

ACTION PLAN IMPLEMENTATION STATUS UPDATE
REPORT TO THE EVALUATION, PERFORMANCE MEASUREMENT AND REVIEW COMMITTEE - AS OF SEPTEMBER 30, 2011

EDUCATION AND SOCIAL DEVELOPMENT PROGRAMS AND PARTNERSHIPS – SOCIAL POLICY AND PROGRAM BRANCH			
Evaluation of the Income Assistance, National Child Benefit Reinvestment and Assisted Living Programs (200812) AEC APPROVAL DATE: 26/FEB/2009			
PROJECT RECOMMENDATIONS	ACTION PLAN	EXPECTED COMPLETION DATE	PROGRAM RESPONSE
Overall Recommendations			
<p>1. Create an Evaluation working group of INAC Audit and Evaluation Sector and Program Staff and First Nations representatives to develop outcome indicators for all three programs that will be meaningful and acceptable at the community level.</p>	<p>The Program, in consultation with regions, developed an RMAF which outlined program objectives, expected results and evaluation criteria.</p> <p>The Program, in collaboration with regions is developing an integrated Performance Measurement and Risk Management Strategy which will include the following components: program profile, logic model, risk profile, performance measurement framework and evaluation strategy. Once an initial draft is completed it will be shared with First Nations with a view to seeking their input.</p>	<p>31/03/2010</p>	<p>Status: Underway</p> <p>Update/Rationale: As of 30/09/2011:</p> <p>A Performance Measurement Strategy for all 5 social development programs was approved by EPMRC in Feb. 2011 which included consultations with First Nation representatives, regions and stakeholders. Two Umbrella Risk Assessments covering the 5 social programs have been completed and will be used to complete the Social Management Control Framework once approved by A&E senior management.</p> <p>AES: Closed – Fully Implemented Consultations with FN and other stakeholders have occurred according to program. The umbrella PM Strategy has identified broad outcomes and indicators for program areas, specific Logic Models and Indicators for each program would be useful.</p>
<p>2. Develop a standard data system and standardization of indicators for all regions to facilitate comparability.</p>	<p>As part of the Performance Measurement Strategy presently under development, the Program will identify standard outcomes and indicators, as well as support the implementation of a renewed data collection and management process.</p>	<p>31/12/2010</p>	<p>Status: Underway</p> <p>Update/Rationale: As of 30/09/2011:</p> <p>The Social Umbrella Performance Measurement Strategy for all five social development programs was approved February 22, 2011. The Social Policy and Programs Branch is in the process of executing the approved Implementation Plan to validate the 18</p>

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			<p>indicators. The implementation of the Strategy will improve both the type of variables that we collect and the process. An update will be provided to EPMRC in February 2012 on the Implementation Plan for all five programs. The Umbrella PM Strategy establishes the foundation of the performance and reporting information/data needs for all programs.</p> <p>AES: This recommendation remains Open. Behind schedule</p> <p>The program continues to hold engagement sessions on the cluster PM strategy and indicators. No contract, resourcing or plans are in place yet for data collection systems for IA/AL/NCBR</p>
<p>3. The Working Group created should have a discussion of OCAP principles regarding program data.</p>	<p>While INAC needs to manage data for program design and accountability purposes, it will ensure that program data is publicly available.</p>	<p>Ongoing</p>	<p>Status: Closed – Fully Implemented</p> <p>Update/Rationale: As of 30/09/2010:</p> <p>INAC complies with requirements for transparency and public access to internal data and information.</p> <p>AES: Close – Fully Implemented</p>

Income Assistance Recommendations

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<p>1. Develop, in partnership with relevant bodies such as HRSDC, AFN, and provincial ministries, an integrated strategy to address on-reserve labour and employment needs. The strategy would recognize the complex and unique needs of the on-reserve unemployed, such as restricted access to labour markets; multiple employability barriers; transportation needs; and the need for child care and other necessary supports while in training or educational upgrading programs.</p>	<p>As part of the social program and policy reform, INAC is working with willing provinces and First Nations in a tripartite process that is unique to each jurisdiction. This process focuses on Active Measures to help a larger number of income assistance recipients to transition to the labour force.</p> <p>More specifically, INAC is working with provincial governments to develop and implement approaches for active measures using provincial expertise and services to encourage youth to pursue employment rather than income assistance. These approaches will take into account the need to coordinate and integrate related programming, as well as supports necessary to pursue training, education and employment.</p> <p>Program redesign and authority renewal will be based on best practices and will be moved out nationally.</p>	<p>Ongoing</p>	<p>Status: Underway</p> <p>Update/Rationale: As of 30/09/2011:</p> <p>In addition to providing support to implement tripartite agreements on Income Assistance and Active Measures in both Quebec and Saskatchewan, AANDC continues to provide targeted funding nationally for projects aimed at assisting Income Assistance clients to transition away from dependency through counselling and participation in training. These projects optimize contributions from a number of partners including other federal departments such as HRSDC and provinces.</p> <p>AANDC representatives also meet regularly with counterparts from other federal departments such as HRSDC and Health Canada, as well as with provincial representatives, to develop specific measures to ultimately improve First Nation participation in the labour force.</p> <p>AANDC is working with its federal partners to develop a joint platform and comprehensive approach to facilitate coordinated partnerships with provinces and First Nations.</p> <p>AES: Progress slow, dependent on willing parties.</p>

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			Work with provinces in a number of regions so far. Engagements and consultations continue for the program's redesign efforts (in relation to greater emphasis on active measures). Consistent progress means that this item can be closed.
2. In the near term, until a strategy to address the causes of welfare dependency is in place, and achieving the desired outcomes; and to provide better support for basic needs: review the 2% funding increase policy to assess whether it is meeting First Nations Income Assistance costs.	<p><i>See response to Recommendation No. 1 (Income Assistance)</i></p> <p>The 2 per cent funding cap was imposed on INAC by the Treasury Board in 1998. With the growth in First Nation demographics, the two per cent is a constraint in delivering the program. However, it is not within the control of the department to remove the funding cap. The Program is trying to reduce funding pressures through a renewed focus on both compliance and Active Measures in order to reduce income assistance dependency and encourage transition to employment.</p>	31/03/2011	<p>Status: Underway</p> <p>Update/Rationale: As of 30/09/2011:</p> <p>While the 2% cap cannot be removed unilaterally by AANDC, the Department has a process in place to ensure that income assistance program needs are met consistently. Current work on effective program management through stronger monitoring and oversight is key in assessing more accurate demand, consistent with provincial income assistance rates and eligibility criteria.</p> <p>A renewed focus on compliance and Active Measures may also help to reduce program costs, and ensuring that resources available to support the program are targeted toward those who need them most. Compliance activities help to identify and eliminate payment of ineligible expenditures, while the focus on active measures promotes collaboration with other federal and provincial entities to optimize resources in order to meet the needs of income assistance clients.</p>

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			<p>AES:</p> <p>The program has indicated that through greater monitoring / compliance and oversight, savings can be made to make up for the current and ongoing gap in funding for this program (which is stuck at 2% gap when Provincial funding has expanded). It is not clear that compliance activities will succeed in reducing the gap.</p>
<p>3. In the near term, address INAC staffing shortages and training needs at the national and regional levels.</p>	<p>Once the Performance Measurement Strategy has been developed, revisions to the National Manual, First Nations National Reporting Guide and training guides will be undertaken and subsequently provided to regional staff and First Nations.</p>	<p>31/12/2010</p>	<p>Status: Underway</p> <p>Update/Rationale: As of 30/09/2011:</p> <p>Two Umbrella Risk Assessments covering all 5 programs areas have been completed and will be used to complete the Social Management Control Framework.</p> <p>AES: This recommendation is behind schedule</p> <p>The program has completed a cluster PM Strategy and risk assessments but has not updated manuals, guides or provided new measures to address the staffing shortages or training needs.</p>
<p>4. In the near term, fund a representative sample of community needs assessments that will provide meaningful cost measures for items</p>	<p>As opposed to funding a representative sample of community needs assessments, INAC will undertake research to identify characteristics and</p>	<p>31/03/2010</p>	<p>Status: Open</p> <p>Update/Rationale: As of 30/09/2011:</p>

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such as shelter, utilities and transportation.	needs of income assistance recipients and service delivery models. This will support the development of policy options aimed at reducing dependency and supporting transition into the workforce.		<p>Work to assess client needs has already begun. As an example, AANDC is presently funding the operation of two mobile assessment units in Saskatchewan. Operated by the Saskatchewan Indian Institute of Technology, the assessment units are traveling to various First Nation communities in order to conduct client assessments to identify appropriate training opportunities for those assessed. It is projected that the units will support over 800 career assessments before the end of 2011-2012.</p> <p>Assessment of income assistance client needs is also one of the internal research projects that has been identified to support income assistance program reform.</p> <p>AES: This recommendation is behind schedule</p> <p>The program has decided instead of funding pilot community needs assessments – to conduct individual client needs research. Progress in needs assessments remains slow as Saskatchewan is the only region where this research has been conducted. Sufficient progress – close.</p>
5. In the longer term, create a working group of INAC, First Nations and Provincial representatives to develop	<i>See response to Recommendation No. 1 (Income Assistance).</i>	Ongoing	Status: Recommend to Close – Fully Implemented

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<p>a strategy for addressing IA jurisdictional and funding issues, including a discussion of the costs of needs in rural/remote communities.</p>	<p>The approach of working with provinces on an incremental basis will help to ensure that the geographic and community-specific needs of First Nations are taken into account.</p>		<p>Update/Rationale: As of 30/09/2011:</p> <p>AANDC continues to meet regularly with First Nation partners and representatives from various provinces with a view to improving delivery of income assistance to First Nations residents on reserve. The Active Measures Working Group in British Columbia is one example of cooperation in the area of income assistance and active measures. The group consists of representatives from the federal government, provincial government and First Nations or First Nation organizations, and its overarching purpose is to help link resources and partners with respect to active measures implementation in British Columbia.</p> <p>Other examples of collaboration between Federal-provincial and First Nations stakeholders can be seen in a number of provinces, including Alberta, Saskatchewan, and Ontario. The program has a process in place to engage with partners and stakeholders.</p> <p>AES: Closed – Fully Implemented</p>
<p>6. Take the lead in initiating an integrated education and training strategy with HRSDC, Aboriginal organizations, and relevant provincial ministries, to address the education needs of First Nation</p>	<p><i>See response to Recommendation No. 1 (Income Assistance)</i></p> <p>INAC will undertake research to identify the characteristics and needs of income</p>	<p>March 2010</p>	<p>Status: Recommend to Close – Fully implemented</p> <p>Update/Rationale: As of 30/09/2011:</p>

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youth in particular, as a way of reducing the number of youths who choose welfare over further education and/or employment.	<p>assistance recipients that will help identify the scope of the education and pre-employment needs of First Nation youth.</p> <p>INAC will work with HRSDC and provinces to develop approaches to encourage youth to pursue educational opportunities rather than applying for income assistance.</p>	March 2011	<p>AANDC and HRSDC continue to collaborate on ways in which to optimize programming in order to better meet the training and employment needs of First Nation Income Assistance clients and, more specifically, those of First Nation youth.</p> <p>AANDC has also partnered with both First Nations and HRSDC to deliver various active measures projects intended to support job counselling, training and skills upgrading opportunities to First Nation income assistance clients, including youth.</p> <p>AES: Close – Fully implemented</p> <p>AANDC has partnered with FN and HRSDC to deliver active measures and support job counselling, training and skills upgrades for FN including youth. A process of collaboration is in place and continues with HRSDC.</p>
7. Strengthen links with other relevant departments such as HRSDC to enhance information sharing so that long term employment outcomes can be measured, and develop more refined outcome indicators for future evaluation activities.	<p>INAC is developing a Performance Measurement Strategy with clear program outcomes and measurable indicators to improve capacity to monitor program effectiveness.</p> <p>INAC will work with HRSDC, Health Canada, provinces and First Nations as it transforms its income assistance program so that it can measure employment outcomes from a “passive”</p>	31/03/2010	<p>Status: Underway</p> <p>Update/Rationale: As of 30/09/2011:</p> <p>A Performance Measurement Strategy for all 5 social development programs was approved by EPMRC in Feb. 2011 which included consultations with First Nation representatives, regions and stakeholders.</p> <p>Two Umbrella Risk Assessments covering all 5 social</p>

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	to "active measures" approach.		<p>programs have been completed and will be used to complete the Social Management Control Framework once approved by A&E senior management.</p> <p>HRSDC is collaborating with AANDC on the development of the comprehensive national approach to IA reform. AANDC and Health Canada are also collaborating on the development of the comprehensive national approach to IA reform.</p> <p>AANDC has put in place processes to facilitate collaboration between HRSDC and HC on IA reform, including working groups at the regional and national level.</p> <p>AES: Sufficient progress – close.</p> <p>Working groups between AANDC and HRSDC and HC on IA reform should also consider outcomes, indicators, data collection and sharing of performance data.</p>
National Child Benefit Reinvestment Recommendations			
1. Initiate a formal discussion with First Nation organizations and INAC regional staff on the most effective way to address reporting issues so	INAC will work with its regional offices and First Nations to identify performance outcomes and indicators as well as the development of appropriate data	September 2010	<p>Status: Closed – Fully Implemented</p> <p>Update/Rationale:</p>

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that meaningful outcomes can be measured.	<p>collection tools, to be pilot tested prior to full implementation.</p> <p>INAC's NCBR program will reinstate the HQ/Regional INAC NCBR Working Group, which will focus on evaluation of NCB/NCBR impacts, data, reporting, outcomes, strategic research, best practices, and improving collaborative working relationships with relevant partners.</p>	Fall 2009	<p>As of 31/03/2011:</p> <p>The umbrella Performance Measurement Strategy for all 5 social development programs was approved by EPMRC in February 2011. The Strategy has a total of 18 indicators, 15 of which match those collected by provinces and territories. Consultation with regions and other stakeholders including First Nation representatives informed the development of the strategy and will be used as INAC moves to implementation.</p> <p>INAC's NCBR Working Group has been re-established and meets by teleconference monthly or more often if necessary. The Working Group, with its HQ and regional membership, focuses on a number of items including data, reporting, research, best practices and improving collaborative relationships with relevant partners.</p> <p>AES: Closed - Fully Implemented</p>
<p>2. Recommend to regions that they adopt a management regime similar to Saskatchewan region, which does the following:</p> <ul style="list-style-type: none"> • Outlines clear expectations; 	Regions are expected to adopt a management regime similar to the Saskatchewan model. Management practices with respect to NCBR will be on the agenda of an INAC NCBR national meeting (late summer 2009).	August 2009	<p>Status: Closed – Fully Implemented</p> <p>Update/Rationale: As of 31/03/2011:</p> <p>INAC is strengthening the NCBR guidelines to</p>

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<ul style="list-style-type: none"> • Sets targets in collaboration with First Nations; • Communicates the intent of NCBR; • Provide project proposal support. 	<p>As per the design of the National Child Benefit Initiative, of which NCBR is one component, NCBR management and programming must be in the context of P/T/regional regimes; HQ will work with/support each region to strengthen its management regime and supports within the reference P/T/regional social development context.</p>	<p>Ongoing</p>	<p>improve complimentarily with other programs such as Income Assistance/Active Measures while respecting the community-driven nature of NCBR programming, and to provide sufficient guidance and support to communities to target key activities that help reduce poverty and support attachment to the labour force. For example, the Saskatchewan Region is putting more emphasis on the transition to work component of NCBR where appropriate (e.g., where available employment opportunities exist). The Saskatchewan Region's approach has been shared with other regions.</p> <p>The Social Policy and Programs Branch is updating and consolidating a range of program management tools with the goal of providing clarity to staff and First Nations with respect to roles and responsibilities, improving data collection and reporting, decreasing the number of performance indicators, and introducing a robust risk management approach focused on tracking results and outcomes. The suite of tools that will apply across all 5 social programs include a comprehensive Management Control Framework, an umbrella Performance Measurement Strategy, a single National Program Manual and a Risk Management</p>

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			<p>Framework. Regional and HQ staff have been participating and providing input into strengthening these management tools. All tools will be available for use by the end of the first quarter of 2011-2012. Training of staff and refinement of the tools will occur in the summer and fall of 2011.</p> <p>AES: Close - Fully Implemented</p>
<p>3. Revise reporting mechanisms to avoid multiple counting of program participants.</p>	<p>INAC will work with its regional offices, First Nations, HRSDC (NCB Initiative) to develop an improved project proposal template and reporting tool for collecting more accurate information regarding NCBR activities and beneficiaries and provide better information for evaluating outcomes, with a view to pilot testing and implementation of the new tool.</p> <p>A national meeting is tentatively scheduled for August 2009 to strategize and move forward with improvements to NCBR outcomes / reporting.</p>	<p>September 2010</p> <p>Fall 2009</p>	<p>Status: Closed – Fully Implemented</p> <p>Update/Rationale: As of 30/09/2011:</p> <p>An improved NCBR Annual Report form has been developed, which includes measures to help reduce multiple-counting of children/families across projects within communities. The new form was pilot tested, and as part of the Management Control Framework project (improving management tools across the 5 social development programs) informed the development of a new NCBR Data Collection Instrument (DCI), for implementation in 2011-12.</p> <p>In compliance with the NCBR eligibility criteria, NCBR projects/programs do not require registration by participants. Therefore, it is impossible to completely eliminate multiple counting of children/families (e.g., across communities, or in communities where more than one NCBR project is in operation). Analysis of previous reports has indicated a very low likelihood of</p>

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			multiple-counting of participants within single NCBR projects. AES: Closed – Fully Implemented
Assisted Living Recommendations			
1. Continue the initiative to devolve the funding and authority for the in-home component to the FNIHCC program.	<p>Overall Approach: In its broadest context the Assisted Living program is working towards a more integrated and coordinated First Nations continuing care system on reserve that is more responsive to the needs of seniors, and adults and children with disabilities or chronic illness.</p> <p>The Options Analysis Paper (2008) prepared for the Joint Working Group on Continuing Care, as well as the Assisted Living Program Review (2008), are key documents that will assist in determining future directions for the program. The analysis will take into consideration the recommendations, including service requirements, such as improving access to services for First Nation recipients, greater alignment with provincial/territorial practices, and improving program efficiency and effectiveness.</p> <p>INAC will continue to work with Health Canada to improve the delivery of home</p>	To be determined	<p>Status: Underway</p> <p>Update/Rationale: As of 30/09/2011:</p> <p>To advance the proposed transfer, AANDC is continuing to work with Health Canada to address issues identified in the 2010 Impact Analysis. Regional consultations are complete. The Department is working with regional program staff to prepare for the proposed integration at the community level.</p> <p>A later transfer date has been set for April 1, 2013, to allow sufficient time for a transition period and implementation of the integration.</p> <p>AES: Sufficient progress has been made to close.</p>

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	and territorial funding practices related to institutional care clients on reserve and, based on this review, will develop a position paper clarifying roles and responsibilities with respect to the provision of funding.		AES: Sufficient progress has been made to close.
3. Coordinate discussions at the Federal / Provincial / Territorial and First Nations level to address other AL service gaps, resolve jurisdictional issues and develop an integrated approach to a full continuum of care model.	<i>See response to Recommendation No. 1 (Assisted Living)</i> INAC will continue to participate in multi-stakeholder committees and working groups (i.e. Joint Working Group on Continuing Care and Home and Community Care Working Group of the Federal Healthcare Partnership Committee) to explore possible mechanisms to address assisted living gaps on reserve.	March 2010	Status: Completed – Fully Implemented Update/Rationale: As of 31/03/2011: INAC participates in and contributes to the work of the Interdepartmental Committee for Seniors, organized by HRSDC. INAC will also continue to work with Health Canada in developing an implementation strategy for the proposed integration of in-home based health and social services on reserve. AES: Close - Fully Implemented
4. Fund community-based AL needs assessments and use the information as a basis for reviewing current funding levels.	<i>See response to Recommendation No. 1 (Assisted Living)</i> INAC's current assisted living allocations are based on a historical funding formula that allows for a 2% increase per year.	31/03/2010	Status: Underway Update/Rationale: As of 30/09/2011: The correlation between community needs and current funding levels and practices remains one of

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	Any proposed revisions to the funding formula would be based on needs assessments conducted on foster care and institutional care.		<p>the key indicators in effective program management. The Social Branch is working on program compliance activities to ensure effective program management and determine how current funding meets the needs for Assisted Living supports and services in the communities.</p> <p>AES: Program review and analysis of options is sufficient to close.</p>