



Performance Measurement Strategies in Support of the Evaluation Function

Introduction Deck

FMI PD Week- Hilton Lac-Leamy, November 24, 2009

**Presentation by:
Anne Routhier, Senior Director
Centre of Excellence for Evaluation
Expenditure Management Sector**



Overview of the workshop

- Introduction (15 minutes)
 - Definition and Purpose
 - Formal drivers and linkages
 - Recommended approach to PM Strategies
 - Challenges

- Panel Discussion (40 minutes)
 - Correctional Services Canada
 - Human Resources and Skills Development Canada

- Question Period (20 minutes)



TBS Centre for Excellence of Evaluation (CEE)

CEE is:

- The **policy centre for evaluation in the government of Canada**
- The primary mandate of the CEE is to provide **leadership, guidance and support to the practice of evaluation** in the government of Canada
- CEE undertakes a number of activities **to foster community and capacity development in evaluation across government**. We also develop and distribute a variety of **tools and guidance materials** to support evaluation professionals and program managers
- Involved in several **key exercises at TBS** such as the MAF exercise, support to TBS Program Sectors in respect to evaluation matters, portfolio liaison with departments to assist with implementation of *Policy on Evaluation*



Performance measurement strategy

Definition:

“A Performance Measurement Strategy is the selection, development and ongoing use of performance measures for program management or decision-making”



Purpose of the Performance Measurement Strategy

- ✓ Support monitoring and assessment of program results and management efficiency
- ✓ Support informed decision-making and timely action
- ✓ Support evaluation
- ✓ Support departmental reporting

Drivers and Linkages Across TB policies

Section 42.1 - Financial Administration Act (FAA)

- Requires an **evaluation** of ongoing grant and contribution programs **every five years**
 - These evaluations are subject to the requirements of the *TB Policy on Evaluation*, and its corresponding *Directive* and *Standard*.

Policy on Transfer Payments

- Requires that transfer payment programs are **aligned with and support the MRRS**. (Policy - 6.5.1)
- Requires that a **performance measurement strategy be established at the time of program design, is maintained and updated throughout program' life cycle and effectively supports evaluation** of each transfer payment program (Policy 6.5.2) and;
- Ensuring that an **evaluation is undertaken at least every five years** as required under the Financial Administration Act (Policy 6.5.3)
- Ensuring that the **Minister is informed of the results of the evaluation**, along with corresponding recommendations. (Policy - 6.5.4)

MRRS Policy(6.1.1.2)

- Provide the framework to **link expected results and performance measures** to each program
- Provide the framework for those responsible for program activities at each level of the PAA so **they can commit to the results they intend to achieve** with the resources they have been allocated and for which they report inside and outside the department

2009 Policy on Evaluation

- Promote collaboration between the evaluation function and **program managers to help improve the design, delivery, performance and performance measurement** of the organization's policies and programs (Directive 3.2).
- Promote that ongoing performance measurement is implemented throughout the department so that **sufficient performance information is available to effectively support the evaluation of programs** (Policy 6.1.10).

Cabinet Directive on Streamlining Regulation (CDSR)

- Departments and agencies are responsible for ensuring that **regulation continually meets its initial policy objectives** and for renewing frameworks on an ongoing basis. (Section 4.6)
- This consists of requirements pertaining to: **measuring and reporting on performance; evaluating regulatory programs**; and reviewing regulatory frameworks.
- Of particular interest, **high-risk regulatory programs require a Performance Measurement and Evaluation Plan (PMEP)**, which includes: a description and overview of the program; a logic model; performance indicators; a data collection and reporting strategy; an evaluation strategy; and linkages to the PAA.



Recommended Key Elements for a PM strategy

- **Program Profile** (incl. program key features, governance, partners, key risks)
- **Logic Model**
 - **Expected Results - key element is the logic model**
- **Monitoring and Performance Measurement**
 - Sound *performance measurement* allows managers to track progress, measure outcomes, support subsequent evaluation work, learn and make adjustments to improve on an ongoing basis
- **Evaluation Framework** –provides an overall approach to evaluation, it includes the evaluation issues, data sources, proposed methodologies and responsibilities for data collection



Evaluation – Core Issues

(see Annex A of *Directive for the Evaluation Function*)

- **Issue #1:** Continued Need for Program (Assessment of the extent to which the program continues to address a demonstrable need and is responsive to the needs of Canadians)
- **Issue #2:** Alignment with Government Priorities (Assessment of the linkages between program objectives and (i) federal government priorities and (ii) departmental strategic outcomes)
- **Issue #3:** Consistency with Federal Roles and Responsibilities (Assessment of the role and responsibilities for the federal government in delivering the program)
- **Issue #4:** Achievement of Expected Outcomes (Assessment of progress toward expected outcomes (including immediate, intermediate and ultimate outcomes) with reference to performance targets and program reach; Assessment of program design, including the linkage and contribution of outputs to outcomes)
- **Issue #5:** Demonstration of Efficiency and Economy (Assessment of resource utilization in relation to the production of outputs and progress toward expected outcomes)



Scope

- The **scope and level of detail of a PM strategy** should be aligned with the **risk and complexity of the program**, policy or initiative
 - A ‘low risk’ program should have simple logic model and straightforward monitoring and evaluation activities
 - A more complex, ‘high risk’ program should provide additional information to clearly explain relationships, accountabilities, risks and performance measurement challenges
- At the outset, **PM strategy** should **reference the overall level of risk associate with the program, policy or initiative** and provide a clear explanation on how it was determined



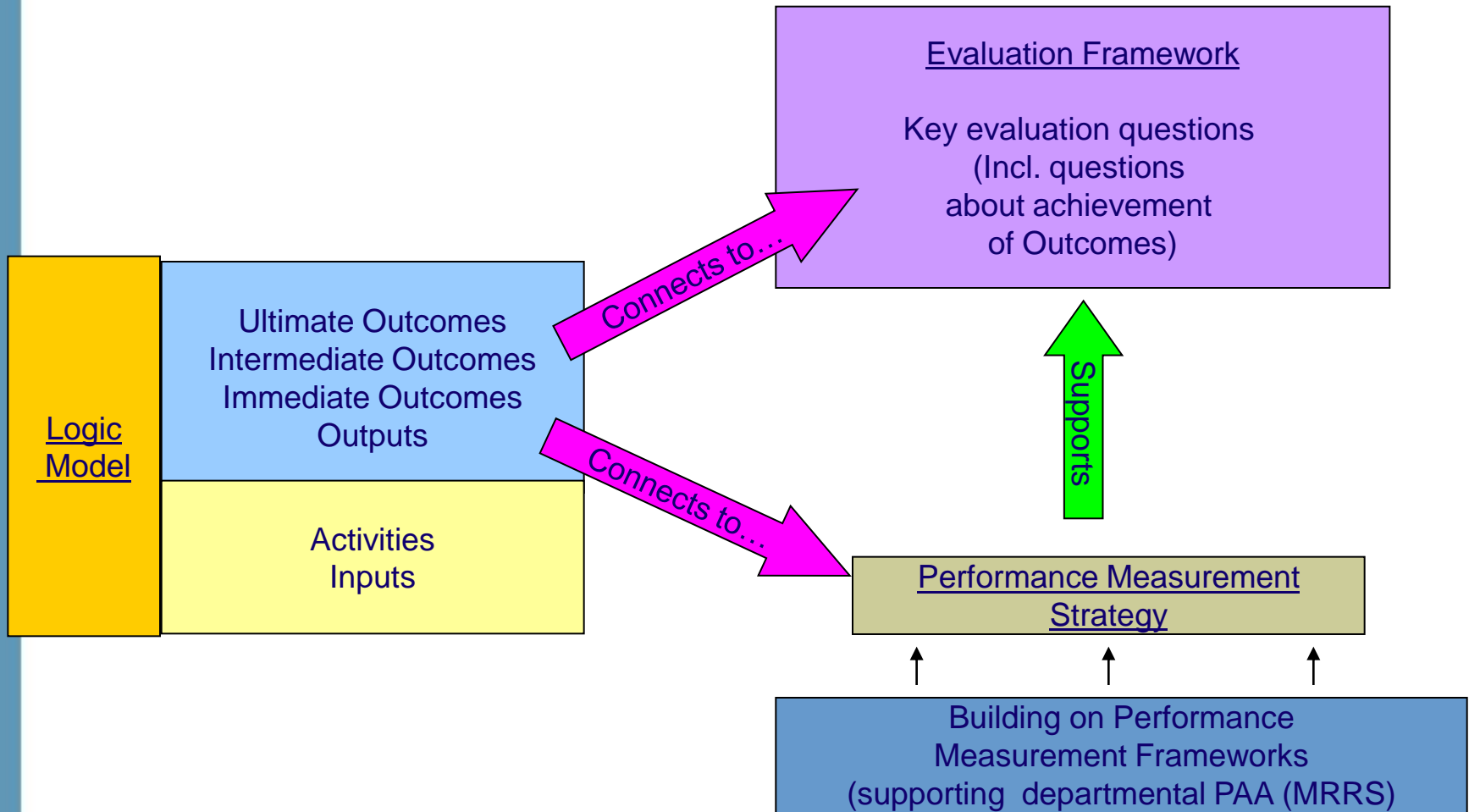
Challenges

- Development of performance measures
 - Selecting the right measures for collection by the right area of responsibility
 - Build on MRRS performance measurement framework

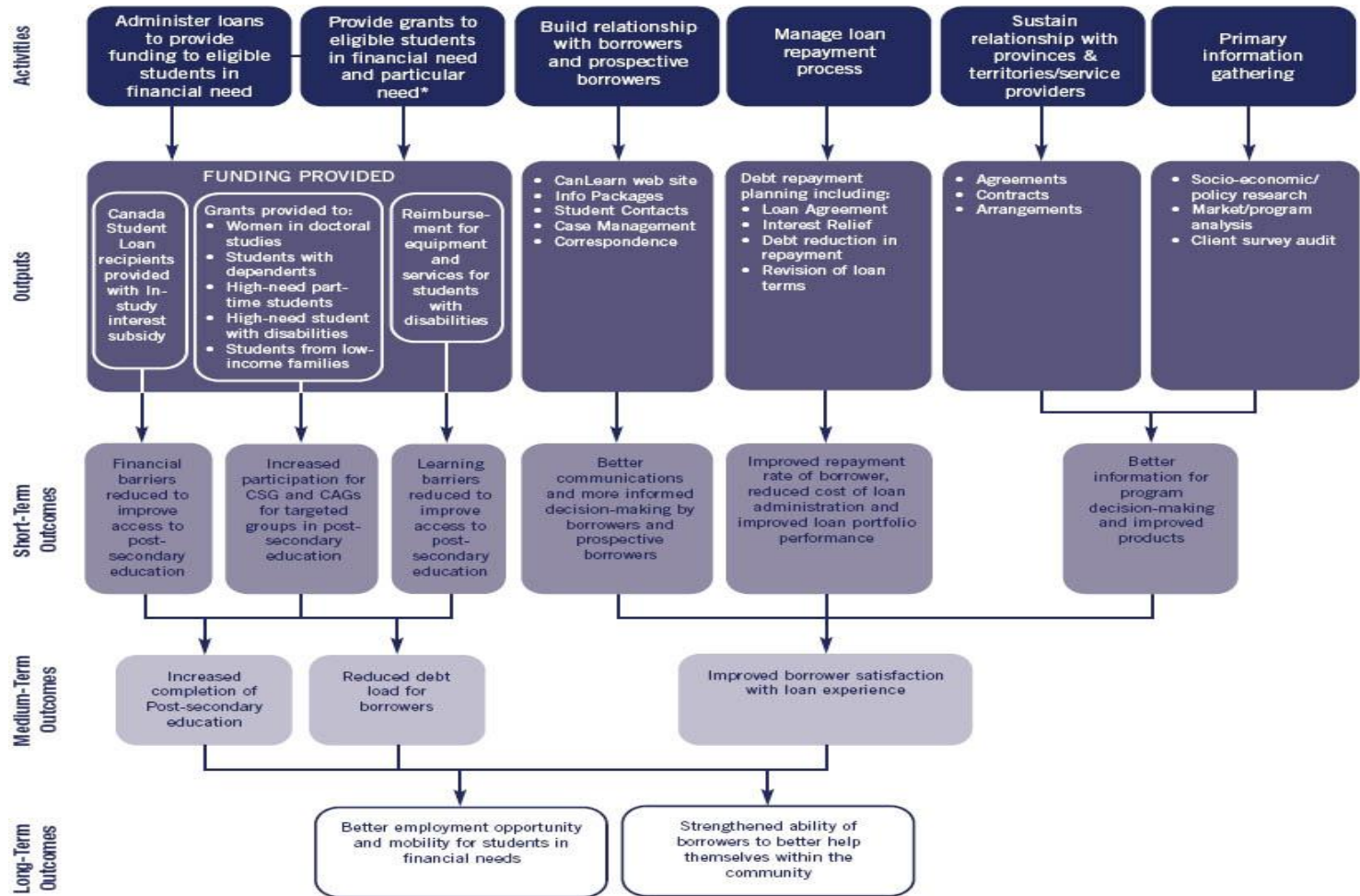
- Implementation, implementation, **implementation!!!**

- Establish a culture that use performance information and that informs decision-making – Key that PM strategy effectively:
 - supports monitoring and management efficiency
 - aligns with evaluation information needs (incl. effectiveness, efficiency, economy)

Linking Elements



Logic Model



Taken from http://www.hrsdc.gc.ca/en/learning/canada_student_loan/Publications/annual_report/2005-2006/part1-e.shtml





Departmental Perspectives on PM Strategy:

Correctional Services Canada

Human Resources and Skills Development Canada





QUESTIONS ?

