



FIVE-YEAR DFAIT EVALUATION PLAN

FINAL

Evaluation Division (ZIE)
Office of the Inspector General (ZID)
Department of Foreign Affairs and International Trade
Canada (DFAIT)

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LIST OF ACRONYMS

ACM	International Platform Branch
ADM	Assistant Deputy Minister
AG	Auditor General
ANA	Chief Air Negotiator
BFM	International Business Development, Investment & Innovation
CFM	Consular Affairs and Emergency Management
CIDA	Canadian International Development Agency
CIFA	Canada Investment Fund for Africa
CISP	Community Investment Support Program
CTCB	Counter-Terrorism Capacity Building
CWD	Chemical Weapons Destruction
DEC	Departmental Evaluation Committee
DFAIT	Department of Foreign Affairs and International Trade
DFD	Afghanistan Task Force
DFM	Afghanistan Task Force
DFO	Fisheries and Oceans Canada
DND	Department of Defence
EU	European Union
Fed AA	Federal Accountability Act
FPT	Federal/Provincial/Territorial
FTEs	Full Time Equivalents
FXIT	Office of Transformation
FY	Fiscal Year
G&C	Grants and Contributions
GCS	Global Commerce Strategy
GCSP	Global Commerce Support Program
GEM	Europe, Middle East, Maghreb & Chief Political Economic Officer
GG	Governor General

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GHC	Aboriginal and Circumpolar Affairs Division
GLM	Latin America and Caribbean
GNM	North America
GOC	Government of Canada
GPM	Asia and Africa and Chief Trade Commissioner
GPP	Global Partnership Program
GPPC	Global Partnership Program for Competitiveness
GPSF	Global Peace and Security Fund
GSRP	Global Security Reporting Program
HCM	Human Resources
HQ	Head Quarters
IBD	International Business Development
ICT	International Counter Terrorism Unit
ICX	International Crime and Terrorism
IFM	International Security Branch and Office of Political Director
IGX	Global Partnership Program
IM / IT	Information Management / Information Technology
IRD	Stabilization and Reconstruction Task Force (START) Secretariat
ISTPP	International Science and Technology Partnerships Program (ISTPP)
JFM	Legal Advisor
MAF	Management Accountability Framework
MDD	Environment, Energy and Sustainable Development Bureau
MFM	Global Issues
MHD	Human Rights and Democracy Bureau
NAPP	North American Platform Program
NRC	Natural Resources Canada
NRS	Nuclear Radiological Security
OGDs	Other Government Departments
OPI	Office of Primary Interest
OSI	Office of Secondary Interest

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PA	Program Activity
PAA	Program Activity Architecture
PCO	Privy Council Office
PERPA	Political Economic Program
PFM	Strategic Policy & Planning
PMO	Prime Minister Office
PMP / PMA	Performance Management Program / Performance Management Agreement
PPTC	Passport Canada
PSAT	Public Safety and Anti-Terrorism
RFWS	Redirection of Former Weapon Scientists
SCM	Corporate Finance and Operations
TB	Treasury Board
TBS	Treasury Board Secretariat
TCS	Trade Commissioner Service
TOR	Terms of Reference
TPC	Trade Policy and Negotiations Branch
TPI	Export and Import Controls
UN	United Nations
XDD	Chief of Protocol
ZID	Office of the Inspector General
ZIE	Evaluation Division

1.0 INTRODUCTION

This rolling five-year evaluation plan provides both the strategic approach and proposed list of evaluation projects that will be undertaken by the Evaluation Division (ZIE) over the next five years (FY 2009-2014).

This plan takes into consideration four criteria which underpin the evaluations selected:

1. 100% Coverage of all Direct Program Spending over a five-year cycle as per the Treasury Board Evaluation Policy
2. Federal Government and Departmental Priorities
3. Corporate Risk Factors and Considerations
4. Materiality in terms of budgets and FTEs related to programs/initiatives.

The first criteria of providing full coverage of all direct program spending within the Department over a five year cycle was given the highest priority for the selection of evaluation projects consistent with the new evaluation policy recently launched by Treasury Board. In addition, a risk-based approach to planning coverage was used as shown in the table in *Appendix D: Evaluation Planning Approach and Considerations Framework* where evaluation coverage was assessed against Government of Canada and DFAIT priorities, corporate risk profile ratings, past coverage, materiality, and Treasury Board Submission and Grants and Contributions requirements.

This five-year DFAIT Evaluation Plan includes a number of strategic evaluations that cut across a number of program and policy areas allowing for the conduct of evaluations within the broadest focus possible. Consultations with senior management greatly aided in the selection of these and other evaluations on this plan.

An Evaluation Division logic model has been introduced in the plan this fiscal year to demonstrate the Department's accountability for the evaluation function as well as the linkage between evaluation and departmental strategic outcomes. Further, follow-up to the recommendations in management responses to evaluations was instituted by the Evaluation Division last fiscal year using an approach approved by the Departmental Evaluation Committee (DEC).

While specific evaluations are identified in this plan, this is an evergreen document which will be reviewed and updated on an annual basis. It is also subject to an annual approval process by the Departmental Evaluation Committee (DEC) and the Treasury Board Secretariat.

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2.0 EVOLUTION OF DFAIT'S EVALUATION FUNCTION

The evaluation function has evolved significantly over the last few years. With an increased focus on accountability through the introduction of the Federal Accountability Act (Fed AA) in December 2006, federal government departments have been expected to demonstrate achieved results. The Fed AA introduced measures to strengthen accountability and increase transparency within the Federal Government. This has resulted in more emphasis on the evaluation function.

In addition, exercises such as the Strategic Review and the renewal of the Expenditure Management System, and the Management Accountability Framework (MAF) have also focussed on the importance of having systems in place to measure and demonstrate results achieved. Evidence-based program assessments such as evaluations are increasingly being used by federal departments to clearly demonstrate the relevance, performance, and value for money of their programs, policies and initiatives and as a basis for the allocation and reallocation of direct program spending.

With a new evaluation policy in effect on April 1, 2009, Departments have until March 31, 2013 to fully implement the new policy and associated directives. The Evaluation Division (ZIE) of the Inspector General's Office at DFAIT has been working proactively to meet the requirements of the new policy as briefly described in the section below. Further, the Evaluation Division (ZIE) has undertaken a number of initiatives to effectively manage and resource the evaluation function which is described in the section on resource requirements.

3.0 NEW TREASURY BOARD SECRETARIAT EVALUATION POLICY

The new Evaluation Policy was launched by Treasury Board in April 2009 and replaced the 2001 policy. The objective of the policy is to ensure that evaluation information is available to Ministers, departments and central agencies to support evidence-based decision-making on policy, expenditure management and program improvements.

The new policy is in addition to the requirements of the Fed AA to evaluate all Grants & Contributions programs over a period of five years.

The new Evaluation Policy:

- puts in place a regular and systematic cycle of program evaluation as a normal part of the business of departments;
- improves the information base for Strategic Reviews through expanded coverage and an increased focus on value for money;
- requires all direct program spending, excluding grants and contributions, to be evaluated every five years. Departments have until March 31, 2013 to fully meet this requirement;
- requires all Grants and Contributions to be evaluated at least once every five years;
- promotes the neutrality of the evaluation function and improves the credibility of evaluation results by enhancing standards for the conduct of evaluations and assessing value for money;
- ensures that the right capacities, people and systems are in place to support higher quality evaluations.

The Evaluation Division of the Inspector General's Office at DFAIT has been working proactively to meet the requirements of the new policy. In September 2007, DFAIT established the Departmental Evaluation Committee (DEC) as proposed in the new policy. In February 2008, a five-year Departmental Evaluation Plan was finalized and approved by the DEC. Both the 2008 and this new 2009 plan have moved the department toward providing 100% coverage of all direct program spending over a five-year cycle.

Full details of the new policy on Evaluation are available on the Treasury Board Secretariat's site at the following link to the Treasury Board Policy Suite:

<http://www.tbs-sct.gc.ca/tbs-sct/cmn/policies-politiques-eng.asp>.

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4.0 KEY DRIVERS AND STRATEGIC APPROACH

The Government of Canada has undergone a major change in evaluation policy which drives this evaluation plan by requiring federal government departments to build capacity to deliver on the commitment to provide 100% coverage over a five-year period.

As mentioned above, a risk-based approach to planning 100% coverage of all direct program spending was also employed in the development of this plan. In the table in *Appendix D: Evaluation Planning Approach and Considerations Framework*, each evaluation is mapped against the following factors: Government of Canada and DFAIT priorities, corporate risk profile ratings, past coverage, materiality, and Treasury Board Submission and Grants and Contributions requirements.

Below is a description of each of the four criteria which underpin the evaluations selected for the five-year plan:

4.1 Coverage

Determining 100% coverage over a five-year period has been based on the Program Activity Architecture (PAA) 2009/2010 version prepared on February 19, 2009. The Program Activity Level of the PAA, the highest tier of the framework, has been used for the selection of evaluation projects for this five-year evaluation plan.

The department's seven program activities are as follows:

PA 1: International Policy Advice and Integration: providing strategic direction, intelligence and advice, including integration and coordination of Canada's foreign and international economic policies.

PA 2: Diplomacy and Advocacy: engaging and influencing international players and delivering international programs and diplomacy.

PA 3: International Commerce: managing and delivering commerce services and advice to Canadian business.

PA 4: Consular Affairs: managing and delivering consular services and advice to Canadians.

PA 5: Passport Canada: managing and delivering passport services through the use of the Passport Canada Revolving Fund.

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PA 6: Canada's International Platform: Support at Headquarters: managing and delivering services and infrastructure at headquarters to enable Canada's representation abroad.

PA 7: Canada's International Platform: Support at Missions Abroad: managing and delivering services and infrastructure at missions to enable Canada's representation abroad.

DFAIT's Program Activity Architecture (PAA) 2009/2010 document includes further information on "Ongoing Planning Highlights" related to each of the Program Activity areas. As well, three boards that guide decisions in these areas are identified, namely, *The Policy and Programs Board*, *External Services Board*, and the *Missions Board*. Internal Services including Corporate, Human Resources, Executive, Legal and Communications are listed at the bottom of the architecture since they support all strategic outcomes. Internal Services are guided by the *Core Services Board*. Note that this evaluation plan includes evaluations related to Internal Services as well given the linkage to all strategic outcomes and the direct relevance and performance of these areas in support of all departmental efforts.

4.2 Materiality

Materiality in terms of FTEs and budgets has influenced the choice of evaluation projects. Similar and smaller projects have been grouped so as to increase economies of scale and to review programs in a larger context, where possible.

4.3 Priorities

Government and departmental priorities guided the development of the five-year DFAIT Evaluation Plan, placing emphasis on conducting evaluation projects that examine the work being undertaken in each of these areas. The attached Appendix on "*Evaluations Planning Approach and Considerations Framework*" shows linkages of evaluations to the various priorities.

The three policy and program priorities and one management priority identified for fiscal year 2009-10 for DFAIT are as follows:

DFAIT 2009-2010 Priorities	
Policy and Planning Priorities	
1. Greater economic opportunity for Canada, with a focus on growing/emerging markets	Contributing to economic recovery and opportunity by: Implementing Global Commerce Strategy and boosting Canadian commercial engagement in the world. Advancing bilateral negotiations on trade liberalization and market access with key states, with a new attention to Asia. Developing Canada-EU economic partnership. Finalizing implementation of Free Trade Agreements with European Free Trade Association, Peru, Colombia and Jordan. Focusing on air services as well as foreign investment promotion and protection agreement negotiations. Delivering programming for 2010 Winter Olympic Games. Advancing Canadian interests in the Doha Round. Preparing for the 2010 G8 Summit.
2. United States and the Hemisphere	Implementing comprehensive strategy for relations with the US, including: competitiveness and global economy, peace and security, trade relations, border, energy and climate change, Afghanistan, Arctic. Advance relations with Mexico. Implement Americas Strategy, with a focus on specific initiative to promote greater economic. Prosperity, security and democratic governance through enhanced bilateral and multilateral engagement.
3. Afghanistan, including in the context of neighbouring countries	Integrated approach to Afghanistan policy priorities for which the department is responsible: Afghanistan-Pakistan border management; Afghan National Police, justice and corrections, in Kandahar province; and supporting Afghan-led reconciliation. Implement all diplomatic aspects of the Afghanistan mission. Develop integrated regional approach, including with Pakistan. Develop integrated strategy for the transition of Canada's mission in Afghanistan until 2011.
4. Transforming the Department	Aligning with government priorities; strengthening our international platform; improving services to Canadians; focusing on core business; strengthening our accountability; renewing our human resources. Focus on missions and regional offices. Strengthen policy capacity. Simplify business practices.

As part of the planning and scoping of each evaluation project, both the Alignment Review and the Transformation Agenda (identified above as the fourth priority), will be considered, e.g., in developing Terms of Reference (TORs), interviews, etc. The Transformation Agenda is also identified as a specific area for evaluation on the evaluation plan for FY 2009-2010.

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The vision of the transformation agenda is a modern, integrated 21st century foreign service and trade ministry that refocuses on its core business, transfers resources from headquarters to missions abroad and regional offices in Canada to improve service delivery, and better aligns activities with Government of Canada priorities.

The transformation agenda focusses on six key themes:

1. Aligning with government priorities
2. Strengthening our international platform
3. Improving services to Canadians
4. Focussing on our core business
5. Strengthening accountability
6. Renewing our human resources

4.4 Corporate Risk Profile and Considerations

As provided in *Appendix D: Evaluation Planning Approach and Considerations Framework* attached to this plan, the Corporate Risk Profile and strategic considerations were factored into the development of this evaluation plan. All planned evaluations were mapped against the Corporate Risk Profile in *Appendix D: Evaluation Planning Approach and Considerations Framework*.

The annual Corporate Risk Profile prepared by DFAIT identifies a number of factors that can affect the department's ability to succeed in its work. Risk factors such as unanticipated policy shifts, international instability, catastrophic disasters, etc. were examined in the development of the risk profile. Their potential impact and likelihood on program and policy areas were assessed for DFAIT's Corporate Risk Profile.

As mentioned throughout this document, the Evaluation Division (ZIE) carried out a number of consultations with Assistant Deputy Ministers to identify priority areas of evaluation. The planned evaluations and their scheduling reflect the outcome of these consultations including the ADMs' perception of risk.

5.0 METHODOLOGY

5.1 Document Review and Preliminary Consultations

Further to the development of a data base last fiscal year that mapped evaluations to the Program Activity Architecture and the evaluation criteria of coverage, priorities, corporate risk factors, and materiality as identified in this plan, the Evaluation Division conducted an extensive review of corporate information to update the data base. In addition, preliminary planning meetings were held with a few key Assistant Deputy Ministers and senior managers including the Office of Transformation (FXIT) to help identify any strategic considerations in developing the 2009-10 plan.

Included in document review were the following: Treasury Board documentation on the new Evaluation Policy, the Program Activity Architecture for DFAIT, the Report on Plans and Priorities for DFAIT, the Departmental Performance Report for DFAIT, and material related to the Alignment Review, Strategic Review, the Management Accountability Framework, and the draft Corporate Risk Profile. A Gap Analysis of evaluations produced over the last ten years was conducted to help identify evaluation coverage priorities.

The attached annexes: *Appendix B: Five-Year Evaluation Work Plan Aligned to the Program Activity Architecture*, and *Appendix C: Gap Analysis based on Past Evaluation Projects (2002-2009) as per the Program Activity Architecture* were updated from last fiscal year.

5.2 Branch Consultations with Assistant Deputy Ministers (ADMs)

Consultations were held with all ADMs in the Department and formed the basis for the selection of many of the evaluation projects listed in the plan. ADMs were provided with an analysis of evaluation coverage and gaps with suggestions for evaluations that also addressed government and departmental priorities, areas of significant materiality, risk and those which could be useful to many areas so as to conduct horizontal/cross-cutting evaluations. ADMs provided feedback and as a result, modifications were made to the proposed evaluation project list. Additional input from these consultations identified key issues facing the Department and areas where synergies in evaluation could be formed, e.g., progress in achieving results identified for the transformation agenda could be an aspect of a number of evaluations.

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5.3 Preliminary Scoping Exercise

The Evaluation Division undertook a preliminary scoping exercise at the end of FY 2008-2009 for the purpose of determining budgets and resource requirements for the evaluations being undertaken in FY 2009-10. The preliminary scoping exercise involved an initial document review, identification of strategic considerations including linkages to past, current and future evaluations, suggestions for proposed methodologies, initial assignment of time allocations to various evaluation tasks, and proposed financial and human resources for each evaluation including internal and external resources (e.g., consultants). This exercise was also utilized to allocate workloads to the evaluation team in the division and to plan an appropriate schedule of evaluations for the fiscal year to meet deadlines and priorities identified by senior management as well as distribute the workload in a reasonable fashion.

6.0 CURRENT AND ANTICIPATED RESOURCE REQUIREMENTS

The Evaluation Division (ZIE) is currently resourced for 12 A-based positions with the possibility to staff four additional positions through G&C program resources for a total complement of 16 employees. Currently, 12 positions are staffed permanently with the anticipation of two more positions being filled in FY 2009-10. Since receiving an A-based reference level budget in FY 2007-2008, increments have been received over the last fiscal year to help the division meet its requirements for evaluation coverage according to the new Evaluation Policy. The additional support received annually starting in December 2007 as part of the Fed AA Treasury Board Submission to strengthen the evaluation function across federal departments has been well utilized toward sufficiently resourcing the division's FTEs. As well, the necessary funding has been received in the division's A-base from Grants and Contributions programs such as the Global Partnership Program (GPP), the Global Peace and Security Fund (GPSF), the Counter Terrorism Capacity Building (CTCB) program and the Global Commerce Strategy (GCS). Funding is also anticipated in relation to various Gs & Cs program that are currently being considered.

The last fiscal year has involved a dedicated effort to building the capacity of the Evaluation Division and to planning for the future. Efforts have included developing a learning plan for the team that focuses on both current and anticipated competencies. A small internal working group was established that conducted an analysis of divisional needs and prepared a proposed approach for the divisional learning plan including surveying staff to identify their needs and priorities.

Resourcing for the future has included hiring and bridging Co-op students from universities and preparing associated training plans to help them develop over the coming years from junior officers to eventually attaining positions at the evaluation manager level.

Equally important, the Evaluation Division at DFAIT has focussed on building and maintaining a solid infrastructure of the evaluation function and evaluation professionals by putting in place a vision, a logic model for the evaluation function in DFAIT, guidelines, directives, and tools to ensure quality and consistency of evaluations and the work undertaken in this regard.

7.0 FIVE-YEAR EVALUATION WORK PLAN

Year 1: Fiscal Year 2009-2010

Name of Project 2009-2010	Project Description	Program Activity ¹	OPI	OSI	G&C	Estimated Cost 09/10	DEC Approval
Asia Pacific Foundation Summative Evaluation ²	A summative evaluation to examine the performance and value for money of the organization and activities of the Asia Pacific Foundation. This evaluation is required under the conditional grant agreement between the Government of Canada and the Foundation.	PA 2 – Diplomacy and Advocacy	Asia & Africa - GPM		✓		April 2009
Counter-Terrorism Capacity Building (CTCB) Formative Evaluation	A formative evaluation to assess Counter-Terrorism Capacity Building (CTCB) program's design, governance, decision-making and accountability processes to determine the program's likelihood in achieving its outcomes and meeting the capacity building needs of the beneficiary states, thereby strengthening Canada's own security. The evaluation will also examine the program's continued relevance and performance to date.	PA 2 – Diplomacy and Advocacy	International Security Branch & Office of Political Director - IFM Senior Coordinator International Crime and Terrorism - ICX		✓	\$12,000	June 2009

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Name of Project 2009-2010	Project Description	Program Activity ¹	OPI	OSI	G&C	Estimated Cost 09/10	DEC Approval
Co-location Arrangements and the Policies and Practices towards Provincial / Territorial Representation Abroad Summative Evaluation	An evaluation to review the effectiveness of Federal/Provincial/Territorial relations and Provincial/Territorial representation at Canadian Missions Abroad.	PA 2 – Diplomacy and Advocacy	Strategic Policy & Planning - PFM			\$5,000	June 2009
Passport Canada -Lessons Learned Review	A review of the effectiveness of PPTC's response to the increased demands on its services following the implementation of the first phase of the Western Hemisphere Travel Initiative.	PA 5 - Passport Canada	Passport Canada - PPTC			\$10,000	June 2009
START's Global Peace and Security Fund – Haiti Summative Evaluation	A summative evaluation to report on the achievements of the GPSF in Haiti in terms of establishing conditions that will foster stability and development in the country.	PA 1 – International Policy Advice and Integration PA 2 - Diplomacy and Advocacy	International Security Branch & Office of Political Director - IFM	Global Issues - MFM	✓		June 2009

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Name of Project 2009-2010	Project Description	Program Activity ¹	OPI	OSI	G&C	Estimated Cost 09/10	DEC Approval
International Business Development (IBD) Meta Evaluation Summative Evaluation	A summative evaluation to assess the relevance and performance of International Business Development (IBD) as a whole through an analysis and follow-up of previous IBD evaluations that have been completed to date.	PA 3 - International Commerce	International Business Development , Investment & Innovation – BFM Office of Chief Trade Commissioner - GPM				June 2009
The Canadian Landmine Fund –Phase II Summative Evaluation	A joint summative evaluation with CIDA and DND to assess the results of Phase II of the Canadian Land Mines Fund (CLF) in reference to its contributions to advancing the goals of the "Ottawa Convention", to provide lessons learned and to offer recommendations on the design of an integrated delivery strategy with the view to ensuring longer-term sustainability.	PA 1 – International Policy Advice and Integration PA 2 - Diplomacy and Advocacy PA 2 – Diplomacy and Advocacy	International Security Branch & Office of Political Director - IFM Canadian International Development Agency – CIDA Department of National Defence - DND		✓		June 2009

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Name of Project 2009-2010	Project Description	Program Activity ¹	OPI	OSI	G&C	Estimated Cost 09/10	DEC Approval
Delineating Canada's Continental Shelf according to United Nations Convention on the Law of the Sea (UNCLOS) ³ Formative Evaluation	A formative evaluation conducted by DFO and NRC to assess the program's ability to effectively manage its risks in the preparation of Canada's scientific and legal submission in 2013	PA 1 – International Policy Advice and Integration	Legal Adviser – JFM Fisheries and Oceans Canada – DFO Natural Resources Canada -NRC				June 2009
Canadian Participation in La Francophonie Summative Evaluation	An evaluation conducted by CIDA to present a synthesis report of the evolution of the six organizations tied to the institution of La Francophonie and to identify the results obtained by Canadian investments during the period 2000-2006.	PA 1 – International Policy Advice and Integration	Canadian International Development Agency – CIDA				June 2009
Common Services Abroad Summative Evaluation	A summative evaluation to determine the relevance, success and value for money related to DFAIT's role in providing common services abroad to OGDs and Missions.	PA 6 – Canada's International Platform: Support at Headquarters	International Platform - ACM			\$55,000	Sept 2009
Life Sciences Practice Formative Evaluation	A formative evaluation to assess the Department's ability to create an effective sector cluster that meets the needs of the Department and business clients. Included in the evaluation are program design, governance, decision-making, and accountability processes.	PA 3 - International Commerce	International Business Development , Investment & Innovation - BFM			\$30,000	Sept 2009

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Name of Project 2009-2010	Project Description	Program Activity ¹	OPI	OSI	G&C	Estimated Cost 09/10	DEC Approval
Global Partnership Program (GPP) - Chemical Weapons Destruction Formative Evaluation	A formative evaluation to assess progress to date on Canada's contribution to the destruction of chemical weapons in the Russian Federation. The evaluation will also assess the design, governance, decision-making and accountability processes of the program. This is a Treasury Board condition for the release of a \$4 million frozen allotment.	PA 2 – Diplomacy and Advocacy	International Security Branch & Office of Political Director - IFM Global Partnership Program - IGX		✓	\$60,000	Sept 2009
Forum of Federations Summative Evaluation	A summative evaluation of the Forum of Federations, a non-profit organization supported by DFAIT to advocate for and provide technical assistance to established and emerging federations. As a summative evaluation, focus will be on assessing the relevance of its programs, the efficiency of its administration, and results achieved.	PA 2 – Diplomacy and Advocacy	Strategic Policy & Planning - PFM		✓	\$75,000	Sept 2009
Diplomatic Relationships with Foreign Embassies in Canada Summative Evaluation	A summative evaluation to review and assess the effectiveness of diplomatic relationships with foreign embassies located in Canada.	PA 2 – Diplomacy and Advocacy	Chief of Protocol - XDD	Governor General – GG Prime Minister Office – PMO Privy Council Office - PCO		\$25,000	Sept 2009

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Name of Project 2009-2010	Project Description	Program Activity ¹	OPI	OSI	G&C	Estimated Cost 09/10	DEC Approval
UNCLOS - Extended Continental Shelf Formative Evaluation	A formative evaluation to review the mid-term performance of Canada's preparation on the legal submission to the UN on Extending the Continental Shelf.	PA 1 – International Policy Advice and Integration	Legal Adviser - JFM			\$75,000	Sept 2009
Air Service Agreements Summative Evaluation	An evaluation to assess the Air Service Agreements' design, governance, decision-making and accountability processes to determine the program's likelihood in achieving its outcomes and meeting the stated needs of the clients. The evaluation will also examine program's continued relevance and performance to date.	PA 3 - International Commerce	Trade Policy & Negotiations – TPC Chief Air Negotiator - ANA			\$75,000	Dec 2009
Terms and Conditions for a Class of Contributions in Support of International Environmental Program Formative Evaluation	A formative evaluation to review the impact of the contributions program to enhance international obligations.	PA 1 – International Policy Advice and Integration	Global Issues – MFM Environment, Energy and Sustainable Development Bureau - MDD		✓	\$60,000	Dec 2009

Name of Project 2009-2010	Project Description	Program Activity ¹	OPI	OSI	G&C	Estimated Cost 09/10	DEC Approval
Global Peace and Security Fund (GPSF) Summative Evaluation	A summative evaluation of select projects and suites of projects to assess relevance and performance of the program in terms of results achieved. The GPSF supports a wide range of projects in the domains of crisis response, peace operations, conflict prevention and post conflict stabilization and reconstruction.	PA 1 – International Policy Advice and Integration PA 2 - Diplomacy and Advocacy	International Security Branch & Office of Political Director - IFM	Global Issues - MFM	✓	\$150,000	Dec 2009
Staffing Operations and Client Service Effectiveness Summative Evaluation	A summative evaluation to assess the effectiveness of staffing operations in the department and the effectiveness of client services.	Internal Services	Human Resources - HCM			\$40,000	Dec 2009
Public Diplomacy (Academic relations) Summative Evaluation	A summative evaluation to review the effectiveness of relationship engagement with Academics in enhancing Public Diplomacy.	PA 2 - Diplomacy and Advocacy	Strategic Policy & Planning - PFM		✓	\$80,000	Dec 2009

Name of Project 2009-2010	Project Description	Program Activity ¹	OPI	OSI	G&C	Estimated Cost 09/10	DEC Approval
National Anti-Drug Strategy Formative Evaluation	A formative evaluation led by Justice Canada of this horizontal initiative involving 12 departments.	PA 2 - Diplomacy and Advocacy	International Security Branch & Office of the Political Director - IFM				Dec 2009
Political Economic Renewal Initiative (New Way Forward) ⁴ Formative Evaluation	A formative evaluation to review the effectiveness of the New Way Forward initiatives in focussing PERPA programs on core services and priorities, and providing communications, tools and support for effective implementation of broader PE renewal.	PA 2 – Diplomacy and Advocacy	Office of Chief Political Economic Officer – GEM			\$60,000	April 2010
Americas Strategy Formative Evaluation	A formative evaluation to review the continued relevance and performance of the strategy and its success in achieving its short and medium-term results.	PA 1 – International Policy Advice and Integration	Latin America and Caribbean - GLM	Office of Chief Political Economic Officer – GEM Office of the Chief Trade Commissioner- GPM		\$125,000	April 2010

Name of Project 2009-2010	Project Description	Program Activity ¹	OPI	OSI	G&C	Estimated Cost 09/10	DEC Approval
Client Service Fund (CSF) Summative Evaluation	A summative evaluation which to ascertain the relevance and performance of the Client Service Fund.	PA 3 - International Commerce	International Business Development , Investment & Innovation - BFM			\$45,000	April 2010
Global Commerce Strategy (GCS) Formative Evaluation	A formative evaluation examining the relevance, design, implementation and performance of the Global Commerce Strategy in support of Canada's international commercial policy framework and Advantage Canada.	PA 1 – International Policy Advice and Integration	International Business Development , Investment & Innovation – BFM Trade Policy & Negotiations – TPC North America – GNM Office of the Chief Trade Commissioner- GPM			\$100,000	April 2010

Name of Project 2009-2010	Project Description	Program Activity ¹	OPI	OSI	G&C	Estimated Cost 09/10	DEC Approval
International Science and Technology Partnership Program (ISTPP) Summative Evaluation	A summative evaluation to assess the continued relevance of the ISTPP and assess the achievements of stated outcomes. The evaluation will also contribute to the decision-making process for the ISTPP regarding future directions of the program and will respond to the requirement for a summative evaluation.	PA 3 - International Commerce	International Business Development, Investment & Innovation - BFM			\$170,000	April 2010
Policy Development Capacity Summative Evaluation	An evaluation to review the relevance, governance and effectiveness of DFAIT to initiate, support or generate policy development of interest and relevance.	PA 1 – International Policy Advice and Integration	Strategic Policy & Planning - PFM	Office of Chief Political Economic Officer – GEM		\$60,000	June 2010
Transformation Agenda Formative Evaluation	A formative evaluation of DFAIT's implementation of "Strategic Review" initiatives with the view to assessing its relevance and value-for-money in terms of efficiency gains.	Internal Services	Transformation Office - FXIT			\$50,000	June 2010
Performance Management Program and Learning Plans for Employees Summative Evaluation	A summative evaluation to assess the relevance and performance of the Performance Management Program as a tool in terms of improving employee performance and learning opportunities.	Internal Services	Human Resources - HCM			\$50,000	June 2010

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Name of Project 2009-2010	Project Description	Program Activity ¹	OPI	OSI	G&C	Estimated Cost 09/10	DEC Approval
Security Certificates Initiatives Formative Evaluation	A formative evaluation to assess implementation of the initiative in all partner departments and agencies to determine how much progress has been made towards immediate outcomes. Public Safety will be the lead department for this evaluation.	PA 1 – International Policy Advice and Integration PA 2 – Diplomacy and Advocacy	International Security Branch & Office of Political Director - IFM				June 2010
Canada Investment Fund for Africa (CIFA) -Mid-Term Review Formative Evaluation	A mid-term review of Canada Investment Fund for Africa – Joint Project with CIDA. The evaluation will assess the program's design, governance, decision-making and accountability processes to determine its likelihood in achieving its outcomes and meeting the stated needs of the clients. The evaluation will also examine program's continued relevance and performance to date.	PA 3 - International Commerce	Canadian International Development Agency – CIDA International Business Development , Investment & Innovation - BFM			\$25,000	Sept 2010

¹ As per Program Activity Architecture version approved by TBS June 7, 2007

² Evaluations shaded in grey are evaluations started in 2008-2009 to be completed in 2009-2010

³ Evaluations shaded in tan are evaluations conducted by OGDs that may have recommendations for and request management responses from DFAIT

⁴ Evaluations shaded in blue are evaluations that will start in FY 2009/2010 but will be completed in FY 2010/2011

May 2009

Year 2: Fiscal Year 2010-2011

Name of Project 2010-2011	Project Description	Program Activity⁵	OPI	OSI	G&C	Estimated Cost
Softwood Lumber Agreement Summative Evaluation	A summative evaluation to review the effectiveness, relevance and success achieved with the Softwood Lumber Agreement.	PA 2 – Diplomacy and Advocacy	Trade Negotiations - TPC	Legal Adviser - JFM		\$75,000
Global Partnership Program (GPP) Summative Evaluation	A summative evaluation of the GPP, assessing the overall results and impact of Canada's 10-year contribution to threat reduction and non-proliferation of weapons of mass destruction.	PA 2 – Diplomacy and Advocacy	International Security Branch & Office of Political Director - IFM		✓	\$100,000
Investment Visibility Program Summative Evaluation	A summative evaluation to assess results achieved and value-for- money of the marketing strategy and media campaigns aimed at the promotion of investment in Canada.	PA 3 - International Commerce	International Business Development , Investment & Innovation – BFM			\$75,000
Protocol Visits and Hospitality Programs Summative Evaluation	A summative evaluation to review the effectiveness and success of protocol visits and hospitality programs and to determine the relevance and value for money of these activities.	PA 2 – Diplomacy and Advocacy	Chief of Protocol - XDD	Governor General – GG Prime Minister Office – PMO Privy Council Office - PCO		\$75,000

May 2009

Name of Project 2010-2011	Project Description	Program Activity ⁵	OPI	OSI	G&C	Estimated Cost
Consular Affairs and Emergency Management Branch Evaluation Summative Evaluation	A summative evaluation to assess results achieved relevance, effectiveness and value for money of the Consular and Emergency Management program.	PA 4 - Consular Affairs	Consular Affairs and Emergency Management Branch - CFM	Transformation Office - FXIT		\$150,000
Rotational Acting Assignments Summative Evaluation	An evaluation to assess the progress to date on addressing the AGs concerns on employees placed in acting assignments.	Internal Services	Human Resources - HCM			\$50,000
European Union (EU) Market Plan Summative Evaluation	An evaluation of Canada's Europe Market Plan, which sets out Canada's strategy to strengthen trans-Atlantic trade and investment. Attention will be given to assessing the relevance of the Plan's programming instruments, the cost effectiveness thereof, and the likelihood of achieving the Plan's objectives.	PA 3 - International Commerce	Europe, Middle East, Maghreb- GEM International Business Development , Investment & Innovation – BFM Office of Chief Trade Commissioner – GPM			\$125,000
Counter-Terrorism Programming (CTCB, PSAT) Summative Evaluation	A summative evaluation to assess the relevance and performance of the department's efforts in counter-terrorism. This evaluation will fulfill the requirements of both the Counter-Terrorism Capacity Building (CTCB) program and Public Security Anti Terrorism (PSAT)	PA 2 - Diplomacy and Advocacy	International Security Branch & Office of Political Director - IFM		✓	\$150,000

May 2009

Name of Project 2010-2011	Project Description	Program Activity ⁵	OPI	OSI	G&C	Estimated Cost
Roll-Out of Integrative Trade Model – Japan IBD Study Summative Evaluation	A summative evaluation of the relevance and performance of the Integrated Trade Model by assessing its implementation in Japan.	PA 3 - International Commerce	International Business Development , Investment & Innovation – BFM Office of the Chief Trade Commissioner -GPM			\$100,000
Northern Dimension of Canadian Foreign Policy Summative Evaluation	A summative evaluation to review the effectiveness of Canadian Foreign Policy in the Northern Hemisphere.	PA 1 – International Policy Advice and Integration	Global Issues - MFM		✓	\$100,000

⁵ As per Program Activity Architecture version approved by TBS June 7, 2007.

Year 3: Fiscal Year 2011-2012

Name of Project 2011-2012	Project Description	Program Activity ⁶	OPI	OSI	G&C	Estimated Cost
Global Commerce Support Program (GCSP) Formative Evaluation	A formative evaluation to assess the relevance and cost-effectiveness of this contribution program to: 1. Make Canada a partner of choice for investment; 2. access to global markets; and 3. innovation.	PA 3 - International Commerce	International Business Development , Investment & Innovation – BFM		✓	\$75,000
Impact of the Export and Import Controls Act Formative Evaluation	A formative evaluation to review the administrative controls put in place and to determine if these measures operate effectively and efficiently.	PA 3 - International Commerce	Trade Policy and Negotiations - TPC			\$50,000
Class of Contributions to support International Environmental Programs Summative Evaluation	A summative evaluation to review the effectiveness of this contribution program to support a wide and diverse international environmental initiatives with various internationally recognized organizations.	PA 1 – International Policy Advice and Integration	Global Issues - MFM		✓	\$75,000
Francophonie Promotion Fund Summative Evaluation	A summative evaluation to assess the extent to which the Francophonie Promotion Fund (762) is consistent with the major direction of the international Francophonie and the extent to which the Summit achieved its intermediate and final outcomes for which it was created.	PA 2 – Diplomacy and Advocacy	Global Issues - MFM		✓	\$75,000

May 2009

Name of Project 2011-2012	Project Description	Program Activity ⁶	OPI	OSI	G&C	Estimated Cost
Regional Service Centres Evaluation Formative Evaluation	An evaluation to assess the relevance of overseas administrative hubs and to determine if they operate effectively in the interests of all missions concerned.	PA 7 – Canada’s International Platform: Support at Missions Abroad	International Platform - ACM			\$125,000
Activity-Based Management Summative Evaluation	A summative evaluation to review the relevance and performance of the activity based management tool for Passport Canada.	PA 5 - Passport Canada	Passport Canada, PPTC			\$50,000
Long-Term Investment Plans Summative Evaluation	A summative evaluation to review the relevance and performance of PPTC’s long-term ability to meet operational needs.	PA 5 - Passport Canada	Passport Canada, PPTC			\$50,000

⁶ As per Program Activity Architecture version approved by TBS June 7, 2007.

Year 4: Fiscal Year 2012-2013

Name of Project 2012-2013	Project Description	Program Activity ⁷	OPI	OSI	G&C	Estimated Cost
Afghanistan (conducted jointly with CIDA and DND) Summative Evaluation	A summative evaluation of Canada's whole of government country strategy in Afghanistan, with a particular focus on the GPSF programming in support thereof and the role of the Afghanistan Task Force (FTAG) in coordinating whole of government involvement. The evaluation will assess the relevance of the strategy's objectives and choice of programming instruments, the cost-effectiveness of implementation, and results achieved.	PA 1 – International Policy Advice and Integration PA 2 - Diplomacy and Advocacy	Afghanistan Task Force – DFM-DFD International Security Branch & Office of Political Director - IFM Canadian International Development Agency – CIDA Department of National Defence - DND	Office of Chief Political Economic Officer – GEM Asia & Africa - GPM	✓	\$125,000
Sector Practice Summative Evaluation	A summative evaluation to assess the relevance and performance of strategic sectors in terms of meeting the needs of business clients and providing them with value-added service.	PA 3 - International Commerce	International Business Development , Investment & Innovation – BFM			\$100,000

Name of Project 2012-2013	Project Description	Program Activity ⁷	OPI	OSI	G&C	Estimated Cost
International Science and Technology Partnership Program (ISTPP) Summative Evaluation	A summative evaluation to assess the continued relevance of the International Science and Technology Partnership Program, its cost-effectiveness and the results achieved.	PA 3 - International Commerce	International Business Development , Investment & Innovation – BFM		✓	\$125,000
Global Commerce Strategy (GCS) Summative Evaluation	A summative evaluation examining the effectiveness of the Global Commerce Strategy in support of Canada's international commercial policy framework and Advantage Canada.	PA 1 – International Policy Advice and Integration	International Business Development , Investment & Innovation – BFM Trade Policy & Negotiations – TPC North America – GNM Office of the Chief Trade Commissioner -GPM			\$300,000
Global Commerce Support Program (GCSP) Summative Evaluation	A summative evaluation to assess the relevance and performance of this contribution program to: 1. Make Canada a partner of choice for investment; 2. access to global markets; and 3. innovation.	PA 3 - International Commerce	International Business Development , Investment & Innovation – BFM		✓	\$75,000

Name of Project 2012-2013	Project Description	Program Activity ⁷	OPI	OSI	G&C	Estimated Cost
Information Management / Information Technology (IM / IT) Secure Network Formative Evaluation	A formative evaluation to review the mid-term performance and effectiveness of the role out of the new C-5 secure network.	PA 6 – Canada's International Platform: Support at Headquarters	International Platform - ACM			\$75,000
Property Management Summative Evaluation	A summative evaluation to review the effectiveness and cost-effectiveness of DFAIT's property management program.	PA 7 – Canada's International Platform: Support at Missions Abroad	International Platform - ACM			\$75,000
Locally Engaged Staff (focus on United States) Summative Evaluation	A summative evaluation to assess the effectiveness of the management of locally engaged employees with a focus on the United States.	Internal Services	Human Resources - HCM			\$75,000
Performance Management Agreement and Learning Plans for Executives (including Talent Management and Succession Planning) Summative Evaluation	A summative evaluation to assess the effectiveness of the Performance Management Agreement program and its coherence to the Government of Canada, DFAIT priorities and departmental objectives integrated with a study of the talent management program and succession planning for executives.	Internal Services	Human Resources - HCM			\$50,000
Administration of Foreign Service Directives Summative Evaluation	A summative evaluation to review the relevance and performance of the administration of the foreign service directives.	PA 7 – Canada's International Platform: Support at Missions Abroad	International Platform - ACM	Human Resources, HCM		\$75,000

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Name of Project 2012-2013	Project Description	Program Activity ⁷	OPI	OSI	G&C	Estimated Cost
International Youth Program Summative Evaluation	A summative evaluation of the program which provides temporary work permits to international youth and allows Canadian youth to gain professional experience abroad	PA 2 - Diplomacy and Advocacy	Strategic Policy & Planning, PFM			\$50,000
Passport Issuance Program Abroad Summative Evaluation	A summative evaluation to review the relevance and performance of the passport service delivery abroad.	PA 5 - Passport Canada	Passport Canada, PPTC			\$100,000
Security Enhancements to the Canadian Passport Summative Evaluation	A summative evaluation to review the relevance and performance of security enhancements to the Canadian passport including the travel document, e-passport, facial recognition as well as case management	PA 5 - Passport Canada	Passport Canada, PPTC			\$50,000
Assessed Contributions Summative Evaluation	A summative evaluation of the effectiveness and coherence of DFAIT's work with international organizations, the effectiveness of our public diplomacy and advocacy approaches with these organizations and to determine the benefits for DFAIT and for Canada.	PA 2 – Diplomacy and Advocacy	Global Issues - MFM	Corporate Finance and Operations - SCM	✓	\$50,000

Name of Project 2012-2013	Project Description	Program Activity ⁷	OPI	OSI	G&C	Estimated Cost
Mission Security Summative Evaluation	A summative evaluation to assess the security at missions abroad, in particular, enhanced measures to protect GOC personnel abroad and enhanced physical security through increased security, personnel and mechanisms at missions identified as high risk and at headquarters. This would also include the continued relevance of the Global Security Reporting Program, its cost-effectiveness and results.	PA 7 – Canada's International Platform: Support at Missions Abroad	International Security Branch & Office of Political Director - IFM International Platform - ACM			\$400,000

⁷ As per Program Activity Architecture version approved by TBS June 7, 2007.

Year 5: Fiscal Year 2013-2014

Name of Project 2013-2014	Project Description	Program Activity ⁸	OPI	OSI	G&C	Estimated Cost
UNCLOS - Extended Continental Shelf Summative Evaluation	A summative evaluation to review the mid-term performance of Canada's preparation on the legal submission to the UN on Extending the Continental Shelf.	PA 1 – International Policy Advice and Integration	Legal Adviser - JFM			\$75,000
Treaty Policy Evaluation Summative Evaluation	A summative evaluation to assess the relevance and performance of the department in implementing a new Treaty Policy into the Treaty Section of the Branch of the Legal Adviser at DFAIT	PA 1 – International Policy Advice and Integration	Legal Adviser - JFM			\$75,000
Trade Regional Offices Summative Evaluation	A summative evaluation to assess the capacity and ability of the Trade Commissioner Service (TCS) Regional Offices in Canada to achieve short, medium and long-term results in the area of international business development.	PA 3 - International Commerce	International Business Development , Investment & Innovation – BFM			\$75,000
Corporate Social Responsibility (CSR) Summative Evaluation	A summative evaluation to assess the relevance and performance of the Corporate Social Responsibility initiative.	PA 3 - International Commerce	International Business Development , Investment & Innovation – BFM			\$80,000
Rights & Democracy Summative Evaluation	A five-year review to assess the relevance and performance of the programming activities of Rights & Democracy	PA 3 - International Commerce	International Business Development , Investment & Innovation – BFM			\$100,000

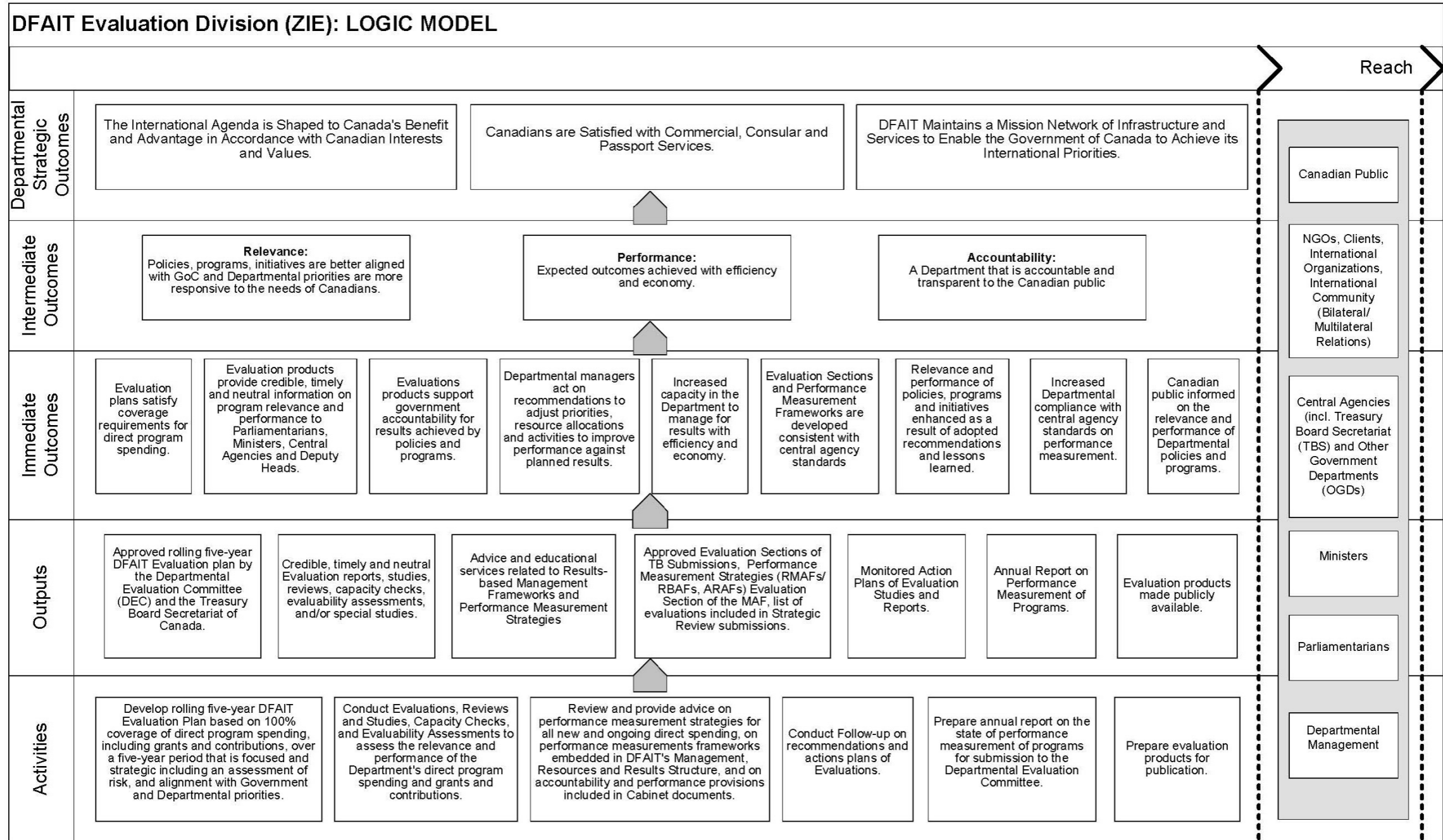
May 2009

Name of Project 2013-2014	Project Description	Program Activity ⁸	OPI	OSI	G&C	Estimated Cost
Canadian Foreign Service Institute Summative Evaluation	A summative evaluation to assess the relevance and performance of CFSI to meet the training needs of the department.	Internal Services	Human Resources - HCM			150000
Service Delivery Model - Passport Canada Summative Evaluation	A summative evaluation to review the relevance and performance of initiatives in reducing response times, while maintaining service standards at Passport Canada.	PA 5 - Passport Canada	Passport Canada, PPTC			\$100,000

⁸ As per Program Activity Architecture version approved by TBS June 7, 2007.

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8.0 APPENDIX A: EVALUATION DIVISION LOGIC MODEL



9.0 APPENDIX B: FIVE-YEAR EVALUATION WORK PLAN ALIGNED TO THE PROGRAM ACTIVITY ARCHITECTURE

Strategic Outcome	Canada's International Agenda The international agenda is shaped to Canada's benefit and advantage in accordance with Canadian interests and values		International Services for Canadians Canadian are satisfied with commercial, consular and passport services			Canada's International Platform The Department of Foreign Affairs and International Trade maintains a mission network of infrastructure and services to enable the Government of Canada to achieve its international priorities	
Program Activity	PA 1: International Policy Advice and Integration % of budget 6.74%	PA 2: Diplomacy and Advocacy % of budget 40.28%	PA 3: International Commerce % of budget 8.23%	PA 4: Consular Affairs % of budget 1.85%	PA 5: Passport Canada % of budget 9.39%	PA 6: Canada's International Platform: Support at Headquarters % of budget 12.71%	PA 7: Canada's International Platform: Support at Missions Abroad % of budget 20.78%
	<p>FY 2009 - 2010 (To be Completed) START's Global Peace and Security Fund - Haiti Canadian Landmine Fund - Phase II Delineating Canada's Continental Shelf according to the United Convention on the Law of the Sea (UNCLOS) Terms and Conditions for a Class of Contributions in Support of International Environmental Program Global Peace and Security Fund</p> <p>FY 2009 - 2010 (To be Initiated) Americas Strategy GCS - Global Commerce Strategy Policy Development Capacity Security Certificates Initiatives</p> <p>FY 2010 - 2011 UNCLOS - Extended Continental Shelf</p> <p>FY 2011 - 2012 Northern Dimension of Canadian Foreign Policy Class of Contributions in Support of International Environmental Programs</p> <p>FY 2012 - 2013 Afghanistan Global Commerce Strategy (GCS)</p> <p>FY 2013 - 2014 UNCLOS - Extended Continental Shelf Treaty Policy Evaluation</p>	<p>FY 2009 - 2010 (To be Completed) Asia Pacific Foundation Counter Terrorism and Capacity Building (CTCB) Co-location Arrangements and the Policies and Practices towards Provincial/Territorial Representation Abroad START's Global Peace and Security Fund - Haiti Canadian Landmine Fund - Phase II Canadian Participation in La Francophonie GPP - Chemical Weapons Destruction Forum of Federations Diplomatic Relationships with Foreign Embassies in Canada Global Peace and Security Fund Public Diplomacy (Academic relations) National Anti-Drug Strategy</p> <p>FY 2009 - 2010 (To be Initiated) Political Economic Renewal Initiative (New Way Forward) Security Certificates Initiatives</p> <p>FY 2010 - 2011 Softwood Lumber Agreement Global Partnership Program Protocol Visits and Hospitality Programs Counter Terrorism Programming (CTCB, PSAT)</p> <p>FY 2011 - 2012 Francophonie Promotion Fund</p> <p>FY 2012-2013 Afghanistan International Youth Program</p> <p>FY 2013 - 2014 Assessed Contributions</p>	<p>FY 2009 - 2010 (To be Completed) International Business Development (IBD) Meta Evaluation Life Sciences Practice Air Service Agreements</p> <p>FY 2009 - 2010 (To be Initiated) Client Service Fund Canada Investment Fund for Africa (CIFA) - Mid-Term Review</p> <p>FY 2010 - 2011 Investment Visibility Program European Union (EU) Market Plan Roll-Out of Integrative Trade Model - Japan IBD Study</p> <p>FY 2011 - 2012 Global Commerce Support Program (GCSP) Impact of the Export and Import Controls Act</p> <p>FY 2012 - 2013 Sector Practice International Science and Technology Partnership (ISTPP) Program Global Commerce Support Program (GCSP)</p> <p>FY 2013 - 2014 Trade Regional Offices Corporate Social Responsibility Rights and Democracy</p>	<p>FY 2010 - 2011 Consular Affairs and Emergency Management Branch</p>	<p>FY 2009 - 2010 (To be Completed) Passport Canada - Lessons Learned</p> <p>FY 2011 - 2012 Activity-Based Management Long-Term investment Plans</p> <p>FY 2012 - 2013 Passport Issuance Program Abroad Security Enhancements to the Canadian Passport</p> <p>FY 2013 - 2014 Service Delivery Model - Passport Canada</p>	<p>FY 2009 - 2010 (To be Completed) Common Services Abroad</p> <p>FY 2012 - 2013 Information Management / Information Technology (IM/IT) Secure Network</p>	<p>FY 2011 - 2012 Mission Security Regional Services Centres</p> <p>FY 2012 - 2013 Property Management Administration of Foreign Service Directives</p>

Strategic Outcome	Canada's International Agenda The international agenda is shaped to Canada's benefit and advantage in accordance with Canadian interests and values		International Services for Canadians Canadian are satisfied with commercial, consular and passport services			Canada's International Platform The Department of Foreign Affairs and International Trade maintains a mission network of infrastructure and services to enable the Government of Canada to achieve its international priorities	
Program Activity	PA 1: International Policy Advice and Integration % of budget 6.74%	PA 2: Diplomacy and Advocacy % of budget 40.28%	PA 3: International Commerce % of budget 8.23%	PA 4: Consular Affairs % of budget 1.85%	PA 5: Passport Canada % of budget 9.39%	PA 6: Canada's International Platform: Support at Headquarters % of budget 12.71%	PA 7: Canada's International Platform: Support at Missions Abroad % of budget 20.78%
Internal Services	<p>FY 2009 - 2010 (To be Completed) Staffing Operations and Client Services Effectiveness</p> <p>FY 2009 - 2010 (To be Initiated) Transformation Agenda PMP and Learning Plans for Employees</p> <p>FY 2010 - 2011 Rotational Acting Assignments</p> <p>FY 2012 - 2013 Locally Engaged Staff (focus on the United States) PMA and Learning Plans for Executives (including Talent Management and Succession Planning)</p> <p>FY 2013 - 2014 Canadian Foreign Service Institute</p>						

10.0 APPENDIX C: GAP ANALYSIS BASED ON PAST EVALUATION PROJECTS (FY03/04-FY08/09) AS PER THE PROGRAM ACTIVITY ARCHITECTURE

Strategic Outcome	Canada's International Agenda The international agenda is shaped to Canada's benefit and advantage in accordance with Canadian interests and values		International Services for Canadians Canadians are satisfied with commercial, consular and passport services			Canada's International Platform The Department of Foreign Affairs and International Trade maintains a mission network of infrastructure and services to enable the Government of Canada to achieve its international priorities	
Program Activity	PA 1: International Policy Advice and Integration % of budget 6.74%	PA 2: Diplomacy and Advocacy % of budget 40.28%	PA 3: International Commerce % of budget 8.23%	PA 4: Consular Affairs % of budget 1.85%	PA 5: Passport Canada % of budget 9.39%	PA 6: Canada's International Platform: Support at Headquarters % of budget 12.71%	PA 7: Canada's International Platform: Support at Missions Abroad % of budget 20.78%
	<p>FY 2005 - 2006 Northern Dimension of Canada's Foreign Policy</p>	<p>FY 2003 - 2004 Francophonie Summit in Beirut Rights and Democracy - Review FOCAL</p> <p>FY 2004 - 2005 Asia-Pacific Research Public Diplomacy Canadian Foundation for the Americas - FOCAL Canada Reception Centre - CIIRDF Forum of Federations Human Security Youth Mine Action Ambassador Program (YMAAP) CANADEM</p> <p>FY 2005 - 2006 Cross-cutting Issues PD Francophonie Summit - Fund 608 Public Diplomacy Program of FAC Support to Canadian Interests Abroad (SCIA) Class of Contributions Arts Promotion Program of FAC APFC Canada-France 2004 Academic Relations</p> <p>FY 2006 - 2007 GPP Formative International Drug Strategy Haut Conseil de la Francophonie</p> <p>FY 2007 - 2008 GPSF- Sudan CCHS ERI Formative ERI Summative GPP - MDB2 GPP- NPSD</p>	<p>FY 2003 - 2004 IBOC</p> <p>FY 2004 - 2005 IBD-Mexico Program Integrity Funding Trade consultation Mechanism CSF</p> <p>FY 2005 - 2006 Trade Commissioner Service - Client Service Fund Canadian Bio-Tech Strategy</p> <p>FY 2006 - 2007 Brand Canada PEMD IBD-China, Hong Kong and Taiwan</p> <p>FY 2007 - 2008 IBD Germany</p> <p>FY 2008 - 2009 Trade Regional Offices ISTPP CISP / Going Global Evaluation PEMD -TA</p>	<p>FY 2004 - 2005 Consular Affairs – Review</p> <p>FY 2005 - 2006 Tsunami - Review</p>	<p>FY 2006 - 2007 ACMO -Review</p> <p>FY 2008 - 2009 Passport Canada - Security Bureau</p>	<p>FY 2006 - 2007 IM/IT Needs Analysis Study</p> <p>FY 2007 - 2008 CFSI</p>	<p>FY 2003 - 2004 Property Management Improvement</p> <p>FY 2007 - 2008 PSAT - Personal Safety PSAT - Security at Missions Abroad</p> <p>FY 2008 - 2009 Mission Security Phase I - Personal Safety and Security at Missions Public Safety and Anti-Terrorism (PSAT) Representation Abroad (GSRP)</p>

Strategic Outcome	Canada's International Agenda The international agenda is shaped to Canada's benefit and advantage in accordance with Canadian interests and values		International Services for Canadians Canadians are satisfied with commercial, consular and passport services			Canada's International Platform The Department of Foreign Affairs and International Trade maintains a mission network of infrastructure and services to enable the Government of Canada to achieve its international priorities	
Program Activity	PA 1: International Policy Advice and Integration % of budget 6.74%	PA 2: Diplomacy and Advocacy % of budget 40.28%	PA 3: International Commerce % of budget 8.23%	PA 4: Consular Affairs % of budget 1.85%	PA 5: Passport Canada % of budget 9.39%	PA 6: Canada's International Platform: Support at Headquarters % of budget 12.71%	PA 7: Canada's International Platform: Support at Missions Abroad % of budget 20.78%
		YPI Landmines FY 2008 - 2009 Whole of Government - South Africa Public Safety and Anti-Terrorism (PSAT) - ICT Unit Rights and Democracy GPP Summative GPP - Bio Non-Proliferation GPP - RFWS GPP - NRS GPSF Formative					

11.0 APPENDIX D: EVALUATION PLANNING APPROACH AND CONSIDERATIONS FRAMEWORK

Name of Project 2009-2010	GoC / DFAIT Priority	Corporate Risk Profile of Program Activity	Past Five Years Evaluation Coverage	Materiality*	TB Submission Requirement	Gs & Cs	Evaluation Priority
Counter-Terrorism Capacity Building (CTCB) Formative Evaluation	Promotion of security Afghanistan	High (Process and control compliance) Medium (External Communication, Litigation, Treaty, or trade disputes)	2007-2008: Capacity Check	Very high		Yes	High
Asia Pacific Foundation Summative Evaluation	Greater economic opportunity for Canada, with a focus on growing/emerging markets	High (Process and control compliance) Medium (Litigation, Treaty, or trade disputes)	2005-2006	Very high		Yes	High
Policy Development Capacity Evaluation	Transforming the Department: Strengthening policy capacity.	High (Information for decision making; Alignment with partners) Medium (Internal dependencies)	None	High			High
Air Service Agreements Formative Evaluation	Greater economic opportunity for Canada: Focussing on air services agreements.	Medium (External Communication, Litigation, Treaty, or trade disputes)	None	High			Medium

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Name of Project 2009-2010	GoC / DFAIT Priority	Corporate Risk Profile of Program Activity	Past Five Years Evaluation Coverage	Materiality*	TB Submission Requirement	Gs & Cs	Evaluation Priority
Security Certificates Initiatives Formative Evaluation	Promotion of security	High (Information for decision making; Alignment with partners) Medium (Internal dependencies)	None	Low			Medium
Global Partnership Program (GPP) - Chemical Weapons Destruction Formative Evaluation	Peace and security	High (Process and control compliance) Medium (External Communication, Litigation, Treaty, or trade disputes)	2006-2007 Main Destruction Building-2	Very high		Yes	High
Evaluation of Co-location Arrangements and the Policies and Practices towards Provincial / Territorial Representation Abroad	Aligning with government priorities Strengthening our international platform Improving service to Canadians	High (Process and control compliance) Medium (External Communication, Litigation, Treaty, or trade disputes)	None	Low			Medium

Name of Project 2009-2010	GoC / DFAIT Priority	Corporate Risk Profile of Program Activity	Past Five Years Evaluation Coverage	Materiality*	TB Submission Requirement	Gs & Cs	Evaluation Priority
International Business Development (IBD) Meta Evaluation Summative Evaluation	Greater economic opportunity for Canada Developing Canada-EU economic partnership Implementing Global Commerce Strategy	Medium (Transformation; Litigation, treaty, or trade disputes)	2007-2008: Germany 2006-2007: China, Hong Kong, Taiwan 2004-2005: Mexico	Very High			High
Canada Investment Fund for Africa (CIFA) -Mid-Term Review Formative Evaluation	Greater economic opportunity for Canada: boosting Canadian commercial engagement in the world.	Medium (Resource Alignment)	None	Very high			Medium
Life Sciences Practice Formative Evaluation	Greater economic opportunity for Canada Implementing Global Commerce Strategy and boosting Canadian commercial engagement in the world Transforming the Department	Medium (Transformation, Litigation, Treaty, or trade disputes)	None	Medium			High

Name of Project 2009-2010	GoC / DFAIT Priority	Corporate Risk Profile of Program Activity	Past Five Years Evaluation Coverage	Materiality*	TB Submission Requirement	Gs & Cs	Evaluation Priority
Client Service Fund (CSF) Summative Evaluation	Greater economic opportunity for Canada Increase Canada's global competitiveness	Medium (Transformation; Litigation, treaty, or trade disputes)	2005-2006	High			Medium
Global Commerce Strategy (GCS) Formative Evaluation	Greater economic opportunity for Canada Transforming the Department	Medium (Transformation; Litigation, treaty, or trade disputes)	None	Very high	Yes		High
Passport Canada -Lessons Learned Summative Evaluation	Transforming the Department Improving service to Canadians	High (Information for decision making) Medium (Transformation; Resource alignment)	None	Very high			High
Common Services Abroad Summative Evaluation	Transforming the Department Improving service to Canadians Focus on missions Simplify business processes	High (Process and control compliance; Information for decision making and reporting; Alignment with partners) Medium (Business recovery)	None	High			Medium

Name of Project 2009-2010	GoC / DFAIT Priority	Corporate Risk Profile of Program Activity	Past Five Years Evaluation Coverage	Materiality*	TB Submission Requirement	Gs & Cs	Evaluation Priority
Terms and Conditions for a Class of Contributions in Support of International Environmental Program Formative Evaluation	Aligning with government priorities	High (Information for decision making and reporting; Alignment with partners) Medium (Internal dependencies)	None	High		Yes	Low
Landmines	Global peace and security	High (Process and control compliance) Medium (External communication; Litigation, treaty or trade disputes)	None	High		Yes	High
Global Peace and Security Fund (GPSF) Summative Evaluation	Global peace and security	High (Information for decision making; Alignment with partners) Medium (Internal dependencies) High (Process and control compliance) Medium (External Communication, Litigation, treaty, or trade disputes)	2008-2009 2007-2008: Sudan 2008-2009: Haiti	Very high		Yes	High

Name of Project 2009-2010	GoC / DFAIT Priority	Corporate Risk Profile of Program Activity	Past Five Years Evaluation Coverage	Materiality*	TB Submission Requirement	Gs & Cs	Evaluation Priority
Political Economic Renewal Initiative (New Way Forward) Formative Evaluation	Transforming the Department Strengthening our international platform Focus on Core business	High (Process and control compliance) Medium (External Communication, Litigation, Treaty, or trade disputes)	None	High			Medium
Transformation Agenda Formative Evaluation	Transforming the Department Greater economic opportunities for Canada Aligning with government priorities Improving service to Canadians	Medium (Transformation)	None	Very high			High
Performance Management Program and Learning Plans for Employees Summative Evaluation	Transforming the Department	High (Human capital)	None	High			High

Name of Project 2009-2010	GoC / DFAIT Priority	Corporate Risk Profile of Program Activity	Past Five Years Evaluation Coverage	Materiality*	TB Submission Requirement	Gs & Cs	Evaluation Priority
Americas Strategy Formative Evaluation	United States and Hemisphere Promotion of greater economic prosperity, security and democratic governance through enhanced bilateral and multilateral engagement in the Americas	High (Information for decision making; Alignment with partners) Medium (Internal dependencies)	None	Very High			High
Staffing Operations and Client Service Effectiveness Summative Evaluation	Transforming the Department Renewing our human resources	High (Human capital)	None	High			High
Public Diplomacy (Academic Relations) Summative Evaluation	Promotion of greater economic prosperity, security and democratic governance through enhanced bilateral and multilateral engagement	High (Process and control compliance) Medium (External Communication, Litigation, treaty, or trade disputes)	2005-2006	Very high			Medium

* Materiality is defined as: Very High: over \$10M; High: \$1M-\$10M; Medium: \$500K-\$1M; Low: \$100K-\$500K; Negligible: Less than \$100K.