

**ACTION PLAN IMPLEMENTATION STATUS UPDATE  
REPORT TO THE EVALUATION, PERFORMANCE MEASUREMENT AND REVIEW COMMITTEE  
AS OF SEPTEMBER 30, 2010**

LANDS AND ECONOMIC DEVELOPMENT – LANDS AND ECONOMIC DEVELOPMENT POLICY BRANCH			
Evaluation of INAC's Economic Development Programs (200766) AEC APPROVAL DATE: 17/APR/2009			
PROJECT RECOMMENDATIONS	ACTION PLAN	EXPECTED COMPLETION DATE	PROGRAM RESPONSE
<p>1. Continue to support economic development programming that includes assistance for Aboriginal businesses and community economic development.</p>	<p>The government of Canada, through INAC's Lands and Economic Development Sector, is committed to implementing a new federal approach to Aboriginal economic development, one that will create the necessary conditions to enable Aboriginal Canadians to pursue economic development opportunities successfully. The framework will support, in part through INAC's Economic Development programming, the development of investment-ready communities, viable Aboriginal businesses and a skilled labour force</p> <p>INAC's Economic Development programming will:</p> <ul style="list-style-type: none"> <li>• Continue to support Aboriginal businesses through the renewal/amendment of program authorities.</li> <li>• Continue to support Community Economic Development through the renewal/amendment of program authorities</li> </ul>	<p>Framework completed Spring 2009</p> <p>Implementation of Framework to commence April 1, 2010</p> <p>Program renewal completed April 1, 2010</p> <p>Authorities to expire March 31, 2015</p>	<p><b>Status: Ongoing</b></p> <p><b>Update/Rationale: As of 30/09/2010:</b></p> <p>Community Opportunities Branch</p> <p>The LED reorganization, implemented on September 1, 2010, has led to closer collaboration within the sector and throughout the Department, resulting in improved effectiveness in the delivery of programming</p> <p>Lands issues, which are viewed as impediments to community economic development, are addressed in a more pro-active and expeditious manner. Lands &amp; Economic Development officials are now better positioned to be informed and work jointly on projects of similar interests. Each programming area is evolving to better understand how one can benefit from the other.</p> <p>The Sector is moving ahead with program renovation, which will address issues noted in recent program audits and evaluations.</p> <p>The Community Opportunities Branch continues to support First Nations and Inuit Communities and organizations they mandate, to enable recipients to</p>

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			<p>carry forth community economic development planning and capacity development initiatives.</p> <p>Continued support is provided to First Nations and Inuit communities that have the best opportunities leading to community economic benefits.</p> <p><b>AES:</b> Close- Fully Implemented</p>
<p>2. Given expanded mandate of the Department, ensure that INAC's economic development programming meets the needs of all Aboriginal groups (First Nation on- and off-reserve, Inuit and Métis); and takes into consideration the different characteristics of Aboriginal communities (on- and off-reserve, urban, and remote); their access to equity financing; and the differing needs of women and men, in line with INAC's Gender-Based Analysis Policy.</p>	<p>Undertake research to identify and propose strategies to address gender barriers to economic participation by Aboriginal peoples</p> <p>Continue to provide business development programming to all Aboriginal groups, on and off reserve</p>	<p>Research and action plan to be completed date: March 31, 2010</p> <p>Implementation of action plan to be completed by April 1, 2015 (in line with INAC's economic development program authorities)</p> <p>Renewal of program</p>	<p><b>Update/Rationale: As of 30/09/2010:</b></p> <p>Community Opportunities Branch continues to contribute towards initiatives linked with the development of a renovated suite of programs and authorities, during and upon conclusion of the stakeholder engagement sessions.</p> <p>A renovated suite of Community based economic development programs will be designed to meet the needs of all Aboriginal groups.</p>

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	<p>Explore possibilities of specific business development initiatives for women, in line with INAC's Gender – Based Analysis Policy, if necessary, based on on-going research and data collection</p> <p>Consider Community Economic Development program renovations that include programming to meet the needs of all Aboriginal groups</p> <p>To assist with identifying and addressing differential program access and uptake (including equity financing), work with Information Management Branch (FNITP</p> <p>- First Nations and Inuit Transfer Payment Program project) to ensure that information pertaining to the characteristics of Aboriginal recipients is captured and made available to program managers</p>	<p>authorities completed March 31, 2010</p> <p>Implementation of specific business development Initiatives implemented by April 1, 2010</p> <p>Program Renovation Proposal Completed Fall 2009-07-22 Implementation April 1, 2010</p> <p>Completed: March 21, 2010</p> <p>Implemented: April 1, 2010</p>	<p>The Branch has participated in the Gender Based Analysis Initiative. Feedback from the Engagement Session with Aboriginal women will be key in developing a position within the renovated suite of programs.</p> <p><b>AES:</b> Underway – new programming to be launched in 2011-2012</p>

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<p>3. Ensure that the design of EDP is strategically focused on the achievement of intermediate and long-term results. Key considerations should include:</p> <ul style="list-style-type: none"> <li>▪ continuing support for capacity development, strategic planning and community economic development projects</li> <li>▪ assessing feasibility of adjustments or alternatives to the current population formula funding approach; and</li> <li>▪ modifications, such as, support for regional approaches, and multi-year funding.</li> </ul>	<p>Community Investments Branch (CIB) will develop a suite of new programs in keeping with the Federal Framework, the considerations identified with respect to this recommendation, and the overall findings of this evaluation</p>	<p>Program Renovation Proposal Completed Fall 2009</p> <p>Implementation April 1, 2010</p>	<p><b>Status: Ongoing</b></p> <p><b>Update/Rationale: As of 30/09/2010:</b></p> <p>The Branch continues to work closely with the Sector's Program Renewal/Redesign Working Group, to ensure that the new suite of programs is consistent with Framework principles and based on evidence garnered from program evaluations, reviews, studies and reports.</p> <p>Concepts on renovated programming and future directions were presented to regions at a national workshop in September.</p> <p>Continued feedback will be provided to the Sectors Program Renewal/Redesign Working Group, leading up to and upon the conclusion of the Engagement sessions with stakeholders.</p> <p>To improve capacity development, program renewal may consider re-aligning the Community Economic Opportunities Program and the Aboriginal Business Development Programming under one authority, to establish a single window access for Aboriginal recipients seeking capacity development.</p>

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			<b>AES:</b> Underway – new programming to be launched in 2011-2012
4. Determine the Department's role in supporting community economic development and business development, and take steps to ensure sufficient and appropriate human, financial and information technology resources are in place to support Aboriginal businesses and communities, as well as to manage, monitor and report on programming.	<p>INAC's role in community economic development and business development will be defined through the federal framework for Aboriginal Economic Development</p> <p>As a part of the program renovation activities in keeping with the framework, INAC will undertake a review of resources (human, financial and IM/IT) dedicated to the delivery of community economic development and business development programming, and allocate human and financial resources to effectively manage, monitor and report on the new suite of economic development programs</p>	<p>Research Completed Fall 2009</p> <p>Implementation: April 1, 2010</p>	<p><b>Status: Ongoing</b></p> <p><b>Update/Rationale: As of 30/09/2010:</b></p> <p>Community Opportunities Branch</p> <p>The Community Opportunities Branch Continues to work with stakeholders, to ensure that existing programs are compliant with the new Policy on Transfer Payments.</p> <p>Branch officers continue to work closely with their regional counterparts, to ensure that a sound management control framework is in place. This Includes proper adherences to key activities, performance indicators, risk analysis and the accompanying monitoring plans.</p> <p>Over the last 18 months, internal controls have resulted in the disbursement of funds being delayed beyond reasonable norms. Branch staff instituted several measures to alleviate this issue, one of which is implementing a risk based</p>

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			<p>approach to satisfy the Policy on Transfer Payments. This requires Departments to obtain timely accounting from recipients, to ensure that advance payments are being spent for authorized purposes and that unexpended balances within the control of the recipients are reasonable, having regard to the recipient's cash flow requirements.</p> <p>This will also be captured within the newly designed suite of programs.</p> <p><b>AES:</b> Underway – new programming to be launched in 2011-2012</p>
5. Consider expanding ABDP support through third-party-delivery as part of a strategy to ensure effective and efficient program delivery and leverage.	Continue with an independent comprehensive review (initiated October 2008) of Aboriginal Financial Institutions (to be completed in March 2010). Based on the review assess the readiness of AFI's to act as delivery agents of INAC's business development programming	Review Completed March 31, 2010, Implementation of Findings to commence April 1, 2010	<p><b>AES: Close</b></p> <p><b>Update/Rationale:</b> <b>As of 30/09/2010:</b></p> <p><b>AES:</b> Close- Fully Implemented</p>
6. Develop and implement a performance measurement strategy for departmental economic development programming which integrates both EDP and ABDP, and	An economic development programming performance measurement strategy, integrating both Community Economic Development and Business Development Programming will be developed and	Completed, Fall 2009 Implemented April 1, 2010	<p><b>Status: Ongoing</b></p> <p><b>Update/Rationale:</b> <b>As of 30/09/2010:</b></p>

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allows the programs to measure progress, make ongoing adjustments to programming, and report on results.	included in program renewal, taking into consideration reporting burden and IM/IT requirements		<p>Branch officials will continue to collaborate with the Sector's Program Renewal/Redesign Working Group, to ensure that refinements to the measurement framework are reflected within the renovation activities.</p> <p>The development of a Performance Measurement Strategy has been delayed until Program Renewal is completed and new authorities have been adopted.</p> <p><b>AES:</b> Underway</p>