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Summative Evaluation
of the
Contribution Agreement with the
Military Training Assistance Program (MTAP)

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Canada 

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Acronyms and Abbreviations

ANA	Afghan National Army
AOC	Army Operations Course
CDA	Canadian Defence Academy
CF	Canadian Forces
CFSC	Canadian Forces Staff College
CJCSC	Caribbean Junior Command and Staff Course
CLFCSC	Canadian Land Forces Command and Staff College
CRS	Chief Review Services
DGIS Pol	Director General International Security Policy
DMTAP	Director MTAP
DND	Department of National Defence
FY	Fiscal Year
JCSC	Junior Command Staff Course
IT	Information Technology
MND	Minister of National Defence
MTAP	Military Training Assistance Program
NATO	North Atlantic Treaty Organisation
PSO	Peace Support Operation
PSTC	Peace Support Training Centre
RMAF	Results-based Management and Accountability Framework
STANAG	NATO Standardization Agreement
TB	Treasury Board
TOSC	Tactical Operations Staff Course
UN	United Nations



Results in Brief

Chief Review Services conducted a summative evaluation¹ of the Contribution Agreement between Treasury Board (TB) and the Department of National Defence (DND) regarding the Military Training Assistance Program (MTAP).

The evaluation was to determine whether:

- and whether
- MTAP remains relevant, successful and cost-effective.

Overall Assessment

MTAP has met the Contribution Agreement obligations and remains relevant, successful and cost-effective.

The MTAP Agreement provides \$10 million annually from fiscal year (FY) 2005/06 to FY 2009/10 for courses relating to language, professional development and Peace Support Operations (PSO). The courses are provided to approximately 1,200 military personnel annually from non-North Atlantic Treaty Organisation (NATO) developing countries and also to some civilians.

Key Findings

Contribution Agreement Obligations

The evaluation examined the terms and conditions of the Agreement and found that MTAP continues to meet its obligations.

Relevance, Success and Cost Effectiveness

The evaluation determined MTAP to be relevant, successful and cost-effective based on the performance measures provided in its 2005 Logic Model and the performance indicators requested as a result of the formative evaluation in 2007. This finding is confirmed by annual independent reviews conducted by Public Works and Government Services Canada.

Since the MTAP Agreement began in 1992, approximately 35,000 foreign military personnel have experienced Canadian values and training. In the course of the current Agreement approximately 5,000 foreign military members will have taken courses that will help them to work in English or French and on NATO and United Nations (UN) missions. They will have been acquainted with Canadians and with members of other military forces. And just as importantly, they will have shared their unique views and positions with their Canadian contacts.

¹ A Formative Evaluation was conducted by Chief Review Services (CRS) in 2007, with the report issued May 2008.

Recommendations

In order to ensure that MTAP continues to be relevant, successful and cost-effective, it is recommended that:

1. The Director General International Security Policy (DGIS Pol) develop a DND-wide defence diplomacy strategy linked to other government departments with related aims and which would allow future analysis of MTAP in the context of a defence diplomacy continuum.
2. The Director MTAP (DMTAP) implement processes to monitor the reporting from pedagogical professionals of student achievements to ensure consistency and completeness across years.

Note: For a more detailed list of CRS recommendations and management response, please refer to [Annex A](#)—Management Action Plan.



Introduction

Background

A summative evaluation² of the MTAP Contribution Agreement was included in the CRS Evaluation Work Plan for FYs 2008/09-2009/10.

The Agreement between the TB and DND came into effect on 1 April 2005 and expires on 31 March 2010.
.....

A Results-based Management Accountability Framework (RMAF) was approved in 2005 along with a Logic Model. The RMAF is available under separate cover, and the Logic Model is attached at [Annex B](#). Apart from describing the program, the RMAF establishes the framework within which the program will be evaluated, and establishes the performance measures, outputs and outcomes of the program.

Objectives

The objectives of this summative evaluation were to determine whether:

-
..... and
- MTAP continues to be relevant, successful, and cost-effective.

Scope

The scope of the evaluation was limited to the period FY 2005/06 to FY 2008/09.

Methodology

The methodology included a review of:

- Program-related documentation (program approval documentation, planning documents, products produced by MTAP);
- Surveys conducted by CRS in 1996, 2000, 2005 and FY 2007/08;
- Surveys conducted by DMTAP in 2004, 2005, 2006, 2007 and 2008;
- Quantitative analysis of language learning progress and achievements of students attending the Canadian Forces Language School's three language programs for FY 2004/05 to FY 2007/08 inclusive.³ The three language programs were:
 - English and French long courses (19 weeks), conducted in both St-Jean and Borden,
 - English short courses (9 weeks) in Borden, and
 - Language Teacher Training Courses delivered in Ottawa;

² CRS conducted a formative evaluation of MTAP in 2007. Evaluation of contribution agreement funding is a two-step process. Formative evaluations determine if the program is in alignment with its Management Accountability Framework; summative evaluations assess the relevance, effectiveness and cost effectiveness of the program.

³ This research is available as a separate document.



- Quantitative analysis of the following courses for FY 2004 to 2007:
 - Peace Support Training Centre (PSTC) Kingston, United Nations Military Observer,
 - Canadian Forces College Joint Command and Staff Programme,
 - Junior Command Staff Course, Aldershot,
 - Canadian Security Studies Program for Lieutenant-Colonels,
 - National Security Program for Colonels, and
 - Canadian Land Forces Command & Staff College, Army Operations Course (AOC);
- A review of other literature, including:
 - Documents regarding foreign military training that described approaches, investments and outcomes in other countries, in particular Australia, the United Kingdom and the United States, and
 - Documents discussing defence diplomacy and how it is defined in the United Kingdom, the United States, Australia and Canada;
- Interviews with key individuals, including DMTAP management and staff, DND staff and members involved or familiar with MTAP, and DND senior management;
- A survey of Defence Attachés responsible for MTAP in their respective countries; and
- Interviews with students, past and present.

Limits to the Methodology

A limitation was the difficulty in tracking MTAP participants who do not stay in touch through the various MTAP-sponsored web links. Defence Attachés were helpful, but in many cases foreign militaries are unwilling to reveal the current assignment of those persons.

Another limitation was the difficulty of establishing the impact MTAP participants have on their military organizations. There was anecdotal evidence from officers who achieved senior rank and who were then assigned to NATO. They attributed their success in large part to their having received language training at MTAP. Moreover, one general who achieved the rank of CDS in his country spoke highly of the staff training he received at MTAP.

Description of Program

The contribution program provides partial funding for the promotion of defence diplomacy objectives. This funding allows the Government of Canada, through DND, to provide military training and education to personnel of selected countries and organizations.

MTAP is one of several instruments of Canada's foreign and defence diplomacy and is intended to contribute directly to DND's mission. MTAP promotes Canadian interests and values abroad and contributes to international peace and security. It fosters the development of democratic and accountable militaries, promotes stability, helps prevent new crises, facilitates the withdrawal of international forces from areas of conflict and assists other countries in building their capacity to undertake PSOs to lessen the operational burden on Canada.

Education and training is conducted both in Canada and abroad.

Within Canada training occurs at DND institutions (such as schools located on Canadian Forces (CF) bases) and other facilities and includes language training, professional development, and peace support training. MTAP undertakes the following activities:

- Language training in English or French (to NATO Standardization Agreement (STANAG) level 4, as appropriate) to facilitate communication and interoperability among international forces. Courses are provided at Canadian Forces Bases at Borden and St-Jean and prepare candidates to perform NATO-related tasks;
- Language training in English (to STANAG level 3) is given in the National Capital Region to teachers of English as a second language. These are both civilians and military members who teach English as a foreign language to military members in their home countries;
- Command staff and technical training (at the Canadian Forces College in Toronto) prepares students for senior command and staff appointments at the operational level within national and international headquarters and organizations;
- Junior officer staff and technical training (at the Canadian Land Forces Command and Staff College (CLFCSC) in Kingston) prepares students for staff appointments at the unit and brigade level within national and international organizations;
- PSOs operations and the study of civil/military cooperation (at the Canadian Defence Academy (CDA) in Kingston) allows for the influence and ability of education to add to stability in the world environment; and
- Peace support training (at the PSTC at Kingston) improves the capacity of military and civilian participants to undertake multilateral and PSOs within a multi-disciplinary peacekeeping/support operation.

In addition to courses in Canada, MTAP sponsors specific training and activities in other locations around the world (Africa, the Caribbean, South America, and Afghanistan).

With respect to Afghanistan, since January 2004, MTAP has been providing capacity building language and professional development training for officers of the Afghan National Army (ANA) in support of the CF commitment to Afghanistan.



DMTAP also undertakes special projects such as sponsoring expert teams (to provide Canadian expertise in another country), delegation visits from foreign countries to Canada, as well as ad hoc activities which are adjunct to the actual MTAP. These activities originate from strategically urgent requests that are conceived, developed and implemented in keeping with Canadian priorities. Training provided through supplemental funding is similar to the training offered through MTAP.

Annually, MTAP provides training and education:

- in Canada to approximately 1,000 persons from developing non-NATO countries;
- in Jamaica to approximately 100 persons from the Caribbean and Central Americas;
- in South America to approximately 90 persons;
- in Mali and Kenya to approximately 100 persons from sub-Saharan Africa;
- in Kabul to approximately 200 Afghans (beginning in 2009); and
- on an ad-hoc basis in other countries as required.

The majority of these persons are military members; some are civilians. The recipient countries are identified by an interdepartmental Military Assistance Steering Committee to ensure they align with Canadian foreign affairs, trade and defence priorities. Some NATO countries also receive MTAP training, but are not subsidized by MTAP.

The key stakeholders, clients and partners of MTAP are Foreign Affairs and International Trade Canada, the Canadian International Development Agency, the Royal Canadian Mounted Police, Canadian Defence Attachés, the CDA, the language schools at Canadian Forces Base Borden and St-Jean, National Capital Region schools, Canadian Forces College in Toronto, the CLFCSC in Kingston, the PSTC in Kingston, eligible countries and students.

The pillars of the program are language training, professional development courses and training for Peace Support Operations. The training is normally conducted in Canada, but is also conducted in other countries. These three pillars were developed after MTAP had defined in its early stages what educational and training requirements were needed among developing country armed forces and what type of training and education the CF/DND training establishment was either best suited or able to provide under the auspices of MTAP.

The overarching theory is that these courses, along with other MTAP initiatives not funded by the Contribution Agreement, will result in Canadian interests and values being promoted abroad and in international security and stability being enhanced. The motto of DMTAP is “promoting world stability.”

The specific courses coordinated by MTAP are described in [Annex D](#).

Language Training

Knowledge of either English or French is essential to the development/capacity building of developing country armed forces who will be part of NATO or UN missions. Officers of the armed forces wishing either to take international training or to participate in multinational exercises or missions must be able to communicate in English or French. Therefore, language skill is a critical enabler for the development of individuals and the overall capacity of partner armed forces. The CF/DND training establishment is ideally placed to perform this educational function due to the bilingual nature of the CF and the built-in capability for language training within our system.

To support this capability, MTAP offers:

- English language training;
- French language training; and
- English language teacher training (train the trainer).

For these MTAP-sponsored courses, all students attending are MTAP participants, and MTAP pays the entire cost of the course, its development and delivery.

MTAP also sells, on a cost-recovery basis, language training to MTAP alumni countries and other selected countries as appropriate.

Professional Development Training

Training in basic military skills is undertaken by developing country armed forces mostly within their own available capacity. Higher-level professional development, such as staff skills, are normally not within the established capacity of developing countries' armed forces. Examples of these skills include the functioning of staff in modern military structures, multinational-level staff organizations, missions or exercises. Developing country armed forces look to partners like Canada to assist in strengthening this capacity both amongst individual officers and within their educational establishments.

MTAP staff courses⁴ all share a mechanism for validation of training, updating of material and formal as well as informal feedback from the student body. The courses draw their material from Canadian standard courses such as the Army Tactical Operations Course, Army Operations Course and the CLFCSC. The CF value-added is a modern staff education capability that is at a scale and level appropriate to the needs and ability of partner countries.

To support this education capability, MTAP offers:

- Command, staff and technical training; and
- Junior officer staff and technical training.

For these courses, MTAP-sponsored participants are embedded with other students and MTAP pays a pro-rated part of the course delivery cost.

⁴ CLFCSC Kingston, PSO Kingston, CDA Kingston, CFSC Toronto, CJCS-C-Jamaica, JCSC-Aldershot, TOSC-Africa.



Peace Support Training

In addition to military professional development, training in PSO is a key enabler that allows officers and units of partner countries to participate in multinational PSOs. The CF, in particular, is among the most experienced and respected armed forces in the world in terms of PSO experience and ability to train and educate. Such training is sought after by developing countries seeking to play a role in providing the international community with forces to enhance peace and security. Participation of partner countries in PSO missions is of benefit to the partner countries as it encourages their integration with the international community of nations and thereby enhances their capacity building initiatives. For Canada, enabling partner armed forces to participate effectively in such missions ultimately helps to ease the work of the CF by having more countries capable of sharing the demands of PSOs.

To support this capability, MTAP offers:

- PSO training;
- The study of civil/military cooperation; and
- Peace Support Training.

Some of these courses are dedicated to MTAP, and some are CF courses with MTAP students embedded with other students. The cost to MTAP therefore varies with the percentage of MTAP participants.

Other MTAP Initiatives

MTAP coordinates other initiatives which are not included in the MTAP Contribution Agreement and are therefore funded by DND. Such initiatives include:

- Expert visits (provides Canadian expertise to MTAP countries in a variety of areas);
- Delegation visits (brings foreign delegations to Canada to obtain Canadian expertise);
- General training (specific training requested by a country);
- Training assistance to Darfur;
- Permanent posting of four CF members in Africa for capacity building and peacekeeping schools; and
- Afghanistan focused training (to provide language training and staff training in Afghanistan, ultimately in order to hand the training over to Afghanistan).

Management of the Program

The Contribution Agreement is administered by DMTAP.

DMTAP reports to the Director General International Security Policy who, in turn, reports to the Assistant Deputy Minister of Policy.



Funding

DMTAP's overall funding for FY 2008/09 is provided at Table 1.

Category	Funding
Contribution Agreement	\$10,000,000 (46%)
DMTAP Salary Wage Envelope	\$ 5,129,460 (23%)
Other initiatives recently added	\$ 6,778,106 (31%)
- expert visits	
- delegation visits	
- training specific to a country	
- Afghanistan focused training	
Total	\$21,907,566 (100%)

Table 1. DMTAP Overall Funding FY 2008/09.

The current Contribution Agreement provides \$10 million per year from 2005 until 2010, at which time funding will again be sought. The \$10 million has been allocated (with projections) as shown at Table 2.

FY	Language Training (\$)	Staff Courses (\$)	Peacekeeping Training (\$)	Professional Training (\$)	FAC Project (\$)	Administration (\$)	Total (\$)
2005/06	7,524,531	2,428,454	2,241,824	1,525,443	0	742,049	14,462,301
2006/07	6,517,532	1,920,116	2,758,767	806,703	42,200	658,379	12,703,697
2007/08	8,382,988	3,445,015	3,036,276	2,085,364	(141,949)	826,628	17,634,322
2008/09	8,774,785	3,900,852	3,925,732	1,848,944	1,776,288	916,533	21,143,134
2009/10	Detailed Budget not Available until Mar/Apr 2009						
4 years	31,199,836	11,694,437	11,962,599	6,266,454	1,676,539	3,143,589	65,943,454
Avg per yr	7,799,959	2,923,609	2,990,650	1,566,614	419,135	785,897	16,485,864

Table 2. Allocation of Funds per Fiscal Year.

Notes:

1. FY 2006/07 cut back on the Teacher Training Course because the school could not accommodate the proposed student load.
2. "Peacekeeping" includes Pearson Peacekeeping Centre and postings to Mali/Kenya.
3. Numbers for FY 2005/06 to FY 2007/08 are actuals. Numbers for FY 2008/09 are estimates.



Findings

Compliance with the Contribution Agreement

MTAP has complied with the obligations of the 2005 Contribution Agreement.

Relevance

MTAP is relevant to DND and other federal government objectives and priorities.

Relevance to Policy

MTAP is relevant to DND/CF as it aligns with the following policy documents:

- **Securing an Open Society: Canada's National Security Policy, 2004:** “leverage Canada's experience in peace, order and good government to help developing, failed and failing states through capacity building;”
- **Canada First Defence Strategy, 2008:** notes that security in Canada ultimately begins with security abroad. MTAP's efforts to provide courses and a direct experience with Canadian values for approximately 1,000 foreign military personnel each year is aligned with this government statement;
- **DND Program Activity Architecture, 2008/09:** “to contribute to the international community in accordance with Canadian interests and values by giving training support to other nations.” (Program sub-activity 3.3.2); and
- **DND Report on Plans and Priorities, 2008/09:** “Promote good governance and Canadian identity, and exert influence in the global community.”

Relevance to Other Nations

MTAP delivers Tactical Operations Staff courses in response to Canada's pledge, made at the 28th G8 Summit in Kananaskis, Alberta, in June 2002, to assist the African Union peacekeeping operation in Sudan and Darfur until 2010. This indicates that the Contribution Agreement funds are embedded in a larger defence program which is aligned with federal government commitments.

MTAP provides military assistance (similar to that provided by the United Kingdom, the United States and Australia) in alignment with the efforts of its allies to interact with non-NATO developing countries to their mutual benefit. Canada is a good alternative for countries which prefer to receive assistance from a country which does not have a colonial or hegemonic history.

In January 2007, MTAP commenced providing language and junior staff training to the ANA as a means of helping the ANA gain additional strengths that it can build on over the long term.

DMTAP developed a policy framework for the coordination of military training efforts with developing countries and for how MTAP decides which countries will receive funding, and to what level. This policy framework is approved annually by the Military Assistance Steering Committee. The evaluation found that the UK has a published Defence Diplomacy Policy that is used to guide related activities by various Ministries.



Relevance to Participants

An annual, independent survey conducted by Public Works and Government Services Canada of key stakeholders (foreign militaries, foreign students, Canadian Defence Attachés, MTAP delivery partners as well as senior CF personnel) confirms the relevance of MTAP.

DMTAP has recently implemented course exit surveys. Almost all members would recommend the courses to their colleagues. MTAP invitations are greeted with a good response and MTAP has many more requests for assistance each year than it can handle.

At the course level, MTAP continues to review course content based on comments from Defence Attachés, students and teachers. Continuing rigorous review of courses and exchanges of instructors allows MTAP to ensure that courses offered are adjusted to remain relevant to current Canadian and foreign student needs.



Success

MTAP was successful in achieving the outputs of the Contribution Agreement.

MTAP demonstrates success in achieving the outputs of the Contribution Agreement.

Success in Language Training

The formative evaluation conducted in 2007 recommended that MTAP develop more precise and extensive performance measures to determine the extent to which students learned English or French. This was done for FY 2007/08 and FY 2008/09. Ensuring continuing consistency and completeness of reporting from pedagogical staff over successive years will require DMTAP to implement the appropriate processes.

The language training courses are monitored by pedagogical staff who over time perform incremental improvements in the testing and course delivery process. The pedagogical staff works in concert with the Bureau for International Language Co-ordination to ensure that the Canadian interpretation of the STANAG 6001 – Edition 2 is consistent with other nations.

New entrants are tested to determine their standing according to the STANAG language proficiency level. Graduates are again tested to determine their gain/loss against the STANAG standard.

MTAP's success can be seen through the summary of its performance on Language Training output indicators at Table 3.

MTAP Courses	2005/06	2006/07	2007/08
Number of Language Courses	9	11	17
Number of students	413	612	875
% students who ranked the course as successful	95%	96%	96%
Number of Language Teacher Training Courses	2	2	3
Number of students	27	32	52
Number of students who ranked the course as successful	n/a	n/a	n/a ⁵

Table 3. Student Ranking of Success. While the number of courses and the number of students have increased, the number of students who rated the course as successful has remained consistently high.

⁵ To date, insufficient course have been run for reliable data to be available. As more courses are run in the future, reliable data will become available.



Success in Professional Development and Peace Support Training

Each course has a full-time chief instructor who is responsible for maintaining the course package with the assistance of a full-time standards officer as well as a full-time curriculum developer. Regular contact is maintained with the Director of Army Training in Kingston as well as the subject matter experts such as Tactics Wing at the Combat Training Centre in Gagetown, the CLFCSC and the Judge Advocate General (Law of Armed Conflict). For example, the Commandant, Course Instructor, and Standards Officer of Junior Command and Staff Course (JCSC) Aldershot meet regularly with the Director Army Training to formalize the qualification standards and training plan for that course. Course instructors exchange to keep the material from becoming over-specialized to a specific locale. Fresh ideas and new points of view are encouraged by hiring reservist instructors who remain up-to-date by virtue of recent previous operational experience.

Each course ends with a student course critique as well as a detailed After Action Report including all the staff. The results are analyzed to ensure that the material remains current and continues to meet training requirements as well as the broader defence diplomacy aims of MTAP. Further student feedback is acquired by inviting former alumni as instructors after they have had a year or two to put their skills to work back in their homelands. This is part of the “train the trainer” aspect of MTAP and assists the validation process.

Approximately 100 students per year receive professional development or peace support training.

Course	2005	2006	2007
Peace Support Training Course	28	40	40
CF College Joint Command and Staff Program	4	3	9
Junior Command and Staff Course Aldershot	32	31	28
Canadian Security Studies Program for LCol	3	4	6
National Security Program for Colonels	7	2	3
Canadian Land Force Command Staff College – Army Operations Course	21	23	21
Total	95	103	107

Table 4. Students per Year – Staff or PSO Training.

To assist in gauging the longer-term effects of the course, alumni are encouraged to stay in touch through the Internet. The JCSC alumni keep in touch through a group page maintained by one of the former students. There are regular postings about their work, their assignments around the world and frequent comments regarding how they are using what they have learned.

In terms of outcomes, the annual independent assessment based on input from Defence Attachés also showed a high rating of success on broad outcomes given the variety of MTAP regions including Africa, Asia/Pacific, Caribbean, Central/South America, Europe, and the Middle East.

Table 5 summarizes the perception of success as reported by Defence Attachés.

1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree

Defence Attaché Feedback	Results
Suitable Candidates attend MTAP training programs.	4.1
MTAP has improved Canada's defence relationship with member countries.	4.6
MTAP projects a recognizable and independent Canadian profile within your region.	4.4
Language ability improvements.	3.9
Interoperability with Canada and NATO allies improvements.	3.5
Conducting PSO improvements.	3.5
Responses to MTAP offerings are always prompt and enthusiastic.	4

Table 5. Defence Attaché Feedback on the Extent that they Agree with the Following Statements.⁶

As well, the assessments by students also showed a high rating of course success given the variety of courses and MTAP regions. This data is summarized at Table 6.

1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree

Student Feedback	Results
This course improved my understanding of the civil-democratic control of the CF.	3.9
I was satisfied with the exposure that this course gave me to the Canadian culture, its values and system of governance.	4.3
This course has met my training needs and will improve my job performance.	4
I was satisfied with the activities/curriculum of the course (assignments, lectures, tests and evaluations, field work).	4.1

Table 6. Student Feedback on the Extent that they Agree with the Following Statements.

In terms of success, MTAP students from around the globe have stayed in touch with the Program. Several of these students have risen in rank and responsibility in their countries. While a direct link cannot be made between their time with MTAP and their career progression, these senior MTAP graduates still express goodwill towards Canada due in part to their experiences with MTAP.

Also, while a direct link cannot be made between the numbers of MTAP nations participating in NATO or peace support operations, it is worth noting that 35,000 peacekeepers have come from countries which have been part of MTAP over the last 20 years.

⁶ Scores in Table 5 and Table 6 represent the average of responses.



Cost Effectiveness

MTAP is a cost-effective means of achieving its outcomes.

Canada benefits from MTAP. Based on CF standard cost factors, had Canada supplied the 35,000 peacekeepers which other nations have supplied over the past 20 years, the estimated cost to Canada would have been \$8 billion. The cost of supplying even 10 percent of this number would have been \$800 million.

MTAP coordinates the training of 1,200 students annually at a cost of \$17 million. This is \$14,000 per student. If the courses were offered by the private sector, the cost would be approx \$24,000 per student.

MTAP takes advantage of vacancies on CF courses and CF sites so as to keep training costs low. Some students are billeted in private homes. This assists them in experiencing Canadian life and keeps costs to a minimum.

The contribution to MTAP is therefore cost-effective in offsetting a substantial part of Canada's conducting PSOs and is less expensive than contracting the service to another training provider.

It is not possible to determine whether MTAP is cost-effective in terms of its broadest long-term defence diplomacy objectives of promoting Canadian interests and values abroad and of supporting international security and stability.



Recommendations

1. DGIS Pol develop a DND-wide defence diplomacy strategy linked to other government departments with related aims and which would allow future analysis of MTAP in the context of a defence diplomacy continuum.
2. DMTAP implement processes to monitor the reporting from the program's pedagogical professionals of student achievements to ensure consistency and completeness across years.



Annex A—Management Action Plan

Performance Measurement

CRS Recommendation

1. Develop a DND-wide defence diplomacy strategy linked to other government departments with related aims and which would allow future analysis of MTAP in the context of a defence diplomacy continuum.

Management Action

A defence diplomacy strategy will be developed.

OPI: DGIS Pol

Target Completion Date: January 2010

CRS Recommendation

2. DMTAP implement processes to monitor the reporting from pedagogical professionals of student achievements to ensure consistency and completeness across years.

Management Action

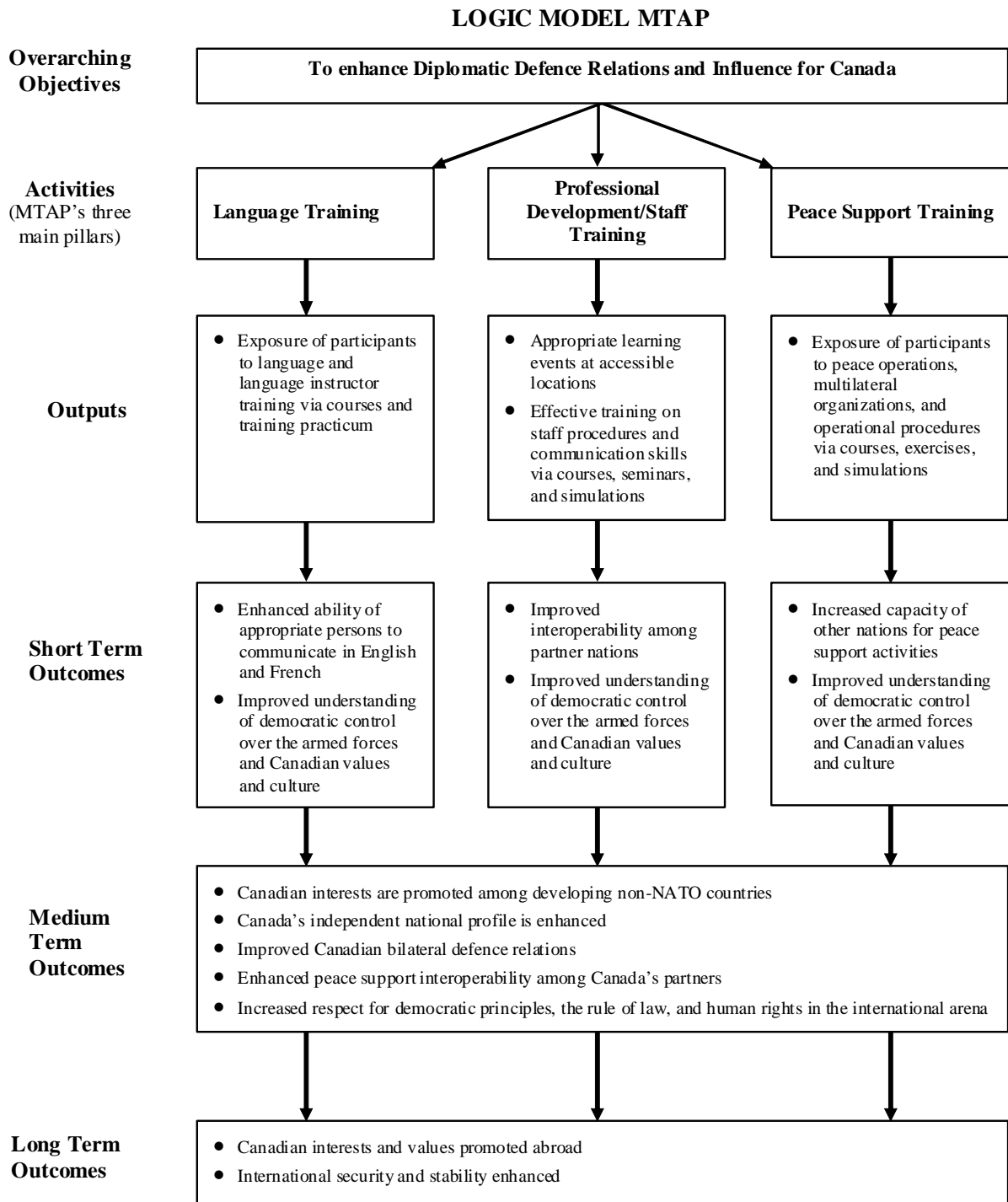
Appropriate processes will be implemented.

OPI: DGIS Pol/DMTAP

Target Completion Date: June 2009



Annex B—Logic Model



Annex C—MTAP Member Nations

MTAP MEMBER STATES
Effective 01 Apr 09

MTAP (66 Nations)		
Tier-One (60 Nations)		
Albania	Guyana	Pakistan **
Antigua & Barbuda	Honduras	Paraguay
Argentina	Indonesia	Peru
Bangladesh	^Ivory Coast	Philippines
Barbados	Jamaica	Rwanda
Belize	Jordan	Senegal
Benin	Kazakhstan	Serbia
Bolivia	Kenya	Sierra Leone
Bosnia-Herzegovina	Kyrgyzstan	South Africa
Botswana	Macedonia	^Sudan
Brazil	Malawi	Tajikistan
Burkina Faso	Malaysia	Tanzania
Cameroon	Mali	Thailand
Chile	Mexico	Timor-Leste
Croatia	Mongolia	^Uganda
Dominican Republic	Montenegro	Ukraine
Ecuador	Namibia	Uruguay
El Salvador	Nepal	^Uzbekistan
Ghana	Nicaragua	Zambia
Guatemala	Nigeria	^Zimbabwe
(** On watch for accession)		(^ Suspended)
Tier-Two (6 Nations)		
Kuwait	Russia	
Oman	Singapore	
Republic of South Korea		
Trinidad & Tobago		

MTAP countries are categorized into two tiers, depending on the financial assistance members are required to attend and participate in Canadian training: Tier-One and Tier-Two. Tier-One countries include those states with a per capita GDP of \$US 15K or less; Tier-Two countries are those with per capita GDP in excess of \$US 15 K per capita. Prospective MTAP members may only be from the Tier-One category.

MTAP countries are then categorized by ADM(Pol) Priority Category – “A” (in green) and “B” (in blue).

MTAP covers Tier-One nations’ costs for training, including tuition, rations and quarters, flight costs to Canada and return and allowances. MTAP pays tuition and rations and quarters only for Tier-Two nations.



Annex D—Courses Funded by the MTAP Contribution Agreement

Major Courses

Course	Goal	Location	Course Duration
Language training in English or French to STANAG level 4	Facilitates communication and interoperability among international forces at NATO.	Canadian Forces Bases Borden and St-Jean	Long courses Short courses
Language training in English to STANAG level 3	Prepares civilian and military teachers of English as a second language to teach English as a foreign language to military members in their home countries.	Teacher Training Language School in the National Capital Region	22 weeks
Command staff and technical training	Prepares students for senior command and staff appointments at the operational level within national and international headquarters and organizations.	Canadian Forces College in Toronto	Various
Junior officer staff and technical training	Prepares students for staff appointments at the unit and brigade level within national and international organizations.	Canadian Land Forces Command Staff College (CLFCSC) in Kingston	Various
PSO and the study of civil/military cooperation	Prepares students to function in PSOs. Improves the understanding of the role of the military in a democracy.	Canadian Defence Academy (CDA) in Kingston	Various
Peace support training	Improves the capacity of military and civilian participants to undertake multilateral operations and PSOs within a multi-disciplinary peacekeeping/support operation.	Peace Support Training Centre (PSTC) in Kingston	Various ⁷

⁷ Course vary in length due to tailoring for specific circumstances (location, client needs, etc.).



Minor Courses

Type of Training (FY 2008/09)	# Positions Offered
Language Training	
English Language, Borden, Ontario & St-Jean, Quebec	345
French Language, St-Jean, Quebec	72
English Language – Teacher Trainer, Ottawa, Ontario	34
Total	451
Staff Training	
Joint Command and Staff Programme, Toronto, Ontario	17
Army Operation Course (AOC) and Pre-AOC, Kingston, Ontario	18
National Security Programme, Toronto, Ontario	11
Junior Command and Staff Course, Aldershot, Nova Scotia	58
Caribbean Junior Command and Staff Course, Moneague, Jamaica	30
Total	134
Peace Support Operations Training	
Military Observer Course, Kingston, Ontario	46
United Nations Integrated Mission Staff Officers Course, Cornwallis, Nova Scotia	34
Senior Management Course on Integrated Peace Missions, Cornwallis, Nova Scotia	34
United Nations Logistics Course, Nairobi, Kenya	29
<i>United Nations Deployed Operations and Logistics Course (CANCELLED)</i>	0
Regional Civil Military Relations/Civil-Military Cooperation Seminar, Belgrade, Serbia	26
Peace Support Operations Seminar, Montevideo, Uruguay	32
Civil-Military Relations/Civil-Military Cooperation Seminar, Santiago, Chile	32
Civil-Military Relations/Civil-Military Cooperation Seminar, Ottawa, Ontario	29
Peace Support Operations Seminar, Inter-American Defence College, Washington D.C.	62
Total	324
Professional Development Training	
Chaplains Courses, Borden, Ontario	8
International Defence Resource Management Course, Ottawa, Ontario	19
Jamaican Defence Force - Advance Aviation Tech & Basic Avionic Course, Borden, Ontario	17
Defence Resources Management Course, Ottawa, Ontario	20
Canadian Security Studies Programme, Toronto, Ontario	6
Basic Public Affairs Officers Course, Ottawa, Ontario	3
Psychological Operations Course, Kingston, Ontario	1
IT Training for Caribbeans, Kingston, Ontario	27
Total	101
Total – MTAP Training	1,010

Annex E—Contribution Agreement Terms

Se r	Terms of the Contribution Agreement	Actions by DMTAP
1	Authority.	The authority for the Contribution Agreement is TB.
2	Description of the Program.	Current program aligns with the description.
3	Objectives and results.	Outputs can be measured. Broad objectives cannot be measured, but MTAP activities align with defence diplomacy initiatives of other comparable countries.
4	Duration.	1 April 2005 to 31 March 2010.
5	Eligible recipients.	Military Assistance Steering Committee determines eligible recipients.
6	Application requirements: <ul style="list-style-type: none"> <li data-bbox="289 772 711 835">• Financial and non-financial considerations; and <li data-bbox="289 846 711 888">• Conflict of Interest. 	Military Assistance Steering Committee Working Group identifies priorities on a three-year planning cycle. Those involved with MTAP have signed the Conflict of Interest statement.
7	Eligible expenditures: <ul style="list-style-type: none"> <li data-bbox="289 930 711 993">• Courses and activities conducted in Canada at DND institutions; <li data-bbox="289 1003 711 1066">• Courses conducted in Canada at non-DND institutions; and <li data-bbox="289 1077 711 1140">• Courses and activities outside of Canada. 	All eligible expenditures are incurred and paid for by the Department ensuring that DND maintains financial control over the resources.
8	Stacking limits.	DND is the sole contributor to participants in MTAP and DND's contribution does not exceed 100 percent of eligible expenses.
9	Maximum amount payable.	MTAP is exempt from the requirement to have a maximum amount payable per student due to strategic priorities and due to course fluctuations.
10	Basis and timing of payments.	There are no holdbacks for MTAP since DND incurs all of the cost, not the recipients.
11	Authority to approve, sign and amend.	MND has the authority to approve, sign and amend related Memorandum of Understanding and the MND may delegate that authority.
12	Authority to approve payments.	Authority to approve payments has been delegated by the MND as per the Delegation of Authorities for Financial Administration for DND and the CF.
13	Repayable contributions.	MTAP does not generate profits so this is not a repayable contribution.
14	Due diligence.	MTAP is in compliance with departmental and governmental financial policies. Financial information was readily available and accurate. An RMAF has been prepared. DND has the capacity to effectively deliver and administer transfer payment programs.

Se r	Terms of the Contribution Agreement	Actions by DMTAP
15	Additional costs for the administration and management of the program and source of funding.	Additional costs for DND were identified for the conduct of the summative evaluation.
16	Risk-based Management Accountability Framework (RMAF).
17	Risk-Based Audit Framework (RBAF).
18	Appropriation and changes in funding from Parliament.	It is understood by DMTAP that payments may be cancelled or reduced by Parliament.
19	Capital Assets.	Capital equipment may be acquired for training requirements accompanied by a plan for maintenance and follow-up.

