# OAG Report - Implementation of the Feminist International Assistance Policy
## Management Response and Action Plan

## Management Response and Action Plan

| AUDIT RECOMMENDATION | MANAGEMENT RESPONSE | MANAGEMENT ACTION PLAN | AREA RESPONSIBLE | EXPECTED COMPLETION DATE |
|---|---|---|---|---|
| 1. Global Affairs Canada should take immediate action to invest in its information management systems and practices, including relevant training, so that the department has a comprehensive and reliable approach for storing, retrieving and using its project information. | Agreed with the recommendation. Global Affairs Canada recognizes the importance of strong information management practices. As part of its Grants and Contributions Transformation initiative, the department has developed a work plan that identifies solutions to address departmental information management challenges. The Grants and Contributions Transformation initiative is a generational, enterprise-wide reform effort to rethink and enhance how the department manages its grants and contributions. This will support and enhance oversight and due diligence in managing grants and contributions and will include a detailed review of the current training curriculum and introduce the new information technology solution and associated information management practices for all staff working on international assistance. Recognizing the importance of this recommendation, the department will implement a single information and data management system to be a key platform for collaboration across missions and headquarters as an interim measure as the Grants and Contributions Transformation initiative is advanced | 1.1 (a) Immediately increase awareness of the recently created Project Documents Database, which enables project leads to centralize links to key documents, such as funding agreements, evaluations and reports. (b) Track the use of this Database and adjust accordingly.<br><br>1.2 Conduct a review of the training curriculum for all staff working on international assistance to support the implementation of the new grants and contributions management system<br><br>1.3 As part of Gs&Cs Transformation Initiative, implement a new grants and contributions management system that will facilitate the storage and retrieval of project documentation. This will help ensure that oversight, handover follow-up and due diligence efforts are easily accessible and better documented.<br><br>1.4 Develop a training plan for all staff working on international assistance to support the implementation of the new grants and contributions management system | 1.1 DG of International Assistance Operations with support from ADM of Corporate Planning, Finance and IT (CFO)<br><br>1.2 ADM of Human Resources and ADM of Partnerships for Development Innovation<br><br>1.3 ADM of Partnerships for Development Innovation in collaboration with the ADM of Corporate Planning, Finance and IT (CFO)<br><br>1.4 ADM of Human Resources and ADM of Partnerships for Development Innovation in collaboration with the ADM of Corporate Planning, Finance and IT (CFO) | 1.1 May 31, 2023<br><br>1.2 December 31, 2024<br><br>1.3 December 31, 2026<br><br>1.4 June 30, 2026 |

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| 2. GAC should adjust its performance indicators to measure both outputs and outcomes so that it fully reports on the impact of funding against policy goals and priorities to improve gender equality and outcomes for women and girls. | Agreed with the recommendation<br><br>Global Affairs Canada is committed to excellence in the outcomes-based management of its international assistance and continuously strives to enhance its grants and contributions management through robust performance and reporting measures. The gaps with department-level performance indicators indicated by the Office of the Auditor General of Canada will be reviewed to determine how best the department may increase effective measurement of and reporting on the achievement of policy-level outcomes of its international assistance.<br><br>The department will work to increase the proportion of international assistance projects that can be reported against using a set of departmentlevel key performance indicators. While complete coverage is not possible as some projects will unavoidably fall outside the scope of aggregate indicators, other means will be identified to publish outcomes from such projects to ensure the greatest coverage possible.<br><br>The Grants and Contributions Transformation initiative will include a renewed and modernized framework and system for outcomes-specific data collection, aggregation, analysis, and reporting. This system will help ensure that better outcomes information on international assistance is used internally for decision making and learning and externally for public reporting and accountability | 2.1 Identify options for better public reporting on results and to better equip policy-level monitoring and decision-making with outcome-level results information, including a review of GAC's approach to Key Performance Indicators for IA.<br><br>2.2 As part of Gs&Cs Transformation initiative, implement a new results-based management information system that will facilitate the gathering, aggregation, utilization and publication of results information for decision-making, learning and public accountability.<br><br>2.3 Include in the Terms of Reference of the International Assistance Operations Committee, semi-annual discussions focused on high-level review of IA policy-level outcomes (e.g. reviews of new policy-level results frameworks, early input into departmental international assistance reporting, reviews aggregate data from annual reporting exercises). | 2.1 ADM of Strategic Policy and ADM of Partnerships for Development Innovation<br><br>2.2 ADM of Partnerships for Development Innovation with ADM of Corporate Planning, Finance and IT (CFO)<br><br>2.3 DG of International Assistance Operations | 2.1 March 31, 2024<br><br>2.2 December 31, 2026<br><br>2.3 May 30, 2023 |

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| 3. Global Affairs Canada should consider identity factors beyond age in its project-level gender equality assessments to support inclusive programming. | Agreed with the recommandation. Global Affairs Canada is committed to intersectionality as a main principle of Canada's feminist approach to international assistance, which seeks to support the voice, agency, and empowerment of women and girls in all their diversity and others who face discrimination or marginalization. The department has added more explicit references to intersecting identity factors into its gender equality assessment form for projects as of 2020.<br><br>The department will review and augment its gender equality, human rights, and overall project management guidance, tools, training, capacity, and processes to further improve the consideration of intersecting identity factors in its project-level gender equality assessments. Together with the mandated project-level human rights analysis and description of beneficiaries by relevant identity factors, this will lead to more inclusive programming and better development outcomes, in compliance with Government of Canada gender-based analysis plus guidelines | 3.1 Increase awareness for project planning staff of the requirement and available tools to consider intersectionality in gender equality assessments including through information sessions, in line with 2020 guidance.<br><br>3.2 Taking into account how intersecting identity factors are addressed in other aspects of project planning (e.g. human rights analysis, description of beneficiaries) and compliance with Government of Canada GBA Plus guidelines, conduct a review of:<br>• best practices and challenges in the consideration of intersecting identity factors in project-level gender equality assessments;<br>• external best practices in considering intersecting identity factors (e.g., OECD DAC *Gender Equality and the Empowerment of Women and Girls - Guidance for Development Partners*) in the delivery of gender equality results.<br><br>3.3 Based on the findings from the above review, carry out necessary adjustments of existing gender equality, human rights and project management guidance, tools, training and processes, and elaborate new resources, if required, to enhance the consideration of identity factors beyond age in project-level gender equality assessments. | 3.1 ADM of Global Issues and Development.<br><br>3.2 ADM of Global Issues and Development<br><br><br><br><br><br>3.3 ADM of Global Issues and Development | 3.1 May 31, 2023<br><br>3.2 October 31, 2023<br><br><br><br><br><br>3.3 January 30, 2024 |