



Affaires autochtones et  
Développement du Nord Canada

Aboriginal Affairs and  
Northern Development Canada

# Aboriginal Affairs and Northern Development Canada

## Five-Year Plan for Evaluation and Performance Measurement Strategies

2013-14 to 2017-18

**Evaluation, Performance Measurement and  
Review Branch  
Audit and Evaluation Sector**



Canada 

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## **EXECUTIVE SUMMARY**

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This document represents Aboriginal Affairs and Northern Development Canada's Five-year Plan for 2013-14 to 2017-18 for evaluations and performance measurement strategies. The plan adheres to guidance provided by the Treasury Board of Canada Secretariat. It aligns with and supports the departmental Management, Resources and Results Structure and no longer references authorities; ensures the evaluation of direct program spending on a five-year cycle; and implements a risk-based approach for determining the calibration of effort for evaluations.

The number of evaluations has increased from 48 to 58 for three reasons: First, new this year, the forecast spending for salary and operation and maintenance was included in addition to grants and contributions to capture all direct program spending. The inclusion of direct spending has increased the number of activities and amount of spending to be covered by the Plan. Second, the Chart of Accounts was used to examine sub-sub-sub activities and resulted in the division of some cluster evaluations into more manageable groupings of related activities. Third, two evaluations of internal services were added to explore areas deemed high risk in the Corporate Risk Profile.

The Plan was presented to the Directors General Internal Operations Committee and reflects input received from senior management and internal services representatives. There are a total of 58 evaluations scheduled between 2013-14 and 2017-18. Fifty percent of evaluations have a performance measurement strategy in place, which is expected to reduce the level of effort required for these evaluations.

There are 12 new evaluations scheduled for 2013-14 and nine carry-overs from 2012-13. A calibration of the level of effort was conducted for new evaluations scheduled for 2013-14. The analysis of materiality, risk and complexity revealed a high risk portfolio of evaluations for year 1 of the Plan.

# 1. INTRODUCTION

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This document outlines a plan for evaluating 100 percent of direct program spending over the next five years at Aboriginal Affairs and Northern Development Canada (AANDC) and the development of performance measurement strategies.

## **1.1 Purpose of the Evaluation Plan**

The primary purpose of the plan is to help the Deputy Head ensure that credible, timely and neutral information on the ongoing relevance and performance of direct program spending is available to support evidence-based decision making on policy, expenditure management and program improvement. The Plan also:

1. Provides an opportunity to align evaluations with information needs of the Department and the information needs of others (e.g. central agencies) as articulated in the *Policy on Evaluation*;
2. Helps ensure that evaluations supporting program redesign are planned and completed in advance of program renewal;
3. Provides an annual platform for program managers and heads of evaluation to discuss the development and implementation of performance measurement strategies that effectively support evaluations;
4. Allows departmental units responsible for the development of the Report on Plans and Priorities and the Departmental Performance Reports, as well as other groups engaged in strategic planning and reporting activities, to identify when evaluations will be available to inform their work;
5. Initiates regular communication and consensus building on evaluation needs and priorities across the Department; and
6. Provides central agencies with advanced notice of when evaluations will be available to inform their work (e.g. in support of Memoranda to Cabinet, Treasury Board submissions, strategic reviews).

Moreover, the Plan serves as a management tool for the Head of Evaluation by enabling workflow and human resources planning for the coming years.

## **1.2 Drivers for Evaluation Planning**

In the Government of Canada, evaluation is defined as the systematic collection and analysis of evidence on the outcomes of programs to make judgments about their relevance and performance, and to examine alternative ways to deliver them or to achieve the same results. Evaluation serves to help establish whether or not a program contributed to observed results and to what extent. It also provides an in-depth understanding of why program outcomes were, or were not, achieved.

The Government of Canada adopted the first Evaluation Policy in 1977 to inform expenditure management and/or program decision making. A renewed policy, standard and directive introduced in 2009, requires the evaluation of all ongoing grants and contributions (G&C) programs every five years and clarifies the management responsibilities and accountabilities of ministers and deputy heads.

Updates to the 2009 Treasury Board Secretariat *Policy on Evaluation* came into effect April 1, 2012. The Policy states:

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, and
  - 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.

In accordance with Section 6.1.7 of the *Policy on Evaluation*, this Plan aligns with and supports the departmental Management, Resources and Results Structures (MRRS), which is the framework for the systematic collection and analysis of performance information. It also ensures the evaluation of all ongoing G&C programs every five years, as required by Section 42.1 of the *Financial Administration Act*. In compliance with Section 6.1.3 of the *Directive on the Evaluation Function*, this Plan identifies a risk-based approach for determining methodologies, the level of effort and the appropriate level of resources required to conduct each evaluation.

### **1.3 Departmental Context**

#### **AANDC Mandate**

The vision of AANDC is a future in which First Nations, Inuit, Métis and northern communities are healthy, safe, self-sufficient and prosperous - a Canada where people make their own decisions, manage their own affairs and make strong contributions to the country as a whole.

To this end, the Department supports Aboriginal peoples (First Nations, Inuit and Métis) and Northerners in their efforts to:

- improve social well-being and economic prosperity;
- develop healthier, more sustainable communities; and
- participate more fully in Canada's political, social and economic development — to the benefit of all Canadians.

AANDC is the federal department primarily responsible for meeting the Government of Canada's obligations and commitments to First Nations, Inuit and Métis, and for fulfilling the federal government's constitutional responsibilities in the North. The Department's overall mandate and wide-ranging responsibilities are shaped by centuries of history, and unique demographic and geographic challenges. It derives from the *Canadian Constitution*, the *Indian Act*, the *Department of Indian Affairs and Northern Development Act*, territorial acts, treaties, comprehensive claims and self-government agreements as well as various other statutes affecting Aboriginal people and the North.

The Indian and Inuit Affairs mandate derives from the *Indian Act* and its amendments over the years, from specific statutes enabling modern treaties, such as the *Nisga'a Final Agreement Act* or the *Labrador Inuit Land Claims Agreement Act*, and from more recently enacted statutes such as the *First Nations Fiscal and Statistical Management Act* and the *First Nations Jurisdiction Over Education in British Columbia Act*, designed to provide First Nations with jurisdictional powers beyond the *Indian Act*. A significant amount of the Department's mandate is derived from policy decisions and program practices that have developed over the years; it is framed by judicial decisions with direct policy implications for the Department; and it is structured by funding arrangements or formal agreements with First Nations and/or provincial or territorial governments.

The Northern Development mandate derives from the *Department of Indian Affairs and Northern Development Act*, from statutes enacting modern treaties north of 60°, such as the *Nunavut Land Claims Agreement Act*, or; self-government agreements, such as the *Yukon First Nations Self-Government Act*, and; from statutes dealing with environmental or resource management,

and; is framed by statutes that enact the devolution of services and responsibilities from AANDC to territorial governments, such as the *Canada-Yukon Oil and Gas Accord Implementation Act*.

Most of the Department's programs, representing a majority of its spending, are delivered through partnerships with Aboriginal communities and federal–provincial or federal–territorial agreements. AANDC also works with urban Aboriginal people, Métis and non–status Indians (many of whom live in rural areas) through the Office of the Federal Interlocutor. AANDC is one of 34 federal departments and agencies delivering Aboriginal and northern programs and services.

### **Program Alignment Architecture**

AANDC's broad mandate is demonstrated by the Program Alignment Architecture (PAA), which supports four strategic outcomes (SO):

1. The Government - Good governance and co–operative relationships for First Nations, Inuit and Northerners.
2. The People - Individual, family and community well–being for First Nations and Inuit.
3. The Land and Economy - Full participation of First Nations, Inuit and Métis individuals and communities in the economy.
4. The North - Self–reliance, prosperity and well–being for the people and communities of the North.

Appendix A provides a more detailed breakdown of the PAA.

### **Transfer Payment Programs**

According to the 2011-12 Public Accounts of Canada, AANDC is the fifth largest in terms of total ministerial net expenditures (behind Finance, Human Resources and Skills Development Canada (HRSDC), National Defence and Public Safety), and third largest in terms of total transfer payments/G&C (behind Finance and HRSDC). In 2011-12, AANDC's total net expenditures were \$7,907,783 and total transfer payments were \$6,453,906<sup>1</sup>. The requirement for direct program spending to be evaluated every five years represents a significant volume of work for the Department.

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<sup>1</sup> Government of Canada, "Public Accounts of Canada 2012: Volume II – Details of Expenses and Revenues", summary tables 1.3.

## Planned Expenditures for Fiscal Year 2013-14

Strategic Outcomes	2013-14 Forecast Spending
The Government	1,566,776,807
The People	4,100,976,084
The Land and Economy	1,569,033,352
The North	409,803,308
Internal Services	258,381,011
<b>AANDC Total</b>	<b>\$7,904,970,562</b>

Source: Based on Main Estimates. Includes salary, [operation and maintenance](#), capital, statutory and grants and contributions.



## **2. PLANNING METHODOLOGY**

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Section 6.2.3 of the Directive on the Evaluation Function states that the Head of Evaluation is responsible for developing and annually updating a rolling five-year evaluation plan. Accordingly, at AANDC, the Evaluation Plan was developed by the Evaluation, Performance Measurement and Review Branch (EPMRB), which is part of the Audit and Evaluation Sector. The approach for the creation of the 2013-14 Plan was as follows:

### **Define the evaluation universe and scoping**

The evaluation universe shows the how each component of the MRRS is to be evaluated and ultimately, how the Plan will achieve full coverage of the MRRS. The evaluation universe also shows the breakdown of forecast spending covered in each evaluation.

The evaluation universe for the 2013-14 Plan no longer uses transfer payment authorities to define the scope of evaluations. Instead, the Chart of Accounts was referenced to identify program activities under sub-sub-activities that could be examined as part of a single evaluation. As a result, a few large evaluations have been split into smaller projects. For example, the evaluation of “Activation of Community Assets” from last year’s Plan has been split into five smaller evaluations to better accommodate the variety of unrelated activities contained under this sub-activity.

With the restructuring of the Plan using the MRRS instead of the authorities, some gaps in coverage have emerged. It would appear that evaluations have never been conducted for Northern Governance, Northern Land and Environmental Management and Indian Oil and Gas Canada. Another program that has never been evaluated is the Strategic Partnership Initiative, but this is because it is a new program introduced in 2009. Together these programs represent two percent of total forecast spending for 2013-14. This means that over 98 percent of total forecast spending for 2013-14 has been previously evaluated.

### **Conduct a risk assessment of units of evaluation**

EPMRB has adopted the Audit and Assurance Services Branch (AASB) risk ranking to inform the level of effort and allocation of resources for evaluations. Each year, AASB develops risk rankings for auditable units in the Department. The process followed involves extensive review of corporate documents, workshops and consultations with program representatives and external stakeholders and is an essential component for the preparation of the Risk-Based Audit Plan.

The AASB risk approach is consistent with guidance from the Office of the Comptroller General, is thorough, and in many cases, the audit and evaluation units are the same. Risk considerations include impact of identified risks on the achievement of departmental outcomes, materiality, scope, potential for public scrutiny, legal risk, prevalence of risk, and the severity of consequences.

The risk rankings can be seen in the Plan and are colour coded to reflect the five levels of risk identified in the Risk-Based Audit Plan. The five levels are defined as follows:

- **Very High Risk** – The auditable entity is inherently exposed to multiple risks that are expected to remain or get worse over time. Business conditions contain considerable risk factors. If one or more risks were to materialize, consequences would be severe and could include permanent or long-term damage to AANDC's ability to achieve its objectives. Consequences would be felt by the majority of stakeholders, both internally and externally to AANDC.
- **High Risk** - The auditable entity is inherently exposed to many risks that are expected to remain over time. Business conditions contain many risk factors. If one or more risks were to materialize, consequences would be significant and could be endured by AANDC with significant management attention. Some AANDC activities could be subject to significant review or changed ways of operation. Consequences would be felt by many stakeholders.
- **Moderate Risk** - The auditable entity is inherently exposed to several risks that are expected to remain over time. Business conditions contain some risk factors. If one or more risks were to materialize, consequences would be moderate and could be managed with a minor level of management attention. Consequences would be felt by a sub-set of stakeholders.
- **Low Risk** - The auditable entity is exposed to a few risks that may diminish over time. Business conditions contain a few risk factors. If one or more risks were to materialize, consequences would be minor and could be absorbed through normal activity. Consequences would be isolated.
- **Very Low Risk** - The auditable entity is inherently exposed to few or no risks. Business conditions contain few or no risk factors. If one or more risks were to occur, the consequences would be negligible and could be absorbed through normal activity.

## Create the Plan

The 2013-14 Plan builds upon the previous year's plan. As discussed above, the units of evaluation were aligned with the MRRS and forecast direct program spending was added. Deadlines for evaluations were calculated to ensure that an evaluation was scheduled to take place within five years from the date of the previous one.

Planned audits have been added to the Plan to inform the calibration of effort for an evaluation, allow for integration of audit findings, and promote better coordination with programs. Audits generally reveal a considerable amount about the design and management of programs and give early indications on the achievement of program outcomes. Audits scheduled in advance of an evaluation can impact the scope and level of effort needed for an evaluation.

Recent audits are also valuable sources of information for evaluation as they inform the analysis of program design and provide analysis of efficiency and economy. Ideally, audits and evaluations will be scheduled in different years, however, where audits and evaluations are scheduled to occur in the same year, it was agreed with AASB that audit work will be conducted early in the fiscal year, so that programs are not overburdened with requests for information.

In this Plan, 58 evaluations are scheduled between 2013-14 and 2017-18. The table below shows the distribution of evaluations for the five years covered by the plan.

#### **Distribution of Evaluations by Strategic Outcome and by Year**

<b>Year</b>	<b>Government</b>	<b>People</b>	<b>Land and Economy</b>	<b>North</b>	<b>Internal Services</b>	<b>TOTAL</b>
<b>Carry over from 2012/13</b>	5	1	2	1	0	9
<b>2013/14</b>	3	1	6	1	1	12
<b>2014/15</b>	4	1	3	3	1	12
<b>2015/16</b>	2	1	4	2	0	9
<b>2016/17</b>	0	3	2	2	0	7
<b>2017/18</b>	1	6	0	2	0	9
<b>TOTAL</b>	15	13	17	11	2	58

Currently, 29 of the 58 planned evaluations (50 percent) have a performance measurement strategy in place.

#### **Consultation with Senior Management**

A draft Plan was presented to the Directors General Internal Operations Committee to collect feedback on the scope and timing of evaluations. Options for integrating Internal Services into the Plan were also presented. A series of subsequent meetings were scheduled with Directors and Directors General of Internal Services and Land and Economic Development (LED) Sector to further define scope and timing of evaluations. As a result of these discussions, two evaluations of Internal Services were added to the Plan and the evaluation of Activation of Community Assets from last year's plan was split into five separate evaluations.

## Coverage

Total forecast direct program spending for 2013-14 is \$7,904,970,562. Total forecast direct program spending covered by this Plan is \$6,983,598,799. In summary, this Plan covers 88 percent of total forecast direct program spending. Not covered by this Plan is the Residential Schools Resolution, which accounts for almost nine percent of total forecast direct program spending. This will not be evaluated because an assessment revealed that it is closely monitored through regular reporting to the court and Treasury Board. The Management of Other Negotiated Settlements and Aboriginal Women's Issues, not covered in this Plan, will be integrated into evaluations in the next Plan. Finally, most internal services, which account for another three percent, are also not identified for evaluation. This Plan only incorporates those internal services deemed high risk in the Corporate Risk Profile. Annual coverage of total forecast direct spending for 2013-14 is detailed below:

### Annual Coverage of Total Forecast Direct Program Spending for 2013-14

	Coverage of Direct Spending	
	Amount in dollars	Amount by percentage
<b>Total forecast direct spending</b>	<b>\$7,904,970,562</b>	<b>100%</b>
<b>Coverage by year:</b>		
Year 1	1,483,683,557	19%
Year 2	1,530,510,108	19%
Year 3	219,477,208	3%
Year 4	1,132,906,241	14%
Year 5	2,617,021,685	33%
<b>Total forecast spending covered by the 2013-14 Plan</b>	<b>\$6,983,598,799</b>	<b>88%</b>
<b>Not covered by this Plan:</b>		
Residential Schools Resolution	696,037,893	9%
Management of Other Negotiated Settlements	890,000	
Aboriginal Women's Issues	461,822	
Internal Services	213,542,075	3%

## Calibration of Level of Effort

Section 6.2.1, sub-section c, of the *Standard on Evaluation for the Government of Canada* gives departments the flexibility to calibrate the nature and depth of each evaluation undertaken in relation to the risks associated with the program and the information needs of the Deputy Head.

An analysis of the 12 evaluations to be started in 2013-14 was undertaken to determine the level of effort required for each evaluation and better align available resources. Four considerations went into the calibration exercise:

1. **Materiality** – A score of 3 was assigned to evaluations of programs with annual G&C spending over \$500 million; 2 was for spending between \$100 and \$500 million; and 1 was assigned to evaluations covering less than \$100 million.
2. **Risk** – A score of 4 was assigned to evaluation units with a risk ranking of “very high”; 3 for “high”, 2 for “moderate” and 1 for “low”
3. **Complexity** – The scores for complexity were guided by the number of delivery partners, coverage, governance structure, number of delivery mechanisms and number of objectives:

High (score=3)	Medium (score=2)	Low (score=1)
Large number of external delivery partners or delivery through the regions, broad coverage, complex governance structure, multiple delivery structures for multiple objectives	Small number of delivery partners (ie. regions), targeted to a few groups with slightly different characteristics, multiple layers of governance, one delivery structure	Delivery out of Headquarters or one single entity, targeted to one group, simple governance structure, one objective

4. **Performance Measurement** – The availability of performance measurement data will reduce the level of effort required to complete an evaluation, so evaluations with a performance measurement strategy place for three or more years was given a score of 0. A score of 1 signifies a new performance measurement strategy has been in place for one to two years. A score of 2 means no performance measurement strategy exists and thus, greater effort will be required to complete the evaluation. It is important to note that the above scoring assumes that performance measurement strategies in place have robust indicators of success and have been fully implemented.

Overall, the scoring for the four areas defined above will permit a maximum score of 12. Evaluations with a score of 9 or more will likely require more resources to complete. Results of the calibration exercise are as follows:

Planned Evaluations for 2013-14	Materiality	Risk	Complexity	Performance Measurement	Total
Resource/Capacity Development for First Nations Governments, Associations and Organizations	1	3	3	1	8
Negotiation of Special Claims	N/A	N/A	3	3	N/A
Process for Implementing Comprehensive Land Claims and Self-Government Agreements	2	4	3	3	12
Enhanced Prevention Focused Approach for the First Nations Child and Family Services Program in Manitoba	3	4	1	0	8
Access to Capital and Business Services	1	4	3	2	10

Planned Evaluations for 2013-14	Materiality	Risk	Complexity	Performance Measurement	Total
Investment in Economic opportunities	2	4	3	2	11
Aboriginal Economic Development Framework and Strategic Partnerships Initiative	1	N/A	3	0	N/A
Environmental Sustainability and Contaminated Sites on Reserve	1	N/A	1	2	N/A
First Nations Infrastructure Fund	0	2	1	0	3
Urban Aboriginal Strategy	1	2	3	2	8
Northern Contaminated Sites	1	3	1	0	4
Information for Decision Making	1	3	1	2	7

A risk ranking was not available for three of the twelve evaluations scheduled for 2013-14 because AASB only develops risk rankings for auditable units. In addition, forecast spending was not available for one evaluation scheduled for 2013-14. As a result, a ranking could not be calculated for three of the twelve evaluations scheduled for 2013-14. Of the remaining nine evaluations, three have a score over 9 and another four received a score of 8, which is still significant. In the end, it would appear that seven of the twelve evaluations would require a high level effort. A closer look at the design, delivery and availability of performance information is needed to better define the resources required.

### 3. 2013-14 TO 2017-18 AANDC PLAN FOR EVALUATION AND PERFORMANCE MEASUREMENT STRATEGIES

	Planned Evaluation	MRRS Level	MRRS ID	Last Evaluation	Total Forecast Spending for 2013-14 Covered by the Evaluation	*Deadline for Evaluation	Calibration Considerations		
							Planned Audit	* Risk Ranking	PM Strategy In Place (Y/N)
YEAR 1: 2013-14									
	THE GOVERNMENT	SO	1						
1	Resource/Capacity Development for First Nations Governments, Associations and Organizations	SA	1.1.1	Basic Organizational Capacity evaluated 09/10, Summative Evaluation of Consultation and Policy Development and Basic Organizational Capacity Funding 08/09, Implementation of the First Nations Fiscal and Statistical Management Act 11/12, Evaluation of the Inuit Art Foundation 11/12	\$ 61,938,507	2013/14	Follow-up Audit of Capacity Development (2013/14)	H	Y
		SSA	1.1.2.3						
2	CARRY OVER Process for Negotiating Comprehensive Land Claims and Self Government Agreements	SA	1.2.1	Impact Evaluation of Comprehensive Land Claim Agreements 08/09	\$ 87,367,576	2013/14	Audit of Negotiation of Comprehensive Land Claims and Self-Government Agreements 2013/14	VH	Y
3	Negotiation of Special Claims	SA	1.2.2						N
4	CARRY OVER Consultation and Accommodation Program	SA	1.2.4	Summative Evaluation of Consultation and Policy Development and Basic Organizational Capacity Funding 08/09	\$ 5,559,445	2013/14			Y
5	CARRY OVER Consultation and Policy Development Authority				\$ 11,426,128				

6	<b>CARRY OVER Evaluation of the Federal Interlocutor's Bilateral and Tripartite Processes and the Powley Initiative</b>	SA	1.2.5	Federal Interlocutor's Contribution Program and <i>Powley</i> : Management of Métis Aboriginal Rights evaluated in 07/08	\$ 19,063,415	2012/13			N
7	<b>CARRY OVER Impacts of Comprehensive Land Claims Agreements and Self-Government Agreements</b>	SA	1.3.1	Comprehensive Land Claims evaluated in 08/09	\$ 401,346,850	2013/14	Audit of Negotiation of Comprehensive Land Claims and Self-Government Agreements 2013/14	VH	Y
8	<b>Process for Implementing Comprehensive Land Claims and Self-Government Agreements.</b>	SA	1.3.1	Comprehensive Land Claims evaluated in 08/09		2013/14	Audit of Negotiation of Comprehensive Land Claims and Self-Government Agreements 2013/14	VH	Y
	<b>THE PEOPLE</b>	SO	2						
9	<b>CARRY OVER Enhanced Prevention Focused Approach for the First Nations Child and Family Services Program in Quebec and Prince Edward Island</b>	SA	2.2.4	Enhanced Prevention Focused Approach for the First Nations Child and Family Services Program in Nova Scotia and Saskatchewan to be completed in 12/13. Child and Family Services evaluated in 07/08	\$ 89,001,200	2013/14	2012/13 - Implementation of CFS Prevention Focused Approach	VH	N
10	<b>Enhanced Prevention Focused Approach for the First Nations Child and Family Services Program in Manitoba</b>	SA	2.2.4		\$ 131,967,688				N
	<b>LAND AND THE ECONOMY</b>	SO	3						
11	<b>Access to Capital and Business Services</b>	SSA	3.1.1.1	INAC's Aboriginal Economic Development Programs evaluated in 08/09	\$ 48,155,517	2013/14	2013/14 - Audit of Economic Development Programs (LED)	VH	N
12	<b>CARRY OVER Procurement Strategy for Aboriginal Business</b>	SSA	3.1.1.2	Procurement Strategy for Aboriginal Business evaluated in 08/09	\$ 2,043,291	2013/14			N
13	<b>Investment in Economic</b>	SA	3.1.2	INAC's Aboriginal Economic	\$ 109,465,563	2013/14	2013/14 - Audit of	VH	N



	Opportunities	SSA	3.1.2.1	Development Programs evaluated in 08/09			Economic Development Programs (LED)		
14	The Aboriginal Economic Development Framework and Strategic Partnerships Initiative	SA	3.1.3	No previous evaluation - New program	\$ 25,207,471	2013-14			Y
15	Environmental Sustainability and Contaminated Sites on Reserve	SA SSA SSA	3.2.4 3.2.4.1 3.2.4.2	Contaminated Sites evaluated 08/09 Implementation Evaluation of the Reserve Land and Environment Management Program 09/10	\$ 26,558,157	2013/14		VH	Y
16	CARRY OVER First Nations Water and Wastewater Infrastructure	SA	3.3.1	First Nations Water Management Strategy evaluated in 2007-08	\$ 328,586,032	2012/13	2012/13 Audit of Water and Wastewater Infrastructure, 2014/15	VH	Y
17	First Nations Infrastructure Fund	SA	3.3.4	Implementation Evaluation of the First Nations Infrastructure Fund completed in 09/10	\$ 103,093	2014/15	2014/15 On-Reserve Infrastructure	M	Y
18	Urban Aboriginal Strategy	PA	3.4	Impact Evaluation of the Urban Aboriginal Strategy 11/12	\$ 41,033,701	2016/17		M	N
	THE NORTH	SO	4						
19	CARRY OVER Northern Nutrition Contribution (Implementation Evaluation)	SA	4.1.2	Food Mail evaluated in 08/09	\$ 57,152,873	2013/14	2013/14 Audit of Nutrition North	H	Y
20	Northern Contaminated Sites	SA	4.3.3	Contaminated Sites last evaluated 08/09	\$ 11,257,145	2013/14	2014/15 Audit of Northern Contaminated Sites	VH	Y
	INTERNAL SERVICES								
21	Information for Decision Making			No previous evaluation	\$ 26,449,905			H	N
	Year 2: 2014-15								
	THE GOVERNMENT	SO	1						
22	Support for First Nations Governments	SA	1.1.1	Indian Government Support evaluated 09/10.	\$ 383,720,754	2014/15			N

23	<b>Impact of Self-Government Agreements</b>	SA	1.3.1	Federal Government's Implementation of Self-Government and Self Government Agreements evaluated in 10/11	\$ 302,392,014	2015/16	2013/14 Audit of Negotiation of Comprehensive Land Claims and Self-Government Agreements	VH	Y
24	<b>Treaty Related Measures</b>	SA	1.2.1	BC Treaty Related Measures evaluated in 09/10	\$ 12,500,000	2014/15			Y
25	<b>Treaty Commissions</b>	SA	1.3.2	Treaty Commissions evaluated in 09/10	\$ 3,138,528	2014/15			Y
	<b>THE PEOPLE</b>								
26	<b>National Aboriginal Achievement Foundation</b>	N/A	N/A	National Aboriginal Achievement Foundation last evaluated 09/10	\$ 817,000	2014/15			Y
	<b>LAND AND THE ECONOMY</b>	SO	3						
27	<b>First Nations Land Management</b>	SSA	3.1.2.5	No previous evaluation	\$ 34,201,543				Y
28	<b>Emergency Management Assistance for Activities On Reserve</b>	SSA	3.2.4.3	Emergency Management Assistance for Activities On Reserve last evaluated 09/10	\$ 11,869,707	2014/15	2012/13 Audit of Emergency Management Assistance		N
29	<b>Education and Community Infrastructure</b>	SA SA SA	3.3.2 3.3.4	Capital Facilities and Maintenance evaluated in 09/10	\$ 743,260,057	2014/15	2014/15 Audit of On-Reserve Infrastructure (Excluding Water, wastewater and Housing)	H	Y
	<b>THE NORTH</b>	SO	4						
30	<b>NWT Devolution</b>	SA	4.1.1	No previous evaluation	\$ 7,820,090				N
31	<b>Northern Governance – Support for Territorial Relations and Northern Organizations</b>	SA	4.1.1		\$ 12,401,384				N
32	<b>Northern Nutrition Contribution (Impact Evaluation)</b>	SA	4.1.2	Implementation Evaluation of Northern Nutrition Contribution to be completed in 13/14. Food Mail evaluated in 08/09		2013/14	2013/14 Audit of Nutrition North	H	Y
	<b>INTERNAL SERVICES</b>								
33	<b>Recruitment, Development and Retention</b>			No previous evaluation	\$ 18,389,031			H	N
	<b>Year 3: 2015-16</b>								

	<b>THE GOVERNMENT</b>	SO	1						
34	<b>Miawpukek Grant Agreement</b>	SA	1.1.1	Miawpukek Grant Agreement last evaluated 10/11	\$ 10,220,400	2015/16			N
35	<b>Inuit Relations Secretariat and Inuit Counseling in the South</b>	SA	1.2.3	Inuit Counselling in the South evaluated in 10/11	\$ 1,744,054	2015/16		L	N
	<b>THE PEOPLE</b>	SO	2						
36	<b>Registration Administration</b>	SA	2.3.1	Last evaluated in September 2010	\$ 22,264,269	2015/16	2014/15 Audit of the Indian Registry System	VH	N
	<b>LAND AND THE ECONOMY</b>	SO	3						
37	<b>Land Management</b>	SSA	3.1.2.2	Impact Evaluation of Contributions to Indian Bands for Land Management on Reserve completed in 2010-11.	\$ 31,133,724	2015/16			N
		SA	3.2.1				2013-14 Audit of Additions to Reserve	H	
		SA	3.2.2				2012/13 Audit of Lands Management (including Lands Registry System)	H	
		SA	3.2.3					M	
38	<b>Housing</b>	SA	3.3.3	Evaluation of INAC's On-Reserve Housing Support 10/11	\$ 145,501,374	2015/16	2012/13 Audit of Housing Certification and Ministerial Loan Guarantee process, 2014/15	VH	Y
39	<b>EcoENERGY for Aboriginal and Northern Communities</b>		3.3.5	EcoEnergy for Aboriginal and Northern Communities evaluated in 10/11	\$ 3,814,246	2015/16		L	Y
40	<b>EcoENERGY for Aboriginal and Northern Communities – AANDC Component</b>							L	Y
	<b>THE NORTH</b>	SO	4						
41	<b>AANDC's Climate Change Adaptation Program - Assist Northerners in Assessing Key Vulnerabilities and Opportunities</b>	SA	4.1.3	INAC's Climate Change Adaptation Program evaluated in 2011-12	\$ 4,799,141	2016/17		L	Y

42	AANDC's Climate Change Adaptation Program - Assist Northerners in Assessing Key Vulnerabilities and Opportunities -AANDC Component							L	Y
	Year 4: 2016-17								
	LAND AND THE ECONOMY	SO	3						
43	Indian Oil and Gas Canada	SSA	3.1.2.3	No previous evaluation	\$ 13,322,680		2014/15 Audit of Southern and Northern Oil and Gas	H	N
44	Legislation to Facilitate Economic Development	SSA	3.1.2.4	No previous evaluation	\$ 4,500,874	2015/16			N
		SSA	3.1.2.6	First Nations Oil and Gas and Moneys Management Act last evaluated 10/11					N
	THE PEOPLE	SO	2						
45	Income Assistance, National Child Benefit Reinvestment and Assisted Living	SA	2.2.1	Income Assistance, National Child Benefit Reinvestment and Assisted Living evaluated in 08/09	\$ 952,300,825	2013/14	2012/13 Audit of Income Assistance	VH	Y
		SA	2.2.2					M	
		SA	2.2.3					M	
46	Other Social Services	SA	2.2.4		\$ 32,075,716	2017/18			Y
47	Family Violence Prevention	SA	2.2.5	Evaluation of the Family Violence Prevention program 11/12.	\$ 18,600,508	2016/17		M	Y
	THE NORTH	SO	4						
48	Northern Hospital and Physician Services	SA	4.1.1		\$ 51,231,000	2017/18			N
49	Northern Land, Resources and Environmental Management	SA SA SA	4.3.1 4.3.2 4.3.4		\$ 60,874,638	2014/15			N
	Year 5: 2017-18								
	THE GOVERNMENT	SO	1						
50	Specific Claims Action Plan (Summative Evaluation)	SA	1.2.2	Formative Evaluation of the Specific Claims Action Plan 11/12	\$ 266,287,136	2017-18	2012/13 Audit of AANDC Support to Specific Claims	H	N

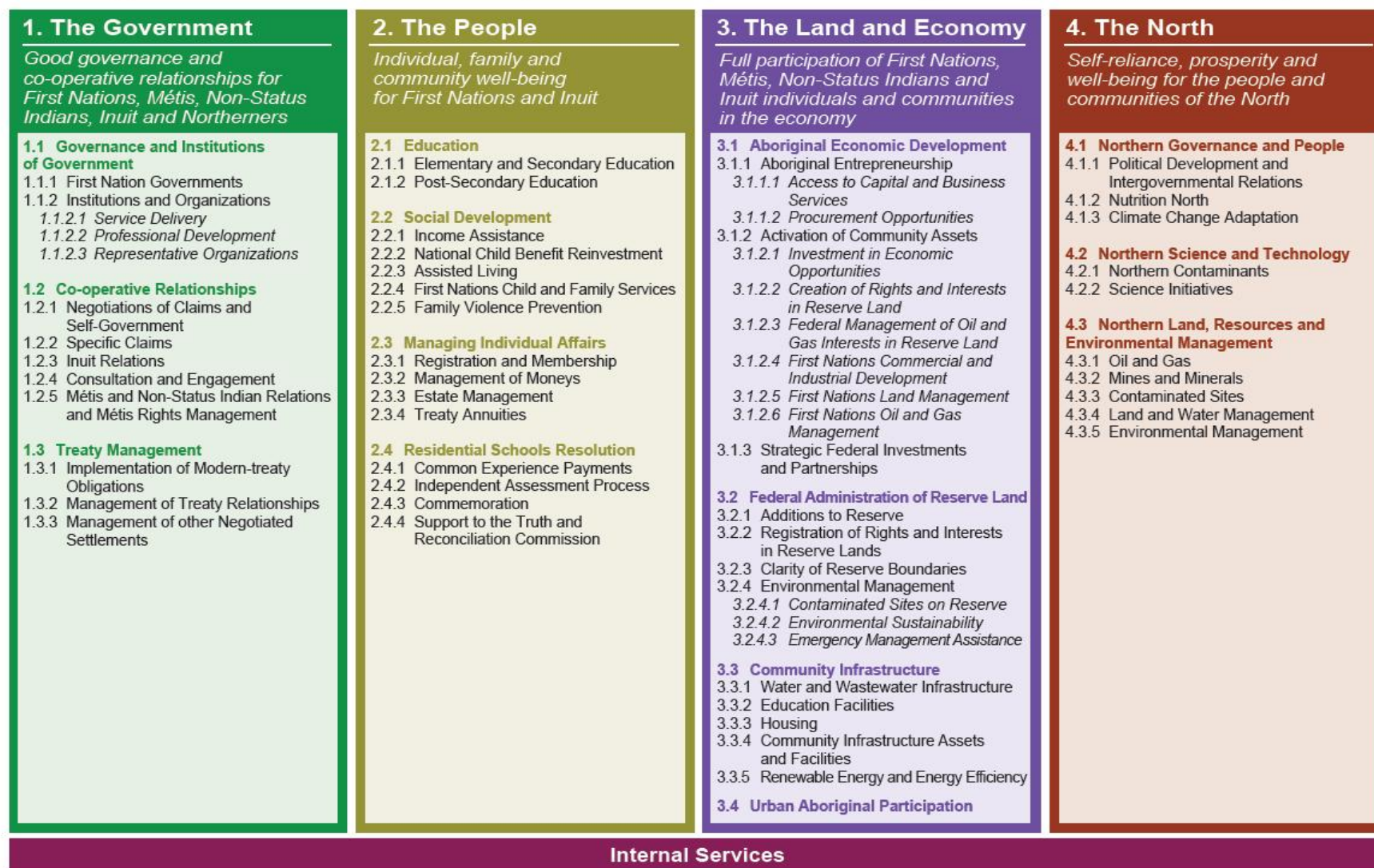
	THE PEOPLE	SO	2						
51	Elementary and Secondary Education	SA	2.1.1	Elementary and Secondary Education evaluated in 2012-13. First Nations and Inuit Youth Employment Strategy last evaluated by HRSDC 09/10	\$ 1,425,165,949	2017-18	2013/14 Audit of Elementary and Secondary Schools	VH	Y
52	Post-Secondary Education	SA	2.1.2	Post-secondary Education evaluated in 2012-13.	\$ 335,166,596	2017-18	2012/13 Follow-up audit of Post Secondary Education	H	Y
53	Enhanced Prevention Focused Approach for the First Nations Child and Family Services Program	SA	2.2.4	Enhanced Prevention Focused Approach for the First Nations Child and Family Services Program in Nova Scotia and Saskatchewan completed in 2012-13. Child and Family Services evaluated in 07/08	\$ 390,572,143	2017-18	2012/13 - Implementation of CFS Prevention Focused Approach	VH	Y
54	Band Moneys (including suspense accounts)	SA	2.3.2	Indian Moneys, Estates and Treaty Annuities evaluated in 2012-13. Evaluation of <i>First Nations Oil and Gas Moneys Management Act</i> Implementation completed in 10/11.	\$ 132,110	2017-18	2013/14 Audit of the Management of Moneys		N
55	Estates	SA	2.3.3		\$ 3,674,170				N
56	Treaty Annuities	SA	2.3.4		\$ 2,276,195			L	N
	THE NORTH	SO	4						
57	Northern Science and Technology	SA	4.2.1	Northern Contaminants Program/Northern Scientific Training Program evaluated in 2012-13.	\$ 5,901,936	2017-18		L	N
58	Federal Contaminated Sites Action Plan	SSA	4.3.3	Contaminated Sites last evaluated 08/09	\$ 187,845,450	2017-18	2014/15 Audit of Northern Contaminated Sites	VH	N

\$ 6,983,598,799

\* Evaluations that do not have a coloured risk ranking were not identified as an auditable unit and were thus not ranked by the Audit and Assurance Services Branch.

# APPENDIX A: AANDC PROGRAM ALIGNMENT ARCHITECTURE

## Aboriginal Affairs and Northern Development Canada — 2013–2014 Program Alignment Architecture (PAA)



## APPENDIX B: AANDC EVALUATION UNIVERSE

			Forecast Spending for 2013-14							
MRRS Level	MRRS ID	Program Name	Vote 1: Salary and O&M	Vote 5: Capital	Statutory	Grants and Contributions	Total Forecast Spending for 2013-14	Planned Evaluation	PM Strategy and date approved by EPMRC	* Evaluation Coverage
SO	1	THE GOVERNMENT								
PA	1.1	Governance and Institutions of Government								
SA	1.1.1	First Nation Governments	818,207		128,448		\$946,655	Support for First Nation Governments 2014/15		\$383,720,754
		AFA Block/Core Funding (Indian Government Support - Band and Tribal Council)				339,846,190	\$339,846,190			
		Band Governance (Administration and Support Services, Elections, By-laws, Training and Capacity for Elections and Lawmaking)	2,579,164		386,449	300,000	\$3,265,613			
		Band Support Funding	48,171		8,382	399,532	\$456,085			
		Indian Government Support - Administration	780,796		134,326		\$915,122			
		Management Operations	32,981,153		5,309,936		\$38,291,089			
		Consultation and Policy Development - Governance	1,500,641		248,421	6,421,126	\$8,170,188	Resource/Capacity Development for First Nation Governments, Associations and Organizations (see also 1.1.2.3) 2013/14	Capacity Development Partnerships Program - Nov. 2011	\$61,938,507
		Gathering Strength - Governance	598,602		99,011	1,985,472	\$2,683,085			
		Gathering Strength - Institutions				1,200,000	\$1,200,000			
		Professional and Institutional Development Program	2,008,710		289,911	16,240,900	\$18,539,521			
		Miawpukek Band Conne River				10,220,400	\$10,220,400	Miawpukek Grant Agreement 2015/16		\$10,220,400



SA	1.1.2	Institutions and Organizations	372,542		64,822		\$437,364	Resource/Capacity Development ... (see above)		
SSA (SSSA)	1.1.2.1	Service Delivery (Tribal Council Funding, Band Advisory Services)								
SSA (SSSA)	1.1.2.2	Professional Development (Inuit Art, <i>First Nations Fiscal and Statistical Management Act</i> )	245,238		22,637	13,392,000	\$13,659,875			
SSA (SSSA)	1.1.2.3	Representative Organizations (Policy Engagement - Basic Organizational Capacity for First Nation and Inuit Organizations)	58,638		10,203	17,963,331	\$18,032,172			
PA	1.2	Co-operative Relationships								
SA	1.2.1	Negotiations of Claims and Self-Government	34,929,560	6,000,000	4,398,846	54,539,170	\$99,867,576	Process for Negotiating Comprehensive Land Claims and Self-Government Agreements 2013/14  <i>Note: This evaluation to include related funding from authorities under SA 1.3.1</i>	Measuring the Impacts of Comprehensive Land Claim and Self Government Agreements - June 2012	\$87,367,576
								Treaty Related Measures 2014/15	Treaty Related Measures - June 2010	\$12,500,000
								Negotiation of Special Claims 2013/14		
SA	1.2.2	Specific Claims	6,100,993		907,283	260,098,860	\$267,107,136	Specific Claims Action Plan (Summative Evaluation) 2017/18		\$266,287,136
SA	1.2.3	Inuit Relations	1,478,437		185,617	900,000	\$2,564,054	Inuit Relations Secretariat and Inuit Counseling in the South 2015/16		\$1,744,054
SA	1.2.4	Consultation and Engagement	5,094,796		464,649	2,359,928	\$7,919,373	Consultation and Accommodation Program 2013/14	Consultation and Policy Development - Nov. 2010	\$5,559,445
								Consultation and Policy Development Authority 2013-14		\$11,426,128



	1.2.5	Métis and Non-Status Indian Relations and Métis Rights Management	5,088,137		471,278	13,504,000	\$19,063,415	Federal Interlocutor's Bilateral and Tripartite Process and the <i>Powley</i> Initiative 2013/14		\$19,063,415
PA	1.3	Treaty Management								
SA	1.3.1	Implementation of modern treaty obligations	6,350,982		84,806,596	310,189,272	\$401,346,850	Process for Implementing Comprehensive Land Claims and Self-Government Agreements 2013/14	Measuring the Impacts of Comprehensive Land Claim and Self Government Agreements - June 2012	\$401,346,850
								Impacts of Comprehensive Land Claims Agreements and Self-Government Agreements 2013/14		
SA	1.3.2	Management of Treaty Relationships	363,431		63,237	301,965,346	\$302,392,014	Impact of Self-Government Agreements 2014/15		\$302,392,014
		Treaty Commissions	2,202,000		186,528	6,574,502	\$8,963,030	Treaty Commissions 2014/15 <i>Note: components of 1.3.2 not related to Treaty Commissions is covered above in 1.3.1</i>	Treaty Commissions - Feb. 2011	\$3,138,528
SA	1.3.3	Management of Other Negotiated Settlements	890,000				\$890,000			
SO	2	THE PEOPLE								
PA	2.1	Education								
SA	2.1.1	Elementary and Secondary Education	868,844		151,179	150,000	\$1,170,023	Elementary and Secondary Education 2017/18	Education - Nov. 2010	\$1,425,165,949
		AFA Block/Core Funding (Elementary/Secondary)	184,179		32,047	1,037,600,212	\$1,037,816,438			
		Elementary/Secondary Instructional Services - Band Operated Schools	1,563,041		216,433	22,564,036	\$24,343,510			
		Elementary/Secondary Instructional Services - Federal Schools	11,917,306		1,952,543	456,467	\$14,326,316			

		Elementary/Secondary Instructional Services - Provincial Schools	896,835		59,191		\$956,026			
		Elementary/Secondary Student Support Services	502,000		87,000		\$589,000			
		New Paths for Education	425,519		64,958	48,696,101	\$49,186,578			
		Reforming First Nation Education Initiative	3,408,514		398,122	89,587,253	\$93,393,889			
		Special Education Program/High Cost	2,490,194		325,414	128,993,802	\$131,809,410			
		Partnerships Initiatives - Education				35,000,000	\$35,000,000			
		Performance Measurement System Education	449,940				\$449,940			
		Youth Employment Strategy Program	435,795		48,024	26,175,000	\$26,658,819			
		Cultural Centres	37,000			9,429,000	\$9,466,000			
		National Aboriginal Achievement Foundation - Capacity Development - Program Design and Delivery				817,000	\$817,000	National Aboriginal Achievement Foundation 2014/15 <i>Note: Evaluation to be led by Heritage Canada</i>		\$817,000
SA	2.1.2	Post-secondary Education	57,758			335,108,838	\$335,166,596	Post-Secondary Education 2017/18		\$335,166,596
PA	2.2	Social Development								
SA	2.2.1	Income Assistance	3,013,610		429,568	862,943,482	\$866,386,660	Income Assistance, National Child Benefit Reinvestment and Assisted Living 2016/17	Social Development - Feb 2011	\$952,300,825
		Basic Needs								
		Special Needs								
		Service Delivery								
		Reform Enhanced Service Delivery System								
SA	2.2.2	National Child Benefit Re-investment	16,174		2,814	1,880,000	\$1,898,988			
SA	2.2.3	Assisted Living	207,987		36,190	83,771,000	\$84,015,177			
SA	2.2.4	First Nations Child and Family Services	3,836,845		294,036	607,410,150	\$611,541,031	Enhanced Prevention Focused Approach for the First Nations Child and Family Services Program in Quebec and PEI 2013/14		\$89,001,200

								Enhanced Prevention Focused Approach for the First Nations Child and Family Services Program in Manitoba 2013/14		\$131,967,688
								Enhanced Prevention Focused Approach for the First Nations Child and Family Services Program 2017/18		\$390,572,143
		Other Social Services	5,031,403		807,346	26,236,967	\$32,075,716	Other Social Services 2016-17		\$32,075,716
SA	2.2.5	Family Violence Prevention	72,500		12,615	18,515,393	\$18,600,508	Family Violence Prevention 2016/17		\$18,600,508
		Aboriginal Women's Issues	183,351		28,471	250,000	\$461,822			
PA	2.3	Managing Individual Affairs								
SA	2.3.1	Registration and Membership	11,631,384	639,000	1,668,089	8,325,796	\$22,264,269	Registration Administration 2015/16		\$22,264,269
SA	2.3.2	Management of Moneys	1,005,210		147,178	462,000	\$1,614,388	Band Moneys (including suspense accounts) 2017/18		\$132,110
SA	2.3.3	Estate Management	2,118,855		303,037	232,000	\$2,653,892	Estates 2017/18		\$3,674,170
SA	2.3.4	Treaty Annuities	811,147		1,465,048		\$2,276,195	Treaty Annuities 2017/18		\$2,276,195
PA	2.4	Residential Schools Resolution								
SA	2.4.1	Common Experience Payment						Note: An evaluability assessment completed in September 2009 identified two evaluation commitments for AADNC. The Evaluation of Advocacy and Public Information was completed in 2008-09 and the Evaluation of Community-Based Healing Initiatives Supported Through the Aboriginal Healing Foundation in 2009-10. No further evaluations by AANDC are planned.		
SA	2.4.2	Independent Assessment Process	684,878,366		7,382,000		\$692,260,366			
SA	2.4.3	Commemoration	3,356,919		420,608		\$3,777,527			
SA	2.4.4	Support to the Truth and Reconciliation Commission								
SO	3	THE LAND AND ECONOMY								
PA	3.1	Aboriginal Economic Development								
SA	3.1.1	Aboriginal Entrepreneurship								

SSA	3.1.1.1	Access to Capital and Business Services	7,210,680	.	928,837	40,016,000	\$48,155,517	Access to Capital and Business Services (to include ABDP, Access to Capital, Aboriginal Financial Institutions, Major Projects Investment Fund) 2013/14  <i>Note: The Evaluation of Aboriginal Entrepreneurship from 2012/13 Plan split into two evaluations 1) Access to Capital and Business Services; and 2) Procurement Strategy for Aboriginal Business</i>	Loan Loss Reserve/Major Resource Development and Energy Investments - Nov 2010	\$48,155,517
SSA	3.1.1.2	Procurement Opportunities	1,428,643		114,648	500,000	\$2,043,291	Procurement Strategy for Aboriginal Business 2013/14		\$2,043,291
SA	3.1.2	Activation of Community Assets	3,044,075		529,669		\$3,573,744	Investment in Economic Opportunities (to include CEDP, CSSP, CEOP) 2013/14  <i>Note: the Evaluation of Activation of Community Assets from the 2012/13 Plan has been split into five evaluations: 1)Investment in Economic Opportunities; 2) Land Management; 3) Indian Oil and Gas Canada; 4) Evaluation of Legislation to Facilitate Economic Development; and 5) First Nations Land Management</i>		\$109,465,563
SSA	3.1.2.1	Investment in Economic Opportunities	6,603,380		2,439,057	96,849,382	\$105,891,819			
SSA	3.1.2.2	Creation of Rights and Interests in Reserve Land	10,136,709	.	1,516,598	5,320,880	\$16,974,187	Land Management 2015/16  <i>Note: Name change from 2012/13 Plan from Federal Administration of Reserve Land. Evaluation to include Additions to Reserve, Registration of Rights and Interests in Reserve Land and Clarity of Reserve Boundaries (see 3.2.1)</i>		\$31,133,724
SSA	3.1.2.3	Federal Management of Oil and Gas Interests in Reserve Land	11,372,591		1,270,089	1,338,000	\$13,980,680	Indian Oil and Gas Canada 2016/17	Indian Oil and Gas Canada - Feb 2011	\$13,322,680

SSA	3.1.2.4	First Nations Commercial and Industrial Development	2,021,123		82,076		\$2,103,199	Legislation to Facilitate Economic Development 2016/17  <i>Note: To include First Nations Commercial and Industrial Development Act and First Nations Oil and Gas Moneys Management Act</i>		\$4,500,874
SSA	3.1.2.5	First Nations Land Management	3,907,844		324,365	29,969,334	\$34,201,543	First Nations Land Management 2014/15	Reserve Land and Environment Management Program - June 2010	\$34,201,543
SSA	3.1.2.6	First Nations Oil and Gas Management	1,385,675			550,000	\$1,935,675	Legislation to Facilitate Economic Development ... (see above)		
SA	3.1.3	Strategic Federal Investments and Partnerships	9,846,802		910,669	14,450,000	\$25,207,471	The Aboriginal Economic Development Framework and Strategic Partnerships Initiative 2013/14	Strategic Partnership Initiative - Sept 2010	\$25,207,471
PA	3.2	Federal Administration of Reserve Land								
SA	3.2.1	Additions to Reserve	8,117,353		624,619	5,400,000	\$14,141,972	Land Management... (see above)	Additions to Reserve - June 2009	
SA	3.2.2	Registration of Rights and Interests in Reserve Lands								
SA	3.2.3	Clarity of Reserve Boundaries	14,962		2603		\$17,565			
SA	3.2.4	Environmental Management	181,458		31574		\$213,032	Environmental Sustainability and Contaminated Sites On Reserve 2013/14		\$26,558,157
SSA	3.2.4.1	Contaminated Sites on Reserve	1,470,986		221,317	16,216,948	\$17,909,251			
SSA	3.2.4.2	Environmental Sustainability	5,669,639		686,075	2,080,160	\$8,435,874			
SSA	3.2.4.3	Emergency Management Assistance	1,874,653		259,054	9,736,000	\$11,869,707	Emergency Management Assistance for Activities On Reserve 2014/15		\$11,869,707
PA	3.3	Community Infrastructure								
SA	3.3.1	Water and Wastewater Infrastructure	13,631,593		1,328,138	313,626,301	\$328,586,032	First Nations Water and Wastewater Infrastructure 2013/14	Umbrella Infrastructure -	\$328,586,032

SA	3.3.2	Education Facilities				300,465,700	\$300,465,700	Education and Community Infrastructure 2014/15	Sept 2009	\$743,260,057
SA	3.3.3	Housing	754,445		526,613	144,220,316	\$145,501,374	Housing 2015/16		\$145,501,374
SA	3.3.4	Community Infrastructure Assets and Facilities	1,098,269		191,099		\$1,289,368	Education and Community Infrastructure... (see above)		
SSA		AFA Block/Core Funding				403,824,359	\$403,824,359			
		Acquisition and Construction of Infrastructure Assets and Facilities	716,185		110,423	5,695,000	\$6,521,608			
		Operation and Maintenance of Infrastructure Assets and Facilities	3,763,173		653,481		\$4,416,654			
		Community Capital Facilities Service Delivery	5,209,348		680,186		\$5,889,534			
		Technical Services	6,065,355		888,911		\$6,954,266			
		Comprehensive Community Based Planning	898,568				\$898,568			
		Essential Fuel Storage Tanks for First Nations Communities				13,000,000	\$13,000,000			
		First Nation Infrastructure Fund	88,311		14,782		\$103,093	First Nations Infrastructure Fund 2013/14		\$103,093
	3.3.5	Renewable Energy and Energy Efficiency	1,076,536		107,056	2,710,976	\$3,894,568	EcoENERGY for Aboriginal and Northern Communities 2015/16  <i>Note: Thematic Evaluation of Adaptation for the Clean Air Agenda - EC lead</i>	EcoENERGY for Aboriginal and Northern Communities (Theme of Clean Air Agenda) - June 2011	\$3,814,246
								EcoENERGY for Aboriginal and Northern Communities - AANDC Component 2015/16		
PA	3.4	Urban Aboriginal Participation	2,112,367		220,354	38,700,980	\$41,033,701	Urban Aboriginal Strategy 2013/14		\$41,033,701
SO	4	THE NORTH								

PA	4.1	Northern Governance and People								
SA	4.1.1	Political Development and Intergovernmental Relations	216,289		37,634		\$253,923	Northern Governance – Support for Territorial Relations and Northern Organizations 2014/15		\$12,401,384
		Intergovernmental Relations	940,149		84,354	1,789,000	\$2,813,503			
		Commissioners	186,100		30,537		\$216,637			
		Arctic Council	748,900		62,344		\$811,244			
		Canada/Russia International Relationships				90,000	\$90,000			
		Northern Governance - Administration Costs to Support Program	7,039,934		1,176,143		\$8,216,077			
		Hospital and Physician Services				51,231,000	\$51,231,000	Northern Hospital and Physician Services 2016/17		\$51,231,000
		Devolution	7,112,157		203,549	4,027,388	\$11,343,094	NWT Devolution 2014/15		\$7,820,090
SA	4.1.2	Nutrition North	3,129,521		93,352	53,930,000	\$57,152,873	Northern Nutrition Contribution (Implementation Evaluation) 2013/14	Nutrition North Canada - Sept 2010	\$57,152,873
								Northern Nutrition Contribution (Impact Evaluation) 2014/15		
SA	4.1.3	Climate Change Adaptation	906,051		93,090	3,800,000	\$4,799,141	AANDC's Climate Change Adaptation Program - Assist Northerners in Assessing Key Vulnerabilities and Opportunities 2015/16  Note: Thematic Evaluation of Adaptation for the Clean Air Agenda - EC lead	Climate Change Adaptation (Theme of Clean Air Agenda) - Sept 2011	\$4,799,141
								AANDC's Climate Change Adaptation Program - Assist Northerners in Assessing Key Vulnerabilities and Opportunities – AANDC Component 2015/16		
PA	4.2	Northern Science and Technology								

SA	4.2.1	Northern Contaminants	104,400			4,805,000	\$4,909,400	Northern Science and Technology 2017/18 <i>Note: Name changed from Northern Contaminants Program/Northern Scientific Training Program in 2012-13 Plan</i>		5,901,936
SA	4.2.2	Science Initiatives	961,984	6,750,060	277,139		\$7,989,183	<i>Note: This will not be evaluated as it is a capital project.</i>		
PA	4.3	Northern Land, Resources and Environmental Management								
SA	4.3.1	Oil and Gas	5,241,942		198,277	2,650,000	\$8,090,219	Northern Land, Resources and Environmental Management 2016/17 <i>Note: Name changed from Northern Regulatory Improvement Initiative, Land Resources and Environmental Management in 2013-13 Plan</i>		\$60,874,638
SA	4.3.2	Mines and Minerals	10,503,803		2,105,836		\$12,609,639			
SA	4.3.4	Land and Water Management	21,320,878		2,736,218	7,518,500	\$31,575,596			
SA	4.3.3	Contaminated Sites	161,919,731		392,691	36,790,173	\$199,102,595	Federal Contaminated Sites Action Plan 2017/18 <i>Note: Horizontal evaluation with EC lead.</i>		\$187,845,450
								Northern Contaminated Sites 2013/14	Northern Contaminated Sites - Feb. 2009	\$11,257,145
SA	4.3.5	Environmental Management	5,656,314		350,370	2,592,500	\$8,599,184	Northern Land, Resources and Environmental Management...(see above)		
SO		INTERNAL SERVICES								
PA		Governance and Management Support								
SA		Management and Oversight	32,998,525	27,109	3,710,464		\$36,736,098			
SA		Communications	15,373,704	70,896	1,648,283		\$17,092,883			



SA		Legal	86,282,971	20,250	2,574,420		\$88,877,641	Note: Department of Justice is conducting and evaluation of the Aboriginal Affairs Portfolio in 2013-14		
PA		Resource Management Services								
SA		Human Resource Management	18,575,056	14,320	2,707,791		\$21,297,167	Recruitment, Development and Retention 2014/15		\$18,389,031
SA		Financial Management	23,491,723	135,922	3,065,946		\$26,693,591			
SA		Information Management	14,299,339	25,058	2,387,230		\$16,711,627	Information for Decision Making 2013/14		
SA		Information Technology	8,577,605		1,160,673		\$9,738,278			\$26,449,905
SA		Travel and Other Administrative Services	17,831,124		1,948,240		\$19,779,364			
PA		Asset Management Services								
SA		Real Property	26,763		4,657		\$31,420			
SA		Material	3,053,200		263,213		\$3,316,413			
SA		Acquisition	1,163,933		184,012		\$1,347,945			
			\$1,415,528,466	\$13,682,615	\$159,161,058	\$6,316,598,423	\$7,904,970,562			\$6,983,598,799

- Coverage amounts may differ due to the scope of the evaluation, i.e. evaluation covers specific activities and/or a broader range of activities