

FORUM - Linking Evaluation And Spending Reviews: Prospects & Challenges

Expenditure Reviews and the Federal Experience:
Program Evaluation and Its Contribution to Assurance
Provision



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Discussion

- Argument
- Forms of Assurance
- Evaluation as Contributor to Assurance
- Why Evaluation has not always been Effective in Expenditures Assurance
- Ways Forward



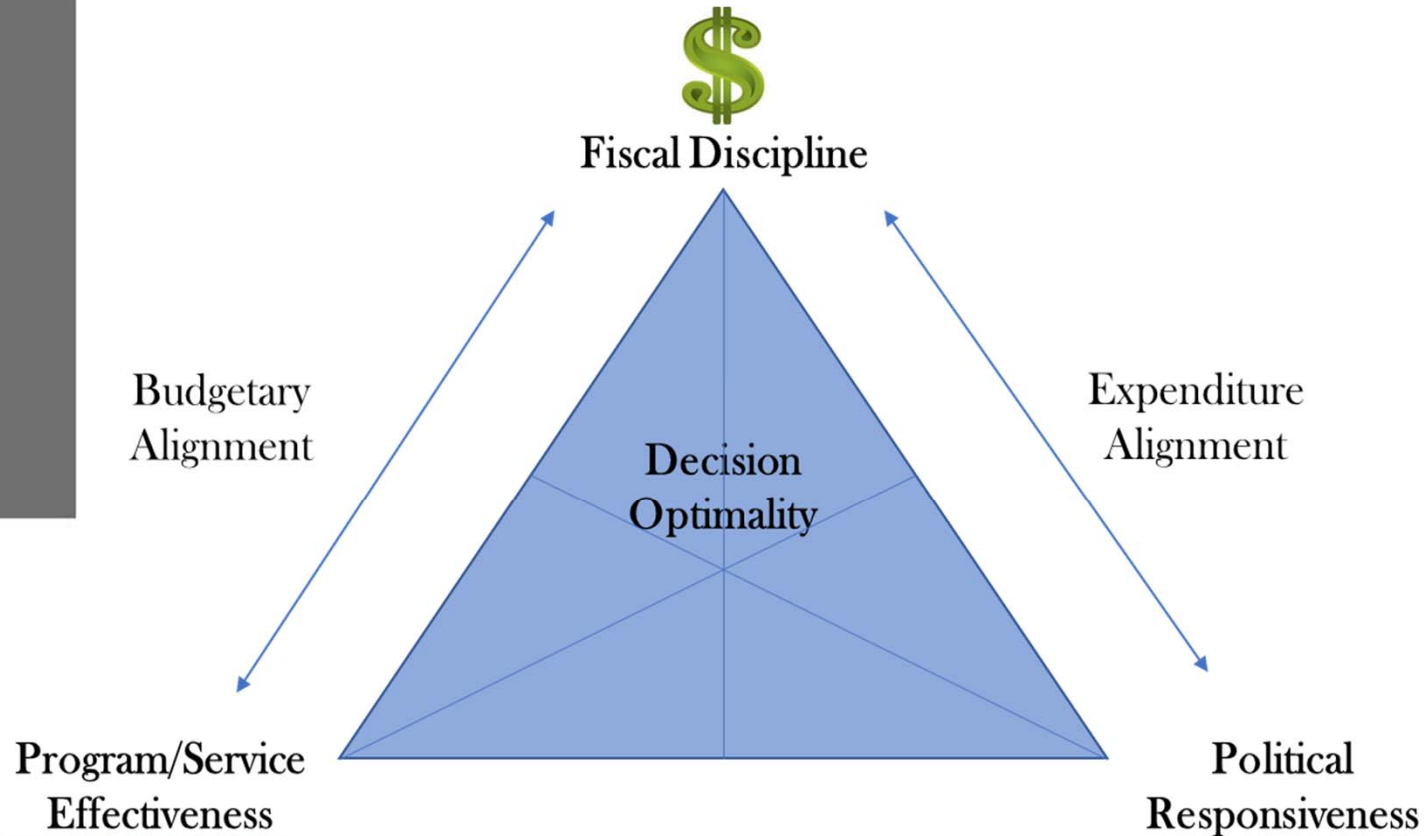
WisdomTimes.com

Argument



- The federal evaluation function has not lived up to the high expectations placed on it to deliver policy and program assurance of effectiveness.
- The function has been spread thinly to provide many forms of assurance, including to carry out expenditure (spending) reviews on federal programs, and its contribution has shown limited efficacy.

Governmental Assurance

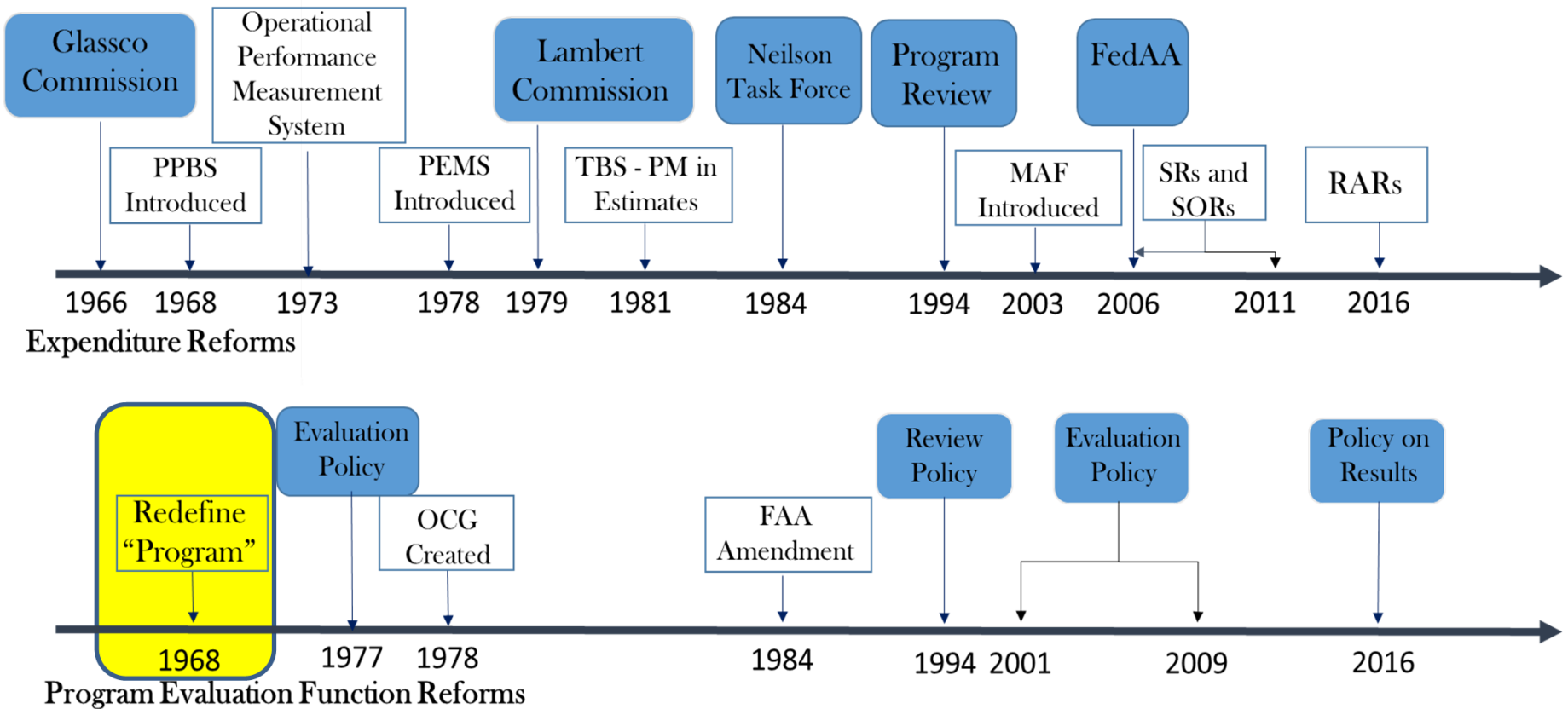


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Evaluation Contributes Multiple Inputs to Federal Assurance Provision - Targets

Form of Assurance	Purpose of Assurance	Policy Frameworks	Target for Assurance
Policy and Program Coherence	<ul style="list-style-type: none"> - Relevance and Coherence of Policy Ideas - Assess Program Relevance against Ideas 	<ul style="list-style-type: none"> - External Audit (OAG) - Evaluation/Results - Internal Audit 	<ul style="list-style-type: none"> - Parliamentarians - Senior Departmental and Central Executives
Internal Program Performance	<ul style="list-style-type: none"> - Monitor program implementation - Monitor expenditures 	<ul style="list-style-type: none"> - Evaluation/Results (PIPs/Performance Measurement) - Expenditure Review 	<ul style="list-style-type: none"> - Senior Departmental and Central Executives
Government Performance	<ul style="list-style-type: none"> - Governmental Election Targets - Program coordination 	<ul style="list-style-type: none"> - Evaluation/Results - Expenditure Management 	<ul style="list-style-type: none"> - Ministers - Central Executives
Systems Improvement	<ul style="list-style-type: none"> - Quality improvement - Performance improvement - Assess system gaps 	<ul style="list-style-type: none"> - MAF - Evaluation/Results - Internal Audit 	<ul style="list-style-type: none"> - Senior Departmental Executives - Senior Corporate Services Managers
Public Accountability	<ul style="list-style-type: none"> - Governmental Accountability for Performance 	<ul style="list-style-type: none"> - CIO/CHRO/CFO - Evaluation/Results 	<ul style="list-style-type: none"> - Parliament - Public

Internal Evaluation: Critical Path of Small-p Program Evaluation



Internal Evaluation Contributes to Assurance: Contribution to Spending Reviews

Departmental Results Framework (DRF)

- Contributes to corporate performance reporting

Departmental Results Reports (DRRs)

- External reporting on performance to TBS

Departmental Results (Policy on Results)

- Performance Information Profiles (PIPs)
- Programs linked to expected departmental outcomes
- Corporate indicators of performance

Departmental Plans (DPs)

- Performance Measurement Frameworks
- Program monitoring frameworks

Departmental RARs

- 4-year cycle
- Identifies low program performers

Horizontal Evaluations

- Periodic (TBS)
- Spending duplication

Program Evaluations

- 5-year cycle
- Value-for-money

Summary: Evaluation Contribution



- Small-p program focus limits evaluation's contribution to departmental decisions
- Spending reviews demand value-for-money calculations – internal evaluation focuses on program process and results improvement
- Internal evaluation responsibilities extended beyond its limits
- Evaluation plan out of alignment with RAR cycle to make it useful for budget decisions



Options Moving Forward

- 1. Remove responsibility for Spending Reviews from Internal Evaluation**
 - Centralize specialization at TBS for expenditures focus
 - Centralize specialization at Finance for budgetary focus
 - Centralize at strategic departmental policy level
- 2. Create specialization in Internal Evaluation**
- 3. Create external Evaluation Function**
 - External Evaluation Officer (OCG)
 - Evaluator General or equivalent (Parl. Agent)