National Defence | Défense nationale

Canada's new Policy on Results:

How the Department of National Defence is evolving its evaluation function

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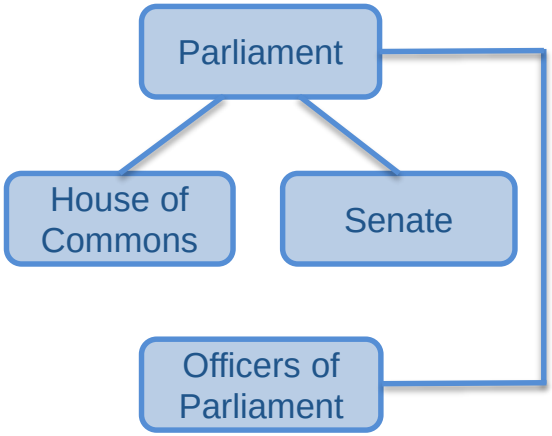
Canada

Objective

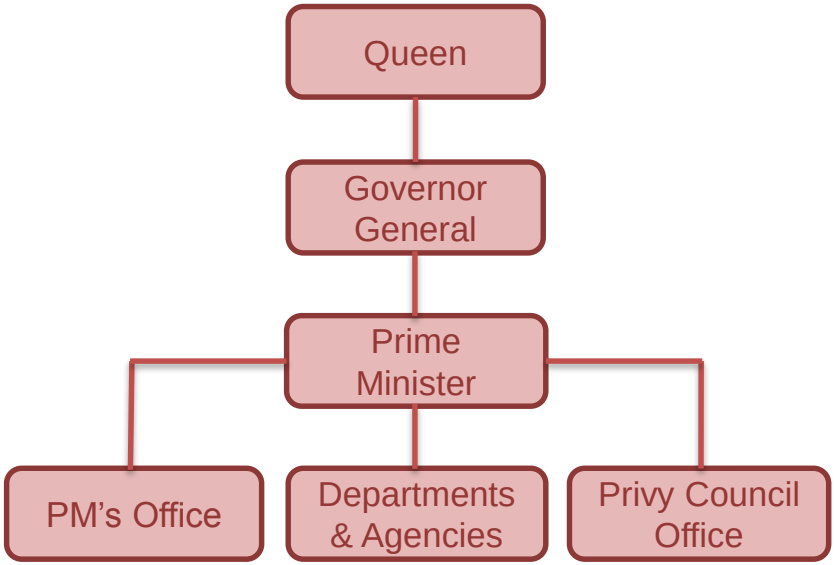
To outline Department of National Defense's vision and approach to ensure our evaluations support the Government of Canada's Deliverology objectives by being credible, relevant, value-added and timely

Government of Canada

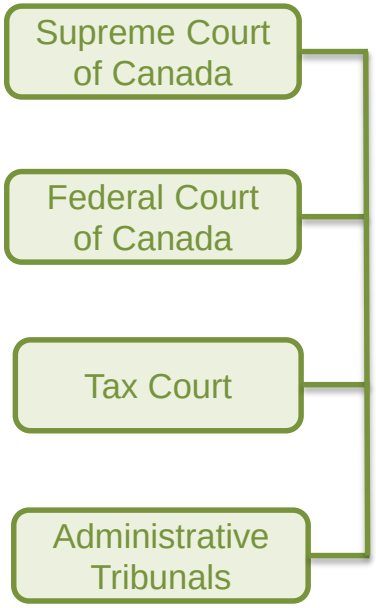
Legislative



Executive



Judicial



Federal Government of Canada

- 126 departments and agencies
- Total Federal Budget: $300 billion (approximately)
- Population:
  - Core Public Administration (100): 197,354
  - Separate agencies (26): 61,625
  - Canadian Armed Forces/Department of National Defence:
    - 67,000 Regular Force members
    - 26,000 Reserve Force members
    - 25,000 Public Servants (DND Civilian Employees)
- Located in National Capital Region, regions & internationally
- Headed by Deputy Ministers or Presidents

Department of National Defence/ Canadian Armed Forces

The Canadian Armed Forces (CAF) and the Department of National Defence (DND) perform three key roles:

- Defend Canada - by delivering excellence at home;
- Defend North America - by being a strong and reliable partner with the United States in the defence of the continent; and
- Contribute to International Peace and Security - by renewing Canada's proud tradition of international leadership.

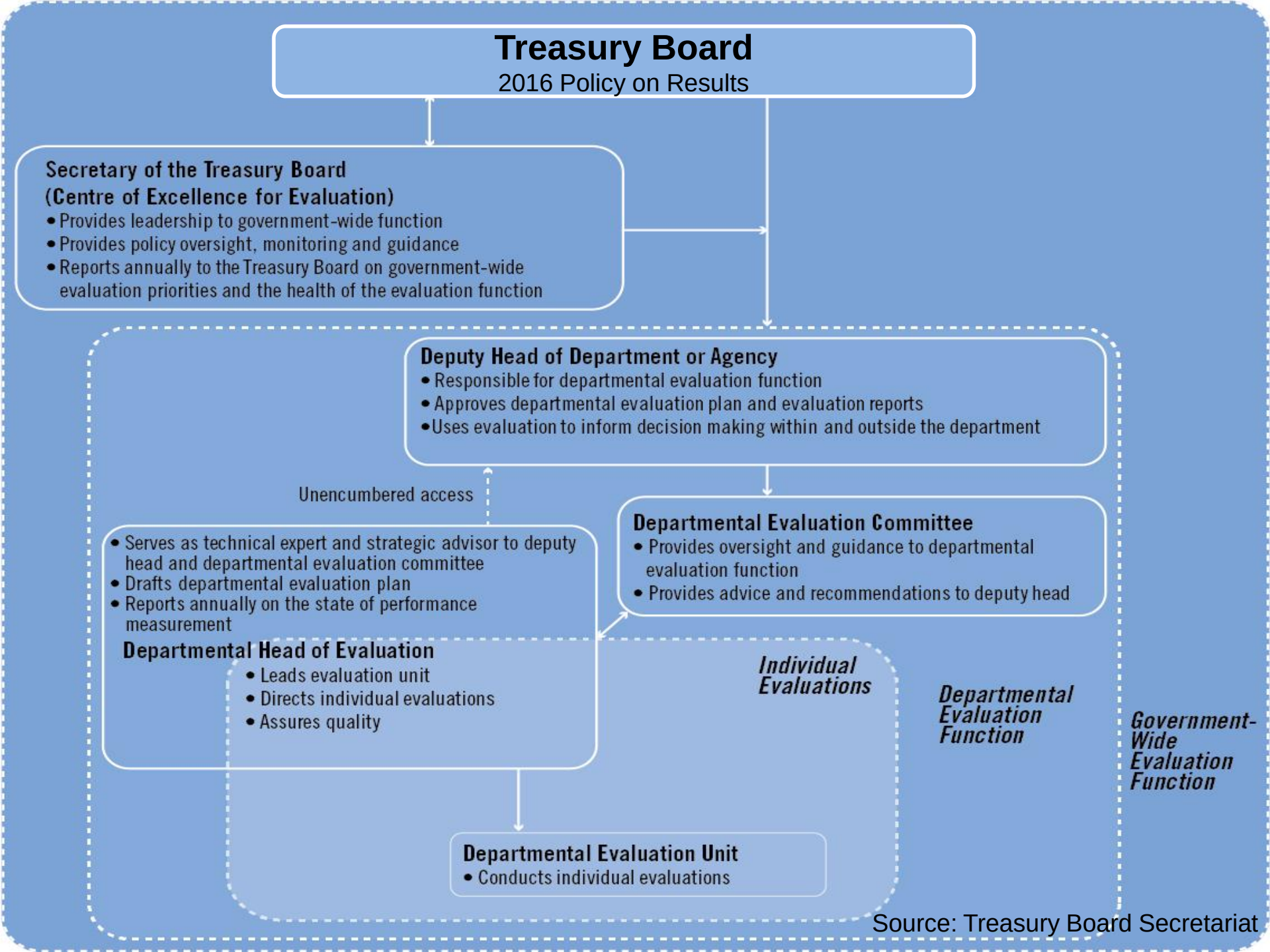
Evolution of Evaluation Issues in Government of Canada Evaluation Policies*

	1977 *Evaluation Policy*	1992 *Evaluation Policy*	1994 *Review Policy*	2001 *Evaluation Policy*	2009 *Policy on Evaluation*	2016 *Policy on Results*
Evaluation Issues	• Effectiveness • Efficiency	• Relevance • Success • Cost-effectiveness	• Relevance • Success • Cost-effectiveness	• Relevance • Success • Cost-effectiveness	• Relevance issue 1: Continued need for program • Relevance issue 2: Alignment with government priorities • Relevance issue 3: Alignment with federal roles and responsibilities • Achievement of expected outcomes • Resource utilization (demonstration of efficiency and economy)	• Relevance issue 1: Continued need for program • Relevance issue 2: Alignment with government priorities • Relevance issue 3: Alignment with federal roles and responsibilities • Achievement of expected outcomes • Resource utilization (demonstration of efficiency and economy)

A lot more focus on performance measures and indicators, and demonstrable results for Canadians

Canada

*Based on information from the Treasury Board Secretariat



Source: Treasury Board Secretariat

Policy on Results

- Effective 1 July 2016, the Treasury Board Secretariat (TBS) of Canada introduced a new Policy on Results, which:
  - combined two polices (Management, Resources and Results Structure policy with the Policy on Evaluation); and
  - calls for the establishment of a results-based culture across government
    - Enhanced focuses on the delivery and communication of key priorities and outcomes

- Departments to develop a Departmental Results Framework (DRF) which is comprised of:
  - Core Responsibilities and associated outcomes and performance indicators
  - Program Inventory with complete performance profiles that contain outcomes, indicators, logic models etc.

- Program Evaluation to play a key role in:
  - influencing program delivery and results;
  - examining questions related to relevance, effectiveness and efficiency; and
  - ensuring the integrity of performance management frameworks.

Policy on Results – key features

A lot more focus on performance measures and indicators, and demonstrable results for Canadians

- Program Evaluation will play a key role in:
  - Influencing program delivery and results;
  - Examining questions related to relevance, effectiveness and efficiency; and
  - Ensuring the integrity of performance management frameworks.

- Policy requirements include over a five-year cycle:
  - Evaluation coverage of all direct departmental spending based on risks, needs and priorities; and
  - 100% coverage of transfer payments of $5 million or greater.

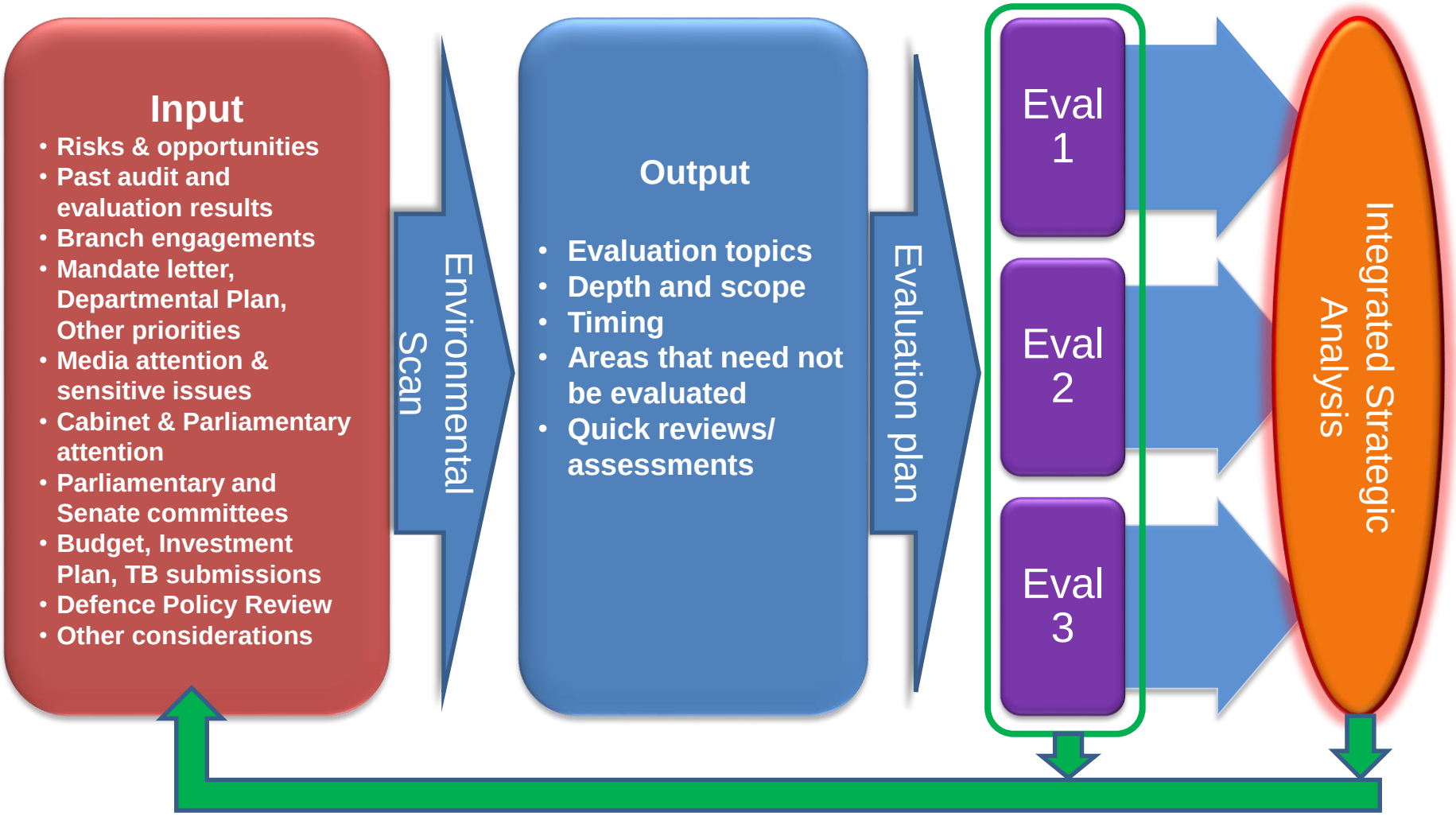
Specific Actions or Modifications

- Revamp Governance Committee
- Focus on what to evaluate:
  - Rigorous E-scan
  - Meaningful consultations and engagements
- Re-assess:
  - Evaluation areas
  - Scope – depth, full-blown or targeted, Rapid Impact
  - Timing
  - Alternatives – reviews, assessments & studies
- Undertake Integrated Strategic Analysis (ISA)
- Explore presentation options
- Inform and influence decision making, priority setting and resource allocation exercises

Revamp Governance Committee

- Creation of a Performance Measurement and Evaluation Committee.
- Co-chaired by the Senior Associate Deputy Minister and the Vice Chief of Defence Staff.
- Strengthen planning, resourcing, coordination and use of performance measurement and evaluation to support evidence-based decision making, and better management and delivery of Defence Programs.
- Membership will include Assistant Deputy Ministers of key areas/branches.
- One member will be drawn from the Environmental Chiefs of Staff who will each serve on a one-year rotating basis
  - currently the Commander of the Army.
- Other internal and external members could be added on an ad hoc or permanent basis on the approval of the chairs.

Focus on what to Evaluate



Need for Integrated Strategic Analysis

- Almost 50 evaluations completed in last 5 years.
  - Findings often include common themes/risk areas and often result in common Management Action Plans (MAP)
- Management Action Plans (MAPs) set out the measures management will take to address recommendations made in reports
  - MAPs only focus on report-specific observations (information stove pipe)

We needed a means to assemble common observation "themes" and opportunities to report and address

Integrated Strategic Analysis (ISA)

Purpose of Integrated Strategic Analysis

- Provide a broader, strategic view on program performance
- Reduce information “stove pipes”
- Identify systemic issues and challenges
- Identify key risk areas affecting multiple programs and potential opportunities
- Eventually present the full panoply of program review results, best practices, common issues and opportunities

Phases of ISA

- Phase 1: Evaluation function to review multiple evaluations to identify common thematic findings

- Phase 2: Evaluation and Audit functions to review multiple evaluations to identify common thematic findings, risks and noteworthy practices

- Phase 3: Efforts will be made to integrate other relevant sources of information/analysis/reviews (e.g. Evaluations, Audits, Policy, Finance, Corporate Submissions and Reports, etc.)

Presentation Options

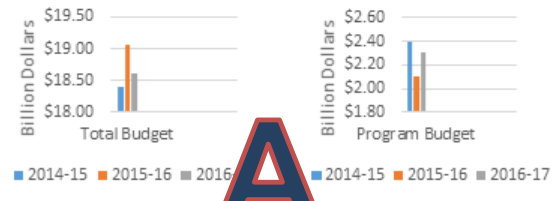
- Full detailed report
- Decks with key highlights
- Dashboards and infographics

SAMPLE Evaluation Summary Report – Evaluation of Force Elements Readiness Sustainment Program (*all fictitious data*)

Protected A

Program:
PA 3.0: DEFENCE READY FORCE ELEMENT PRODUCTION
SA 3.1: FORCE ELEMENTS READINESS SUSTAINMENT

DND/CAF Total Budget: **Program Budget:**



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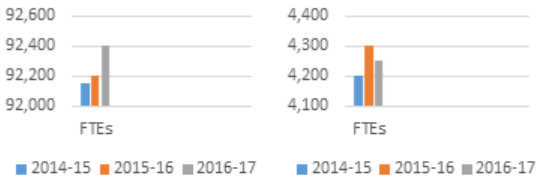
DND/CAF Total FTEs: **Program FTEs:**



Changes to PA, if any: None
Evaluation Period: 2010-11 to 2014-15
Conducted: Jun 2016 & Dec 2016

Last Evaluation Period: 2005-06 to 2009-10

Key Recommendations from previous evaluation, if any:

a. ----------

b. ----------

c. ----------

d. ----------

e. ----------

OPIs and OCIs:
- VCDS
- Commander CJOC
- Commander CA

B

Key Evaluation Areas (Sub-Activities):

a. ----------

b. ----------

c. ----------

Evaluation Outcome:

Green: No major issues/concerns/risks identified.
Blue: Some issues/concerns/risks identified.
Purple: Some major issues/concerns/risks identified.

Summary of Evaluation:

Key Findings	Key Recommendations	Summary of MAP

C

Evolving Role of Evaluation

- Need to be more credible, relevant, valued-added and timely.
- Undertake Integrated Strategic Analysis (ISA) to identify:
  - holistic program performance and delivery aspects;
  - systemic issues, challenges as well as lessons learned; and
  - organizational risks and opportunities.
- Great opportunity for the program evaluation function to:
  - help establish Performance Measurement Frameworks at the design phase of policies and programs;
  - identify “program-specific” and “across-programs” systemic issues, challenges, risks, opportunities and noteworthy practices;
  - assess and help ensure policies, programs and services deliver intended results; and
  - inform and influence decision making, organizational priorities and resource allocation.

Thank you

Q u e s t i o n s ?