC's Departmental Results Framework outlines five core responsibilities and internal services, the high-level results the department is seeking to achieve and how progress will be assessed.

This framework is supported by the department's Program Inventory (see Annex I), comprising of 53 programs which outlines how the department is organized to support delivery of these results. 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.

The Main Estimates indicate an expected expenditure of approximately \$7.58 billion by GAC for programs, policies, initiatives, and services in FY 2023-24.

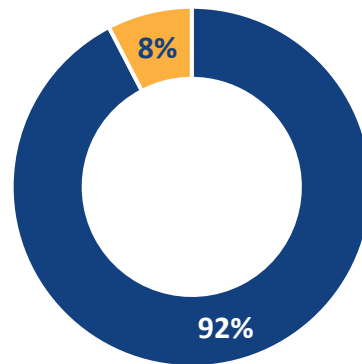
Evaluation coverage

Total coverage of the Program Inventory by required programs



■ Programs covered ■ Programs not covered

Total coverage of expenditures based on 2023-24 Main Estimates



■ Expenditure covered ■ Expenditure not covered

Global Affairs Canada planned evaluation coverage

The Departmental Evaluation Plan for the period 2023-24 to 2027-28 has been developed to strike a delicate balance between fulfilling mandatory evaluation requirements and meeting the information needs of the department. It recognizes the continued pressures many branches and implementing partners still face in dealing with delays in program implementation due to external factors, such as the negative impacts of the COVID-19 pandemic, the war in Ukraine, environmental disasters and other unrest.

A total of **41 evaluations** are included in the five-year plan. Many of the evaluations relate to more than one program, resulting in a coverage of **36 out of 43 required programs** in the Program Inventory (excluding the programs listed below). This corresponds to **92% of the total Main Estimates for 2023-24**, or 99% of ongoing programs of grants and contributions (Gs&Cs) with a five-year average expenditure of \$5 million or greater per year.

For the remaining programs with Gs&Cs over the FAA threshold, there has either been a recent evaluation conducted or no changes in programming or context since the last evaluation (see Annex II). The five-year schedule therefore fulfills all legal and TBS policy requirements.

Horizontal evaluations

The department also plans to complete horizontal evaluations with other Government of Canada departments, which also contribute to the overall coverage:

- National Strategy to Combat Human Trafficking (lead: Public Safety Canada)
- Canada's Indo-Pacific Strategy (lead: GAC)

Programs excluded from the planned coverage calculations

There is no requirement to evaluate the 10 programs that fall under Internal Services (i.e. programs 44 to 53). However, the efficiency and effectiveness of some of these services may be covered as part of the evaluations of programs, strategies or initiatives.

The contributions to international organizations that fall under program 2. Multilateral Policy are considered exempt. Global Affairs Canada meets part of its coverage requirements through MOPAN. On a yearly basis, the 19 MOPAN members contribute collectively to the institutional assessments of the strengths and areas for improvements of a number of international organizations.

Resources and capacity

Evaluation positions (as of April 1, 2023)

Classification and level	Evaluation and Results Bureau (PRD)	Evaluation Division (PRA)	Evaluation Services and Learning (PRE)
EX-03	1*		
EX-01		1	1
AS-03	1*		
AS-01		1	1
EC-07		4	3
EC-06		8	5
EC-05		8	4
EC-04		7	2
Total	2*	29	16

Forecast evaluation resources FY 2023-2024 (CAD\$)

Division	Salaries	O&M	Total
PRD*	\$174,764	\$97,959	\$272,723
PRA	\$2,987,824	\$1,202,932	\$4,190,756
PRE	\$1,532,048	\$311,424	\$1,843,472
Total	\$4,694,636	\$1,612,315	\$6,306,951

* The DG of the Evaluation and Results Bureau (PRD) is the Head of Evaluation. Approximately 75% of PRD resources are dedicated to support and oversee the work of the evaluation function.

Resources

GAC's evaluation function consists of 46.5 full-time equivalent (FTE) positions. As of April 1, 2023 93% of those positions were filled or in the process of being staffed. Two positions were on loan to other divisions in order to support departmental priority files. For FY 2023-24, the annual salary expense is estimated at \$4.5 million. The total operating and maintenance (O&M) budget is approximately \$1.5 million.

Capacity to meet evaluation needs

The high number of programs in the Program Inventory, in combination with evaluation commitments in Memoranda to Cabinet, Treasury Board submissions and other funding announcements with direct implication for the department, result in significant demands on the evaluation function. There is also an increased demand for special interest and thematic evaluations to meet departmental information needs.

The number of evaluation projects conducted each year will depend on their size and complexity. Typically, the evaluation function is able to generate six to eight evaluation reports annually, in addition to supporting institutional assessments of multilateral organizations through MOPAN. As the largest research team in Global Affairs Canada, the evaluation function also provides other services and develops multiple evaluation and learning products, guidance documents and tools. Moreover, it participates in many departmental working groups and international evaluation communities to share lessons from evaluations.

In order to better meet evaluation requirements and departmental information needs, while maximizing resources and specialized expertise, GAC's evaluation function underwent a reorganization in 2022. The formerly separated Diplomacy, Trade & Corporate and International Assistance Evaluation Divisions were merged into the Evaluation Division (PRA). At the same time, the Evaluation Services and Learning Division (PRE) was created to help streamline processes and support services linked to corporate and decentralized evaluations, to maximize learning from evaluation and to support evidence-based decision-making.

Recent competitive hiring processes at all levels currently serve to staff all funded positions. Evaluations are also often supported by external consultants and local evaluators that are able to complement with technical and contextual knowledge and expertise. Additionally, a new funding model for corporate services was implemented in 2021-22 linked to new departmental Grants & Contributions funding. The purpose of this model is to partially offset growing resource requirements for meeting departmental evaluation and information needs.

Annex I. GAC 5-year Departmental Evaluation Plan for 2023-24 to 2027-28

The below schedule reflects the planned evaluations for the next five years, resulting from the annual consultations with GAC senior management and key stakeholders. Evaluations are presented in the fiscal year when P MEC approval is expected. As per the legend, specific mandatory or discretionary evaluation requirements are indicated in the table, as is the linkage of the respective evaluations to the program inventory. Decentralized evaluations are not listed in the Departmental Evaluation Plan. While they serve to inform corporate evaluations, they are not to be considered as public opinion research.

Year 1 – FY 2023-2024	Planned Approval	Requirement	Link to PI	Office of Primary Interest
Anti-Crime and Counter-Terrorism Capacity Building	Q1	1 2	26	International Security and Political Affairs (IFM)
Business Women in International Trade Program (BWIT)	Q1	2	14	International Business Development, Investment and Innovation (BFM)
Americas International Assistance: Haiti	Q1	1	30	Americas (NGM)
EGM Coherence Evaluation: Trade, Diplomacy & International Assistance	Q2	4	5, 16, 29	Europe, Arctic, Middle East and Maghreb (EGM)
Global Affairs Canada’s Sanctions Operations	Q4	2	1	Strategic Policy (PFM)
Evaluation of Canada’s Strategy to Respond to the Rohingya Crisis in Myanmar and Bangladesh	Q4	2	7, 31, 25	Asia-Pacific (OGM)
Duty of Care	Q4	2	11, 34, 35, 38, 40, 41, 42, 43	International Platform (ACM) Consular, Security and Emergency Management (CFM) Human Resources (HCM) International Security and Political Affairs (IFM) Corporate Planning, Finance and IT (SCM)
GAC Signature Initiative: Partnership for Gender Equality (Equality Fund)	Q4	2	23	Partnership for Development Innovation Branch (KFM)
Strategic Joint Evaluation: COVID-19 Global Evaluation Coalition	Q4	4	24	Global Issues and Development (MFM)
MOPAN Institutional Assessments	Q4	3	2	Global Issues and Development (MFM)

Legend for evaluation requirements:

- 1 Grants and Contributions (G&Cs) programs with 5-year average of +\$5 million/year
- 2 TB Sub, MC or other legislative commitment

- 3 Programs in PI with G&Cs less than \$5 million/year (to be evaluated periodically)
- 4 Evaluations identified based on departmental priorities, risks and needs

Departmental Evaluation Plan: Year 2 - FY 2024-2025

Evaluation Name	Requirement	Link to PI	Office of Primary Interest
Weapons Threat Reduction Program	1	27	International Security and Political Affairs (IFM)
Horizontal Evaluation: National Strategy to Combat Human Trafficking (Lead: Public Safety)	2	11, 26	International Security and Political Affairs (IFM)
Thematic Evaluation: Education (including Charlevoix commitment)	2	10, 24	Global Issues and Development (MFM)
Lessons from Programming in Fragile States <i>Potential countries of focus: Mali, South Sudan, Burkina Faso</i>	3	8, 32	Sub-Saharan Africa (WGM)
GAC Signature Initiative: Sexual and Reproductive Health and Rights (SRHR)	2	24	Global Issues and Development (MFM)
Thematic Evaluation: Environment and Climate Action (including Climate Finance)	2	10, 24	Global Issues and Development (MFM)
Global Arctic Leadership Initiative	1 2	5	Europe, Arctic, Middle East and Maghreb (EGM)
Platform Branch Costing Methodology	3	36	International Platform (ACM)
Middle East Strategy	2	5, 29	Europe, Arctic, Middle East and Maghreb (EGM)
MOPAN Institutional Assessments	3	2	Global Issues and Development (MFM)

1 G&Cs/FAA 2 TB Sub 3 PI 4 Dept. Priority

Departmental Evaluation Plan: Year 3 - FY 2025-2026

Evaluation Name	Requirement	Link to PI	Office of Primary Interest
Canada's International Biodiversity Program	2	24	Global Issues and Development (MFM)
Peace and Stabilization Operations Program	2	25	International Security and Political Affairs (IFM)
Canadian International Innovation Program (CIIP)	2	15	International Business Development, Investment and Innovation (BFM)
CanExport	2	14	International Business Development, Investment and Innovation (BFM)
Trade and Development (including Growth that works for everyone)	3	1, 2, 10, 12, 14, 16, 17, 18, 19, 29, 30, 31, 32	Strategic Policy (PFM) International Business Development, Investment and Innovation (BFM) Global Issues and Development (MFM) Trade Policy and Negotiations (TFM) All geos
Office of Human Rights, Freedom and Inclusion Programming	1	21	International Security and Political Affairs (IFM)
Disaster Risk and Resilience in the Indo-Pacific Region	2	31, 24	Asia Pacific (OGM) Global Issues and Development (MFM)
MOPAN Institutional Assessments	3	2	Global Issues and Development (MFM)

1 G&Cs/FAA 2 TB Sub 3 PI 4 Dept. Priority

Departmental Evaluation Plan: Year 4 - FY 2026-2027

Evaluation Name	Requirement	Link to PI	Office of Primary Interest
Canada's engagement in UN Peace Operations and Peacebuilding	2	25	International Security and Political Affairs (IFM)
Canada's National Action Plan on Women, Peace and Security	4	25	International Security and Political Affairs (IFM)
The North American Platform Program (NAPP)	3	6, 17	Americas (NGM)
Common Service Delivery Point (CSDP)	3	36, 38	International Platform (ACM)
Canada as an active and engaged partner to the Indo-Pacific	2	7, 18, 31	Asia Pacific (OGM)
Humanitarian-Development and Peace Nexus	1 4	22, 25, 29, 30, 31, 32	Global Issues and Development (MFM) International Security and Political Affairs (IFM) All geographic branches
Technical Assistance in Global Affairs Canada's Programming	4	23, 29, 30, 31, 32	Partnership for Development Innovation Branch (KFM) All geographic branches
Country Program Cluster Evaluation in the Indo-Pacific <i>Possible focus countries: Indonesia, Philippines, Vietnam</i>	2	31	Asia Pacific (OGM)
MOPAN Institutional Assessments	3	2	Global Issues and Development (MFM)

1 G&Cs/FAA 2 TB Sub 3 PI 4 Dept. Priority

Departmental Evaluation Plan: Year 5 - FY 2027-2028

Evaluation Name	Requirement	Link to PI	Office of Primary Interest
Horizontal Evaluation: Canada's Indo-Pacific Strategy (Lead: GAC)	2	7, 14, 15, 31, 21, 26	Asia-Pacific (OGM) International Business Development, Investment and Innovation (BFM) International Security and Political Affairs (IFM)
Thematic Evaluation: Health and Nutrition	4	10, 24	Global Issues and Development (MFM)
Consular Assistance and Administrative Services for Canadians Abroad	3	34	Consular, Security and Emergency Management (CFM)
Locally Engaged Staff (LES) Framework Reform	3	39	Human Resources (HCM)
Economic Cooperation Strategy for Africa	4	19	Sub-Saharan Africa (WGM)
Innovative Finance Programs (incl. IAIP, Sovereign Loan Program)	2	24, 33	Global Issues and Development (MFM) Corporate Planning, Finance and IT (SCM)
Canada's International Blended Finance Programs	4	24	Global Issues and Development (MFM)
Ukraine Country Program Evaluation	4	5, 16, 29	Europe, Arctic, Middle East and Maghreb (EGM)
MOPAN Institutional Assessments	3	2	Global Issues and Development (MFM)

1 G&Cs/FAA 2 TB Sub 3 PI 4 Dept. Priority

Annex II. Global Affairs Canada's Program Inventory

The Treasury Board Policy on Results (2016) introduced a requirement for all government departments to establish, implement and maintain a Program Inventory (PI) connected to its Departmental Results Framework. In addition to planned mandatory and discretionary evaluations, all programs in the PI are encouraged by TBS to be evaluated periodically, where relevant. Through the yearly updates of the five-year Departmental Evaluation Plan, GAC is also required to report evaluation coverage (percentage of programs and organizational spending) against the PI and to justify what has been excluded and why.

CR1: International advocacy and diplomacy	CR2: Trade and investment	CR3: Development, peace and security programming	CR4: Help for Canadians abroad	CR5: Support for Canada's presence abroad	Internal Services
1. International Policy Coordination	12. Trade Policy, Agreements, Negotiations, and Disputes	20. International Assistance Operations	34. Consular Assistance and Services for Canadians Abroad	36. Platform Corporate Services	44. Management & Oversight
2. Multilateral Policy	13. Trade Controls	21. Office of Human Rights, Freedom and Inclusion (OHRFI) Programming	35. Emergency Preparedness and Response	37. Foreign Service Directives	45. Communications
3. International Law	14. International Business Development	22. Humanitarian Assistance		38. Client Relations and Mission Operations	46. Legal Services
4. The Office of Protocol	15. International Innovation and Investment	23. Partnerships and Development Innovation		39. Locally Engaged Staff Services	47. Human Resources
5. Europe, Arctic, Middle East and Maghreb Policy & Diplomacy	16. Europe, Arctic, Middle East and Maghreb Trade	24. Multilateral International Assistance		40. Real Property Planning and Stewardship	48. Financial Management
6. Americas Policy & Diplomacy	17. Americas Trade	25. Peace and Stabilization Operations		41. Real Property Project Delivery, Professional and Technical Services	49. Information Management
7. Asia Pacific Policy & Diplomacy	18. Asia Pacific Trade	26. Anti-Crime and Counter-Terrorism Capacity Building		42. Mission Readiness and Security	50. Information Technology
8. Sub-Saharan Africa Policy & Diplomacy	19. Sub-Saharan Africa Trade	27. Weapons Threat Reduction		43. Mission Network Information Management / Information Technology	51. Real Property (Domestic)
9. Geographic Coordination and Mission Support		28. Canada Fund for Local Initiatives			52. Materiel Management
10. International Assistance Policy		29. Europe, Arctic, Middle East and Maghreb International Assistance			53. Acquisition Management
11. International Security Policy and Diplomacy		30. Americas International Assistance			
		31. Asia Pacific International Assistance			
		32. Sub-Saharan Africa International Assistance			
		33. Grants and Contributions Policy and Operations			

Annex III. Programs excluded from the Five-Year Departmental Evaluation Plan

The current Departmental Evaluation Plan has an evaluation coverage of 36 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 **7 programs** fall into this category but are excluded from the five-year evaluation schedule for the reasons listed below.

	Program in Program Inventory	Rationale for exclusion
Core responsibility 1: International advocacy and diplomacy	3. International Law	Low risk. Horizontal evaluation of IRPA Division 9 (lead: Public Safety Canada) was approved in July 2020. There are no other evaluation needs by the Program during 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 the last evaluation.
	9. Geographic Coordination and Mission Support	Low risk / Low need. Evaluation completed in 2020-21.
Core responsibility 2: Trade and investment	13. Trade Controls	Low risk / Low need. The planned evaluation on Trade and Export Controls will be conducted as an internal review to build on and validate already extensive research and reporting to inform program decision-making. The program has less than \$1M per year average in Gs&Cs, so no FAA requirement.
Core responsibility 3: Development, peace and security programming	20. International Assistance Operations	Low risk / Low need. The responsible Bureau is included as Office of Secondary Interest in several evaluations.
	28. Canada Fund for Local Initiatives	Low risk / Low need. Evaluation completed in 2022-23. No FAA requirement for evaluation in coming DEP period.
Core responsibility 5: Support for Canada's presence abroad	37. Foreign Service Directives	Low risk. No requirement within a five-year period evaluation 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.