



**Departmental Evaluation Plan,
fiscal years 2023 to 2024
until 2027 to 2028**

Departmental Evaluation Plan, fiscal years 2023 to 2024 until 2027 to 2028

Large print, braille, MP3 (audio), e-text and DAISY formats are available on demand by ordering online or calling 1 800 O-Canada (1-800-622-6232). If you use a teletypewriter (TTY), call 1-800-926-9105.

© His Majesty the King in Right of Canada, 2023

For information regarding reproduction rights: droitdauteur.copyright@HRSDC-RHDCC.gc.ca.

PDF

Cat. No.: Em17-2E-PDF

ISSN: 2561-0163

Table of contents

1	List of acronyms	3
2	Deputy Head Departmental Evaluation Plan confirmation note.....	4
3	Executive summary	5
	Key accomplishments in fiscal year 2022 to 2023.....	5
	Going forward.....	6
4	Introduction	7
	Purpose of the Plan.....	7
	Departmental context	7
	Evaluation Directorate mandate	9
5	Accomplishments in fiscal year 2022 to 2023.....	9
	Supporting evidence-based decisions.....	10
	Sharing knowledge through dissemination and engagement.....	10
	Continued efforts to support the implementation of gender-based analysis plus.....	12
6	Evaluation coverage in fiscal year 2022 to 2023.....	13
	Consultations.....	16
	Risk assessment	17
7	Evaluation operating environment.....	17
	The importance of data management to evaluation	17
8	Evaluation resources	18
	Resource allocation	18
9	Going forward.....	19
	Neutral Assessment.....	21
10	Annex 1 – Evaluation planning process.....	22

11 Annex 2 – Evaluation governance23

12 Annex 3 – Planned evaluation coverage from fiscal years 2023 to 2024 until 2027 to 2028.....24



1 List of acronyms

EI	Employment Insurance
ESDC	Employment and Social Development Canada
FAA	Financial Administration Act
GBA Plus	Gender-Based Analysis Plus
LMDA	Labour Market Development Agreement
OAS	Old Age Security
OECD	Organization for Economic Co-operation and Development
PMEC	Performance Measurement and Evaluation Committee
TBS	Treasury Board of Canada Secretariat

2 Deputy Head Departmental Evaluation Plan confirmation note

I approve the Departmental Evaluation Plan of Employment and Social Development Canada for 2023 to 2028. I submit it to the Treasury Board of Canada Secretariat as required by the *Policy on Results*.

I confirm that this 5-year rolling Departmental Evaluation Plan:

- plans for evaluation of all ongoing programs of grants and contributions with 5-year average actual expenditures of \$5 million or greater per year at least once every 5 years, in fulfillment of the requirements of subsection 42.1 of the *Financial Administration Act*
- meets the requirements of the Mandatory Procedures for Evaluation
- supports the requirements of the expenditure management system including, as applicable, Memoranda to Cabinet, Treasury Board Submissions, and resource alignment reviews.

I will ensure that this Plan is updated annually. I will provide information about its implementation to the Treasury Board of Canada Secretariat, as required.

Jean-François Tremblay

Deputy Minister of Employment and Social Development

3 Executive summary

As per the Treasury Board of Canada Secretariat (TBS) *Policy on Results*, Employment and Social Development Canada (ESDC) must develop and publish an annual 5-year departmental evaluation plan. Informed by an annual consultative planning exercise and building on last year's accomplishments, this plan targets the evaluation coverage of ESDC's program spending for fiscal years 2023 to 2024 until 2027 to 2028, with a focus on departmental needs, risks, and priorities.

In fiscal year 2022 to 2023, ESDC evaluations continued to play an important role in the results agenda by examining the relevance and performance of departmental programs, policies, and services. The Department also continued to develop innovative approaches, including those that support the Government of Canada's commitment to Gender-based Analysis (GBA) Plus and reconciliation with Indigenous peoples in both quantitative and qualitative evaluation design.

Key accomplishments in fiscal year 2022 to 2023

Supporting evidence-based decisions through evaluation products and services:

- 9 evaluation reports and 73 technical reports were completed to support programs and the Employment Insurance (EI) Commissioners for Employers and Workers at the Canada Employment Insurance Commission
- collaboration with provinces and territories produced 5 evaluation reports, and 20 technical reports on Labour Market Development Agreements (LMDAs)
- 33 Treasury Board Submissions and 24 Memoranda to Cabinet were reviewed and completed
- in collaboration with the Organization for Economic Co-operation and Development (OECD), the system that Canada has put in place for impact assessment of its active labour market policies was evaluated

Advancing innovative evaluation approaches and gender-based analysis plus:

- introduced causal machine learning methods to better capture program impacts across various socio-economic sub-groups in support of GBA Plus
- an internal web survey platform, the Interactive Fact-Finding System, was used to produce customized surveys on four evaluations
- opportunities to integrate administrative and survey data were explored and implemented

Going forward

The Department tentatively plans to complete 12 evaluations in fiscal year 2023 to 2024. In the years ahead, the evaluation function will continue to:

- **rely on a collaborative approach with policy and program officials** to provide timely evidence to inform decisions
- **support the Head of Performance Measurement** towards improving performance measurement information and providing advice to internal stakeholders
- **incorporate innovative methods** to inform the impact of programs on specific sub-groups in support of the Department's implementation of GBA Plus
- **engage experts** to stay abreast and adopt best practices from other jurisdictions, departments, and disciplines
- **collaborate with evaluation practitioners** to strengthen the evaluation function across government
- **engage with Indigenous organizations and communities** to co-develop evaluations of Indigenous programs in support of reconciliation

4 Introduction

Purpose of the Plan

This rolling 5-year Plan, required under the TBS *Policy on Results*, describes all planned evaluations to be undertaken by ESDC from April 2023 to March 2028. In addition to addressing the requirements of the *Policy on Results*, the Plan is designed to assist the Deputy Head by ensuring the availability of factual, neutral, and timely information on the ongoing relevance and performance of the Department's programs and services. The information obtained through evaluations supports evidence-based decision-making and helps inform Canadians of departmental results. The Plan also helps ensure transparency in the decision-making process for the evaluation function, highlighting priorities and coverage decisions.

The Plan is informed by an annual planning exercise that identifies the timing of individual evaluations based on the requirements of the *Policy on Results*, departmental needs, risks, and priorities. The development and implementation of the Departmental Evaluation Plan includes:

- reviewing various sources of information to identify all mandatory evaluations and assess coverage of the programs
- consulting with program officials, key internal committees, and the TBS
- assessing risk when determining the timing and order of future evaluations, prioritizing mandatory evaluations and evaluations that are most likely to inform major policy and program decisions
- validating prioritization and securing final approval from the Deputy Head
- monitoring and adapting to the changing departmental context and environment

[Annex 1](#) provides more information about the Evaluation Planning Process.

Departmental context

The mandate of ESDC is to build a stronger and more inclusive Canada, to support Canadians in helping them live productive and rewarding lives and improving Canadians' quality of life.

To that end, the Department delivers a range of over 50 programs and services that affect Canadians throughout their lives and across the country. Programs include transfer payments to provinces and territories and to organizations via grants and contributions, transfer payments to individuals via statutory programs, and the administration and enforcement of workplace legislation as well as service delivery.

The Department's portfolio includes: (1) ESDC, (2) the Labour Program, and (3) Service Canada:

- 1) **ESDC** delivers a range of programs and services that assist Canadians. For instance, it provides seniors with basic income security, supports unemployed workers while helping them return to employment, helps students to finance their post-secondary education and to transition to the labour market, and assists parents who are raising young children. The Department also assists persons with disabilities and their families.
- 2) The **Labour Program** fosters safe, healthy, fair, and inclusive work environments and cooperative workplace relations in the federal jurisdiction.
- 3) **Service Canada** serves as a single point of access for some of the Government's largest and most well-known programs and services. This includes EI, Old Age Security (OAS), Canada Pension Plan (CPP), the Social Insurance Number, and the Passport Program.

ESDC expenditures on programs and services totalled \$193 billion in fiscal year 2021 to 2022. More than 92% of the departmental spending directly benefited Canadians through EI, CPP, OAS, the Canada Recovery Benefits, and other statutory payments in support of students, apprentices, and persons with disabilities. The Department also delivered various measures to support early learning and childcare, youth and helped Canadians to gain the foundational skills needed to succeed in today's economy.¹

¹ [Departmental Results Report for fiscal year 2021 to 2022](#)

Evaluation Directorate mandate

The Evaluation Directorate is mandated to evaluate the relevance and performance of departmental programs, policies, initiatives, and services. The Directorate influences policy and program design and service delivery through rigorous analysis and evidence presented in evaluation reports, as well as via technical reports, syntheses, and supplemental studies. In that context, the Directorate works with program officials and senior management on the evaluation process through an inclusive approach to governance ([Annex 2](#)).

The ESDC Head of Evaluation is responsible for leading the evaluation function within the Department. Pursuant to the 2016 *Policy on Results*, the ESDC Head of Evaluation has direct and unimpeded access to the ESDC Deputy Head, when required, for the performance of his/her responsibilities.

The Evaluation Directorate supports program officials **at all stages of the program and policy lifecycle**:

- at the **initial stage**, officials use evaluations to help inform the development of new programs and policies, including their delivery and approach to service
- during **implementation**, officials use evaluation findings and recommendations to guide adjustments or program renewal
- as a program or policy **matures or winds down**, officials can use evaluations to inform lessons learned for future programs or policies

Lastly, the Directorate reports on the implementation of management response action plans. This approach promotes a system of continuous improvement throughout the program and policy cycle.

5 Accomplishments in fiscal year 2022 to 2023

From April 2022 to March 2023, the ESDC Performance Measurement and Evaluation Committee (PMEC) reviewed and approved various products, including evaluation reports.

Evaluation products and services addressed information needs in the Department and contributed to the improvement of programs and services.

Supporting evidence-based decisions

Evaluation products and services influenced and supported evidence-based decision-making.

These include:

- **9 evaluation reports** that cover diverse program and policy areas, in addition to 4 evaluation reports on the impact and effectiveness of the LMDAs in British Columbia, Nova Scotia, Ontario, and Saskatchewan
- **73 technical reports** covering 16 different programs to support program officials
- **20 technical reports** on LMDAs developed in collaboration with provinces and territories
- the review of 33 **Treasury Board Submissions** and 24 **Memoranda to Cabinet** to inform policies and programs
- innovative approaches and state-of-the-art techniques (for example, machine learning) in **impact evaluation and cost-benefit analysis methodologies** to address policy-relevant questions
- **peer reviews** for select evaluation results and evaluation methodologies ²

Sharing knowledge through dissemination and engagement

In fiscal year 2022 to 2023, the Department continued to disseminate evaluation findings and engage with partners inside and outside of the federal government. These activities included sharing evaluation-related knowledge through publications, presentations, and engagement activities, through several presentations at eight different national and international conferences and events, including:

- **4 presentations** at the **Canadian Economic Association** conference and **2 presentations** at the annual congress of **la Société canadienne de science**

² This approach represents an international best practice for ensuring evaluation rigour.

économique focusing on the innovative use of causal machine learning to capture heterogeneity in the impact of labour market programs and a new cost-benefit analysis method to estimate and incorporate the change in public spending on health care due to labour market participation

- **8 presentations** at the **Canadian Evaluation Society** conference, covering various topics, including machine learning, accessibility, co-development approaches for Indigenous program evaluations, cost-benefit analysis, and evaluation methodologies employed by ESDC in the last year
- a presentation to the **Canadian Labour Economics Forum** webinar on the innovative use of causal machine learning to capture heterogeneous causal impacts of labour market programs
- a panel presentation at the **25th Metropolis Canada Conference** on assessing the Impacts of Canada's Temporary Foreign Worker Program on the Canadian Labour Market
- a panel presentation organized by the **Canada School of Public Service** on analyzing program and policy results using linked data

The Department also:

- collaborated with the OECD as part of their assessment of **Canada's system of impact evaluation of active labour market policies**. The [report](#) was released during an OECD event in June 2022
- supported **reconciliation** by working with Indigenous communities to evaluate through a co-developed model, Indigenous programs
- carried out evaluation activities in partnership with other federal departments and provincial/territorial governments
- strengthened and broadened its network with the **academic community** to explore new avenues of knowledge dissemination and collaboration
- engaged in **Federal/Provincial/Territorial discussions** on the results of various studies and best practices to design and deliver programs (for example, Labour

Market Partnerships, Research, and Innovation)

The TBS is currently **reviewing the *Policy on Results***, which has been in effect since 2016. The Department is supporting this review and provided insight into it.

Continued efforts to support the implementation of gender-based analysis plus

In fiscal year 2022 to 2023, the Department pursued innovative evaluation practices to better estimate the impact of programs and disseminate results to inform decisions. Many of these practices strengthen the use of GBA Plus. The incorporation of GBA Plus into evaluations can help identify barriers faced by under-served and disadvantaged populations to access programs and services, as well as data gaps.

For example, a GBA Plus exploratory evaluation study was recently completed on prominent labour market programs using an innovative causal machine learning method to better understand the distribution of program impacts on participants and what works for whom. This method provides insight into how program impacts vary according to intersecting identity factors. The study confirmed that in the presence of high-quality data, novel machine learning methods are an effective form of advanced causal analysis, whereby impacts can be attributed to specific interventions for specific subgroups of participants. Going forward, the use of machine learning and complementary qualitative methods in evaluations will be explored to support the Department's commitment towards GBA Plus.

Furthermore, departmental efforts, led by the Chief Data Office, in close collaboration with Statistics Canada, are paving the way for the integration of administrative data and complementary survey data from Statistics Canada. The integration of administrative and survey data is an important development in terms of enabling the usage of more valuable and relevant policy analysis, research, and evaluation activities from a GBA Plus perspective. For example, the [Evaluation of Canada Pension Plan Disability – Reassessment Element](#) involved the integration of data from multiple sources including program administration data, the Canadian Survey on Disability, Canada Revenue Agency tax data, and census data. This data

integration served as the basis for the conduct of regression analysis to inform key identify factors affecting the capacity of Canada Pension Plan Disability beneficiaries to return to work.

Relatedly, data collection strategies to inform evaluations also included conducting virtual expert panels for the [Evaluation of the Enabling Accessibility Fund](#) based on a utilization and equity-focused approach. Three expert panels were held, each of which focused on a theme relating to accessibility for a specific age group, including youth, adults, and seniors.

In the area of survey design, evaluations made use of an Interactive Fact-Finding System to support at least 4 web-based survey questionnaires and data analyses carried out in fiscal year 2022 to 2023. The Interactive Fact-Finding System enables internal web survey platforms to be fully customizable, meet departmental web accessibility standards, and are fully bilingual. The Department expects to continue leveraging this internal survey platform over the coming years to inform evaluation data collection activities.

6 Evaluation coverage in fiscal year 2022 to 2023

The Department uses a consultative process to inform decisions on priorities, evidentiary needs, and timing of future evaluations. This approach prioritizes mandatory evaluations and evaluations that are most likely to inform major policy and program decisions.

In fiscal year 2022 to 2023, 9 planned evaluations were completed (see Table 1), including those required under the *Financial Administration Act* as well as the *Policy on Results*³.

In addition, a 3-year summary report was prepared by the Federal Secretariat on Early Learning and Child Care with the support of the Evaluation Directorate to outline the results achieved under the Early Learning Child and Care Bilateral Agreements from fiscal years 2017 to 2018 until 2019 to 2020. This report fulfills the reporting and evaluation requirements of the 2017 Treasury Board submission.

In collaboration with program officials, 6 evaluability assessments were developed in fiscal year 2022 to 2023. These documents outline options for evaluating a given program or service and

³ For more details about these evaluations, please consult [Evaluation reports](#).

contain information on the scope, methodology and timing of an evaluation project. The Performance Measurement and Evaluation Committee is responsible for reviewing and approving these documents.



Table 1: Deputy Head approved evaluation reports for fiscal year 2022 to 2023

Evaluation reports		Completion date
1	Evaluation of the Office of Literacy and Essential Skills	October 2022
2	Horizontal Evaluation of the Labour Market Development Agreements	November 2022
2.1	Evaluation of the Canada-British Columbia Labour Market Development Agreement	March 2023
2.2	Evaluation of the Canada-Nova Scotia Labour Market Development Agreement	March 2023
2.3	Evaluation of the Canada-Ontario Labour Market Development Agreement	March 2023
2.4	Evaluation of the Canada-Saskatchewan Labour Market Development Agreement	March 2023
3	Evaluation of the Employment Insurance Maternity and Parental Benefits	November 2022
4	Evaluation of the Enabling Accessibility Fund	December 2022
5	Evaluation of the Skilled Trades Awareness and Readiness Program	February 2023
6	Evaluation of Reaching Home: Canada's Homelessness Strategy	February 2023
7	Gender-Based Analysis Plus Exploratory Evaluation Study on Selected Labour Market Programs	March 2023
8	Evaluation of Sectoral Initiatives Program ⁴	March 2023
9	Evaluation of Canadian Pension Plan - Service Improvement Strategy	March 2023

⁴ This program has since been changed to the "Sectoral Workforce Solutions Program."

Evaluation products continued to support the **Commissioners for Employers and Workers** at the Canada Employment Insurance Commission by examining labour market issues and supporting the work of the Monitoring Report and Advisory Committee. In collaboration with ESDC's EI Policy Directorate, the Evaluation Directorate carried out **supplemental studies** to inform the annual **EI Monitoring and Assessment Report**.

Consultations

The annual consultation process for this Plan was carried-out in November 2022 to identify key evaluation priorities, evidentiary needs, and timing of future evaluations. Consultation participants included program officials and stakeholders with specialized expertise (for example, the Head of Performance Measurement, departmental research divisions, the Chief Data Office, and Internal Audit Services).

The 2022 consultations re-emphasized the need to:

- take into consideration the **capacity constraints** of programs and reduce the burden of the evaluation process
- ensure the **complementarity** of oversight activities (for example, audits)
- carefully review the **timing and scope** of proposed evaluations to optimize their usefulness and value
- identify **lessons learned** from recently introduced measures to inform future policy/program design
- leverage **linkages** between evaluation and research activities to inform evaluation projects, particularly in the area of the service delivery

Using information obtained through the consultations, the Evaluation Directorate determined the priorities, evidentiary needs, and timing of future evaluations.

In addition, the consultation sessions facilitated collaboration among different groups within the Department who are involved with data management to increase the availability and integration of data within the Department. The evaluation planning process also included consultations with Treasury Board Secretariat officials.

Risk assessment

Once mandatory evaluations have been scheduled, the Department considers additional discretionary evaluations using an analysis of risk, needs and priorities. The analysis was informed by examining:

- program risks (for example, size of the population affected or targeted by the program, knowledge gaps with respect to the program)
- departmental risks identified in the Departmental Risk Profile
- internal capacity constraints, such as the availability of staff

This multi-factor and multi-level approach ensures that evaluators consider the perspectives of key partners and stakeholders and internal risks. The Department considers key departmental risks, including the Risk-Based Audit Plan. In situations where audit and evaluation schedules overlap for the same program, the Evaluation Directorate collaborates with Internal Audit Services to ensure the complementarity of internal audit/evaluation activities. This provides a means of efficiently examining performance and outcomes.

7 Evaluation operating environment

The Plan includes an analysis of the environment in which the Evaluation Directorate is operating. This includes the quality and availability of program data and the impact of the operating context.

The importance of data management to evaluation

Evaluations rely on performance measurement information and other data to determine the relevance of programs and services, and whether they deliver value for money. This also includes having access to administrative data to improve GBA Plus for certain programs.

The ESDC Data Strategy, including the advancement of a joint ESDC-Statistics Canada Data Strategy, supports the implementation of the Departmental Evaluation Plan. The Evaluation Directorate works closely with ESDC's Chief Data Office to ensure alignment with the strategy

and collaboration on opportunities to maximize the ability to leverage data and analytics for evaluation purposes.

The Department Head of Evaluation supports the Department Head of Performance Measurement in the development of **performance measurement and data collection practices** across the Department. In particular, ESDC evaluators advise PMEC, the Head of Performance Measurement and program officials on the quality of performance information in **Performance Information Profiles** and its utility in supporting evaluations. The Profiles outline the performance measurement approach for each of ESDC's programs.

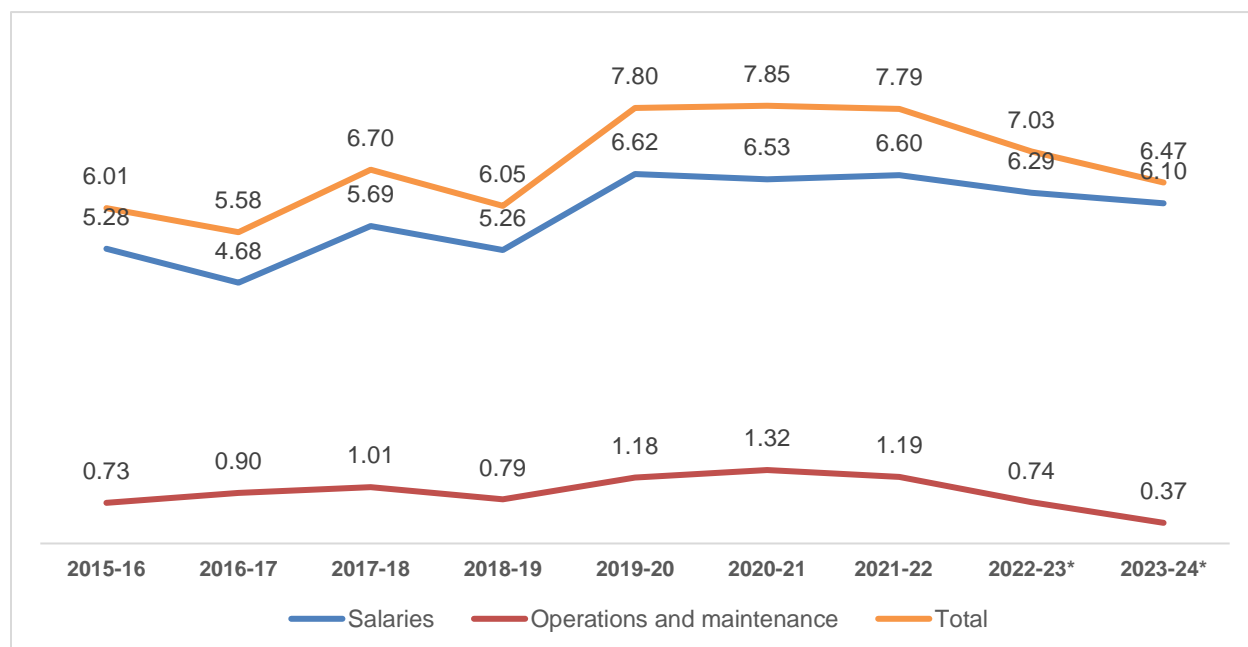
There is a need to improve access to external data sources and continuously improve data collection and management strategies, in keeping with the principles of **Open Data**. Effective data management enables improvements in policies, programs, and service delivery.

8 Evaluation resources

Resource allocation

To support the evaluation function in fiscal year 2022 to 2023, the Department allocated the equivalent to 66 full-time staff for a total salary cost of about \$6.3 million. Note that these figures are limited to ESDC Evaluation Directorate and do not account for resources allocated by other branches in the Department associated with the conduct of evaluations. To meet short-term capacity demands, the Department uses flexible staffing approaches, including hiring students, casual employees, and external experts to fill specific capacity gaps.

In fiscal year 2023 to 2024, the total Evaluation budget is forecasted to be lower compared with fiscal year 2022 to 2023. The forecasted amount for salary expenditures for fiscal year 2023 to 2024 is \$6.1 million, and forecasted operations and maintenance is \$0.37 million. The Department will continue to plan evaluations with a focus on new and modified programs and services in addition to undertaking previously planned evaluations (with priority given to evaluations having a *Financial Administration Act* (FAA) requirement).

Figure 1. Annual Evaluation Directorate spending in millions (\$)

*Fiscal years 2022 to 2023 and 2023 to 2024 amounts are projected estimates

9 Going forward

The Department tentatively plans to complete 12 evaluations in fiscal year 2023 to 2024. In the years ahead, evaluations will continue to:

- **rely on a collaborative approach with policy and program officials** to provide timely evidence to inform decision-makers
- **support the Head of Performance Measurement** towards improving performance measurement information and provide advice to internal stakeholders
- **incorporate innovative methods** to inform the impact of programs on specific sub-groups in support of the Department's implementation of GBA Plus
- **engage experts** to stay abreast and adopt best practices from other jurisdictions, departments, and disciplines
- **collaborate with evaluation practitioners** to strengthen the evaluation function across government

- **engage with Indigenous organizations and communities** to co-develop evaluations of Indigenous programs in support of reconciliation

Furthermore, the scope of several upcoming evaluations will examine temporary changes to programs brought forward considering COVID-19. This includes planned evaluations led by ESDC of the Work-Sharing Program and the Youth Employment and Skills Strategy that are scheduled for completion by fiscal years 2023 to 2024 and 2024 to 2025, respectively.

This document provides a planned evaluation coverage table in [Annex 3](#). The table demonstrates that the Department will meet coverage requirements mandated by the TBS, the *Policy on Results*, and the *Financial Administration Act*. This is in addition to completing discretionary evaluations designated as a priority by the Department. Given the scale and unique objectives of each EI benefit, the EI program will be subject to more than one evaluation from fiscal years 2023 to 2024 until 2027 to 2028.

Planned evaluation coverage from fiscal year 2023 to 2024 to fiscal year 2027 to 2028 might be subject to change, given the announcement of a cross-government program effectiveness review to examine skills training and youth programming. This review will determine whether improvements can be made to help more Canadians develop the skills and receive the work experience they need to have successful careers.

Programs of grants and contributions that do not have a 5-year average actual expenditure of \$5 million or greater per year are not required to be evaluated every 5 years. These programs include:

- Canadian Benefit for Parents of Young Victims of Crime
- Sustainable Development Goals Funding Program
- Skilled Trades and Apprenticeship Program (Red Seal Program)
- Accessible Canada Initiative
- Strategic Engagement and Research Program

Programs that are temporary are not required to be evaluated but may be subject to other reviews. These programs include:



- Canada Emergency Response Benefit (CERB)
- Canada Recovery Benefits
- Community Workforce Development Program
- Apprenticeship Service

As per the Directive on Transfer Payments, the Black-led Philanthropic Endowment Fund is required to conduct an independent evaluation.

Neutral Assessment

The 2016 *Policy on Results* requires Deputy Heads to be responsible for ensuring that a neutral assessment of the evaluation function is conducted at least once every 5 years.

The last neutral assessment of the ESDC evaluation function was conducted in April 2018. It found overall conformance of ESDC's evaluation function with the *Policy on Results*. The 2023 neutral assessment for the Department's Evaluation function is underway by an external contractor. The assessment has three areas of focus: 1) assessing the governance function; 2) evaluating professional practices; and 3) monitoring and performance reporting of the evaluation function.

10 Annex 1 – Evaluation planning process

OVERVIEW OF ESDC EVALUATION PLANNING CYCLE

The ESDC evaluation planning cycle is an inclusive approach to planning and governance that is compliant with Treasury Board of Canada Secretariat (TBS) requirements.

The ESDC Evaluation Directorate constantly collects and analyzes facts informing the Department Evaluation Plan while collaborating and sharing knowledge with key internal/external partners to reflect the continuous planning. This cycle composes of 5 areas, which are outlined below.



Factors include:

- Departmental mandate, program spending and priorities
- Mandate Letters
- Most recent Budget
- Departmental Results Framework
- Departmental Risk Profile
- *Financial Administration Act* and TBS submission requirements
- Available evaluation resources
- Challenges and opportunities (e.g., data availability/quality, Audit Services Plan)

Key partners include:

- Department's senior management
- Program management staff
- Central Agencies
- ESDC Internal Audit Services
- Chief Data Officer
- Head of Performance Measurement
- Department's Research Divisions
- Other departments/agencies
- Working/Oversight Committees

Prioritization of evaluation projects that keep in mind:

- Mandatory requirements according to the *Financial Administration Act* and the *Policy on Results*
- Submissions to the TBS, Memoranda to Cabinet, and other legislative requirements
- Departmental risks, priorities, needs and concerns
- Program-specific risks
- Audit Services projects (and other oversight functions)
- Balance of efforts and available resources

Key partners include:

- Departmental senior management
- ESDC Internal Audit Services
- Chief Data Officer
- Head of Performance Measurement
- Department's research functions
- Performance Measurement and Evaluation Committee

**Deputy Head provides final approval*

Necessary actions to communicate and adapt to the changing environment include:

- Share the plan with TBS
- Make the plan publicly available
- Monitor progress and adjust priorities, scope, and timing, if necessary
- Administer a questionnaire to program officials following evaluations to measure the performance of the Evaluation Directorate
- Report on completed evaluations in the subsequent plan

11 Annex 2 – Evaluation governance

Performance Measurement and Evaluation Committee

Composed of senior-level ESDC partners, including the Head of Evaluation.

- Approves the Departmental Evaluation Plan
- Reviews evaluation reports, including management responses
- Approves Evaluability Assessments and Evaluation Strategies
- Discusses follow-up on action plans

Evaluation Advisory Committee

Composed of stakeholders from across ESDC and/or other departments and agencies such as TBS Program Sector and Finance Canada (Director-General level and below).

- Identifies options for evaluation scope
- Discusses preliminary findings
- Provides input for the final report

Evaluation working group

Composed of partners from across ESDC (Director-level and below).

- Focuses on technical aspects
- Performs data collection and analysis
- Provides input for the preliminary report



12 Annex 3 – Planned evaluation coverage from fiscal years 2023 to 2024 until 2027 to 2028

	Planned Fiscal year	Planned evaluation	Last program evaluation	Reason for evaluation
1	2023 to 2024 First quarter	Canada Education Savings Program Impact Evaluation	January 2022	Deputy Minister request
2	2023 to 2024 First quarter	Youth Employment and Skills Strategy (Phase 1) - Mid-cycle assessment report	February 2020	Departmental priority
3	2023 to 2024 First quarter	Future Skills Program Evaluation	Not applicable. New program	FAA requirement
4	2023 to 2024 First quarter	Supports for Students Learning Program Evaluation	February 2019	FAA requirement
5	2023 to 2024 Second quarter	Horizontal Indigenous Early Learning and Child Care Evaluation ¹	Not applicable. New program	FAA requirement
6	2023 to 2024 Third quarter	Evaluation of the Skills and Partnership Fund	February 2020	FAA requirement
7	2023 to 2024 Third quarter	Canada Student Financial Assistance Program: Loan Repayment Evaluation	April 2021	Commitment in Treasury Board submission
8	2023 to 2024 Third quarter	Evaluation of the Canada Disability Savings Program	December 2018	Departmental priority
9	2023 to 2024 Third quarter	Evaluation of the Canada Student Financial Assistance Program - Forgiveness for Family Doctors and Nurses	April 2021	Departmental priority
10	2023 to 2024 Third quarter	Canada Service Corps Evaluation	Not applicable. New program	FAA requirement

	Planned Fiscal year	Planned evaluation	Last program evaluation	Reason for evaluation
11	2023 to 2024 Fourth quarter	Evaluation of the Social Development Partnerships Program	March 2019	FAA requirement
12	2023 to 2024 Fourth quarter	Evaluation of the Work-Sharing Program	March 2016	Departmental needs/risks
13	2024 to 2025	Evaluation of Employment Insurance Fishing Benefits	November 2022	Departmental needs/risks
14	2024 to 2025	Evaluation of the Apprenticeship Grants	July 2019	FAA requirement
15	2024 to 2025	Evaluation of Indigenous Skills and Employment Training Program ⁱⁱ	February 2020	FAA requirement
16	2024 to 2025	Evaluation of the Canada Apprentice Loan	October 2020	Departmental needs/risks
17	2024 to 2025	Evaluation of the Foreign Credential Recognition Program	July 2020	FAA requirement
18	2024 to 2025	Horizontal Evaluation of Youth Employment and Skills Strategy	February 2020	FAA requirement
19	2025 to 2026	Evaluation of Employment Insurance Caregiving Benefits	November 2022	Departmental needs/risks
20	2025 to 2026	Evaluation of the Labour Standards Program	February 2019	Departmental needs/risks
21	2025 to 2026	Evaluation of the Workplace Equity Program	December 2018	Departmental needs/risks
22	2025 to 2026	Evaluation of the Occupational Health and Safety Program	February 2019	Departmental needs/risks
23	2025 to 2026	Evaluation of the Opportunities Fund for Persons with Disabilities	December 2020	FAA requirement
24	2025 to 2026	Evaluation of the Old Age Security Program	December 2019	Commitment in Treasury Board submission
25	2025 to 2026	Evaluation of International Labour Affairs	April 2018	Departmental needs/risks

	Planned Fiscal year	Planned evaluation	Last program evaluation	Reason for evaluation
26	2025 to 2026	Evaluation of the Federal Workers' Compensation Service	July 2018	Departmental needs/risks
27	2025 to 2026	Evaluation of the Social Finance Fund	Not applicable. New program / pilot expansion	Commitment in Treasury Board submission
28	2025 to 2026	Evaluation of the Guaranteed Income Supplement	December 2020	Departmental needs/risks
29	2025 to 2026	Evaluation of the New Horizons for Seniors Program	December 2020	FAA requirement
30	2025 to 2026	Evaluation of Employment Insurance Extended Parental Benefits	November 2022	Departmental needs/risks
31	2025 to 2026	Evaluation of the Passport Program ⁱⁱⁱ	March 2020	Departmental needs/risks
32	2026 to 2027	Evaluation of Student Work Placement Program	January 2022	FAA requirement
33	2026 to 2027	Evaluation of the Workforce Development Agreements (2027)	March 2022	Commitment in Treasury Board submission
34	2026 to 2027	Enabling Fund for Official Language Minority Communities (2027)	March 2022	FAA requirement
35	2026 to 2027	Evaluation of the Federal Mediation and Conciliation Service	June 2021	Departmental needs/risks
36	2026 to 2027	Evaluation of the Service Delivery Partnerships program	Not applicable. New program / pilot expansion	Departmental needs/risks
37	2026 to 2027	Evaluation of the Early Learning and Child Care Program	Not applicable	Departmental needs/risks

	Planned Fiscal year	Planned evaluation	Last program evaluation	Reason for evaluation
38	2026 to 2027	Evaluation of the Wage Earner Protection Program	March 2022	Commitment in Treasury Board submission
39	2026 to 2027	Skilled Trades Awareness and Readiness Program	February 2023	FAA requirement ^{iv}
40	2027 to 2028	Evaluation of the Labour Market Development Agreements (fourth cycle)	November 2022	Commitment in Treasury Board submission
41	2027 to 2028	Evaluation of the Skills for Success Program	October 2022	FAA requirement
42	2027 to 2028	Evaluation of the Temporary Foreign Worker Program	June 2021	Departmental needs/risks
43	2027 to 2028	Union Training and Innovation Program	March 2022	FAA requirement ^v
44	2027 to 2028	Enabling Accessibility Fund	December 2022	FAA requirement
45	2027 to 2028	Sectoral Workforce Solutions Program	March 2023	FAA requirement

ⁱ Evaluation co-developed with Indigenous partners

ⁱⁱ Evaluation co-developed with Indigenous partners

ⁱⁱⁱ The lead Department for this evaluation is Immigration, Refugees, and Citizenship Canada (IRCC)

^{iv} This planned evaluation is subject to change based on developments regarding the Canadian Apprenticeship Strategy

^v This planned evaluation is subject to change based on developments regarding the Canadian Apprenticeship Strategy