

independence of the evaluation process, funds for evaluation will be reserved by Branch Managers, or as directed by DAEC or the Program Management Board (PMB). In order to enhance their pertinence, rigour and objectivity, evaluations should be guided by Evaluation Steering or Advisory Committees, which include clients, other key stakeholders and independent experts, as well as program managers;

- (c) establish performance monitoring practices, including the development and monitoring of client-oriented service standards, to ensure that departmental managers have available and use credible information on key aspects of the performance of their programs and operations; performance monitoring is every manager's responsibility and should be seen as an important component of the management activities of programs and operations; the Office of the Inspector General will provide advice and support to Program managers in this endeavour and will monitor performance measurement practices on behalf of DFAIT senior management;
- (d) conduct other types of reviews such as policy, regulatory, program and operational reviews, client surveys and special studies to meet specific informational needs of departmental managers at all levels. These reviews are a useful management tool for improving the performance of policies, programs and operations. They can be conducted or led directly by managers or, when a more independent look at the issues reviewed is required, by departmental review professionals such as internal auditors and evaluators; even when led by managers themselves they may wish to solicit advice and/or support from the Inspector General's review professionals;
- (e) use internal audit, evaluation, performance monitoring and other reviews in a co-ordinated and complementary fashion so that the total review effort meets the informational needs and priorities of the department cost-effectively; and
- (f) Program managers are responsible for taking action on review recommendations; the OIG will monitor and, with the support of DAEC, ensure their implementation.

2. The Department will make the final version of official review reports (i.e. audit and evaluation reports) accessible to the public, without requiring a formal access request under the *Access to Information Act*, but in a manner consistent with that Act and respecting the *Privacy Act*.

### **REVIEW RESPONSIBILITIES**

1. The deputy head with the support of DAEC, is accountable for:
  - (a) deciding on the internal audits, evaluations and other key reviews to be undertaken to ensure that appropriate review mechanisms are used: strategically planning and coordinating departmental evaluations, audits and other key reviews to generate timely, relevant and credible information for decision-making and accountability purposes;