



RESULTS AND DELIVERY @ AAFC

PIPs performance measurement analysis

PPX

April 10, 2019



Agriculture and
Agri-Food Canada

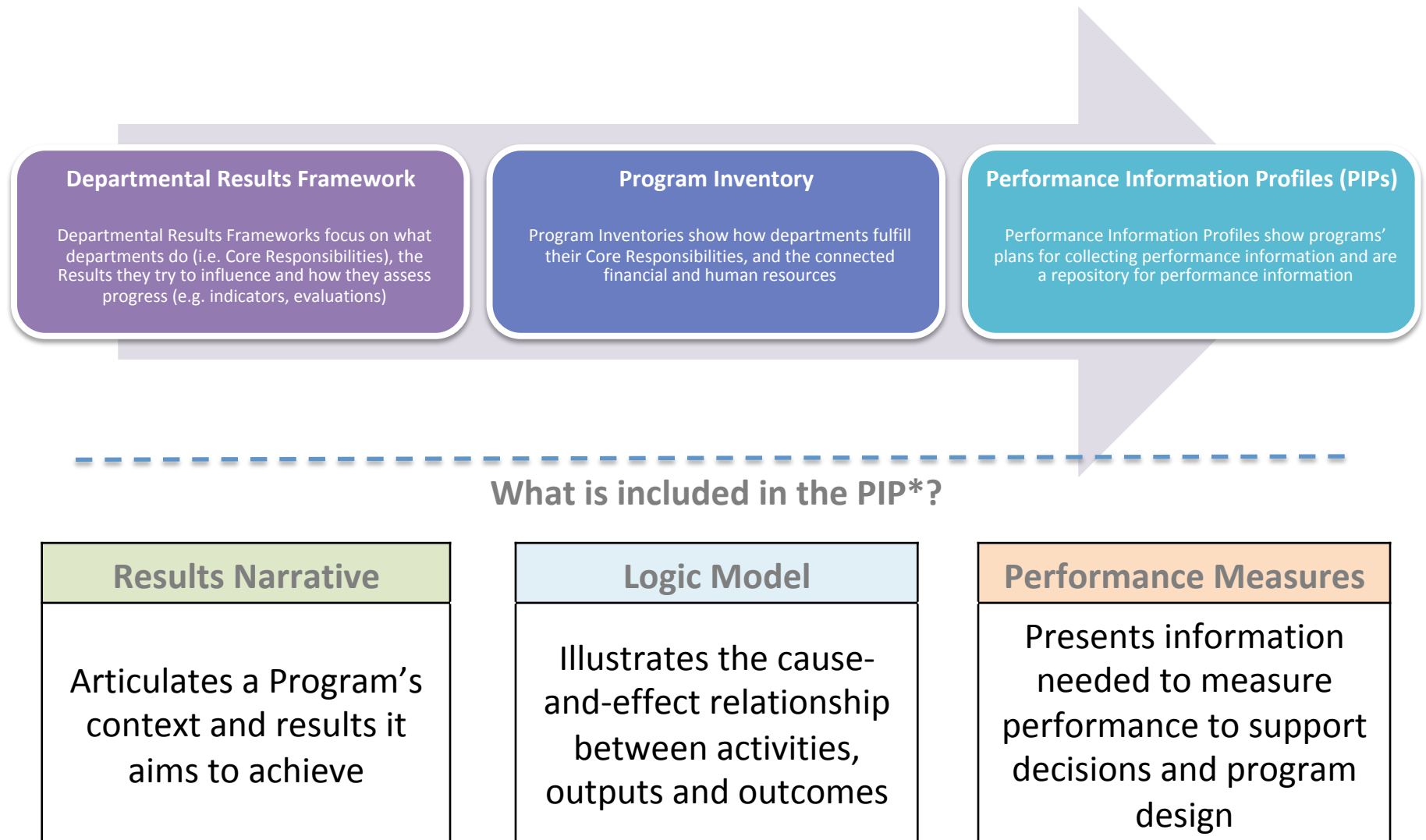
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OBJECTIVE

- Share AAFC experience in PIPs implementation, the first Head of Performance Measurement (HoPM) update and way forward
 - The HoPM is required to report annually to the Results and Delivery Management Committee on the availability, quality, utility and use of performance measurement data
 - This first update is on **general findings and common trends**

PERFORMANCE MEASUREMENT LANDSCAPE



*PIPs are evergreen management tools that should be reviewed and revised periodically (TBS guidance)

PIPs STATUS OVERVIEW

All programs under AAFC Core Responsibilities have a PIP in place

- The first draft of AAFC PIPs (*Policy on Results* requirement) was submitted to TBS on November 1, 2017

PIPs Review

- Over 2018-19 AAFC undertook a review of PIPs, working in collaboration with program officials to refine results narratives, logic models, performance measures (snapshot of criteria below), and add information previously unavailable (e.g.: FPT negotiated performance information; Departmental Results Framework (DRF) target linkages, etc.)

Performance Information Repository

- Developed a repository of AAFC performance measures based on performance information (from PIPs, the DRF, charters, internal services, bilateral agreements and Treasury Board Submission result appendices)
- The Repository is being used to undertake analyses of AAFC performance measures. It should also support the development, monitoring and reporting of program results and help inform future program design

SNAPSHOT OF CRITERIA	
RESULTS NARRATIVE	<ul style="list-style-type: none">• Articulates a Program's context and the results it aims to achieve• Recognizes the assumptions and risk that are at play, and how they could impact results
LOGIC MODEL	<ul style="list-style-type: none">• Components are understandable (no jargon)• Connections between the components are plausible and the outcomes are realistic
PERFORMANCE MEASURES	<ul style="list-style-type: none">• Aims at measuring the success in achieving a particular outcome• Capable of being influenced by actions which can be attributed to the organization• Methodology allows for reasonable and consistent measurement

PIPs REVIEW: OVERVIEW OF FINDINGS*

Strengths

- Performance measures are generally clear and the data needed are available
- Majority of data collected are well suited for reporting purposes (i.e. collected yearly) and well-aligned to support target reporting

Areas for Improvement

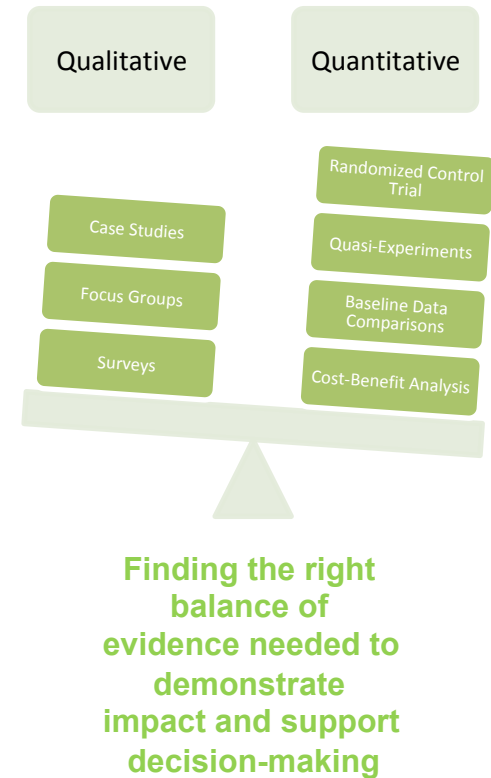
- Room to improve the reasoning of how program activities support objectives and outcomes progress between the short, medium and long-term and the linkages to broader policy intentions (i.e. DRF Results)
- Opportunity to introduce new measures to support a comprehensive story about program outcomes (i.e. single vs set of indicators; quantitative vs. qualitative data)

Other Challenges

- Program officials often find it challenging to link programs to broader results that may not be fully attributable to program activities
- Perception that PIP is an administrative obligation instead of a management tool
 - Culture shift underway in the Department to optimize the use of performance measures requires sustained momentum

NEXT STEPS IN 2019-20

- Continue to support program officials in assessing the information needed to demonstrate program impact – **are we well-positioned to gather the right set of evidence to support decision-making and future direction?**
- Develop trajectories for DRF results indicators to monitor progress and inform decisions/course correction – **Are we on track to achieve departmental results?**
- Ensure alignment and identify potential gaps between the DRF results and programs in place – **How do our program outcomes collectively contribute to our broader results?**



ANNEX A: PIPs REVIEW GENERAL INFORMATION

25 Programs*

131 Outcomes*

225 Performance Measures*

Following the completion of the PIPs review, an in-depth analysis of performance measures will be undertaken to better position AAFC to be supported by high-quality, meaningful metrics

Data Type	
Qualitative	8
Quantitative	217

Only 3.5% of current measures are qualitative. Further research will help to understand where and when qualitative data should be used to demonstrate program impacts

Data Measurement	
Number	120
Percentage	96
Range	1
Qualitative	8

53% of current measures are counts (“number of”) and, of those, the majority, 49% are reported over the medium-term. The use of counts should be assessed to determine the appropriate use and timeframe

Publicly Reported	
DRF	15
Program Inventory	34
Not Publicly Reported (PIPs internal use only)	176

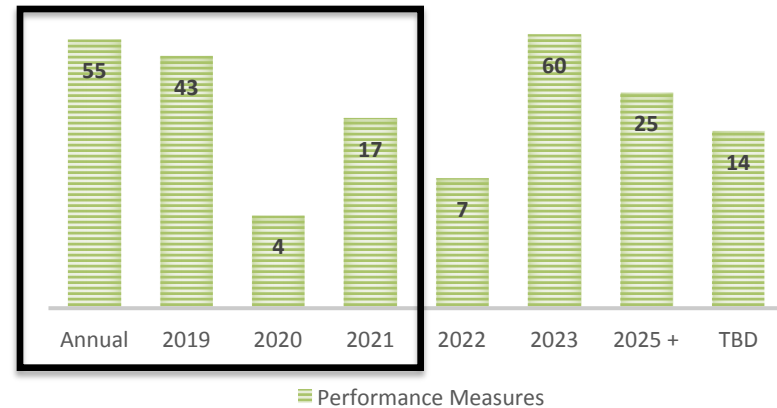
22% of AAFC performance measures are publicly reported. Given the richness of AAFC data available, further research and discussions will help to determine if AAFC is optimally leveraging the evidence available in communicating meaningful results to Canadians

* As of February 2019

ANNEX A: PIPs REVIEW GENERAL INFORMATION

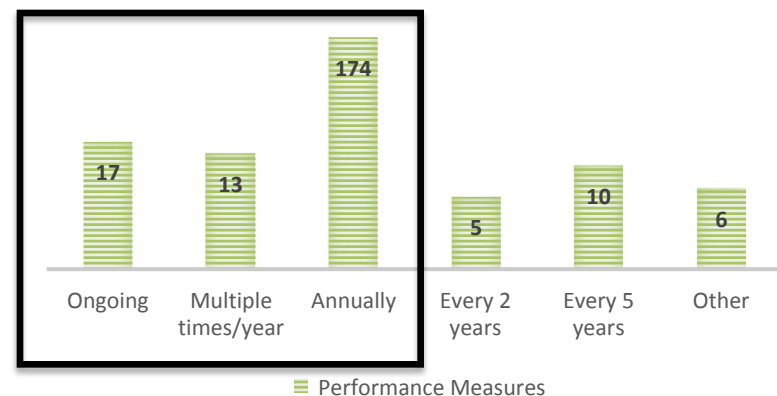
- Half of the measures are expected to report on targets in the next 3 fiscal years

DISTRIBUTION BY TARGET DATE*



- The majority of measures are collected at least annually

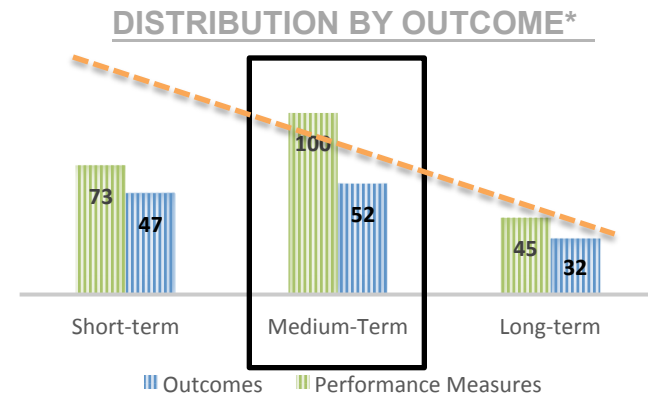
DISTRIBUTION BY COLLECTION FREQUENCY*



* As of February 2019

ANNEX A: PIPs REVIEW GENERAL INFORMATION

Categorizing outcomes as short, medium and long-term identified potential challenges with program outcome structures



* As of February 2019. This graph excludes 7 efficiency indicators as they do not align with program outcomes. As such, only 218 of 225 AAFC performance measures are included.