



Evaluation and Performance Measurement Plan

2009-2010 to 2013-2014

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Audit and Evaluation Sector
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INTRODUCTION

Purpose

This document presents Indian and Northern Affairs Canada's (INAC) Evaluation Plan to assess the relevance and performance of its programs and policies, and covers the five year period from 2009-2010 to 2013-2014. It also contains performance measurement strategies to be reviewed by the Evaluation, Performance Measurement and Review Committee at INAC (Terms of Reference for this committee can be found in Annexes).

The plan proposes increased coverage from recent years to address the requirements of the Treasury Board Secretariat's (TBS) policies on Evaluation and Transfer Payments and the *Federal Accountability Act*, which require that there be a "review"/evaluation, of all direct spending, including transfer payment programs, every five years. As such, this plan provides for full evaluation coverage of all the grants and contributions administered by INAC as well as including direct program spending (non-Grant and Contribution) whenever possible to ensure full compliance with the TBS Evaluation Policy by 2013, as required.

Context for Evaluation

The context for evaluation is best described in the following excerpt from the April 2009 TBS policy on Evaluation:

3.2 Evaluation provides Canadians, Parliamentarians, Ministers, central agencies and deputy heads an evidence-based, neutral assessment of the value for money, i.e. relevance and performance, of federal government programs. Evaluation:

- a. supports accountability to Parliament and Canadians by helping the government to credibly report on the results achieved with resources invested in programs;
- b. informs government decisions on resource allocation and reallocation by:
 - i. supporting strategic reviews of existing program spending, to help Ministers understand the ongoing relevance and performance of existing programs;
 - ii. providing objective information to help Ministers understand how new spending proposals fit with existing programs, identify synergies and avoid wasteful duplication;

- c. supports deputy heads in managing for results by informing them about whether their programs are producing the outcomes that they were designed to produce, at an affordable cost; and,
- d. supports policy and program improvements by helping to identify lessons learned and best practices.

The framework for the systematic collection and analysis of performance information is the department's Management, Resources and Results Structure (MRRS). Evaluations are organized along the strategic outcomes of the Program Activity Architecture (PAA).

The plan also includes requirements for performance measurement strategies based on INAC's approach to Performance Measurement Strategies which is derived from the following requirement in Treasury Board's Transfer Payment Policy:

6.5.2 Ensuring that a performance measurement strategy is established at the time of program design, and that it is maintained and updated throughout its life cycle, to effectively support an evaluation or review of relevance and effectiveness of each transfer payment program.

EVALUATION PLANNING APPROACH

The 2009-2010 to 2013-2014 Evaluation Plan proposes a comprehensive approach to the assessment of the department's programs and activities.

It covers all grant and contribution programs as required by the *Federal Accountability Act*, and the Treasury Board Secretariat (TBS) policy on evaluation as well as the Policy on Transfer Payments. Where possible programs are clustered to allow for the evaluation function to study and conclude on entire policy areas, using an optimal number of studies focused on broader horizontal issues. This approach also supports annual reporting along the structure of the department's Program Activity Architecture and supports strategic review exercises.

A special annual assessment (*The Health of INAC's Performance Information System*), a requirement of the TBS evaluation policy, will review performance information being collected by the Department and its usefulness for departmental results reporting purposes. The first report to be tabled in June of 2009 will serve as a benchmark.

Planning Methodology

Documentation of INAC's "evaluation universe" was a critical first step in developing the plan to ensure its comprehensiveness. The department's PAA, its grant and contribution programs, their authorities and expiry dates were all analyzed. The plan reflects INAC PAA elements / strategic outcomes and its grant and contribution programs.

A second step was to identify past commitments to, and central agency expectations for, evaluations, which required a review of departmental Treasury Board submissions' program authorities, management responses to Auditor General audits, and previous evaluations.

In addition, an analysis was done of issues and risks related to achievement of expected outcomes based on management risk discussions, evaluation and audit findings, including those of the Office of the Auditor General, reports, and other documentation of program design and delivery issues facing the department.

THE FIVE-YEAR EVALUATION AND PERFORMANCE MEASUREMENT PLAN

The INAC Evaluation Plan, 2009-2010 to 2013-2014, proposes comprehensive and sustainable coverage of the Department's programs and activities.

Coverage

The plan includes a total of 54 evaluations and 1 special study (55 in total) over a five-year period, focused on INAC's key policy and program areas. The 54 evaluations provide coverage on all (63) of the department's grant and contribution authorities and also include evaluations of non grant and contribution direct program spending where possible.

The special study assesses factors that cut across programs and policies that affect, either directly or indirectly, achievement of the department's objectives.

Tables in the next section present evaluation projects and performance measurement strategies. Appendix A presents evaluation projects by sector and year. Appendix B presents performance measurement strategies by sector and year.

Risk Considerations

The Treasury Board policy framework for determining risks and the risk assessment approach in the Policy on Transfer Payments were used to assess risks for evaluation and performance measurement planning. These risk assessments have been considered in the identification of evaluation projects and will be further considered in the identification of evaluation issues for individual projects. The risk assessments also factor significantly in the timing and resourcing for evaluations.

The first risk consideration is referred to as Mission-Risk and includes the following elements:

- **Size of population affected or targeted by the program**
- **Consequences if the program or infrastructure risk materializes**
- **Probability of the program or infrastructure risk materializing**
- **Degree of control or influence by the department**
- **Time available to prevent, mitigate, avoid risk**

The second risk consideration is that of materiality, which includes the following elements:

- **Funding profile**
- **Public confidence**
- **Political sensitivity**

The third risk consideration is that of performance information availability. This is a key concern in determining the scoping and sequencing of evaluations. Elements included in this risk consideration are:

- **Sound underlying program theory**
- **Robust performance management framework**
- **Quality evaluation**
- **Continued relevance of existing performance information**
- **Time available to generate required performance information**

These risk considerations were assessed by the evaluation team in consultation with program managers.

Most evaluations conducted by the Evaluation, Performance Measurement and Review Branch (EPMRB) are summative in nature, focusing on evaluating the relevance and performance of the programs. Formative evaluations, which typically focus on implementation and delivery issues and can be conducted jointly with program managers are also contained in the plan. Such evaluations are completed at the direction of TBS.

Additionally, the Performance Measurement planning included consideration of INAC's Results-Based Management Accountability Framework (RMAF) Special Study, conducted in 2008, as part of its risk assessment.

The Evaluation Process and Protocols

EPMRB is guided in our evaluation work by the TBS policy and standards on evaluation. (April 1, 2009)

For program and senior managers whose programs are being evaluated by EPMRB, the following principles guide the evaluation process:

- EPMRB will consult with the program in developing the Terms of Reference;
- The program Assistant Deputy Minister will sign off on the Terms of Reference, making any financial and human resources available that may be needed to complete the evaluation;
- The program will identify a program contact to facilitate the evaluation process, ensuring that evaluators and their contractors have unrestricted access to documents and other sources of information;
- EPMRB will share all reports related to the evaluation with the designated program contact who will then ensure timely consultation with other program officials involved in the program, including regional staff;
- A comprehensive summary of the findings will be presented to the program for validation by the evaluators at least six weeks prior to the report, management response and action plan being presented to the Evaluation, Performance Measurement and Review Committee (EPMRC);
- The draft final report with recommendations incorporating changes from the validation process will be provided to the program within one month of the report being tabled at EPMRC;
- EPMRB will ensure that the evaluation recommendations flow clearly and logically from the findings. Should the program be unable to accept and/or implement the recommendations, an explanation of their rejection of the recommendations will be provided in the management response and action plan with a justification provided for any alternative course of action;
- Once approved by the committee, EPMRB will finalize the report and submit it for review by INAC's Access to Information Privacy Unit and Communications Branch prior to posting the report, management response and action plan on the departmental website.

(For further details on the process, please see the Critical Path attached to this document as Appendix C.)

CONSULTATIONS

The plan was discussed with senior management as well as HQ staff and regional staff of INAC and with relevant central agency officials to ensure that it provides for full coverage and that the approach is sound.

UPDATING THE PLAN

The plan is updated and tabled annually at the EPMRC, to take account of evolving needs for coverage and strategic information. Because it is a rolling plan, annual updates also identify evaluation and performance measurement activities for the fifth year of the renewed plan. The updated plan reflects work not completed as planned and carried over to another fiscal year.

INAC Evaluation Plan 2009-2010 – 2013-2014

The following sample table is provided to offer an explanation of how to read the tables presented that outline planned evaluation and performance measurement activities (pages 8-25).

Strategic Outcome: Name of Strategic Outcome as seen in INAC's Program Activity Architecture

Column A	Column B	Column C		Column D						Column E
PAA Program Activity / Policy Area	Risk Considerations	Evaluation	Timeframe Fiscal Year						Coverage <ul style="list-style-type: none">Authority/year of expiry/Forecast Spending (09/10)	
			08/09	09/10	10/11	11/12	12/13	13/14		
Sector: name of the departmental sector that is the primary lead on the related program										
Program Activity as seen in INAC's 2009-2010 Program Activity Architecture (Program Activities in Column A align with Main Estimates Title for Authority in Column E)*	Refer to pages 4-5 for Risk Considerations H: signifies high M: signifies medium L: signifies low	Evaluation number denotes the number of evaluations to be conducted in the life cycle of this plan	Evaluation Title	Anticipated timeframe for evaluation (Planned evaluations aim to adhere to the Transfer Payment Policy requirement to evaluate all Grant and Contribution programs within a 5-year cycle.)						Main Estimates title for Funding Authority Source for Forecast Spending (09/10): INAC's Three-year Departmental Plan for Transfer Payment Programs 2009-2010
				Evaluation completed in previous fiscal year	I	C				
			Performance Measurement Strategy RMAF Study: Rating explained below Bring Forward to Committee: Yes or No							

In Column D:

"I" denotes fiscal year during which evaluation activity is planned to be "initiated"

"C" denotes fiscal year during which evaluation activity is planned to be "completed".

*Footnotes: Some of INAC's authorities are administered through various programs that fall under different Strategic Outcomes. In these instances, the respective Strategic Outcome is noted in a footnote to allow the reader to correspond the noted Program Activity to the Strategic Outcome as seen in INAC's 2009-2010 Program Activity Architecture.

Performance Measurement Strategy

RMAF Study: The study was conducted in 2008 and includes an analysis of RMAFs completed between January 2000 and April 2008. It assessed the quality, completeness and implementation of the RMAF and provided a rating (Opportunity for Improvement, Acceptable or Strong).

Instances where "unknown" is indicated signifies that there was no evidence at the time that one was completed or that no RMAF could be found.

Instances where "not applicable" is indicated, either signifies an RMAF was not required to be completed or that one was completed but was not available during the time frame of the study.

Bring forward to Committee: The recommendation to bring forward a Performance Measurement Strategy to the Evaluation, Performance Measurement and Review Committee is based on an analysis of risk considerations (Column B) and results of the RMAF Study.

Strategic Outcome: The Government

PAA Program Activity / Policy Area	Risk Considerations	Evaluation	Timeframe / Fiscal Year						Coverage	
			08/09	09/10	10/11	11/12	12/13	13/14	▪ Authority/year of expiry/ ▪ Forecast Spending (09/10)	
Sector: Regional Operations										
Governance and Institutions of Government	Mission – H Materiality – H Performance Info – H	1	Impact Evaluation of Indian Government Support (Program led joint evaluation with EPMRB)	I	C					Grant for Band Support Funding / 2010 / \$232,741,084
Governance and Institutions of Government			Performance Measurement Strategy RMAF Study: Unknown Bring Forward to Committee: Yes		✓					Payments to support Indians, Inuit and Innu for the purpose of supplying public services in Indian government support / 2009 / \$110,464,000
Governance and Institutions of Government / Co-operative Relationships	N/A	2	Evaluation of the National Centre for First Nations Governance (Evaluation to be conducted by an independent firm, retained by the Centre – EPMRB not involved)	I/C					I/C	Contributions to support the building of strong governance, administrative and accountability systems / 2010 / \$40,058,000
			Performance Measurement Strategy RMAF Study: N/A Bring Forward to Committee: N/A							
Governance and Institutions of Government	Mission – M Materiality – M Performance Info – M	3	Summative Evaluation of First Nations Fiscal and Statistical Management				I/C			Grant to the First Nations Finance Authority / 2011 / 500,000
Governance and Institutions of Government			Performance Measurement Strategy RMAF Study: Unknown Bring Forward to Committee: No			✓			Contributions to First Nations Institutions for the purpose of enhancing good governance / 2009 / \$12,294,000	
Sector: Treaties and Aboriginal Government										
Governance and Institutions of Government	Mission – L Materiality – L Performance Info – L	4	Summative Evaluation of Inuit Art Foundation			I/C				Contributions to the Inuit Art Foundation for the purpose of assisting Inuit artists and artisans from the Northwest Territories, Nunavut, Northern Quebec and Labrador in the development of their professional skills and marketing of their art / 2012 / \$458,000
			Performance Measurement Strategy RMAF Study: Acceptable Bring Forward to Committee: No		✓					

PAA Program Activity / Policy Area	Risk Considerations	Evaluation		Timeframe / Fiscal Year						Coverage ▪ Authority/year of expiry/ ▪ Forecast Spending (09/10)
				08/09	09/10	10/11	11/12	12/13	13/14	
Governance and Institutions of Government Governance and Institutions of Government Governance and Institutions of Government Governance and Institutions of Government Education¹	Mission – M Materiality – M Performance Info – M	5	Evaluation of Self Government: Negotiation, Implementation and Impacts		I/C					Payments to Yukon First Nations pursuant to individual self-government agreements / 2009 / \$54,167,263 Grant to the Miawpukek Indian Band to support designated programs / 2010 / \$9,442,000 Grants to the Sechelt Indian Band pursuant to the Sechelt Self-Government Act / 2010 / \$4,420,096 Grant to the Westbank First Nation to support the implementation of the Westbank First Nation Self-Government Agreement / 2010 / \$4,375,000 Grants for Mi'kmaq Education in Nova Scotia / 2010 / \$35,431,000
			Performance Measurement Strategy RMAF Study: Acceptable Bring Forward to Committee: Yes			✓				(In addition, this evaluation will include the self government component of any of the asterisked authorities listed in the row below – #6)

1 Although Education falls under INAC's Program Activity Architecture Strategic Outcome: The People, this particular authority is being studied within this evaluation as the focus in this case pertains more so towards measures related to Self-Government.

PAA Program Activity / Policy Area	Risk Considerations	Evaluation		Timeframe / Fiscal Year						Coverage ▪ Authority/year of expiry/ ▪ Forecast Spending (09/10)
				08/09	09/10	10/11	11/12	12/13	13/14	
Governance and Institutions of Government / Claims Settlement	Mission – M Materiality – H Performance Info – M	6	Impact Evaluation of Comprehensive Land Claims Agreements	C				I	C	Grants to support First Nations, Inuit, Tribal Councils, Organizations or other levels of government for the implementation activities as stipulated in the various agreements / 2010 / \$113,486,000*
Governance and Institutions of Government	Mission – M Materiality – H Performance Info – M	7	Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: Yes				✓			Payments to self-governing Aboriginal Organizations, pursuant to comprehensive land claim agreements, self-government agreements or treaty legislation / 2010 / \$80,391,000*
Governance and Institutions of Government / Education²			Summative Evaluation of Negotiation and Implementation				I/C			Contributions to beneficiaries and various implementing bodies for implementing comprehensive land claim agreements / 2010 / \$180,972,000*
Governance and Institutions of Government / Co-operative Relationships										Contributions to support the negotiation process for comprehensive, specific and special claims and self-government initiatives / 2010 / \$47,954,000*
Claims Settlement										Payments to the Government of the Northwest Territories to facilitate the implementation of comprehensive land claim agreements / 2009 / \$1,243,000*
Claims Settlement										Payments to the Cree of Quebec respecting matters arising from the implementation of the James Bay and Northern Quebec Agreement / 2012 / \$100,000,000
Claims Settlement										Grants to Aboriginal organizations designated to receive claim settlement payments pursuant to Comprehensive Land Claim Settlement Acts / N/A / \$65,525,000
Claims Settlement										Grants to the Nunatsiavut Government for the implementation of the Labrador Inuit Land Claims Agreement pursuant to the Labrador Inuit Land Claims Agreement Act / N/A / \$17,987,000
			Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: Yes			✓				

2 Education falls under INAC's Program Activity Architecture Strategic Outcome: The People

PAA Program Activity / Policy Area	Risk Considerations	Evaluation		Timeframe / Fiscal Year						Coverage <ul style="list-style-type: none">Authority/year of expiry/Forecast Spending (09/10)
				08/09	09/10	10/11	11/12	12/13	13/14	
Claims Settlement	Mission – M Materiality – H Performance Info – H	8	Formative Evaluation of Specific Claims Tribunal Action Plan			I/C				Grants to First Nations to settle specific claims negotiated by Canada and/or awarded by the Specific Claims Tribunal/ 2014 / \$250,000,000
	Mission – M Materiality – H Performance Info – H	9	Performance Measurement Strategy RMAF Study: N/A Bring Forward to Committee: Yes			✓				
			Summative Evaluation of Specific Claims Tribunal Action Plan						I/C	
			Performance Measurement Strategy RMAF Study: See #8 Bring Forward to Committee: See #8							
Co-operative Relationships	Mission – M Materiality – M Performance Info – M	10	Impact Evaluation of Treaty Related Measures	I	C					Contributions to First Nations, their organizations, provinces and third parties for Interim Measures and British Columbia Treaty Related Measures / 2010 / \$7,810,000
			Performance Measurement Strategy RMAF Study: Acceptable Bring Forward to Committee: No			✓				
Co-operative Relationships	Mission – M Materiality – L Performance Info – M	11	Impact Evaluation of Treaty Commissions of Manitoba and Saskatchewan		I/C					Contributions to provincially and/or regionally based Treaty Commission / 2011 / \$750,000
			Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: No			✓				
Co-operative Relationships	Mission – M Materiality – L Performance Info – M	12	Summative Evaluation of Inuit Relations Secretariat		I/ C					
			Performance Measurement Strategy RMAF Study: Unknown Bring Forward to Committee: No			✓				
Sector: Policy and Strategic Direction										

PAA Program Activity / Policy Area	Risk Considerations	Evaluation		Timeframe / Fiscal Year						Coverage
				08/09	09/10	10/11	11/12	12/13	13/14	▪ Authority/year of expiry/ ▪ Forecast Spending (09/10)
Governance and Institutions of Government/ Co-operative Relationships / Northern Land and Resources³ Co-operative Relations / Métis and Non-Status Indian Organizational Capacity Development⁴	Mission – M Materiality – M Performance Info – H	13	Impact Evaluation of Basic Organizational Capacity for Representative Organizations and for Consultation and Policy Development	C					I/C	Contributions for the purpose of consultation and policy development / 2010 / \$21,402,000
			Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: No		✓					Contributions to support the basic organizational capacity of representative Aboriginal organizations / 2012 / \$17,493,000
Co-operative Relationships	Mission – L Materiality – L Performance Info – L	14	Impact Evaluation of Test Case Funding	C					I/C	Contributions for the legal and associated costs of Indian-related cases having the potential to become judicial precedents / 2010 / \$750,000
			Performance Measurement Strategy RMAF Study: Unknown Bring Forward to Committee: No		✓					
Sector: Resolution and Individual Affairs										
Claims Settlement (Residential Schools Agreement)	Mission – H Materiality – H Performance Info – M	15	Summative Evaluation of Aboriginal Healing Foundation		I/C					Grant for the Aboriginal Healing Foundation to deliver the Healing Strategy / 2012 / \$100,000,000 (and \$25,000,000 Contribution Agreement) [One-time funding of transfer payments made in 2007-08] (The evaluation is being completed in 2009-10 to support a potential policy deliberation process in 2010-11)
			Performance Measurement Strategy RMAF Study: Unknown Bring Forward to Committee: No		✓					
Claims Settlement (Residential Schools Agreement)	Mission – M Materiality – M Performance Info – M	16	Evaluation Framework for the Indian Residential Schools Settlement Agreement	I	C					Note: Advocacy and Public Information Program has committed to develop a Performance Measurement Strategy in 2009-2010 as well.
			Performance Measurement Strategy RMAF Study: N/A Bring Forward to Committee: No		✓					

3 Northern Land and Resources falls under INAC's Program Activity Architecture Strategic Outcome: The North

4 Métis and Non-Status Indian Organizational Capacity Development falls under INAC's Program Activity Architecture Strategic Outcome: Office of the Federal Interlocutor

PAA Program Activity / Policy Area	Risk Considerations	Evaluation	Timeframe / Fiscal Year						Coverage
			08/09	09/10	10/11	11/12	12/13	13/14	
Claims Settlement (Residential Schools Agreement) Claims Settlement (Residential Schools Agreement) Claims Settlement (Residential Schools Agreement) Claims Settlement (Residential Schools Agreement)	Mission – M Materiality – H Performance Info – M	17	Summative Evaluation on Residential Schools Agreement (to include Policy Evaluation, Commemoration, Advocacy and Public Information and Group Independent Assessment Process)			I/C			The Residential Schools Agreement is being implemented through to 2012, hence the evaluation is being proposed for 2011-12. Contributions for former students, their families, communities and groups of individuals for the purpose of facilitating regional or national Commemoration projects that address the Indian Residential Schools experience and provide the opportunity to share the initiative with family and community / 2012-13 / \$5,000,000 Contributions for Groups of Indian Residential School survivors who wish to resolve their claim as a group under the Independent Assessment Process / 2012-13 / \$500,000 Advocacy and Public Information Program / 2009-10 / \$4,000,000 Requirement of TB Submission: evaluation of policy in relation to former students of Indian Residential Schools.
			Performance Measurement Strategy RMAF Study: See #16 Bring Forward to Committee: See #16						

Strategic Outcome: The People

PAA Program Activity / Policy Area	Risk Considerations	Evaluation	Timeframe Fiscal Year							Coverage <ul style="list-style-type: none">Authority/year of expiry/Forecast Spending (09/10)
			08/09	09/10	10/11	11/12	12/13	13/14		
Sector: Resolution and Individual Affairs										
Managing Individual Affairs	Mission – M Materiality – M Performance Info – M	18	Impact Evaluation of Registration Administration		I/C					Contributions to Indian bands for registration administration / 2010 / \$8,930,969
			Performance Measurement Strategy RMAF Study: Unknown Bring Forward to Committee: No	✓						
Sector: Policy and Strategic Direction										
Education	Mission – L Materiality – L Performance Info – M	19	Impact Evaluation of National Aboriginal Achievement Foundation (PCH led evaluation)	I	C					Contributions to the National Aboriginal Achievement Foundation / 2010 / \$817,000
			Performance Measurement Strategy RMAF Study: N/A Bring Forward to Committee: No	✓						
Sector: Education and Social Development Programs and Partnerships										
Education	Mission – H Materiality – H Performance Info – H	20	Formative Evaluation of Post-Secondary Education		I/C					Grants to Indians and Inuit to support their post-secondary educational advancement / 2009 / \$1,500,000
			Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: Yes	✓						
Education	Mission – H Materiality – H Performance Info – H	21	Summative Evaluation of Post-Secondary Education			I	C			Payments to support Indians, Inuit and Innu for the purpose of supplying public services in education - Contributions to support the post-secondary educational advancement of registered Indian and Inuit students / 2009 / \$320,148,000
			Performance Measurement Strategy RMAF Study: See #20 Bring Forward to Committee: See #20							

PAA Program Activity / Policy Area	Risk Considerations	Evaluation		Timeframe Fiscal Year						Coverage <ul style="list-style-type: none">Authority/year of expiry/Forecast Spending (09/10)
				08/09	09/10	10/11	11/12	12/13	13/14	
Education	Mission – H Materiality – H Performance Info – H	22	Formative Evaluation of Elementary and Secondary Education (will include Fire Protection Awareness Program)		I/C					Grant to participating First Nations and First Nations Education Authority pursuant to the First Nations Jurisdiction over Education in British Columbia Act / 2012 / \$600,000
Education										Grants to Indians and Inuit to provide elementary and secondary educational support services / 2009 / \$150,000
Education										Grants to Inuit to support their cultural advancement / 2009 / \$45,000
Education										Payments to support Indian, Inuit and Innu for the purpose of supplying public services in education / 2009 / \$1,213,769,473 (includes Cultural Education Centres, elementary and secondary education, special education, and youth employment strategy)
Community Infrastructure ⁵			Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: Yes		✓					Grants to students and their chaperons to promote fire protection awareness in band and federally operated schools / 2010 / \$136,000
Education	Mission – H Materiality – H Performance Info – H	23	Summative Evaluation of Elementary and Secondary Education	C		I	C			Contributions under the First Nations SchoolNet services to Indians living on Reserve and Inuit / 2009 / \$5,800,000
	Mission – H Materiality – H Performance Info – H		Impact Evaluation of SchoolNet Program (Next evaluation to be rolled into Summative Evaluation of Elementary and Secondary Education)							
			Performance Measurement Strategy RMAF Study: See #22 Bring Forward to Committee: See #22							

5 Community Infrastructure falls under INAC's Program Activity Architecture Strategic Outcome: The Economy

PAA Program Activity / Policy Area	Risk Considerations	Evaluation		Timeframe Fiscal Year						Coverage
				08/09	09/10	10/11	11/12	12/13	13/14	▪ Authority/year of expiry/ ▪ Forecast Spending (09/10)
Social Development	Mission – H Materiality – H Performance Info – H	24	Impact Evaluation of Income Assistance, National Child Benefit Reinvestment and Assisted Living Programs	C				I	C	Grants to provide income support to indigent on-reserve residents / 2009 / \$10,000,000
Social Development										Payments to support Indians, Inuit and Innu for the purpose of supplying public services in social development – Contributions to provide income support to indigent on-reserve residents) / 2009/ \$868,516,000
Social Development										Payments to support Indians, Inuit and Innu for the purpose of supplying public services in social development – Contributions to provide low income reserve residents with children under the National Child Benefit Reinvestment Initiative (NCBR) / 2009 / \$1,260,000
										Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: Yes
Social Development	Mission – M Materiality – M Performance Info – M	25	Impact Evaluation of Family Violence Prevention			I/C				Contributions to support culturally appropriate family violence shelter and prevention services for Indian women, children and families resident on reserve / 2012 / \$29,010,000
			Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: No		✓					
Social Development	Mission – M Materiality – M Performance Info – L	26	Formative Evaluation of Alberta Child and Family Services Model		I/C					Contributions to support culturally appropriate prevention and protection services for Indian children and families resident on-reserve / 2012 / \$537,464,000
			Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: Yes (Pilot)		✓					
	Mission – H Materiality – H Performance Info – H	27	Impact Evaluation of Child and Family Services			I/C				
			Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: Yes		✓					
Sector: Regional Operations										
Social Development	Mission – M Materiality – H Performance Info – M	28	Impact Evaluation of Labrador-Innu Comprehensive Healing Strategy (involving Health Canada and Public Safety Canada)		I/C					Funding through following authorities – Policy and Consultation, Education, Social Development, Capital Facilities and Maintenance, Lands and Estate Management / 2010 / \$15,000,000
			Performance Measurement Strategy RMAF Study: Unknown Bring Forward to Committee: No		✓					

Strategic Outcome: The Land

PAA Program Activity / Policy Area	Risk Considerations	Evaluation	Timeframe / Fiscal Year						Coverage ▪ Authority/year of expiry/ ▪ Forecast Spending (09/10)	
			08/09	09/10	10/11	11/12	12/13	13/14		
Sector: Regional Operations										
Responsible Federal Stewardship	Mission – M Materiality – M Performance Info – M	29	Evaluation of Emergency Management Assistance for Activities On-Reserve		I/C					Contributions for emergency management assistance for activities on reserve / 2010 / \$9,526,000
			Performance Measurement Strategy RMAF Study: Unknown Bring Forward to Committee: No	✓						
Sector: Lands and Economic Development										
Responsible Federal Stewardship	Mission – H Materiality – H Performance Info – M	30	Impact Evaluation of Contaminated Sites Management Policy and Programming (Contaminated Sites Management Program and Northern Contaminated Sites Program)	C					I/C	Contributions to First Nations for the management of contaminated sites / 2010 / \$9,077,000
			Performance Measurement Strategy RMAF Study: Unknown Bring Forward to Committee: No	✓						
	Mission – M Materiality – M Performance Info – M	31	Impact Evaluation of the Sustainable Development Strategy		I/C					
			Performance Measurement Strategy RMAF Study: Unknown Bring Forward to Committee: No							
First Nations Governance over Land, Resources and the Environment Responsible Federal Stewardship / Governance and Institutions of Government ⁶ /	Mission – M Materiality – M Performance Info – M	32	Formative Evaluation of Reserve Land and Environment Management Program (joint evaluation)	I	C					Contributions to Indian Bands for land and estates management / 2010 / \$2,306,000 (To cover Reserve Land and Environment Management Program pilot – which comprises only a portion of this Contribution authority)
			Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: No	✓					Contributions to Indian Bands for land and estates management / 2010 / \$10,885,000	

6 Governance and Institutions of Government falls under INAC's Program Activity Architecture Strategic Outcome: The Government

7 Managing Individual Affairs falls under INAC's Program Activity Architecture Strategic Outcome: The People

8 Claims Settlement falls under INAC's Program Activity Architecture Strategic Outcome: The Government

PAA Program Activity / Policy Area	Risk Considerations	Evaluation	Timeframe / Fiscal Year						Coverage ▪ Authority/year of expiry/ ▪ Forecast Spending (09/10)
			08/09	09/10	10/11	11/12	12/13	13/14	
Managing Individual Affairs⁷ Claims Settlement⁸ / Clarity of Title to Land and Resources	Mission – M Materiality – M Performance Info – M	33	Evaluation of Indian Bands for Land and Estates Management		I/C				Grants to support the beneficiaries/ organizations for the settlement of specific and special claims / 2010 / \$6,792,667
			Performance Measurement Strategy RMAF Study: Unknown Bring Forward to Committee: No	✓					
First Nations Governance over Land, Resources and the Environment / Responsible Federal Stewardship	Mission – M Materiality – M Performance Info – M	34	Impact Evaluation of First Nations Land Management (Program-led evaluation 2007- 2008)				I/C		Contributions to implement the First Nations Land Management Act including Contributions to the Resource Centre/ 2009 / \$13,848,000
			Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: No				✓		

Strategic Outcome: The Economy

PAA Program Activity / Policy Area	Risk Considerations	Evaluation	Timeframe / Fiscal Year						Coverage ▪ Authority/year of expiry/ ▪ Forecast Spending (09/10)	
			08/09	09/10	10/11	11/12	12/13	13/14		
Sector: Lands and Economic Development										
Individual and Community Business Development Community Investment	Mission – H Materiality – M Performance Info – H	35	Impact Evaluation of Community Economic Development Program (CEDP) and Aboriginal Business Development Program (ABDP)	I	C				Contributions under the Aboriginal Business Canada Program / 2010 / \$37,250,000 Payments to support Indians, Inuit and Innu for the purpose of supplying public services in economic development / 2010 / \$109,002,000	
			Performance Measurement Strategy RMAF Study: Opportunity for Improvement (CEDP) / Acceptable (ABDP) Bring Forward to Committee: Yes		✓					
	Mission – H Materiality – M Performance Info – H	36	Evaluation of Community Economic Development Program and Aboriginal Business Development Program (including Loan Loss Reserve and Major Resource Development and Energy Investments Initiative)				I/C			
			Performance Measurement Strategy RMAF Study: See #35 Bring Forward to Committee: See #35							
	Mission – M Materiality – M Performance Info – M	37	Summative Evaluation of <i>First Nations Oil Gas and Moneys Management Act</i> Implementation		I/C					
			Performance Measurement Strategy RMAF Study: Acceptable Bring Forward to Committee: No		✓					
	Mission – H Materiality – M Performance Info – H	38	Impact Evaluation of INAC's Proposal Driven Economic Development Programs			I/C				
			Performance Measurement Strategy RMAF Study: Opportunity for Improvement Bring Forward to Committee: No		✓					

PAA Program Activity / Policy Area	Risk Considerations	Evaluation		Timeframe / Fiscal Year						Coverage ▪ Authority/year of expiry/ ▪ Forecast Spending (09/10)
				08/09	09/10	10/11	11/12	12/13	13/14	
Community Investment	Mission – L Materiality – L Performance Info – M	39	Assessment of Procurement Strategy for Aboriginal Business Evaluation					I/C		EPMRB to conduct an assessment of Program-led Evaluation which will determine if any further action is required. Note: Potential for inclusion in a larger Aboriginal Economic Development Evaluation.
			Performance Measurement Strategy RMAF Study: N/A Bring Forward to Committee: No				✓			
Sector: Education and Social Development Programs and Partnerships										
Community Infrastructure	Mission – H Materiality – H Performance Info – M	40	Impact Evaluation of First Nations Water Management					I/C		Payments to support Indians, Inuit and Innu for the purpose of supplying public service in capital facilities and maintenance / 2010 / \$1,019,422,000
			Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: Yes		✓					
	Mission – M Materiality – M Performance Info – M	41	Summative Evaluation of Capital Facilities and Maintenance	I	C					
			Performance Measurement Strategy RMAF Study: Acceptable Bring Forward to Committee: Yes	✓						
	Mission – H Materiality – H Performance Info – H	42	Impact Evaluation of On-Reserve Housing (joint INAC/CMHC)	I	C					
			Performance Measurement Strategy RMAF Study: Acceptable Bring Forward to Committee: Yes	✓						
Community Infrastructure	Mission – M Materiality – H Performance Info – M	43	Formative Evaluation of First Nations Infrastructure Fund		I/C					Payment of Contributions to First Nations under the First Nations Infrastructure Fund in the Provinces (FNIF) / 2012 / \$23,640,000
			Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: No	✓						

Strategic Outcome: The North

PAA Program Activity / Policy Area	Risk considerations	Evaluation	Timeframe / Fiscal Year							Coverage ▪ Authority/year of expiry/ ▪ Forecast Spending (09/10)
			08/09	09/10	10/11	11/12	12/13	13/14		
Sector: Northern Affairs Organization										
Northern Economy Northern Land and Resources Northern Land and Resources / Healthy Northern Communities / Responsible Federal Stewardship ⁹ / Northern Governance Healthy Northern Communities / Northern Governance	Mission – M Materiality – M Performance Info – H	44	Summative Evaluation of Strategic Investment Northern Economic Development and Governance	C					I/C	Contributions for promoting regional development in Canada's three territories / 2010 / \$1,157,000 (Strategic Investment)
			Performance Measurement Strategy RMAF Study: Opportunity for Improvement Bring Forward to Committee: Yes		✓					Grant for the advancement of scientific knowledge of the North / 2010 / \$1,136,000
	Mission – H Materiality – H Performance Info – M	45	Formative Evaluation of Northern Regulatory Improvement Initiative				I/C			Contributions for promoting the safe use, development, conservation and protection of the North's natural resources / 2010 / \$35,391,500
			Performance Measurement Strategy RMAF Study: N/A Bring Forward to Committee: No		✓					
		46	Summative Evaluation of Northern Regulatory Improvement Initiative						I/C	Contributions for promoting the political, social, and scientific development of Canada's three territories / 2010 / \$2,547,000
			Performance Measurement Strategy RMAF Study: See #45 Bring Forward to Committee: See #45							
	Mission – L Materiality – M Performance Info – H	47	Impact Evaluation of EcoENERGY for Aboriginal and Northern Communities (Thematic Evaluation of Clean Energy for the Clean Air Agenda) <i>(Environment Canada lead on evaluation)</i>			I/C				
			Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: Yes				✓			

9 Responsible Federal Stewardship falls under INAC's Program Activity Architecture Strategic Outcome: The Land

PAA Program Activity / Policy Area	Risk considerations	Evaluation		Timeframe / Fiscal Year						Coverage ▪ Authority/year of expiry/ ▪ Forecast Spending (09/10)
				08/09	09/10	10/11	11/12	12/13	13/14	
	Mission – M Materiality – M Performance Info – M	48	Formative Evaluation to Assist Northerners in Assessing Key Vulnerabilities and Opportunities for 2009 – 2010 (Thematic Evaluation of Adaptation for the Clean Air Agenda) <i>(Environment Canada lead on evaluation)</i>		I/C					
	Mission – M Materiality – M Performance Info – M	49	Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: Yes				✓			
			Impact Evaluation to Assist Northerners in Assessing Key Vulnerabilities and Opportunities for 2009 – 2010 (Thematic Evaluation of Adaptation for the Clean Air Agenda) <i>(Environment Canada lead on evaluation)</i>			I/C				
			Performance Measurement Strategy RMAF Study: See #49 Bring Forward to Committee: See #49							
Healthy Northern Communities	Mission – M Materiality – M Performance Info – M	50	Summative Evaluation of International Polar Year component				I/C			Operating expenditure, Vote 15 \$27,600,000
			Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: No				✓			
	Mission – L Materiality – L Performance Info – L	51	Impact Evaluation of Healthy Foods to Northern Communities (Food Mail)	C				I/C		
			Performance Measurement Strategy RMAF Study: Unknown Bring Forward to Committee: No		✓					

Strategic Outcome: Office of the Federal Interlocutor

PAA Program Activity / Policy Area	Risk considerations	Evaluation	Timeframe / Fiscal Year							Coverage <ul style="list-style-type: none">Authority/year of expiry/Forecast Spending (09/10)	
			08/09	09/10	10/11	11/12	12/13	13/14			
Sector: Office of the Federal Interlocutor											
Urban Aboriginal Strategy	Mission – M Materiality – M Performance Info – M	52	Impact Evaluation of Urban Aboriginal Strategy			I/C				Urban Aboriginal Strategy / 2012 / \$9,870,000	
			Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: No			✓					
Métis and Non-Status Indian Organizational Capacity Development / Métis Rights Management	Mission – M Materiality – M Performance Info – M	53	Impact Evaluation of the Federal Interlocutor's Contribution Program and Powley: Management of Métis Aboriginal Rights				I/C			Federal Interlocutor's Contribution Program / 2013 / \$13,504,000	
			Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: No				✓				

Strategic Outcome: Internal Services

PAA Program Activity / Policy Area	Risk considerations	Evaluation	Timeframe / Fiscal Year						Coverage <ul style="list-style-type: none">Authority/year of expiry/Annual allocation (08/09)
			08/09	09/10	10/11	11/12	12/13	13/14	
Sector: Policy and Strategic Direction									
N/A	Mission – L Materiality – L Performance Info – M	54	Impact Evaluation of INAC's Gender-Based Analysis Policy	C				I/C	Gender-based Analysis Policy
			Performance Measurement Strategy RMAF Study: Opportunity for Improvement Bring Forward to Committee: No			✓			

Special Studies

Issue	Study	Timeframe / Fiscal Year					
		08/09	09/10	10/11	11/12	12/13	13/14
Sector: Chief Financial Officer							
Intervention Policy Study			I/C				
Sector: Audit and Evaluation							
Departmental performance monitoring/results reporting review	Each year, an assessment of performance information being collected by the department and its usefulness for departmental results reporting purposes will be prepared, with a particular emphasis on performance information for programs due to be evaluated in the following year in compliance with the Treasury Board policy.	C	I/C	I/C	I/C	I/C	I/C

APPENDIX A

Evaluations by Fiscal Year by Sector

2009 - 2010

Evaluation	Sector
1. Evaluation of Self Government: Negotiation, Implementation and Impacts	Treaties and Aboriginal Government (underway)
2. Impact Evaluation of Treaty Related Measures (BC)*	Treaties and Aboriginal Government (underway)
3. Impact Evaluation of Treaty Commissions of Manitoba and Saskatchewan	Treaties and Aboriginal Government (underway)
4. Summative Evaluation of Inuit Relations Secretariat	Treaties and Aboriginal Government (Fall 2009)
5. Summative Evaluation of Aboriginal Healing Foundation	Resolution and Individual Affairs (underway)
6. Evaluation Framework for the Indian Residential Schools Settlement Agreement*	Resolution and Individual Affairs (underway)
7. Impact Evaluation of Registration Administration	Resolution and Individual Affairs (underway)
8. Formative Evaluation of Post-Secondary Education	Education and Social Development Programs and Partnerships (underway)
9. Formative Evaluation of Elementary and Secondary Education and Fire Protection Awareness Program	Education and Social Development Programs and Partnerships (underway)
10. Formative Evaluation of Alberta Child and Family Services Model	Education and Social Development Programs and Partnerships (Fall 2009)
11. Summative Evaluation of Capital Facilities and Maintenance*	Education and Social Development Programs and Partnerships (underway)
12. Impact Evaluation of On-Reserve Housing (joint INAC/CMHC)*	Education and Social Development Programs and Partnerships (underway)
13. Formative Evaluation of First Nations Infrastructure Fund	Education and Social Development Programs and Partnerships (underway)

Evaluation	Sector
14. Impact Evaluation of Indian Government Support*	Regional Operations (underway)
15. Impact Evaluation of Labrador-Innu Comprehensive Healing Strategy (involving Health Canada and Public Safety Canada)	Regional Operations (underway)
16. Evaluation of Emergency Management Assistance for Activities On-Reserve	Regional Operations (underway)
17. Impact Evaluation of the Sustainable Development Strategy	Lands and Economic Development (Fall 2009)
18. Formative Evaluation of Reserve Land and Environment Program (joint evaluation) *	Lands and Economic Development (underway)
19. Evaluation of Indian Bands for Land and Estates Management	Lands and Economic Development (Fall 2009)
20. Summative Evaluation of Community Economic Development Program and Aboriginal Business Development Program*	Lands and Economic Development (underway)
21. Summative Evaluation of <i>First Nations Oil Gas and Moneys Management Act</i> Implementation	Lands and Economic Development (Fall 2009)
22. Formative Evaluation to Assist Northerners in Assessing Key Vulnerabilities and Opportunities for 2009 – 2010 (Thematic Evaluation of Adaptation for the Clean Air Agenda) (<i>Environment Canada lead on evaluation</i>)	Northern Affairs Organization (underway)
23. Impact Evaluation of National Aboriginal Achievement Foundation (PCH led evaluation)*	Policy and Strategic Direction (underway)
24. Special Study: Intervention Policy	Chief Financial Officer (Fall 2009)
25. Departmental performance monitoring/results reporting review	Audit and Evaluation (underway)

* denotes evaluations carried forward from 2008-2009

2010 - 2011

Evaluation	Sector
1. Summative Evaluation of the Inuit Art Foundation	Treaties and Aboriginal Government
2. Formative Evaluation of Specific Claims Tribunal Action Plan	Treaties and Aboriginal Government
3. Summative Evaluation of Post-Secondary Education (To be completed 2011-2012)	Education and Social Development Programs and Partnerships
4. Summative Evaluation of Elementary and Secondary Education (To be completed 2011-2012)	Education and Social Development Programs and Partnerships
5. Impact Evaluation of Family Violence Prevention	Education and Social Development Programs and Partnerships
6. Impact Evaluation of Child and Family Services	Education and Social Development Programs and Partnerships
7. Impact Evaluation of INAC's Proposal Driven Economic Development Programs	Lands and Economic Development
8. Impact Evaluation of EcoENERGY for Aboriginal and Northern Communities (Thematic Evaluation of Clean Energy for the Clean Air Agenda) (<i>Environment Canada lead on evaluation</i>)	Northern Affairs Organization
9. Impact Evaluation to Assist Northerners in Assessing Key Vulnerabilities and Opportunities for 2009 – 2010 (Thematic Evaluation of Adaptation for the Clean Air Agenda) (<i>Environment Canada lead on evaluation</i>)	Northern Affairs Organization
10. Impact Evaluation of Urban Aboriginal Strategy	Office of the Federal Interlocutor
11. Departmental performance monitoring/results reporting review	Audit and Evaluation

2011 - 2012

Evaluation	Sector
1. Summative Evaluation of Negotiation and Implementation	Treaties and Aboriginal Government
2. Summative Evaluation on Residential Schools Agreement (to include Policy Evaluation, Commemoration, Advocacy and Public Information and Group Independent Assessment Process)	Resolution and Individual Affairs
3. Formative Evaluation of Northern Regulatory Improvement Initiative	Northern Affairs Organization
4. Summative Evaluation International Polar Year component	Northern Affairs Organization
5. Impact Evaluation of First Nations Fiscal and Statistical Management	Regional Operations
6. Impact Evaluation of the Federal Interlocutor's Contribution Program and Powley: Management of Métis Aboriginal Rights	Office of the Federal Interlocutor
7. Departmental performance monitoring/results reporting review	Audit and Evaluation

2012 - 2013

Evaluation	Sector
1. Impact Evaluation of Comprehensive Land Claims Agreements (To be completed 2013-2014)	Treaties and Aboriginal Government
2. Impact Evaluation of Income Assistance, National Child Benefit Reinvestment, Assisted Living Program (To be completed 2013-2014)	Education and Social Development Programs and Partnerships
3. Impact Evaluation of First Nations Water Management	Education and Social Development Programs and Partnerships
4. Evaluation of Community Economic Development Program and Aboriginal Business Development Program (including Loan Loss Reserve and Major Resource Development and Energy Investments Initiative)	Lands and Economic Development
5. Assessment of Procurement Strategy for Aboriginal Business Evaluation	Lands and Economic Development
6. Impact Evaluation of First Nations Land Management	Lands and Economic Development
7. Impact Evaluation of Healthy Foods to Northern Communities (Food Mail)	Northern Affairs Organization
8. Impact Evaluation of INAC's Gender-Based Analysis Policy	Policy and Strategic Direction
9. Departmental performance monitoring/results reporting review	Audit and Evaluation

2013 - 2014

Evaluation	Sector
1. Summative Evaluation of Specific Claims Tribunal Action Plan	Treaties and Aboriginal Government
2. Impact Evaluation of Contaminated Sites Management Policy and Programming (Contaminated Sites Management Program and Northern Contaminated Sites Program)	Lands and Economic Development
3. Summative Evaluation of Strategic Investment Northern Economic Development and Governance	Northern Affairs Organization
4. Summative Evaluation of Northern Regulatory Improvement Initiative	Northern Affairs Organization
5. Evaluation of the National Centre for First Nations Governance (evaluation to be conducted by an independent firm, retained by the Centre – EPMRB not involved)	Regional Operations
6. Impact Evaluation of Basic Organizational Capacity for Representative Organizations and for Consultation and Policy Development	Policy and Strategic Direction
7. Impact Evaluation of Test Case Funding	Policy and Strategic Direction
8. Departmental performance monitoring/results reporting review	Audit and Evaluation

APPENDIX B

Performance Measurement Strategies by Fiscal Year by Sector

Note: Blue font with asterisk denotes Performance Measurement Strategies to be brought forward to EPMRC for approval.

2009 - 2010

Performance Measurement Strategy	Sector
1. Education (including Elementary, Secondary and Post- Secondary)*	Education and Social Development Programs and Partnerships
2. Income Assistance, National Child Benefit Reinvestment, Assisted Living Program*	Education and Social Development Programs and Partnerships
3. Child and Family Services (including Alberta Model)*	Education and Social Development Programs and Partnerships
4. Infrastructure – <i>Canada's Economic Action Plan 2009</i> (including Capital Facilities and Maintenance, Housing, and School Infrastructure)*	Education and Social Development Programs and Partnerships
5. Aboriginal Economic Development (potentially including Community Economic Development, Aboriginal Business Development and Loan Loss Reserve etc.)*	Lands and Economic Development
6. Strategic Investment Northern Economic Development and Governance*	Northern Affairs Organization
7. Indian Government Support*	Regional Operations
8. Treaty Related Measures	Treaties and Aboriginal Government
9. Treaty Commissions of Manitoba and Saskatchewan	Treaties and Aboriginal Government
10. Inuit Relations Secretariat	Treaties and Aboriginal Government
11. Aboriginal Healing Foundation	Resolution and Individual Affairs
12. Indian Residential Schools Settlement Agreement	Resolution and Individual Affairs
13. Advocacy and Public Information Program	Resolution and Individual Affairs
14. Registration Administration	Resolution and Individual Affairs
15. First Nations Infrastructure Fund	Education and Social Development Programs and Partnerships
16. Contaminated Sites Management Program	Lands and Economic Development
17. Reserve Land and Environment Program	Lands and Economic Development
18. Indian Bands for Land and Estates Management	Lands and Economic Development
19. <i>First Nations Oil Gas and Moneys Management Act</i> Implementation	Lands and Economic Development
20. Northern Regulatory Improvement Initiative	Northern Affairs Organization
21. Healthy Foods to Northern Communities (Food Mail)	Northern Affairs Organization
22. Labrador-Innu Comprehensive Healing Strategy	Regional Operations
23. Emergency Management Assistance for Activities On-Reserve	Regional Operations
24. Test Case Funding	Policy and Strategic Direction

25. Basic Organizational Capacity for Representative Organizations and for Consultation and Policy Development	Policy and Strategic Direction
26. National Aboriginal Achievement Foundation	Policy and Strategic Direction

2010 - 2011

Performance Measurement Strategy	Sector
1. Self Government: Negotiation, Implementation and Impacts*	Treaties and Aboriginal Government
2. Specific Claims Tribunal Action Plan*	Treaties and Aboriginal Government
3. First Nations Water Management*	Education and Social Development Programs and Partnerships
4. Family Violence Prevention	Education and Social Development Programs and Partnerships
5. Inuit Art Foundation	Treaties and Aboriginal Government
6. Urban Aboriginal Strategy	Office of the Federal Interlocutor
7. Gender-Based Analysis Policy	Policy and Strategic Direction

2011 - 2012

Performance Measurement Strategy	Sector
1. Comprehensive Land Claims Agreements*	Treaties and Aboriginal Government
2. EcoEnergy for Aboriginal and Northern Communities (Theme of Clean Air Agenda)*	Northern Affairs Organization
3. Assist Northerners in Assessing Key Vulnerabilities and Opportunities for (Theme of Clean Air Agenda)*	Northern Affairs Organization
4. International Polar Year	Northern Affairs Organization
5. First Nations Fiscal and Statistical Management	Regional Operations
6. Federal Interlocutor's Contribution Program and Powley: Management of Métis Aboriginal Rights	Office of the Federal Interlocutor

2012 - 2013

Performance Measurement Strategy	Sector
1. First Nations Land Management	Lands and Economic Development
2. Procurement Strategy for Aboriginal Business	Lands and Economic Development

Appendix C CRITICAL PATH FOR EVALUATION PROJECTS

EVALUATION STAGES			
1. Initiate Project Planning / Terms of Reference Approximate Time: 1 month	2. Launch Evaluation / Methodology Report Approximate Time: 1 - 2 months, excluding time for contracting process	3. Implement: Evaluation Research and Analysis Approximate Time: 3 - 4 months, may be longer depending on data collection requirements	4. Final Report – Preparation and Approval Approximate Time: 1 month, excluding publication
EVALUATION SUB – ACTIVITIES			
1.1 Orientation and Initiation	2.1 Establish governance structure (if not done as part of project planning)	3.1 Notify key stakeholders and potential research participants	4.1 Preliminary Findings Deck (if required)
<ul style="list-style-type: none"> Verify evaluation requirements and timelines (e.g., for TORs, Launch, Fieldwork, Final Report/Action Plan) Identify key policy, program and performance measurement documents (e.g., Evaluation Plan, TB Submissions, PM-Strategies, Cabinet Documents, etc.) Identify, brief and initiate discussions with program lead(s) Initiate project files 	<ul style="list-style-type: none"> Establish committees Working Group / Advisory Committee in line with the requirements of the evaluation and EPMRB Engagement Policy Engage and brief program leads on evaluation procedures and action plan expectations 	<ul style="list-style-type: none"> Notify internal and external stakeholders, including Regional Managers and AES Coordinators (particularly with respect to planned fieldwork and research requirements) Extend invitations to potential interviewees, case study and survey participants 	<ul style="list-style-type: none"> Prepare presentation deck Conduct Quality Control* Review Program lead validates findings (in line with program's own review procedures) If the deck is to be presented to EMPRC, submit for translation
1.2 Draft Terms of Reference	2.2 Contract Evaluation Researchers **	3.2 Research and data collection	4.2 Draft Report (up to conclusions)
<ul style="list-style-type: none"> Conduct preliminary research and consultations <ul style="list-style-type: none"> Identify clients, recipients and key stakeholders Engage Program lead(s) and establish and engage committees as required in line with EPMRB's Engagement Policy (see also 2.1) Continue to secure and review program documents/data Assess PM-Strategy and performance data Develop preliminary evaluation issues, questions and data collection strategy Define implementation strategy (internal and external resources required) Identify evaluation costs and provisions for cost recovery Define project governance structure (e.g., roles and responsibilities, committees) Prepare draft Terms of Reference <p>Additional tasks: Where research is to be contracted out, identify contracting requirements as well as potential consultants and/or consultant selection criteria</p>	<ul style="list-style-type: none"> Prepare Statement of Work / Request for Proposals for external consultant(s) as required Invite proposals and select contractors in line with selection process requirements Complete contracting (signing of call-ups, contracts, etc.) <p>(** Contracting times will vary depending on the process used)</p>	<ul style="list-style-type: none"> Manage and/or undertake research, including fieldwork During this stage, HQ, Regions and AES Coordinators may be involved in: <ul style="list-style-type: none"> Providing input as key informants Participating in working groups Providing continuing access to files, documents and data Providing logistical support (organization of interviews, contact information, etc). 	<ul style="list-style-type: none"> Conduct Quality Control* Review of draft report Program lead validates findings (in line with program's own review procedures) Submit draft report for translation <p>(Note AES Coordinators are copied when draft reports are submitted for validation)</p>
1.3 Approval of Terms of Reference	2.3 Project Kick-Off	3.3 Monitoring and Reporting on Evaluation Research	4.3 Recommendations, Management Response / Action Plan
<ul style="list-style-type: none"> Conduct Quality Control* Review (of draft TORs) Submit to relevant ADM(s) for approval Submit for translation Submit to AES Planning 'for approval at EPMRC and 'for information' to 'AES coordinators' Following approval, request Planning to announce TORs via <i>Express</i> (internal weekly newsletter) 	<ul style="list-style-type: none"> Facilitate start-up meetings between evaluation researchers (internal and external), program, committees and others as required 	<ul style="list-style-type: none"> Communications during this period may likely include: <ul style="list-style-type: none"> Ongoing communications with consultants Periodic updates to INAC Program Leads, and Advisory/Working Groups Periodic updates to the Audit and Evaluation Committee 	<ul style="list-style-type: none"> EPMRB prepares recommendations and shares with Program lead for comment Programs prepare Action Plan for review and approval of EPMRB and, subsequently, Program's ADM EPMRB or Program submits Action Plan for translation
	2.4 Detailed Work Plan and Methodology Report	3.4 Working Documents/Technical Reports: Approval	4.4 Approval by Audit and Evaluation Committee
	<ul style="list-style-type: none"> Understand research and consultations to refine evaluation questions, fieldwork requirements, time lines and interview/ survey guides Clarify information requirements (e.g. program data, files) Prepare draft work plan/ methodology report Conduct Quality Control* Review Approve Work Plan and Methodology Report 	<ul style="list-style-type: none"> Prepare working documents / technical reports Conduct Quality Control Review Program lead validates findings (in line with program's own approval processes) Approve working documents/technical reports 	<ul style="list-style-type: none"> Submit to AES Planning 'for approval at EPMRC' and 'for information' to 'AES coordinators'
			4.5 Publication (up to 90 days following report approval)
			<ul style="list-style-type: none"> EPMRB prepares document for publication EPMRB and Programs respond to ATIP/Communication requests prior to publication EPMRB prepares briefing note for Minister EPMRB ensures timely posting of approved Reports and Action Plans to INAC website

- *Quality control procedures** may vary depending on the evaluation's technical complexity and level of risk. In general, EPMRB's Quality Control Process includes provisions for internal and external reviews by EPMRB, Programs, Committees and other experts, as required. Documents are typically assessed on the basis of their technical merits, relevance, accuracy and compliance with governing policies and guidelines, including Treasury Board Policy on Evaluation and INAC's Gender Based Analysis Policy and Sustainable Development Strategy.
- Acronyms:** ADM: Associate Deputy Minister; AES: Audit and Evaluation Sector; EPMRB: Evaluation, Performance Measurement and Review Branch; EPMRC: Evaluation, Performance Measurement and Review Committee; PM –Strat: Performance Measurement Strategy; TORs: Terms of Reference; TB: Treasury Board.