

**ACTION PLAN IMPLEMENTATION STATUS UPDATE
REPORT TO THE AUDIT COMMITTEE
AS OF DECEMBER 31, 2014**

PSD, RO, NAO, CFO			
<i>Follow-up Audit of Capacity Development</i>			
APPROVAL DATE: 20-09-2013			
PROJECT RECOMMENDATIONS	ACTION PLAN	EXPECTED COMPLETION DATE	PROGRAM RESPONSE
<p>1. AANDC should strengthen the focus on capacity development in its proposed policies and program activities through the following actions:</p> <ul style="list-style-type: none"> i. The Senior ADM PSD, with the support of the Senior ADM RO, the CFO, and the ADM NAO, should work with all ADMs to establish departmental capacity development priorities and/or principles to guide the Department in making improvements to its capacity development policies and program activities. Due consideration should be given to opportunities for each program to enforce synergies with other programs and support the broader capacity development needs of First Nations communities, people, institutions and professional organizations. ii. The Senior ADM PSD, with the support of the Senior 	<ul style="list-style-type: none"> i. Coordinate the development and approval through the Operations Committee of core principles to guide the department in establishing key priorities for capacity development programming. ii. Following approval of the key 	<p>Spring 2014</p>	<p>Status: <i>Request to Close - Completed</i></p> <p>i. As of 31/12/2014: Following an extensive internal departmental engagement process, four proposed principles were developed to guide internal priority setting and decision-making. Operations Committee's approval of proposed principles was obtained on Wednesday, October 1, 2014. Operations Committee requested follow-up information on links with similar existing internationally-endorsed principles developed in the Canadian context. These will be presented to Operations Committee in conjunction with the results of Recommendation 4, which are pending.</p> <p>ii. As of 31/12/2014:</p>

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<p>ADM RO, the CFO, and the ADM NAO, should work with all ADMs to ensure that the policy development and program design and approval functions of the Department include an appropriate process and challenge function to ensure that the Department's capacity development principles and/or priorities are considered and reflected in all policy and program proposals, and that planned capacity development activities are sufficient to achieve the Department's capacity development priorities.</p>	<p>principles related to capacity development, work to align implementation with existing strategic investment planning and policy approval processes.</p>	<p>Fall 2014</p>	<p>Initial recommendations for implementation mechanisms and processes were developed for Operations Committee's information on October 1, 2014. Final proposed recommendations will be presented to Operations Committee in conjunction with the results of Recommendation 4, which are pending.</p> <p>AES: Implementation ongoing. Recommendation will be closed once approval received.</p>
<p>2. The Senior ADM PSD, with support of all AANDC senior executives, should:</p> <p>i. Facilitate the establishment of research and data analysis priorities to support the Government of Canada in improving First Nations</p>	<p>i. Develop options for the development of a strategic research plan that will outline research priorities.</p>	<p>Spring 2014</p>	<p>Status: Request to Close - Completed</p> <p>i. (a) As of 30/09/2014: After completing the report in Spring 2014, the Strategic Research Directorate was asked to undertake a second round of consultations on the output, which took place over the course of</p>

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<p>capacity development approaches and programming; and</p> <p>ii. Review and clarify the department's role as a coordinator and facilitator of research and programming focused on First Nations capacity development, with other Government departments, academia and other stakeholders interested in researching and investing in First Nations capacity development.</p>	<p>Lead on production of the 2011 Community Well-Being Index based on data from the NHS.</p> <p>As a member of the interdepartmental ADM committee on the use of administrative data, promote the need for and the use of data related to Aboriginal peoples.</p> <p>ii. Facilitate discussions around aboriginal research, data collection and information management, including issues related to capacity development, thru the Aboriginal Information Management Committee, which meets periodically. The committee includes representatives of federal departments with aboriginal mandates and NAOs.</p> <p>Develop options to collect information on departmental investments in research.</p>	<p>Spring 2014</p> <p>Fall 2014</p> <p>Winter 2014</p> <p>Fall 2014</p>	<p>June-August 2014 using GCconnex and GCpedia. New commentary was integrated and the paper was finalized in early September 2014. In addition, the Strategic Research Plan was approved by Strategic Policy Committee on September 15, 2014.</p> <p>i(b) As of 30/09/2014: The Community Well-Being Index was completed in spring 2014. However, its public release has been delayed to Q4.</p> <p>i(c) As of 30/09/2014: The Committee's final December 2013 briefing included AANDC perspectives on the limitations of using administrative data to support performance measurement and evidence-based decision-making as it relates to Aboriginal people.</p> <p>ii. As of 31-12-14: Two AIMC meetings have taken place in 2014 (on February 19, 2014, and on October 1, 2014). The latter meeting focused on four topics: 1) Inuit health: Selected findings from the 2012 APS, 2) Update on the First Nations Regional Early Childhood Education and Employment Survey, 3) Update on Phase III of the First Nations Regional Health Survey, and 4) Aboriginal Data</p>

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			<p>Framework. The meeting concluded with roundtable updates from participating departments and organizations. The next meeting is planned for approximately February 2015 and will be hosted and chaired by Public Safety Canada.</p> <p>AES: Implementation complete. Recommendation to be closed. Closed.</p>
<p>3. The Chief Financial Officer, with support of the Senior ADM RO and ADM NAO, should review and improve linkages between the General Assessment, Default Prevention and Management regime and capacity development program activities to ensure that First Nations with the greatest capacity development needs and potential are given appropriate focus by regions and programs.</p>	<p>The Chief Financial Officer (TPCOE), the Senior ADM RO Sector and the ADM NAO will work together to develop a national Case Management Approach including a template. This will be a formal, documented process to ensure that particular concerns and recipient capacity issues are brought to the attention of Senior Management at an overall national review at least twice a year, for information and decisions on actions required.</p>	<p>November 2013</p>	<p>Status: <i>Request to Close – Completed</i></p> <p>Update/Rationale: As of 31/12/2013:</p> <p>The Chief Financial Officer in working with the Senior ADM-RO and the ADM-NAO developed a national Case Management approach, including a template and tools to support implementation (e.g., bulletin and frequently asked questions).</p> <p>Currently, each region implements its own version of a Case Management approach. The Chief Financial Officer sector has proposed a standard national Case Management approach to have a consistent national framework. We will learn from this experience through regions and refine it accordingly.</p>

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			AES: Implemented. The recommendation will be closed. Closed.
<p>4. The Senior ADM RO, with support of the Chief Financial Officer, Senior ADM PSD and program ADMs, should analyze the Department's capacity development investments across regions and programs to determine whether program and community-level approaches and funding allocations are informed by the capacity-related needs of communities, considerate of risk, and aligned with departmental priorities for capacity development.</p> <p>Based on the results of analysis, and guided by AANDC's immediate capacity development priorities, the Senior ADM RO and program ADMs, with support of the Chief Financial Officer, should act upon opportunities to strengthen capacity development activities within each AANDC program.</p>	<p>The Senior ADM RO will lead an analysis of AANDC's investments in capacity development across regions. Results and recommendations will be presented to a senior governance committee for approval, with plan to better align spending with capacity development objectives and recipient need.</p>	<p>December 2014</p>	<p>Status: <i>Underway</i></p> <p>Update/Rationale: As of 31/12/2014:</p> <p>The initial analysis of capacity development investments was completed in early December 2014. The final analysis is dependent on CWBI 2011 data, the release of which has been pushed back from Summer 2014 to Winter 2015.</p> <p>The initial findings of the analysis and recommendations were presented at DGIOC, EXCOMM, and the Indian Government Support Working Group. Based on the direction of senior management, analysis will be refined by a departmental committee with representatives from sectors with capacity development programming, PSD and regions. Recommendations stemming from the analysis will be available by Q1.</p> <p>AES: Implementation ongoing.</p>