

**Business Plan and Outlook document, to third parties (e.g. Treasury Board, Parliamentary Committees, Parliament).**

- *The Evaluators may provide assistance to program managers in internal reviews, in the formulation of performance indicators and in the design of performance measurement and monitoring systems.*
- *Evaluation outputs will be forward looking, constructive, results-oriented innovative and timely, and will focus on program relevance, program effectiveness, (including quality of service), efficiency of delivery systems, program complementarity and appropriateness of resource allocation.*
- *Managers will make every effort to use the Evaluation Function as an extension of their responsibility to monitor the effective, efficient and economical use of resources to achieve departmental objectives and to report on performance.*
- *The Evaluation Function will be managed in accordance with the Standards for Evaluation in Federal Departments and Agencies, as promulgated by Treasury Board in its Manual "Review, Internal Audit, Evaluation", May, 1994*

## **APPLICATION**

This policy applies to all Branches and other Responsibility Centres (including Special Operating Agencies) for which the Deputy Minister of Foreign Affairs, Associate Deputy Minister of Foreign Affairs and Deputy Minister for International Trade are responsible.

## **POLICY REQUIREMENTS**

1. **Evaluation Assignments**: The department will carry out independent evaluations in accordance with the Review Plan developed by the OIG and approved by DAEC; assignments are chosen on the basis of Treasury Board requirements, management requests and risk assessment.

Not all evaluation activities can be planned and budgeted for long in advance, as was assumed in the previous multi-year government Evaluation Plan. Reflecting the shift in emphasis, from "rear-mirror" to forward looking evaluations, and keeping in mind the increasing government role as a catalyst, the departmental evaluators will increasingly get involved in short-term, and often qualitative, assessments and will be positioned to offer a variety of evaluation services in response to program review needs expressed by management during the fiscal year in progress. Much of this work will be of a problem-solving nature rather than an attestation of performance to third parties.