

Strengthening Government Review

**Annual Report to Parliament by
the President of the Treasury Board**

1995

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Budget Plan 1995 on Program Review

"Its main objective was to review all federal programs in order to bring about the most effective and cost-efficient way of delivering programs and services that are appropriate to the federal government's role in the Canadian federation." (page 32)

Creating Opportunity, The Liberal Plan for Canada 1993

"... we have to measure whether specific government programs actually deliver results over time. ...we think it is important to measure the long-term outcomes and consequences of our policies, and programs. That is why we have placed so much emphasis on evaluation, innovation, and finding best practices." (page 12)

Delivering on our commitment:

A message from the President of the Treasury Board

Our government is committed to delivering programs that work for the Canadian taxpayer. To deliver better programs and services, the federal Public Service must move from a culture of rules and processes to one that also focuses on innovation and results.

Changing how people think and how they carry out their work is a long term process.

But we cannot improve the way government works unless we have a good idea of how well it is performing now. Knowing what works and what does not requires credible information on performance. Strong review, focusing on serving Canadians, helps ensure programs meet their objectives and are responsive to the people they serve.

I see review as a set of methods for finding answers to crucial questions, such as how well are we doing and could we do better? Of course we have to use the right method for the right job. We have to train our managers to use results information, but we also have to put in place the right incentives for continuous learning. This is where strong review and our quality services initiatives set a course for positive change.

The government is accountable to the citizens of this country. Performance information should be available to Parliament, departmental managers and central agencies.

Review is no longer just an analysis of past projects and programs. The collection, analysis and use of performance information should be an integral part of federal management at all levels. For example, the new Expenditure Management System requires that departments say what they aim to achieve, how they will measure achievements and how they will report. The benefits of effective review include more responsive and affordable programs, as well as improved public understanding of what the government is achieving. We are also examining better ways to make performance information available to Parliament. These are steps toward better government.

This report is a snapshot of what review methods are being used in the federal government, the kind of performance information available, and the improvements that must be made.

The agenda calls for the active participation of federal departments and agencies, and more interest in performance information among parliamentarians and the public. This is part of our commitment for getting government right.

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Strengthening Government Review

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1. Key Messages

1.1 Context

We want to create a management culture that is fact-based, results-oriented, open and accountable. The basics of good government are democratic processes and the rule of law, as well as effective delivery of useful goods and services to citizens. The challenge for this government is to reduce the deficit, maintain the best programs, regulations and services to support our economy, sustain our environment and provide for a core social safety net. Governments must work together to make arrangements that will lead to more efficient and affordable programs and service delivery.

To achieve this we have embraced the principles of quality services, results-based management and continuous learning. This means that the government is committed to

- defining the results it wants to achieve;
- giving managers the resources, tools, information and guidance to achieve these results; and
- measuring and demonstrating actual achievements.

The changes needed to meet these commitments require continuing and vigorous efforts. We must work to meet public expectations that government programs will focus on the client and deliver services efficiently.

We need strong review focusing on results. Combined with managerial judgement, review provides analysis and expertise in defining results that matter. It provides evidence of the costs and benefits of alternatives and identifies practical benchmarks. And it provides evidence of success.

Review information supports government decisions about which programs to keep, how to deliver effective services at the least cost, and how best to account to Parliament and the public. Review is an investment in effective service delivery and responsible government. Capable internal auditors and evaluators are a central part of this investment.

The government undertook to provide this report by the President of the Treasury Board to describe how the government is managing, using, and strengthening review.¹

1.2 Main Findings

Much has been achieved in the last two years to strengthen the focus on results and the review of programs and activities. Key accomplishments include:

- the government-wide **Program Review** examined the need, affordability and efficiency of all programs, led to important decisions in the 1995 Budget, and determined the changes now being actively implemented by departments;
- performance measurement and review have been integrated more fully into the new expenditure management system, policy development processes and program delivery; and
- extensive review of programs, operations and activities has been achieved; there is a substantial base of information on performance and review; and initiatives are under way in many departments to strengthen their review capacity.

¹ The Government's Response to the Sixth Report of the Standing Committee on Public Accounts. This report is based on contract research, consultations, information provided by departments and statistical analyses using the government's Review and Performance Database. A Panel of external advisers reviewed our approach to the research and a draft of this Report. A list of Panel Members is provided in Appendix B.

1.3 Key Actions

The main actions for the coming fiscal year to strengthen review are as follows:

- **Visible Commitments to Results:** The government will define the results it wants its programs and policies to achieve through the business planning, service standards and quality service initiatives.
- **Improved Management of Results Measurement:** Specific actions to strengthen the quality and credibility of reviews will be initiated, for example, by increasing external participation in significant reviews. Better review planning and improved sharing of review findings will avoid unnecessary costs.
- **Improved Performance Reporting:** The Treasury Board Secretariat will present options to Parliament that outline alternative approaches to reporting results and performance. It will also work with departments to pilot their performance reports.

2. Findings and an Action Plan

The action plan to strengthen review has three objectives: to make results commitments more visible; to improve the measurement of these results; and to improve performance reporting. All of the actions require working in partnership with managers and review professionals and, in some cases, with other levels of government.

2.1 Visible Results Commitments

Findings:

There has been important progress in incorporating results into management practices, particularly through the Program Review and Business Plans. Some departments and

specific programs have established management and accountability frameworks that feature expected results, have established ongoing measurement of performance, and are linking performance findings to decisions.

Notwithstanding these important achievements, experience and the evidence suggest that the shift to a results-oriented management culture remains an objective that can be achieved only over a number of years. Three areas are particularly important and will be pursued in this year's actions:

- results of specific programs within one department are usually well-defined, measured and reported; however, when more than one department is involved more coordination is needed;
- while managers and review staff indicate greater attention to results in management, decision-making and public accountability in recent years, many feel that the day-to-day pressures to follow procedures and rules and to focus on inputs remains dominant -- accordingly, it is not just a case of identifying and measuring results, but also a case of public discussion of the importance of results; and
- as a complement to the government's use of innovative ways to deliver services to Canadians (such as single window "one-stop shopping", greater reliance on third parties, inter-governmental cooperation, and using new technology), greater tailoring of accountability frameworks will be required to maintain the focus on results and to do so effectively.

Actions:

Actions to make results commitments more visible are based on the principle that these commitments should be integral to central government management, decision-making and accountability.

1. ***Treasury Board review of strategic results commitments:*** On an annual basis, the Expenditure Management System and related processes will be used to obtain and confirm commitments to and the measurement of results by departments. Business Plans and related documentation for major departments and programs will be examined, and where weaknesses and inadequate progress are noted, specific corrective actions will be taken on a department-by-department basis. In addition to the review of evaluation and audit plans against the results commitments, this work will also make better use of significant manager-led reviews, including performance measurement systems.
2. The Treasury Board Secretariat will provide an ***analysis report to Treasury Board ministers that examines review findings and plans in light of government priorities***. This analysis will identify gaps in the monitoring of government-wide issues. An update will be provided in next year's Report to Parliament by the President of the Treasury Board.
3. Over the next few years, the Treasury Board Secretariat will work with departments to develop and pilot ***tailored accountability frameworks*** through the business planning process. Such frameworks provide a more coordinated approach to identifying key results and delivery requirements. Tailored accountability frameworks can be applied in different ways: department-wide accountability and review frameworks for better planning of reviews; special frameworks for large or complex programs (for example, Natural Resources Canada is piloting a Science and Technology Management Framework); or for interdepartmental initiatives where results are the responsibility of more than one department.

2.2 Improved Management of Results Measurement

Findings:

Our analysis indicates relatively few problems with the credibility of review findings for use within departments. However, there is some concern about the credibility of departmental review findings when they are used for government decisions, accountability and public reporting. The concerns stem from differences of views on the questions addressed in reviews and the perception that departmental review reports may sometimes interpret results in a manner that could be considered self-serving.

In addition to improving credibility, the utility of review can be enhanced by providing program managers with better tools for measuring and analysing performance on an ongoing basis. The government's quality service initiatives has indicated the need for improved measurement tools.

Finally, interviews with central agency staff and departments indicate a preference for central agencies to focus more attention on defining review issues, as well as undertaking or leading interdepartmental and other reviews where it would be more efficient or credible to do so. The Treasury Board Secretariat's approach of creating interbranch teams to consider departmental Business Plans goes some way to addressing this need.

Actions:

4. The Treasury Board Secretariat will explore, with departments, various options to implement mechanisms to increase ***external participation*** in significant review activities. A discussion paper will be prepared this fiscal year outlining the issues and proposing recommended approaches.
5. In the next year, an improved package of review methods will be made available to

managers as part of the *quality service initiatives*. This initiative aims to improve client satisfaction and the quality of services provided to Canadians; it relies on focusing on clients, employees, innovation and success.

6. The Treasury Board Secretariat will re-focus some of its activity towards defining review issues and *leading and coordinating government-wide reviews*. This would provide a more efficient way to undertake reviews on special issues in more than one department and to address important horizontal and interdepartmental matters. This approach will lead to better value from total review expenditures.

2.3 Improved Performance Reporting

Findings:

The evidence shows clearly that the government has undertaken both broad-based and targeted review, that reviews undertaken align quite well with strategic priorities, and that no particular areas of programming or administration are off-limits. Moreover, review findings are used to deliver improved services and to help demonstrate results achieved. However, there are two areas of concern.

There has been an increase in the reporting of results and performance information to Parliament. Nevertheless, the weight of evidence and opinion suggests that significant improvements in reporting such information to Parliament and improving access would be valuable.

Treasury Board policy requires all key reviews, in addition to evaluations and internal audits, to be sent to the Treasury Board Secretariat. The Secretariat includes summaries of reviews in a database, which is electronically accessible to review professionals and managers within government. Greater value could be obtained by timely inclusion of all key reviews, better

electronic access, and improved analysis and synthesis of the studies reported.

Actions:

In view of the extensive amount of review being done, our actions will focus on better access, synthesis, and reporting. Our key action is related to the current Treasury Board Secretariat initiative to give Parliament better information on results and performance impacts.

7. *Specific proposals for improved performance reporting* to Parliament will be made. The proposals will seek to provide information on what has been achieved with the resources and authorities provided by Parliament.
8. We will improve the listing of reviews in the *Review and Performance Database* to include significant manager-led reviews, as well as improving access for managers to this information. We also will be exploring how the findings of reviews can be synthesized and made available as benchmarks and lessons learned.

2.4 Additional Government Actions to Strengthen Review and Results-Based Management

A key piece of information in almost all programs is their cost. Current expenditure accounting practices often do not provide full and timely information on the costs of programs and services. The major initiative to improve this situation is the *Financial Information Strategy*. The government is pursuing this five-year initiative.

Another significant project is the *Blueprint for Renewing Government Services Using Information Technology*. This is a major multi-year initiative that focuses on information technology and information management. It helps to strengthen government review by establishing benchmarks and best practices related to delivering programs and services.

Initiatives also are under way, led by review professionals in departments and by professional associations of internal auditors and evaluators, to *develop methodology, provide training, share skills* and develop better measures of their own performance. These review community efforts are valuable and cost-effective approaches to strengthen the government's review capacity.

In the Sixth Report of the Public Accounts Committee there was a request for an update twice a year on the projects being undertaken to strengthen review. This reporting requirement is the responsibility of the Government Review and Quality Services sector of the Treasury Board Secretariat which provides a **status report to the Public Accounts Committee** with timing and other information on each project in the action plan to strengthen government review.

Finally, the *President's Annual Report* will provide an overview of the activities we have outlined to strengthen the government's commitment to results and performance information. We will be examining how this report can also support the initiatives that will be discussed with members of Parliament as part of the reporting to Parliament initiative.

3. Visible Commitments to Results

An important step in implementing results-based management is to identify what will be achieved by a particular program or policy. These expectations should describe social, economic or other impacts on Canadians, as well as outputs and activities.

3.1 Our Expectations

The federal government delivers services to Canadians principally through its departments. Interdepartmental or government-wide matters are dealt with by Cabinet or its committees and

through agreements or special projects among federal organizations.

Parliamentary authorities create departments and programs and provide the resources. Treasury Board establishes management and administrative policies. This framework imposes certain requirements and accountabilities and provides the tools that enable managers to use resources and authorities. The basic framework, however, does not ordinarily tell managers what results are expected or how best to achieve them.

To establish a results-based management culture, our expectation is that programs and services will identify intended results, measure progress and then report on achievements. Government activities involve many functions and means of delivery. How results should be specified in terms of targets, outcomes, outputs or changes varies not only by program or policy, but also with the level of management. Some programs may also include general objectives for which specific results commitments might not be practical, although one can monitor desired developments through key indicators. In other programs specific targets may be identified, for example:

In the development of the St. Lawrence 2000 Action Plan, Environment Canada Quebec Region linked with provincial counterparts and other interested stakeholders to develop specific performance targets (for example, 90% reduction in toxic effluent by 50 targeted industrial plants in 5 years) for the program and to set up monitoring systems. The process allowed all parties concerned to assess performance collectively and to focus on where remedial action was required.

Some results derive from more than one program. In addition to the results of specific programs, the government has broad agendas. For example, the Royal Canadian Mounted Police, Correctional Service Canada and the National Parole Board are separate entities, each with distinct goals. However, they are part of a

group of programs intended to create a safer society. Another example is the federal government's interest in helping small business. Better prospects for small business cannot always be attributed directly to certain Industry Canada programs, the tax regime of the Department of Finance, or the innovations by federal laboratories as all these work together towards the intended results.

Another example of departments working together is the locally shared support services initiative. Here departments are encouraged to pool administrative resources and share assets and information to achieve savings.

Results commitments and expectations should be part of decision-making and accountability for all government initiatives. To the extent that Parliament and the public pay attention to results and performance information, this type of information is likely to be important to managers. This means that results should be publicly visible, and performance information against these results should be reported and acted on.

3.2 Our Performance

We have examined the degree to which visible results are evident from three perspectives: government-wide, departmental and line manager initiatives.

Program Review Examined All Programs

The Program Review examined about \$52 billion in annual expenditures from a results perspective, that is, was there a public need for the program or service. As a result, some programs were eliminated or transferred to the private sector, not for profit organizations or other levels of government. For many other programs, the Review confirmed the need for continued federal government involvement.

The government is continuing to review its operations to ensure they are effective and efficient and that spending is focused on the highest priorities. To date, the Program Review

has concentrated on the period up to 1997/98. Program Review II is currently under way and is scheduled to cover the period up to 1998/99. This kind of scrutiny is likely to continue into the future.

Review of Government-Wide Matters

The government has been criticized by the Auditor General, the Public Accounts Committee and others on the arrangements to deal with programs that involve more than one department, or issues that are truly government-wide. These are often referred to as horizontal issues.

Currently the key forums for addressing these broader issues are the Budget preparations and other ongoing operations of Cabinet and the Treasury Board. They are also being examined through the business planning process. The Program Review also identified interdepartmental issues.

For the government to achieve broad results special interdepartmental initiatives are often established. Similarly the measurement of performance for these initiatives usually requires interdepartmental reviews. A number of interdepartmental reviews do take place and a listing is included in Appendix C.

To improve the arrangements to organize or initiate these reviews, an analysis is required of what performance information is available and what is missing in terms of the government's agenda. This will require the development of a more structured approach to analysing gaps in the identification and monitoring of government-wide results (as opposed to coverage of specific programs). This analysis will be provided to Treasury Board ministers along with an update in next year's Annual Report to Parliament by the President of the Treasury Board.

Government-Wide: Results-Based Management

The Treasury Board Secretariat is examining where it is preferable to achieve an administrative

policy objective through measuring and monitoring performance against results rather than imposing rules to be followed. For example, Human Resources Management results have been defined, and the Secretariat is now establishing these as the basis for monitoring performance.

In addition, there is another aspect to results-based management. In some cases departments may develop special arrangements with third parties or other levels of government to deliver services to citizens. If public funds are involved, accountability and performance remains an issue. This is particularly important as the government increases its use of third-party arrangements and other partnering. This is why our action plan includes the development of better accountability frameworks.

Departments: Business Plans and Outlooks

In keeping with the spirit of the Program Review, the Business Plans for the 1995-96 fiscal year focused on adjustments and changes rather than on ongoing programs and activities. Compared with previous submissions to the Treasury Board, there was much more evidence in the Business Plans of commitments to measure and demonstrate the achievement of results.

Ministers also provided Outlook documents to Standing Committees of the House of Commons providing a departmental overview on directions and approaches. An analysis of a sample of these documents indicated that in describing major changes, some also indicated how these changes would be measured.

Results commitments may also be established through Treasury Board approval of departmental operation plan frameworks. Many departments will need new frameworks as a result of the restructuring of activities and programs over the last two years, and the Secretariat will be reviewing them for results and performance commitments.

Departments: Accountability and Evaluation Frameworks

Major government initiatives, in particular those affecting more than one department, often require results-oriented accountability frameworks or specific reviews. These frameworks have the effect of identifying specific results in terms of serving Canadians and providing for the monitoring and review of these results. They also seek to ensure that best practices are applied to the delivery approach.

Evaluation frameworks have been prepared for the Infrastructure Works Program and The Atlantic Groundfish Strategy.² Another example is the Treasury Board's request for an accountability framework for the National Strategy on Community Safety and Crime Prevention.

Program Management

Managers are actively establishing results commitments and measuring performance.

Canada-Ontario Business Service Centre (COBSC). *As one of the busiest business information centres in Canada, COBSC has articulated its performance vision, set indicators, and taken measures across the performance spectrum on inputs, processes and outcomes. COBSC tracks telephone queues, call times and operator loading by computerized monitoring in real time. Process measurements are used to make minute-to-minute resource allocation and delivery changes to the services, as well as for monthly reports. Process and capacity measures are balanced by client feedback on outcomes (for example, a fax-back form and follow-up samples) to ensure that COBSC management does not focus exclusively on efficiency.*

² Announced in the 1994 Budget.

Citizenship and Immigration Canada has developed a Handbook for Program Managers that describes their responsibility to identify and conduct review projects. A strategy and framework for managers' self-assessment of control deficiencies and risk are being developed along with training in performance-based management and measurement.

Many managers are looking at services from a client perspective and consulting with the public, and in some cases they have published service standards and established means of monitoring them. Most of the examples focus on processes that affect immediate clients. It is expected that by March 31, 1996, most departments will have developed and published standards for their most important services.

In addition to establishing indicators for monitoring, some managers are examining the impacts of their programs and activities. For example, the interdepartmental Research and Development (R&D) Impact Network is examining how to define, measure and use information on the socio-economic impacts of publicly funded R&D. Another example is a group of managers from major departments that is working on environmental accountability to examine not only good environmental management principles, but also the kinds of results that should be monitored.

Financial Information Strategy: Better Cost Data

It is important for citizens and taxpayers to have access to information about the cost of government activities and programs. This information is also important for managers and central agencies. Analysis by the Treasury Board Secretariat indicates that a change to accrual accounting, supported by appropriate technology and information management, would provide significantly better cost data. Such a system would also make it easier to compare alternatives and understand the costs of programs. A proposal to establish this new

Financial Information Strategy is now being considered.

4. How are we Measuring Results?

4.1 Our Expectations

Our goal is that managers will have the tools, skills and incentives to use performance information effectively. Measuring and applying results information takes place at each level of management: programs, departments and corporate government. Different mechanisms, methods and skills are needed to measure performance efficiently and credibly, as well as to examine alternatives and interpret and apply the findings.

In 1994 the Treasury Board issued a new Review Policy to respond to the government's commitments to strengthen performance measurement. It requires that departments use the full range of review methods, not just audit and evaluation, in a cost-effective way.

Accountability or management frameworks within departments help define various aspects of performance information:

- what information is most important;
- how and when it can best be obtained;
- how the quality can best be assured; and
- how it will be packaged to be useful for decision-making and accountability reporting.

The action plan to strengthen review is expected to lead to better use of the resources now spent on review, both within and across departments. A better inventory of completed and planned departmental reviews will help avoid expenditures on lower priority reviews. Part of the costs avoided would be through better sharing

of findings, lessons learned and best practices. In some cases, cost avoidance could emerge from greater cooperation between departments; for example, several departments could contract for a particular audit, rather than each department letting an individual contract. This principle of better sharing is being applied in a number of management areas in the locally shared support services initiative.

Potential areas for cost avoidance could also include increased federal-provincial cooperation to examine the performance of cooperative programs.

***Atlantic Canada Opportunities Agency.** Results of evaluation studies have been used by program planners in two main ways: planning future agreements and improving delivery of future agreements. Negotiators from both the federal and provincial governments use evaluation reports to determine whether initiatives are still relevant and useful. They also find out what worked and what didn't and what should be continued in the future.*

To encourage innovation, the Review Policy is flexible in its implementation. The basic principles are that:

- managers are expected to play a key role, not just on their own matters, but also in support of broader departmental efforts; and
- departmental internal audit and evaluation groups are expected to play a key role in advising and innovating as well as producing some of the essential results information.

Of particular importance is that the approach is based on priority and materiality rather than adherence to schedule. Such a risk-assessment approach requires managers to both analyse the situation and apply judgement in the review planning.

4.2 Our Current Practice

Departments: Management of Review Activities

It was evident in the Program Review and business planning processes that many departments are placing a greater emphasis on measuring the results and impacts of programs, as well as on examining their management control practices.

We asked 30 departments to describe how they manage and use review against a set of criteria developed by an interdepartmental working group of review professionals. A simple indicator-- the number of departments that referred explicitly to the review efforts of managers-- suggests that more than half of these departments are adopting a more coordinated approach to review activities.

*The Review Continuum in **Revenue Canada** is defined as a range of information-gathering activities, disciplines and functions collectively designed to assess results at all organizational levels and activities to provide management assurance that any risks to effective and efficient program delivery are minimized. It incorporates management-led reviews, ongoing monitoring and quality assurance as well as objective and independent reviews to meet internal and external review requirements. The Continuum gives managers a choice of review approaches, ranging from self-assessments to joint audits and evaluations with other jurisdictions, to formal third-party reviews.*

By expanding the definition of review to include manager-led initiatives, the Treasury Board Review Policy does not anticipate centralized arrangements for review -- the timely availability of results and performance information will continue to be the indicator of successful implementation of the policy.

The main findings of our analysis of departmental responses to our survey and Business Plans are as follows:

- Coverage: More than 75% of departments have initiatives or are planning to review key high-priority areas or areas where risks have been identified.

Canadian International Development Agency has produced a three-year workplan of six major reviews, one for each of the six operational priorities stated by Parliament in the Foreign Policy Review of 1994.

- Use and impacts: The major application of review findings is to make program and delivery improvements; other reviews are designed to demonstrate performance or confirm the need for and rationale of programs.

Indian and Northern Affairs Canada. The evaluation of the Indian Oil and Gas Corporation (IOGC) was managed by diverse stakeholders from various levels of government, First Nations and private sector interests to address the performance of IOGC and the concerns and interests of First Nations with respect to the management of these resources on reserve lands. The result of this study contributed to the revision of the IOGC's mandate and the development of a strategy for further devolution was initiated.

Corporate Government Review Management and Use

The Treasury Board Secretariat helps broker and deliver interdepartmental or broad reviews and directly monitors certain aspects of program delivery such as employment equity and official languages. The Department of Finance reviews programs and macro-economic policy matters. Various internal task forces often are established to examine a wide range of government-wide issues.

A recent study of the government's policy analysis capacity concluded that the management of major horizontal reviews needs to be improved and that central agencies had an important role to play in coordinating such initiatives.³ This aspect has been included in the action plan as an area to be addressed.

One important government review is the Efficiency of the Federation Initiative which is a broad examination of federal and provincial activities. As part of this effort, various agreements are being negotiated between federal and provincial governments to reduce costs, improve client services, harmonize procedures and regulations or help reduce duplication and overlap in services. The agreements can lead to major reshaping of services to the public, such as the Canada Business Service Centres, or to less visible administrative changes.

Central agencies and particularly the Treasury Board Secretariat often use departmental review findings as part of the analyses and briefings to ministers. However, there are reservations about the perceived objectivity of some departmental reviews. Concerns may stem from the often different perspectives found in a central agency as opposed to a department. External participation in these more significant reviews may be part of the solution, as more open processes usually enhance the credibility of the findings.

Managing Reviews at the Program Level

The Review Policy places greater emphasis on the line manager's role in reviews and using that information.

³ Strengthening our Policy Capacity. Report of the Task Force on Strengthening the Policy Capacity of the Federal Government, submitted to the Coordinating Committee of Deputy Ministers (Policy). Ottawa. April 3, 1995.

Our studies of line management indicate that substantial resources are spent on monitoring programs and performance and that managers undertake many reviews. These initiatives most often are performance measurement systems; client surveys; examination of alternatives (including re-engineering studies); and different forms of self-assessment.

Agriculture and Agri-Food Canada.

With the introduction of a results-based management framework in the department, the Review Branch will be a key participant in facilitating the development and implementation of performance indicators and quality standards. In order to achieve this, the department is currently piloting an approach in a number of key program areas.

The findings or lessons learned from studies done by managers are usually not widely shared with other departments or groups. There is a cost to information dissemination, and as budgets are reduced, a central "utility" such as a database, can be cost-effective. Some departments are currently exploring ways to increase the value-added from manager-led reviews.

Manager-led reviews focus on programs rather than strategic issues. To avoid duplication in review planning, many review groups meet with senior managers at least annually. Formal review plans are also circulated and known to managers.

Departmental Internal Audit and Evaluation

The number of internal auditors and evaluators is declining as the government reduces its workforce. Efforts are under way to maintain and strengthen the skills and capacity of those that remain. Groups of review professionals in departments, in cooperation with the Treasury Board Secretariat, have initiated studies of competencies, training required and indicators for measuring their own performance to respond better to current challenges. These initiatives are expected to lead to specific actions and to better sharing of skills across departments.

Departmental audit and evaluation professionals continue to play an important role in ensuring better services for Canadians.

Foreign Affairs and International Trade Canada.

As a result of audits of missions over the past two years, there has been an increased awareness that the departmental funds disbursed at the mission level are to be managed in a much more cost-effective manner. Cost awareness is becoming prevalent throughout the department. Successive audits of missions abroad has led to improvement to the point where now 90% of the missions are rated as well managed or satisfactory. This level of performance by the missions abroad has enabled a redeployment of resources to provide more thorough audit coverage of programs at headquarters.

In addition, federal review professionals, as members of their professional bodies, are bringing in methods and skills from their colleagues elsewhere in Canada and internationally, such as in facilitation for self-assessment. In addition government review professionals continue to contribute their knowledge and experiences to the development of the profession.

Increasing External Participation in Significant Reviews

Increased external participation is one way to increase the confidence of central agencies in using departmental review findings for major decisions. However, there are other reasons for increasing external participation and consultation.

Many government programs are being subjected to adjustments, cuts or other changes. To respond to these pressures, departmental reviews are increasing the level of external participation and consultation with clients, as well as subject experts. Credibility of reviews may also be increased, even where there is no external participation, but where the reports or audits are made accessible to external challenges.

National Defence. The Cadet evaluation, which involves a program of almost \$140 million in annual costs and over 60,000 cadets, involved extensive consultation with the civilian Cadet Leagues outside the department throughout the study. The draft report was widely circulated for comment to all stockholders. The results, when implemented, will lead to a strong but more efficient program, with potential savings to the department of over \$20 million. For many the evaluation has become a primer on cadets.

5. What has been Reviewed and Reported?

This chapter describes what federal programs and policies have been reviewed and what performance information has been reported or is accessible.

5.1 Our Expectations

The expectations are as follows:

- **coverage:** that high-priority issues and major programming will be examined in a credible and timely manner;

- **sharing of lessons learned:** that the value of review findings will be increased by identifying lessons learned, by synthesizing information to make it more useful for decision and reporting purposes or by establishing benchmarks; and
- **reporting and access:** that performance information will be accessible and available to Parliament.

5.2 Our Performance

We have examined the extent to which reviews cover government activities from a number of perspectives and have found this coverage to be extensive. It should be noted that the concept of coverage is not a simple one, and it is often difficult to define and measure. The Review Policy does not require departments to review 100% of their programs and policies over a certain period of time, but puts the focus on priorities (for example, programs that are essential to meet the government's broad goals) and on programs that are subject to greater risks in terms of implementation, delivery, or cost. Complementing ongoing review work are major comprehensive reviews, such as the Program Review, that have occurred over the last two years.

The following sections on coverage are intended to illustrate the various perspectives used to assess how well the government is doing in reviewing its activities.

Coverage: Government Priorities

The government has used recent budgets to set central review priorities, especially those that cut across departments or cover larger blocks of programming. The table below indicates these central review priorities, which all have been pursued, and the review processes used.

Review Priorities	Processes
Social Security Reform	Parliamentary Committee and Advisory Panel hearings
National Forum on Health	Panel of 24 Canadians doing research and consultations
Preparing for an Ageing Population	Finance & Human Resources departmental papers
Clarifying Federal-Provincial Roles	With provinces
Small Business Policy	Report from Finance & Industry departments with business representation on two committees
Science & Technology	Industry departmental discussion paper
Good and Services Tax	Parliamentary Committee
Transportation Policy	Departmental study
Sustainable Development	Finance and Environment departments on task force
Defence	Parliamentary Sub-committee report; departmental response
Foreign Policy and International Development Assistance	Parliamentary Committee; hearings; departmental response
\$500,000 capital gains exemption	Department of Finance task force
Taxation of Family Trusts	Parliamentary Committee; report
Tariff Simplification	Department of Finance review task force
<i>Special Import Measures Act</i>	Department of Finance review
Efficiency Review	Government-union joint studies
Infrastructure Works (Framework)	Multi-department Committee
Atlantic Groundfish Strategy (Framework)	TBS advice to responsible departments
Program Review	Cabinet Review of departmental action plans

We examined specific Cabinet and Treasury Board requests for reviews and found a continuing need for performance information and development of alternative ways of delivering services at the corporate government level. We found that departments respond in a timely manner to these requests.

Coverage: Major Programming

Information from the government's Review and Performance Database shows that since 1991/92 departments have reviewed about 74 to 84% of programming in a "significant"⁴ way. The percentage varies depending on whether the

measurement of coverage is based on a simple count, expenditure-weighted or on large programs. Additional data on manager-led reviews (not yet fully included in the database) would increase the depth of this coverage.

Coverage: Reviews by Type of Government Function

Regulatory Function: Since 1992 virtually all federal regulations have been reviewed. By June 1995, more than 150 regulations had been revoked and 170 revised. By the end of 1996, 100 more regulations are expected to be revoked, and significant revisions are expected to be made to an additional 200.⁵

⁴ The term 'significant' is subjective but is used for this analysis of our database to mean that most of the elements of the activity have been covered for several aspects of performance: rationale, success, compliance, or cost-effectiveness. Fifty-nine of the 70 large expenditure programs (\$250 million/year or more) were reviewed in a manner that meets this definition of significant. A related finding was that reviews requested by Cabinet or central agencies, as would be expected, tend to be directed at these larger programs.

⁵ In addition, any regulation that is going to be made, revised or revoked is subject to a Regulatory Impact Analysis Statement (RIAS) which is in fact a review of the proposal. Treasury Board Secretariat analyses and processes approximately 800 of these RIAS annually.

*The Health Protection Branch of **Health Canada** undertook a comprehensive review of the regulations under the Food and Drugs Act as part of the government-wide initiative of 1992-93. This review will continue for a number of years as a basis for important changes to increase regulatory responsiveness, simplification, and harmonization. For example, as a result of the review, an interim marketing authorization scheme is being developed for food additives. This scheme is expected to reduce the delay in permitting the new use of a substance, caused by the present need to introduce a regulatory amendment. Allied with this will be a Fast Track Evaluation process, which was also supported during the review.*

Fiscal Function: The government is keeping track of its tax expenditure programs (selective taxation measures) and is making good progress

in their review according to a priority-based review plan.

Science and Technology Function: The review of publicly funded science and technology is currently under way.

Coverage: Administrative Policy

The Treasury Board Manual contains 23 different administrative policy areas, of which 19 might be expected to be reviewed in departments, chiefly by audits.

From the 1991/92 fiscal year to the present, more than 600 reviews of administrative, financial and management policies were completed by departments, with some covering more than one policy. All the policies areas were addressed by at least some departments, and nine were examined by most.

Policy Area	Completed Policy Reviews	# of Dept's
Access to Information and Privacy	6	5
Capital Plans, Projects & Procurement	21	6
Classification	10	10
Communications & Transportation	36	22
Compensation	52	24
Contracting	59	24
Employee Entitlements	11	8
Financial Management	165	33
Human Resource Management	93	26
Information Management	67	27
Material, Risk & Common Services	55	19
Occupational Health & Safety	8	6
Official Languages	20	15
Quality Service	20	10
Real Property	53	20
Regulatory Affairs	5	3
Review, Internal Audit & Evaluation	10	9
Security	26	20
Staff Relations	10	5

In addition, the Treasury Board Secretariat is examining these policies in two ways. First, as part of the Program Review the need for these policies is being challenged. Second, the Secretariat's own review group undertakes studies of specific policies to address issues or concerns.

Coverage: Performance Measurement Systems

Focusing specifically on what type of information performance measurement systems cover, a study found that 60% of the systems examined did not address impacts. It also found that there has been limited integration of performance measures with management practices. At the same time, it should be noted that there are some excellent efforts in place as illustrated by one group in Transport Canada.

In Transport Canada, the Motor Vehicle Safety and Regulations Branch is using performance measures to develop and coordinate policy. Policy outcomes information (for example, the number of accidents per 10,000 kilometres travelled) is used to highlight for provinces (which retain most jurisdiction in this area) performance areas that require further improvement. Further, this group uses the outcomes data to determine research priorities -- often funded with provincial partners.

Sharing of Lessons Learned and Findings

There is potential to improve the mechanisms in the federal government to collect, analyse and share the vast array of review evidence and findings. This area is becoming a focus of the Treasury Board Secretariat's efforts to obtain maximum benefits for our investment in review. Better packaging of review information with a focus on results and performance information, and sharing of lessons learned is most likely to benefit both parliamentarians and managers.

A preliminary survey of reporting requirements to Parliament showed that there are more than 400 specific reporting requirements in legislation; 79% of these do not specify reporting of results and performance but do require descriptive information on activities and operations. During our consultations, one issue raised was that while parliamentarians receive a great deal of information, much of it may not be useful to them. Better information management and syntheses of findings may be required.

Managers are likely to benefit from increased sharing of lessons learned, best practices and benchmarks where they are based on actual evidence on what worked. Some work has been undertaken in departments to synthesize review findings. For example, Industry Canada has produced a report on "Delivery of Services Through Intermediaries", and a guide for managers based on a number of recent evaluations. Environment Canada has also done work on more strategic management of grants and contributions to non-governmental organizations and others, and their review identifies the lessons learned.

In terms of sharing review information, the federal audit and evaluation community exchanges more significant findings through Review Network meetings and electronic connections. The Review and Performance Database provides single-window access for review professionals and others to learn what other departments are doing.

Sharing Lessons Learned: Blueprint for Renewing Government Services Using Information Technology

A major Treasury Board Secretariat project focuses on sharing lessons learned in the development of information management and technology alternatives. The aim is to improve delivery of services to Canadians at reduced cost by rationalizing through clustering of activities and facilitating single-window delivery; and by reforming management and administrative activities through modern, streamlined

infrastructure in the areas of information management and technology.

The initiative involves review -- to determine how well departments and agencies are working together to achieve the vision, principles and objectives of the Blueprint initiative. One of the key principles is that departments will share lessons learned and work together to resolve common issues and problems.

Reporting: Performance Information

Information on federal performance and review activities will be addressed each year in the Annual President's Report. It is expected that this monitoring activity will help identify emerging trends and issues.

The Treasury Board Secretariat is considering various ways to help departments improve their performance reporting to Parliament. One option is annual departmental performance reports, which could cover both general and business line performance information. Pilot projects are currently under way with Indian and Northern Affairs Canada, Transport Canada and Agriculture and Agri-Food Canada.

Reporting requirements are also embedded in legislation for many federal departments and agencies, and often the Part IIIs of the Estimates are an important vehicle for these reports. Part IIIs have been examined by the Auditor General and others and have led to comments

about inadequacy. A study indicates that over 80% of performance statements in the last Part IIIs related to inputs, processes or outputs, as opposed to outcomes or impacts.

On a positive note, the last set of Part IIIs contains about 275 references to review information or activities, a significant increase over past years in terms of public information on reviews. Some of these references reported review findings; others mentioned that reviews were completed or planned.

Reporting and Access: Improving the Review and Performance Database

Government policy requires all departmental internal audits and evaluations and other key reviews (essentially those that would be of interest for decision-making and broad accountability) to be sent to the Treasury Board Secretariat for inclusion in the Review and Performance Database. Part of enhancing the database includes better information on significant manager-led reviews.

The Database is being developed so that information in it is electronically accessible for managers and review professionals across government and for parliamentarians.

Appendix A - Methodology

Approach

This report is the synthesis of several lines of research. The research looked at evaluation, internal audit, and manager-led reviews and performance measurement systems.

The project used independent contracts, information provided by departments and statistical analyses of the information contained in the government's Review and Performance Database. Other sources of information included departmental Business Plans, Outlook documents and documentation on interdepartmental review initiatives.

A detailed listing of audits, evaluations, and reviews was compiled by canvassing departments in June 1995.

The process involved consultations with senior managers and with the professional review community across departments and other central agencies. The consultations were carried out to verify the data and to develop consensus on the actions to be undertaken.

The approach taken, the findings and the action plan were also the subjects of consultation with the external advisers listed in Appendix B.

Appendix B - External Advisory Panel

The following served as members of the External Advisory Panel for the preparation of the Report to Parliament by the President of the Treasury Board on Strengthening Government Review.

Dr. Ruth E. Berry
Dean, Faculty of Human Ecology
University of Manitoba
Winnipeg, Manitoba

Mr. Jean-Pierre Boisclair
Executive Director
Canadian Comprehensive Auditing
Foundation
Ottawa, Ontario

Mr. Sheldon Ehrenworth
President
Public Policy Forum
Ottawa, Ontario

Professor François Lacasse
Département des sciences administratives
Université du Québec à Hull
Hull, Québec

Dr. Alice Nakamura
Professor
University of Alberta
Edmonton, Alberta

Mr. Dale Poel
Director
School of Public Administration
Dalhousie University
Halifax, Nova Scotia

Mr. George Post
Ottawa, Ontario

Mr. Michael H. Rayner, FCA
President
Canadian Institute of Chartered Accountants
Toronto, Ontario

Appendix C - Key Reviews

This Appendix lists key government reviews. Some have been completed recently while others are under way or are planned. For each major department and for selected agencies, reviews that they have identified as particularly important are listed in this appendix. (Departmental audits, evaluations, or other reviews of an operational nature are not included here, but a much more comprehensive list that includes these is being prepared and will be provided to the Standing Committee on Public Accounts.)

This Appendix also contains a listing of interdepartmental and government-wide reviews in a separate section to avoid repetition in the departmental listings.

For larger departments that manage specific programs or major activities spending more than \$250 million per year, the tables identify reviews associated with each of these components.

1. Departmental Key Reviews

Program Activity	Title of Review Activity	Description
Agriculture and Agri-Food Canada		
Agricultural Research and Development	<ul style="list-style-type: none"> > Research Centre Reviews (ongoing) > Program review of Wheat Research (completed) 	<ul style="list-style-type: none"> > Periodic reviews. Results used to improve relevance and quality of research > Study to assess the return on investment in wheat research. Part of series of planned reviews
Inspection and Regulation	<ul style="list-style-type: none"> > Service Evaluation and Future Needs Assessment of Food Production and Inspection Services: Red Meat Industry (completed) > Resource Management System Review (under way) > Enhanced Import Operations Project (under way) 	<ul style="list-style-type: none"> > To determine the value and benefits of current FPI services and assess future clients needs > New resource management system for the FPI Branch Inspection Services > A review of the import services at ports of entry
Policy and Farm Economic Programs	<ul style="list-style-type: none"> > Industry and Farm Level Performance Indicators (under way) > <i>Farm Income Protection Act</i> Review (under way) 	<ul style="list-style-type: none"> > Identification of sectoral performance indicators > Review of the operations of the Act and the effectiveness of the programs
All Other Program Activity under \$250 million	<ul style="list-style-type: none"> > Client and Stakeholder Consultation (completed) > Western Grain Transition Payment Program (WGTPP) (under way) 	<ul style="list-style-type: none"> > A comprehensive consultation process used in the Market and Industry Services Branch strategic orientation > System under development audit for the automated payment system (program budget: \$1.6 billion)

Program Activity	Title of Review Activity	Description
Atlantic Canada Opportunities Agency		
Development	<ul style="list-style-type: none"> > COOPERATION Program (completed) > Action Program (completed) 	<ul style="list-style-type: none"> > Evaluation of the economic effectiveness of federal-provincial regional development programming in terms of jobs created, delivery efficiency, program overlap and client satisfaction > Evaluation of economic effectiveness of direct business support programming in terms of jobs created, delivery efficiency, risk and business needs assessment and client satisfaction
Atomic Energy Control Board		
Administration of AECB Regulations and Participation in Measures for International Control of Atomic Energy	> Environmental Regulatory Program (under way)	> Evaluation to determine the effectiveness of AECB's environmental regulatory philosophy in light of standards of International Commission on Radiological Protection and Canadian <i>Environmental Assessment Act</i>
Canadian International Development Agency		
Department-wide	<ul style="list-style-type: none"> > Women in Development and Gender Equity (WID & GE) (under way) > Basic Human Needs (BHN) (planned) 	<ul style="list-style-type: none"> > A corporate review of CIDA's investments in WID & GE, one of the Agency's six Programming Priorities as outlined in Canada in the World, the Government's Foreign Policy Statement > A corporate review of CIDA's investments in the area of BHN, another of the Agency's six Programming Priorities
Partnership Program	> Regional Development Banks (completed)	> Study of the financial viability of the four regional development banks (Asian; African; Inter-American & Caribbean)
National Initiatives	> Emergency Assistance to Rwanda (under way)	> Joint multi-donor evaluation to lead to improvements in the coordinated international delivery of humanitarian assistance
Canadian Radio Commission - Television and Telecommunications		
Commission	<ul style="list-style-type: none"> > Review of the Regulatory Framework of the Telecommunications Industry (completed) > Competition and Culture on Canada's Information Highway (completed) > Codes Pertaining to the Portrayal of Violence (completed and planned) 	<ul style="list-style-type: none"> > To adjust the regulatory framework to reflect the emergence of competitive services for telecommunications > A study requested by the Government to assist in its review of the policy framework for telecommunications and broadcasting > Establish means and time periods limiting the viewing by children under 12 of TV programs that portray violence

Program Activity	Title of Review Activity	Description
Canadian Space Agency		
Canadian Space Agency	<ul style="list-style-type: none"> > European Space Agency (ESA) (Planned) > Update of Project Brief for RADARSAT I, Major Crown Project (completed) > Update of Project Brief for the Canadian Space Station, Major Crown Project (completed) 	<ul style="list-style-type: none"> > Evaluation of the Impact of Canada's participation in the European Space Agency (ESA). As an associate member of ESA, Canada benefits from participating in a number of significant technical space programs > A report on the progress and performance of the RADARSAT I Earth Observation satellite being launched in the fall of 1995 > A report on the progress and performance of the Mobile Servicing System project, Canada's contribution to the International Space Station Program (partners include the USA, Russia, Japan and the ESA member countries)
Citizenship and Immigration Canada		
Department-wide	<ul style="list-style-type: none"> > Renewal Agenda/Business Process Re-engineering (BPR) (under way) > Critical Review of the Implementation of the Renewal Agenda (under way) 	<ul style="list-style-type: none"> > The Renewal Agenda Initiatives will fundamentally transform our program, our processes and relationships, and the way we organize for delivery. BPR, a key part of the Renewal Agenda, involves extensive review of all CIC operations > To develop an evaluation framework to assess the impacts of renewal initiatives; support to renewal working groups in the development of baseline information requirements and evaluation frameworks to assess policy, program and operational effectiveness
Settlement	<ul style="list-style-type: none"> > Audit of Settlement Contributions Program (under way) > Evaluation of Adjustment Assistance Program (AAP) (under way) 	<ul style="list-style-type: none"> > To provide assurance on current spending and to assess strengths and best practices > To evaluate the effect of AAP on the economic and social integration of clients

Program Activity	Title of Review Activity	Description
Correctional Service Canada		
Department-wide	> Review of CSC Mission (planned)	> Validation of the strategic objectives and core values of the Service's Mission
Correctional Operations	> High Risk Offenders Release (under way) > Inmate Economy (under way)	> The design and development of an intensive program for persistently violent offenders > An examination of the overall economy of the inmate population. The economy includes above-ground (from employment, outside sources and allowable expenses) and underground money from the drug trade
Technical and Inmate Services	> Double Bunking (under way)	> A review of CSC's overall accommodation strategies
All Other Program Activity under \$250 million	> Case Management Review-Offender Management System (under way) > Substance Review Programs (completed)	> An ongoing review of case management completed from National Headquarters, using the Offender Management System. The quality of the reports completed on offenders, as well as the Offender Management System, are being evaluated > An evaluation of one of the substance abuse programs - the Offender Substance Abuse Pre-release Program

Department of Canadian Heritage		
Canadian Identity Program	> Review of Museum Assistance and Cultural Initiatives Programs (completed) > Review of Athlete Assistance Program (under way) > Official Languages Program (planned) > Telefilm Canada, National Film Board and Canadian Broadcasting Corporation (under way) > Multiculturalism Reviews (under way) > Publishing Programs (planned)	> Assess success in meeting objectives and needs of cultural community > Determination of whether new access criteria are required and if required how they can be implemented > Assess potential for developing criteria to review government activities in Official Languages (Articles 41 & 42, <i>Official Languages Act</i>) and develop an accountability framework for intergovernmental agreements in Official Languages > Fundamental review of the organizations' mandates > Evaluation of programs to identify lessons learned and alternatives for future programming > Evaluation to prepare for program redesign
Parks Canada Program	> Revenue Management Strategy for Parks (completed) > Gros Morne National Park (under way) > Audit and Evaluation Framework for Parks Business Plan (under way)	> Assessment of the implementation of the revenue management strategy > Review of investment and infrastructure decision-making, develop new models for future decision-making and future issues with wider implications for Parks system > Development of a strategic audit and evaluation framework

Program Activity	Title of Review Activity	Description
Department of Finance Canada		
Financial and Economic Policies Program	<ul style="list-style-type: none"> > Tax Expenditures (ongoing) > Forecasting Methodologies and Procedures (completed) 	<ul style="list-style-type: none"> > Series of evaluations and cost studies on various tax expenditures including, R&D Tax Incentives > Examination of department's method of and record in economic forecasting
Fiscal Transfers Program		<ul style="list-style-type: none"> > Transfer payment programs tend to be reviewed through intergovernmental consultation
Public Debt Program	<ul style="list-style-type: none"> > Debt Program Evaluation (ongoing) 	<ul style="list-style-type: none"> > Series of studies following a five-year framework; now in third year

Department of Foreign Affairs and International Trade Canada		
Political and International Security Affairs	<ul style="list-style-type: none"> > Political & Economical Reporting (under way) 	<ul style="list-style-type: none"> > Framework/Assessment/Pre-Evaluation Case study of Latin America and Caribbean Branch's political/economic reporting activities: to be extended to Asia and Pacific and Global Issues and Culture Branches
Bilateral Relations and Operations	<ul style="list-style-type: none"> > Joyal Report (completed) 	<ul style="list-style-type: none"> > Study on the objectives and delivery of international cultural affairs
All Other Program Activity under \$250 million	<ul style="list-style-type: none"> > International Business Development Review (completed) > Going Global (completed) > Consular Programs (planned) 	<ul style="list-style-type: none"> > Wilson Report: resulted in the consolidation of the various activities into one International Business Development Program (IBDP) > Series of evaluations (Canada and the Challenge of the Pacific; Pacific 2000 and Asia Pacific Foundation; Pacific Business Strategy; Europe '92; Science and Technology for Western Europe Program) > Combined Audit and Evaluation of the Consular Program

Department of Industry		
Industrial and Aboriginal Programs	<ul style="list-style-type: none"> > Aboriginal Business Canada (ABC) - Evaluation (planned) > Small Business Loans Administration (SBLA) (planned) 	<ul style="list-style-type: none"> > Scope to include supplementary work to other review initiatives and response to AG 1993 Annual Report > The audit will focus on administration of insured loan portfolios; an analysis of corporate performance, and recoveries
Regional Operations	<ul style="list-style-type: none"> > Canada Business Service Centre: Winnipeg Pilot (completed) > Canada-Ontario Infrastructure Works (COIW) (planned) 	<ul style="list-style-type: none"> > Provided lessons learned to be used in expansion of concept to other regions > Preliminary assessment of efficiency. To be done in conjunction with TBS-led initiative
All Other Program Activity under \$250 million	<ul style="list-style-type: none"> > Follow-up on DIPP-Expenditure Forecasting Practices (completed) > Canadian Institute for Advanced Research (completed) > PRECARN Associates (completed) 	<ul style="list-style-type: none"> > To determine whether previous recommendations were implemented > To provide input to decisions regarding additional funding to the Institute as per Treasury Board requirements > A public-private sector partnership funding pre-competitive R&D. This evaluation was instrumental in the decision to extend the funding of this program until 2000

Program Activity	Title of Review Activity	Description
Department of Justice Canada		
Department-wide	<ul style="list-style-type: none"> > Systems under Development-Case Management System (under way) > Evaluation of Cost Recovery Pilots (planned) > Library Services (under way) 	<ul style="list-style-type: none"> > Audit involvement to ensure appropriate and effective management framework > Examine the feasibility of expanding cost recovery arrangements in Departmental Legal Service Units > Audit of the framework within which library services are provided
Legal Policy and Program Development	<ul style="list-style-type: none"> > Firearms Control Initiative (under way) > National Strategy on Community Safety and Crime Prevention (planned) > Discretionary Grants and Contributions Programs (completed) > Young Offenders Federal-Provincial-Territorial Cost Sharing Program (completed) 	<ul style="list-style-type: none"> > Assessment of the implementation of the legislation and regulations > Assessment of this 5-yr. initiative > Evaluation of selected discretionary funds > Examination focused on issues of rationale, strategic planning and cost-sharing impacts
Environment Canada		
Reducing Risk to Human Health and to the Environment	<ul style="list-style-type: none"> > Review on Air Issues (under way) > Review of Enforcement (under way) > National Leadership Role of Federal Government in Biodiversity and the Achievement of Results (planned) > Reviews for: <ul style="list-style-type: none"> ➤ Fraser River Action Plan ➤ St. Lawrence Vision 2000 ➤ Atlantic Coastal Action Plan ➤ The Great Lakes Action Plan (planned) 	<ul style="list-style-type: none"> > A key area for the department involving interconnected issues and programs. The review will focus among other issues on the use of science in decision-making > A review of enforcement within the context of enhanced compliance will be conducted in 1995/96 > A comprehensive review of this key priority area is planned for 1996/97. This review will examine the national leadership role the federal government has in biodiversity and the achievement of results > Ecosystem Sustainability: Large interdepartmental initiative focusing on assessing and restoring the health of significant regional ecosystems. Reviews will focus on results achievement in areas of federal responsibility
All Other Program Activity under \$250 million	<ul style="list-style-type: none"> > Revenue Generation (planned) > Action 21 (includes Community Funding program) (planned) 	<ul style="list-style-type: none"> > Assess the management of revenue generation to determine the likelihood of the achievement of the expected result and targets with a special emphasis on identifying best practices > EC leading tool for community level actions. Part of these programs underwent significant transformation. The AG has already reported on the funding part of the program

Program Activity	Title of Review Activity	Description
Federal Office of Regional Development (Québec)		
Promotion of the Economic Development of the Regions of Québec	<ul style="list-style-type: none"> > Profils régionaux (completed) > IDÉE-PME (petite et moyenne entreprise) (under way) 	<ul style="list-style-type: none"> > Profils socio-économiques régionaux (16 études) > Cadre d'évaluation et tableau de bord de gestion pour la nouvelle programmation IDÉE-PME
Fisheries and Oceans Canada		
Fisheries Operations	<ul style="list-style-type: none"> > Review of the Observer Program (completed) 	<ul style="list-style-type: none"> > Review examined the value of the program to the overall management of the fisheries and assessed the impact of data gathered for scientists
Corporate Policy and Program Support	<ul style="list-style-type: none"> > The Northern Cod Adjustment and Recovery Program Evaluation (completed) 	<ul style="list-style-type: none"> > Evaluation examined program effectiveness and identified applicable lessons for the future
All Other Program Activity under \$250 million	<ul style="list-style-type: none"> > Income and Adjustment in the Atlantic Fishery (completed) > Salmon Enhancement Program (completed) > Review of Harbour Authorities (completed) 	<ul style="list-style-type: none"> > Task Force examined and made recommendations for a comprehensive long-term strategy for the Atlantic Fisheries > Review examined cost-effectiveness of this program, leading to program improvement > Review assessed achievement of objectives and the long-term viability
Health Canada		
Department-wide	<ul style="list-style-type: none"> > Departmental Financial System Integrity (completed) > Environmental Issues (under way) 	<ul style="list-style-type: none"> > Examination of the controls to ensure information integrity > Examinations include: Environmental Hazards; Action Plan on Health and the Environment; Environmental Stewardship; and Consumer Chemicals and Containers Regulations
Indian and Northern Health Services	<ul style="list-style-type: none"> > Non-Insured Health Benefits (both completed and under way) > Transfer of Indian Health Services to Community Control (under way) 	<ul style="list-style-type: none"> > Original audit done in 93/94, implementation follow-up under way > The 2nd phase of the TB-required evaluation of the transfer arrangements
Health Insurance	<ul style="list-style-type: none"> > Health Insurance Program (Underway) 	<ul style="list-style-type: none"> > Review and assessment of health insurance monitoring under the <i>Canada Health Act</i>
All Other Program Activity under \$250 million	<ul style="list-style-type: none"> > Regulatory Review of <i>Food and Drugs Act</i> (completed) > Health Protection Branch Program Review (completed) > Tobacco Demand Reduction Strategy (both under way and planned) > Construction of the Federal Laboratories in Winnipeg (under way) 	<ul style="list-style-type: none"> > Comprehensive review of the Regulations under the <i>Food and Drugs Act</i> 1992-93 > In-depth review of all activities in Health Protection Branch in 1993-94 > Assessment of the management framework set up for the delivery of this program; development of an evaluation framework > Examination of project management control framework

Program Activity	Title of Review Activity	Description
Human Resources Development Canada		
Corporate Management and Services	<ul style="list-style-type: none"> ➤ Infrastructure and Technical Support (completed) ➤ Workforce Reductions (under way) 	<ul style="list-style-type: none"> ➤ Examination of the efficiency and effectiveness of all aspects of the management of computer operations and technical support ➤ Management of Workforce reductions (1995-1998)
Unemployment Insurance	<ul style="list-style-type: none"> ➤ UI Studies (completed) 	<ul style="list-style-type: none"> ➤ Studies include over 20 separate projects, assessing many aspects of the UI Program
Education Support	<ul style="list-style-type: none"> ➤ Canada Student Loans (under way) 	<ul style="list-style-type: none"> ➤ Examination of the impacts and success of the Program to assist students in completing their post-secondary education
Social Welfare	<ul style="list-style-type: none"> ➤ National Literacy Secretariat (completed) 	<ul style="list-style-type: none"> ➤ Evaluation of the National Literacy Program showed that NLS has performed effective partnerships with literacy organizations but lacked adequate performance in monitoring the system to assess the effectiveness of funded projects
Income Security	<ul style="list-style-type: none"> ➤ Canada Pension Plan-Seniors <ul style="list-style-type: none"> ➤ Phase I: Retirement Benefits (completed) ➤ Phase II: Disability (under way) ➤ Phase III: Survivor Benefits (planned) ➤ Income Security Program Redesign (under way) 	<ul style="list-style-type: none"> ➤ Examination of the continuing relevance, objective achievement and cost effectiveness of the program and efficiency of delivery ➤ Review of project implementation to ensure a satisfactory framework
Employment	<ul style="list-style-type: none"> ➤ Youth Services Canada/Youth Partnership Program (under way) ➤ Sectoral Partnership Initiatives (SPI) (under way) ➤ Canadian Steel Trade Employment Congress (completed) ➤ Employment Development Services (planned) ➤ Employability Initiatives for Social Assistance Recipients in CJS (completed) ➤ Industrial Adjustment Service (IAS) (completed) 	<ul style="list-style-type: none"> ➤ Examination of programs made available to youth to assist them making the school-to-work transition ➤ Evaluation of the efficiency and effectiveness of SPI in stimulating private sector driven partnerships for developing and implementing human resource management strategies ➤ Sectoral initiatives responding to training and adjustment needs in the steel industry ➤ Evaluation of the local initiatives for innovative delivery of employment services undertaken by regions at the CEC level ➤ Federal-provincial initiatives to enhance employment opportunities for social assistance recipients ➤ Examination determined that IAS promotes long-lasting partnerships between the government and the private sector

Program Activity	Title of Review Activity	Description
Indian and Northern Affairs Canada		
Community Funding	<ul style="list-style-type: none"> > Alternative Funding Arrangements (completed) > Flexible Transfer Arrangements (completed) > Experiences relating to the Enhanced Accountability and Resourcing Regime (under way) 	<ul style="list-style-type: none"> > Evaluation found that the regime is an effective financial tool for First Nations and identified areas for improvements in accountability > Evaluation found that there was a need to improve the accountability and reporting regime to focus better on results > Evaluation will assess the effectiveness of the experiences to date and identify areas for improvements
Program Funding	<ul style="list-style-type: none"> > Social Assistance Methodology for Compliance (under way) > Review of Aboriginal Education (under way) > Post-Secondary Education (completed) > Land Management (under way) > Indian Environmental Partnership Program (planned) 	<ul style="list-style-type: none"> > Examines the adequacy and effectiveness of the department's accountability framework for social assistance > Review being conducted by the Standing Committee on Aboriginal Affairs > Assessment of departmental databases as they relate to accountability and effectiveness reporting > Evaluation will assess the effectiveness and impacts of the programs and identify areas for improvements > Review will examine the rationale, effectiveness and impacts of the program
Claims	<ul style="list-style-type: none"> > Specific Claims (completed) > Inuvialut Final Agreement (completed) 	<ul style="list-style-type: none"> > Audit examining the processes associated with the efficiency of specific claim settlement > Evaluation examining the effectiveness of the environment and wildlife provisions of the Agreement and suggestions on measures to improve them
Transfer Payments to the Territorial Governments Program		<ul style="list-style-type: none"> > Transfer payment programs tend to be reviewed through intergovernmental consultation

Program Activity	Title of Review Activity	Description
National Defence		
Department-wide	<ul style="list-style-type: none"> > 1994 Defence White Paper (completed) > Defence Services Program Review and Budget 1995 (under way) > Defence 2000 (under way) > CF Command and Control (completed) > Management, Command and Control Re-engineering (under way) > Reserve Restructuring (under way) > Total Force Concept (under way) > NORAD & NATO (under way) > Infrastructure Reduction Program (completed) > Personnel Reduction Program (under way) 	<ul style="list-style-type: none"> > New defence policy > The personnel, equipment and infrastructure needs of the department and the Canadian Forces were analysed for opportunities to reduce departmental expenditures further while maintaining defence capabilities consistent with assigned missions > Strategy for developing the best possible defence services that allocated resources permit > Seven-volume classified study covering the full spectrum of CF command activities > Initiative encompassing a number of projects that will address command and control structure options, resource baselines, core processes, re-engineering projects and the integration of other initiatives > Special commission to examine all elements of the Primary and Supplementary Reserves > Evaluation of the concept introduced to the Canadian Forces in 1987 > Preparation for renewal of the NORAD agreement and for implementing the changes in NATO commitments outlined in the White Paper > Overview report focusing on lessons learned as a result of audits of departmental infrastructure reduction activities > Audits of DND's planning and implementation of budget reductions
Maritime Forces	<ul style="list-style-type: none"> > CF Command and Control (completed) > Queen's Harbour Master (completed) 	<ul style="list-style-type: none"> > Classified volume dealing with CF naval participation in the Gulf War > New approach to organizing east and west coast naval harbour support organizations
Land Forces	<ul style="list-style-type: none"> > CF Command and Control (completed) 	<ul style="list-style-type: none"> > Two volumes of this study focused on Land Force participation at Oka as well as the Area Command Structure
Air Forces	<ul style="list-style-type: none"> > Project Genesis (under way) 	<ul style="list-style-type: none"> > Examination of all aspects of Air Force operations including procurement and operational mission delivery
Joint Operations	<ul style="list-style-type: none"> > CF Command and Control (completed) 	<ul style="list-style-type: none"> > Study of Joint Staff operations from the Gulf War to the present

Program Activity	Title of Review Activity	Description
Communications and Information Management	<ul style="list-style-type: none"> > Information Management Review (completed) > Information System Acquisition in DND (completed) > Management of Software Development (under way) 	<ul style="list-style-type: none"> > High-level review of departmental acquisition projects related to information management systems. Included benchmarking-based review of 49 of 77 information system acquisition projects > Audit discussion paper containing suggestions for improving aspects of the system development process > This audit will propose and test an approach that will give managers the capability to self-assess new software development projects
Support to the Personnel Function	<ul style="list-style-type: none"> > Operation Renaissance (under way) 	<ul style="list-style-type: none"> > Examination of training and development, personnel support and medical and dental programs and core processes such as career development
Materiel Support	<ul style="list-style-type: none"> > Operation Excelerate (under way) > Ammunition Program (completed) > Contracted maintenance support to the Canadian Forces (under way) 	<ul style="list-style-type: none"> > Re-engineering initiative to revitalize and strengthen business processes to provide quality services and improve cost-effectiveness > Evaluation of program with an inventory of over \$3 billion and annual procurement of more than \$200 million > Audit assessing value-for-money issues related to \$600 million of annual repair and overhaul expenditures as well as \$500 million in inventories held at 150 contractor plants
Policy Direction and Management Services	<ul style="list-style-type: none"> > Capital Project Management (completed) > Military Pay System (completed) > Official Languages Reviews (under way) 	<ul style="list-style-type: none"> > Synthesis of seven years of audits on capital projects to improve Defence Program Management System to manage \$2.7 billion annual capital budget > Audit of military pay services which surveyed principal clients and benchmarked performance against results achieved by world class organizations > Review of the effectiveness of organizational structures and management information systems in support of official language objectives

National Transportation Agency of Canada

Department-wide	<ul style="list-style-type: none"> > Comprehensive Evaluation (completed) > <i>National Transportation Act</i> (completed) > Annual Review (completed) > Organization Structure (under way) 	<ul style="list-style-type: none"> > Managed by Transport Canada; fundamental review of all operations and functions > Comprehensive review by independent commission > Overview of trends and issues: rail, air, marine, motor carries and shippers; legislative requirement moving to TC > Response to program review and legislative changes
Rail Transportation	<ul style="list-style-type: none"> > <i>Western Grain Transportation Act</i> and Atlantic Region Freight Assistance (completed) 	<ul style="list-style-type: none"> > Audit

Program Activity	Title of Review Activity	Description
Natural Resources Canada		
Energy	<ul style="list-style-type: none"> > Vancouver Island Gas Pipeline (completed) > Hibernia Megaproject (completed) > Canada-Newfoundland Offshore Development Fund (planned) 	<ul style="list-style-type: none"> > Evaluation indicated that the main objectives of the pipeline project relative to employment, environmental safety and regional development were met > A framework has been developed identifying issues to be addressed in evaluation of project > Review of the \$300M federal-provincial fund to assess the economic and social benefits from the infrastructure put in place by the fund
All Other Program Activities under \$250 million	<ul style="list-style-type: none"> > Forintek Canada Corporation (completed) > Geological Survey of Canada (completed) > Legal Surveys Division (completed) > Review of Environmental Assessment Function (completed) 	<ul style="list-style-type: none"> > Forintek plays key role in the technology infrastructure of Canada's forest products and building construction industries. Study showed clients received valuable services: reduced research time, education, technology transfer, and research support > Evaluation showed that GSC Sector played and will continue to play national role in economic development, public safety and protection of environment > Formative evaluation suggested need for amendments to the <i>Canada Land Surveys Act</i>. Defined products and services in preparation for cost recovery recommendation considered during program review. > Audit of Environmental Assessment Review Process showed sectors were well organized and in compliance
Public Service Commission Canada		
Department-wide	<ul style="list-style-type: none"> > External Recruitment Programs (completed) > PSC Recourse Function (completed) 	<ul style="list-style-type: none"> > Review identified opportunities to improve program and longer-term strategy for servicing a changing Public Service > Review identified potential improvements to the delivery of the recourse function including the application of alternative, flexible dispute-resolution mechanisms that focus on preventive and mediation methods

Program Activity	Title of Review Activity	Description
Public Works and Government Services Canada		
Department-wide	<ul style="list-style-type: none"> ➤ Reviews of Administration and Program Delivery (SSC & PWC) (completed) 	<ul style="list-style-type: none"> ➤ Two reviews conducted to identify immediate and longer-term opportunities for cost reductions, without reducing effectiveness or impairing the ability of the departments to carry out their mandate
Services Program	<ul style="list-style-type: none"> ➤ Delivery of Capital Projects (planned) ➤ Cost Effectiveness Review of Outsourcing Architectural and Engineering Services (under way) 	<ul style="list-style-type: none"> ➤ Assessment of the adequacy and effectiveness of the Management Control framework supporting the delivery of the Major Capital Projects, including fit-ups ➤ Assessment of the most cost-effective approach (make or buy) to the provision of architecture and engineering project planning, design, and construction review services
Real Property Program	<ul style="list-style-type: none"> ➤ Architecture and Engineering Review (under way) ➤ Shared Accommodation Leadership and Productive Work Environment (planned) 	<ul style="list-style-type: none"> ➤ The audit of the Management Control Framework for Architecture and Engineering Consulting Services, Real Property Branch was conducted in NCR and Ontario Regions. The audit reviews the adequacy of the MCF for consulting contracting in terms of ensuring competitiveness, openness, fairness, transparency and the overall integrity of the contracting objective. A second objective determines the extent of compliance with Government Contracting Regulations ➤ The Evaluation Framework will lay out what subsequent evaluations will involve and describe the information and data that are to be collected prior to and during the evaluation. It will establish the issues to be assessed, including data needed to investigate and analyse them, the indicators used to describe results of the program and how well it has performed, and a tentative plan for evaluating the components of the program including an estimate of the timing and resource requirements for such an evaluation

Program Activity	Title of Review Activity	Description
Supply and Services Program	> Compensation (completed)	> The audit assessed the adequacy of the Management Control framework in place for the Compensation Service Line of PWGSC
	> Assessment of Temporary Help Services (completed)	> The review focused on the temporary help suppliers and their value added as well as the extent to which PWGSC adds value by being involved in the supply management of temporary help services, an assessment of the extent to which prices charged by temporary suppliers to the government are comparable to rates charged to private sector organizations, and consideration of why the government appears to pay substantially higher rates in the NCR as compared to other regions
	> Seized Property Management (completed and under way)	> An Evaluation Framework, for this new program, outlined issues and data needs to enable a future legislated review by a committee designated/established by Parliament. A pre-implementation systems audit of the new Seized Assets Tracking Production System was carried out to ensure that it would meet the needs of its users in an appropriately controlled manner. An audit of prudence and probity is under way to assess the adequacy of internal and financial controls relative to the operations and assets controlled by Seized Property Management
	> Methods of Supply for IT/SI Procurement (completed)	> Examination of Common Purpose Procurement (CPP) and other methods of supply used to acquire information technology integration (IT/SI) in regard to: adherence to principles underlying public sector procurement; relevance and applicability to emerging government thrusts (notably partnering); interaction with factors contributing to chronic problems in IT/SI projects; and support to risk and project management
	> Open Bidding Policy (planned)	> Project to address issues in the approved evaluation framework for the Open Bidding Opportunities Policy as well as new issues which may have arisen

Program Activity	Title of Review Activity	Description
Revenue Canada		
Department-wide	<ul style="list-style-type: none"> > Regulatory Policy Review (planned) > Excise Act Review (ongoing) > Underground Economy (under way) 	<ul style="list-style-type: none"> > Review departmental compliance with regulatory process management standards and policy > Review legislation with Dept. of Finance to consolidate existing duties with other non-GST provisions of the <i>Excise Tax Act</i> and to modernize the tax structure > Ongoing assessment of success of initiatives used to optimize tax compliance
Administration and Information Technology	<ul style="list-style-type: none"> > National Information Technology (IT) Audit and Security Audit (under way) 	<ul style="list-style-type: none"> > Review IT management framework and IT security
Assistance to Clients and Assessments of Return	<ul style="list-style-type: none"> > Client Service Standards, Telephone Client Services, Service Enhancement, various regional review projects (completed, under way, planned) > Assessment and Collections Business Processes (current and planned) > Fairness Provisions (completed) 	<ul style="list-style-type: none"> > Studies to measure and improve service to clients > Re-engineer Collection, Accounting, EDI, Assessing, Payments and Inquiries functions for effectiveness and efficiency gains and to improve client service > Evaluate application and impact of the fairness provisions of legislation
Customs Border and Trade Administration Services	<ul style="list-style-type: none"> > Customs Act Review (ongoing) > CANPASS (ongoing) 	<ul style="list-style-type: none"> > Review legislation in order to support the new way of doing business > Assess new technologies and re-engineering in processing international travellers
Verification and Enforcement	<ul style="list-style-type: none"> > Large Tax Files Program (under way) > International Tax Programs (under way) 	<ul style="list-style-type: none"> > Assess effectiveness of audit programs, policies and national procedures > Evaluate effectiveness of program delivery
All Other Program Activities under \$250 million	<ul style="list-style-type: none"> > (as above) Assessment and Collections Business Processes (current and planned) 	<ul style="list-style-type: none"> > (as above) Re-engineer Collection, Accounting, EDI, Assessing, Payments and Inquiries functions for effectiveness and efficiency gains and to improve client service

Program Activity	Title of Review Activity	Description
Royal Canadian Mounted Police		
Operations	> Community Policing (completed)	> Review of the extent to which the concept of community-based policing has been effectively and beneficially implemented in the RCMP
Law Enforcement Services	> Economic Crime Program (completed) > National Action to Combat Smuggling (planned)	> Review of the mandate, roles and responsibilities, management and delivery of the program > Evaluation of the program
Administration	> Informatics Program Review (completed)	> Review of the appropriateness of program mandate in light of changing technological environment
All Other Program Activity under \$250 million	> Criminal Intelligence (under way) > Health Services (under way)	> Review of the effectiveness of Criminal Intelligence in meeting both the tactical and strategic information needs of the RCMP and other Canadian police forces > Examination and development of alternative structures (outsourcing, etc.) for the administration and delivery of health services to members of the RCMP
Solicitor General Canada		
Department-wide	> First Nations Policing Policy and Program (completed)	> Evaluation to provide Cabinet with an assessment of the impact and effectiveness of the policy and program

Program Activity	Title of Review Activity	Description
Transport Canada		
Department-wide	<ul style="list-style-type: none"> > Transport Policy Framework (under way) > Commercialization and Divestiture Initiatives (completed) > Overhead Reductions and Efficiency Initiatives (Department - Complete; Agency - under way) 	<ul style="list-style-type: none"> > Reviewing policies and legislation to make system more responsive to changing demands, promote efficiency and reduce reliance on subsidies > Examined possibilities re: National Airports, Air Navigation Systems, Coast Guard and Blainville Test Centre > Examined administrative and functional processes
Airports	<ul style="list-style-type: none"> > National Airports Policy (under way) 	<ul style="list-style-type: none"> > Framework to review major changes
Aviation	<ul style="list-style-type: none"> > Commercialized Air Navigation System (under way) 	<ul style="list-style-type: none"> > Framework to review new organization including safety standards compliance
Canadian Coast Guard (Note most moving to Fisheries and Oceans)	<ul style="list-style-type: none"> > Ship Safety Program Review (completed) > Canadian Coast Guard Northern Review (completed) > Public Harbours and Ports Review (under way) 	<ul style="list-style-type: none"> > All three are frameworks and evaluations to identify cost reductions while minimizing client impacts
Policy and Coordination	<ul style="list-style-type: none"> > Subsidy Initiatives (completed) 	<ul style="list-style-type: none"> > Reviewed \$1.5 billion in subsidies such as <i>Western Grain Transportation Act</i>; Atlantic Freight Subsidy; Branchline Subsidies; Via Rail; and Marine Atlantic Ferry Service Subsidies
All Other Program Activities under \$250 million	<ul style="list-style-type: none"> > <i>Railway Safety Act</i> (completed) 	<ul style="list-style-type: none"> > Examination of whether certain underlying objectives of the <i>Railway Safety Act</i> were being achieved

Program Activity	Title of Review Activity	Description
Treasury Board of Canada		
Central Administration of the Public Service of Canada Program	<ul style="list-style-type: none"> > Canadian Corps of Commissioners and Security Services in the Federal Government (under way) > Treasury Board Travel Directive (completed) > Special Operating Agencies - Taking Stock (completed) > Cost Recovery and User Fee Approval Process (under way) > Review of submission Requirements (completed) > TBS and OCG Operational Reviews (completed) > Public Service Pension Plan Review (under way) > Regulatory Process Review (under way) > Conflict of Interest and Post-Employment Code and Policy (completed) 	<ul style="list-style-type: none"> > Evaluation of effectiveness and alternatives > Evaluation of travel directives including expense claims and travel authority and advances > Collaborative study commissioned by the Office of the Auditor general and TBS > Review of approval process including Treasury Board submissions and regulatory processes related to implementation of cost recovery and user fees > Management led review of all policies leading to a reduction in the requirement for submissions to Treasury Board > Management led review of activities and organizational effectiveness > Assessment of proposed regulations to give effect to initiatives in Bill C-55 > Review of new flexible legislative regime to reduce burden of cost of compliance > Review of effectiveness of Code and Policy
Government Contingencies and Centrally Financed Programs		<ul style="list-style-type: none"> > Involves a transfer of funds and is under continuous review
Employer Contributions to insurance Plans Program		<ul style="list-style-type: none"> > Special program with unions; National Joint Council responsibility; through external review agencies

Program Activity	Title of Review Activity	Description
Veterans Affairs Canada		
Department-wide	> Commemoration (planned)	> To provide information regarding the future of Commemoration
Health Care	> Treatment Accounts Processing Systems (completed) > Veterans Independence Program (completed) > VAC Task force on the Role of Health Professionals (planned) > National Drug Review Project (completed) > Health Care Coordination Initiative (under way) > Benefit Redesign Project Initiatives (under way) > Health Care Income Testing (planned)	> Review of controls over authorization of services > Examination of the efficiency and effectiveness of the program > Review of the tasks and responsibilities of the medical functions > Development of a framework to reduce departmental expenditures for prescription and over-the-counter drugs > To investigate the coordination of federal purchasing of health-related supplies and services > Assessment of performance in carrying out TB authority and major Crown project guidelines > To provide a basis for future policy considerations
Pensions	> Pensions (planned)	> A study following the major reforms to the pension process
Western Economic Diversification of Canada		
Western Economic Diversification	> Diversification Impact Study of Sunrise Sectors (completed)	> Evaluation of the effectiveness of government support to four emerging economic sectors: Agricultural Biotechnology; Health care; Software/Telecommunications Equipment; and Environmental industries

2. Interdepartmental Reviews and Reviews Associated with Horizontal/Sectoral Issues

Reviews are conducted through interdepartmental coordination and cooperation, usually with a lead department.

Strategy's Name	Departments Involved	Nature/Status of Review	Note
Advance Payments	> 29 departments and agencies were involved.	> TB-requested audit completed in 1994.	Audit examines whether departments were making payments in advance of need.
Ageing/Seniors' Issues	> Human Resources Development > Finance	> Audit and evaluation (HRD). > Review (FIN). > Study mentioned in the 1995 Budget.	Study of the challenges and opportunities posed by the ageing of Canadian society, the expected services that will be demanded by that society and the actions required to respond.
Airport Policing	> Royal Canadian Mounted Police (lead organization) > Transport Canada	> Study completed in April 1994.	Review of the efficiency and the effectiveness of the security function provided on Canadian airport sites.
Canada's Drug Strategy	> Health Canada (lead department) > Solicitor General > Royal Canadian Mounted Police > Human Resources Development > Correctional Service > Revenue Canada > Labour Canada > Foreign Affairs and International Trade > Justice > Canadian Heritage > Treasury Board Secretariat	> Phase I: 1987-92 > Phase II: 1992-97 > Interdepartmental evaluation: ➤ Mid-term to be completed in 1995. ➤ Final: planned for 1997.	Strategy to coordinate various federal programs dealing with drug and alcohol issues.
<i>Canadian Environment Protection Act (CEPA)</i>	> Environment Canada (lead department) > Health Canada	> Review completed in 1994.	Review of key environmental legislation; used by the Standing Committee on Environment and Sustainable Development in their review of the Act.
Canadian Environmental Industry Strategy	> Industry Canada (lead department) > Environment Canada > Foreign Affairs and International Trade > Public Works & Government Services	> Evaluation framework completed in June 1995. > Summative evaluation to start in summer 1997.	Strategy to provide the environmental industry with better support for commercialization of technologies and easier access to domestic and international markets.

Strategy's Name	Departments Involved	Nature/Status of Review	Note
Child Development Initiative	<ul style="list-style-type: none"> ➤ Health Canada (lead department) ➤ Human Resources Development ➤ Canadian Heritage ➤ Justice ➤ Solicitor General ➤ Royal Canadian Mounted Police ➤ Treasury Board Secretariat 	<ul style="list-style-type: none"> ➤ 1992-97 <ul style="list-style-type: none"> ➔ Mid-term: completed in February 1994. ➔ Final: in progress. 	Initiative designed to address conditions that put children at risk.
Community Animation Project	<ul style="list-style-type: none"> ➤ Environment Canada (co-manager) ➤ Health Canada (co-manager) 	<ul style="list-style-type: none"> ➤ Evaluation framework currently under way. ➤ Review to be conducted in 1996/97. 	Project addresses the inter-relationship between human health and sustainable development.
Cost Analysis of Royal Canadian Mounted Police Contract Policing	<ul style="list-style-type: none"> ➤ Solicitor General (lead department) ➤ Royal Canadian Mounted Police ➤ Treasury Board Secretariat 	<ul style="list-style-type: none"> ➤ Study currently under way. 	Study of RCMP contract policing agreements in preparation for first five-year review and renegotiation of the agreements in 1996/97.
Dental Services	<ul style="list-style-type: none"> ➤ National Defence (lead department) ➤ Correctional Service 	<ul style="list-style-type: none"> ➤ Review completed in 1995. 	Study of the provision of dental services by DND to CSC. Part of Health Care Coordination Initiative (HCCI).
Detention Provisions of <i>Corrections and Conditional Release Act</i> (CCRA)	<ul style="list-style-type: none"> ➤ Solicitor General (lead department) ➤ Correctional Service ➤ National Parole Board 	<ul style="list-style-type: none"> ➤ Joint evaluation planned for sometime between November 1995 and November 1996. 	Third-year review to be conducted by a parliamentary committee.
Eco-Research Program	<ul style="list-style-type: none"> ➤ Social Sciences and Humanities Research Council (lead organization) ➤ Environment Canada ➤ Medical Research Council ➤ Natural Sciences and Engineering Research Council 	<ul style="list-style-type: none"> ➤ Evaluation currently under way. 	Funding of cross-disciplinary research in the area of environmental science.
Economic Instruments and Disincentives to Sound Environmental Practices Task Force	<ul style="list-style-type: none"> ➤ Environment Canada (lead department) ➤ Finance 	<ul style="list-style-type: none"> ➤ Joint task force completed in November 1994. 	Review of the government's economic instruments and the influence of its fiscal and economic policies on the environmental practices of organizations.

Strategy's Name	Departments Involved	Nature/Status of Review	Note
Family Violence Initiative	<ul style="list-style-type: none"> > Health Canada (lead department) > Canada Mortgage & Housing Corporation > Canadian Heritage (Secretary of State / Multiculturalism & Citizenship) > Indian & Northern Affairs > Justice > Solicitor General > Royal Canadian Mounted Police > Correctional Service > National Parole Board > Treasury Board Secretariat 	<ul style="list-style-type: none"> > 1991-95 > Interdepartmental evaluation: <ul style="list-style-type: none"> ➔ Mid-term completed in March 1992. ➔ Final completed in April 1994. 	Review of the federal government's initiative to eradicate the abuse of children, women, seniors and persons with disabilities.
Federal Law Enforcement Role	<ul style="list-style-type: none"> > Royal Canadian Mounted Police (lead organization) > Revenue Canada > Canadian Heritage > Citizenship & Immigration 	<ul style="list-style-type: none"> > Review currently under way. 	Review to redefine multidepartmental federal services in relation to law enforcement activities.
Health Care Coordination Initiative (HCCI)	<ul style="list-style-type: none"> > Veterans Affairs (lead department) > National Defence > Health Canada > Correctional Service > Royal Canadian Mounted Police > Canadian International Development Agency > Public Works & Government Services > Citizenship & Immigration > Treasury Board Secretariat 	<ul style="list-style-type: none"> > Project started in 1993. > Phase I: Review completed in 1994. > Phase II: Pilot project reviews under way. 	Initiative to encourage inter-departmental cooperation and innovative, cost-efficient approaches to health care coordination.

Strategy's Name	Departments Involved	Nature/Status of Review	Note
Infrastructure Works Program	<ul style="list-style-type: none"> ➤ Treasury Board Secretariat (lead department) ➤ Industry Canada ➤ Atlantic Canada Opportunities Agency ➤ Federal Office of Regional Development (Québec) ➤ Western Economic Development ➤ Indian and Northern Affairs 	<ul style="list-style-type: none"> ➤ Review announced in the 1994 Budget. ➤ Review framework completed in February 1995. ➤ Interim review in progress. 	Program matches federal, provincial and municipal funds for new and accelerated infrastructure investments. Objectives include job creation and economic stimulation.
International Organization Membership	<ul style="list-style-type: none"> ➤ Finance (lead department) ➤ Foreign Affairs and International Trade ➤ Canadian International Development Agency 	<ul style="list-style-type: none"> ➤ Joint review planned. 	Review of Canada's participation in international organizations.
Learning Initiatives	<ul style="list-style-type: none"> ➤ Human Resources Development (lead department) ➤ Industry Canada ➤ Canadian Heritage ➤ Treasury Board Secretariat 	<ul style="list-style-type: none"> ➤ 1995-99 ➤ Evaluation Framework completed in March 1995. ➤ A process evaluation to be completed by the fall of 1996. ➤ The summative evaluation is planned for June 1998. 	Program designed to define national objectives for the acquisition of knowledge and to develop suitable tools for evaluating these objectives.
National AIDS Strategy (NAS)	<ul style="list-style-type: none"> ➤ Health Canada (lead department) ➤ Medical Research Council ➤ Correctional Service 	<ul style="list-style-type: none"> ➤ TB-requested that NAS be monitored. <ul style="list-style-type: none"> ➤ Mid-term: in progress, to be completed in December 1995. ➤ A progress report is produced yearly. 	Coordination of national efforts to stop the spread of AIDS through such steps as prevention and education-related activities.
National Police Services	<ul style="list-style-type: none"> ➤ Royal Canadian Mounted Police (lead organization) ➤ Solicitor General 	<ul style="list-style-type: none"> ➤ Cabinet-directed joint policy review under way. 	Review to examine such issues as cost and cost recovery, future needs and partnerships with other levels of government.
National Review of Air Transportation Security	<ul style="list-style-type: none"> ➤ Transport Canada (lead department) ➤ Royal Canadian Mounted Police 	<ul style="list-style-type: none"> ➤ Joint evaluation completed in April 1994. 	Combined study that reviews resourcing, planning, standards and procedures relating to airport security.

Strategy's Name	Departments Involved	Nature/Status of Review	Note
National Search and Rescue Program	<ul style="list-style-type: none"> ➤ National Search and Rescue Secretariat (lead organization) ➤ National Defence ➤ Transport Canada ➤ Fisheries and Oceans ➤ Canadian Heritage ➤ Environment Canada ➤ Royal Canadian Mounted Police ➤ Treasury Board Secretariat 	<ul style="list-style-type: none"> ➤ 1995-99 ➤ Review of the four components of the Program (Volunteers Prevention, Intergovernmental Cooperation, and Response) to begin in spring 1996. 	First review to focus on the effectiveness of management issues related to the use of volunteers in search and rescue operations.
National Strategy for Community Safety and Crime Prevention	<ul style="list-style-type: none"> ➤ Justice (lead department) ➤ Solicitor General ➤ Royal Canadian Mounted Police ➤ Treasury Board Secretariat 	<ul style="list-style-type: none"> ➤ 1994-99 ➤ Evaluation Framework completed in November 1994. ➤ An annual report to be submitted each spring (the first was submitted to TBS on May 31, 1995). ➤ TB called for a mid-term review by August 1996, and a final by May 1998. 	Strategy coordinates a range of crime prevention activities, including extensive federal-provincial-territorial cooperation and community safety initiatives.
National Strategy for Integration of Persons with Disabilities (NSIPD)	<ul style="list-style-type: none"> ➤ Human Resources Development (lead department) ➤ Transport Canada ➤ Canada Mortgage & Housing Corporation ➤ Indian & Northern Affairs ➤ Health Canada ➤ Canadian Heritage ➤ Industry Canada ➤ Justice ➤ National Library ➤ National Transportation Agency ➤ Treasury Board Secretariat 	<ul style="list-style-type: none"> ➤ 1991-96 ➤ Interdepartmental evaluation: <ul style="list-style-type: none"> ➤ Mid-term completed in March 1993. ➤ Final completed in August 1995, awaiting ADMs' Steering Committee comments. 	Review of cross-departmental initiative to bring persons with disabilities into the social and economic mainstream of Canadian society.

Strategy's Name	Departments Involved	Nature/Status of Review	Note
Networks of Centres of Excellence Program	<ul style="list-style-type: none"> ➤ Social Sciences and Humanities Research Council (lead organization) ➤ Natural Sciences and Engineering Research Council ➤ Medical Research Council ➤ Industry Canada ➤ Environment Canada 	<ul style="list-style-type: none"> ➤ Interim evaluation completed in February 1993. 	Program funds research and development through public and private sector partnerships.
Overseas Representation	<ul style="list-style-type: none"> ➤ Foreign Affairs and International Trade (lead department) ➤ Citizenship & Immigration ➤ National Defence ➤ Canadian International Development Agency ➤ Industry Canada 	<ul style="list-style-type: none"> ➤ An interdepartmental task force of deputy ministers is now under way and it should end in December 1995. 	Review of status and composition of federal government representation abroad.
Provisions of the <i>Corrections and Conditional Release Act</i> (CCRA)	<ul style="list-style-type: none"> ➤ Solicitor General (lead department) ➤ Correctional Service ➤ National Parole Board 	<ul style="list-style-type: none"> ➤ Joint evaluation planned for sometime between November 1997 and November 1998. 	Fifth-year review to be conducted by a parliamentary committee.
<i>Royal Canadian Mounted Police Act</i>	<ul style="list-style-type: none"> ➤ Royal Canadian Mounted Police (lead organization) ➤ Solicitor General 	<ul style="list-style-type: none"> ➤ Review currently under way. 	Comprehensive review of the proposed amendment to the <i>RCMP Act</i> .
Royal Canadian Mounted Police Source/Witness Protection Policy and Program	<ul style="list-style-type: none"> ➤ Solicitor General (lead department) ➤ Royal Canadian Mounted Police 	<ul style="list-style-type: none"> ➤ Review resulted in a Memorandum to Cabinet, January 1995. 	Examination of ways to enhance the Program resulting in the creation of Bill C-78.
Science and Technology	<ul style="list-style-type: none"> ➤ Industry Canada (lead department) ➤ 20 other departments involved, including Treasury Board Secretariat 	<ul style="list-style-type: none"> ➤ IC is currently in the lead on both the internal review of programs and the public consultation process surrounding an S&T discussion paper. ➤ Review (IC) in progress. 	Review of federal S&T programs and policies in order to develop an overall strategy with clearly identified priorities.
Scientific Research & Experimental Development Investment Tax Credit	<ul style="list-style-type: none"> ➤ Finance (co-manager) ➤ Revenue Canada (co-manager) 	<ul style="list-style-type: none"> ➤ Joint evaluation in progress. ➤ The 1995 Budget calls for an acceleration of this study. 	Assessment of the relevance, impacts and cost-effectiveness of existing federal income tax assistance to R&D.

Strategy's Name	Departments Involved	Nature/Status of Review	Note
Security	➤ Every department and agency is involved.	➤ TB-requested audits currently under way.	TB security policy requirement for departments to perform a compliance audit within three years.
Sentencing and Corrections Review	<ul style="list-style-type: none"> ➤ Solicitor General (co-manager) ➤ Justice (co-manager) ➤ Correctional Service ➤ National Parole Board ➤ Statistics Canada (Canadian Centre for Justice Statistics) ➤ Treasury Board Secretariat 	<ul style="list-style-type: none"> ➤ Interdepartmental review in progress. ➤ Review mentioned in the 1995 Budget. 	Examination of methods to reduce prison populations in light of diminishing resources.
The Atlantic Groundfish Strategy (TAGS)	<ul style="list-style-type: none"> ➤ Treasury Board Secretariat (lead department) ➤ Human Resources Development ➤ Fisheries and Oceans ➤ Atlantic Canada Opportunities Agency ➤ Federal Office of Regional Development (Québec) 	<ul style="list-style-type: none"> ➤ Analytical review in progress. ➤ Departmental reviews planned and in progress. 	Strategy provides income assistance for the Atlantic groundfish industry while reducing its production capacity through retraining, economic and employment subsidies, and licence retirement.
United Nations Activities	<ul style="list-style-type: none"> ➤ Foreign Affairs and International Trade (lead department) ➤ National Defence 	➤ Study completed in September 1995.	Study to determine ways to improve the UN's rapid reaction capability.
Veterans Disability Pension Program	<ul style="list-style-type: none"> ➤ Veterans Affairs (lead department) ➤ Canada Pension Commission ➤ Veterans Appeal Board ➤ Treasury Board Secretariat 	➤ Interdepartmental review completed in 1993.	Comprehensive review of program logic and operations.

Strategy's Name	Departments Involved	Nature/Status of Review	Note
Vision Care Pilot Project (under Health Care Coordination Initiative (HCCI))	<ul style="list-style-type: none"> ➤ Treasury Board Secretariat (leads the review) ➤ National Defence (leads the initiative) ➤ Veterans Affairs ➤ Health Canada ➤ Royal Canadian Mounted Police ➤ Citizenship & Immigration ➤ Public Works & Government Services 	<ul style="list-style-type: none"> ➤ Project started in 1994/95. ➤ Review concurrent with pilot now under way. 	HCCI pilot project focusing on improved vision care services in Alberta.
Workforce Adjustment (WFA)	<ul style="list-style-type: none"> ➤ 63 departments and agencies were involved. 	<ul style="list-style-type: none"> ➤ TB-requested audit completed in 1993. 	Audit examined whether lump sum payments made pursuant to the WFA and the Executive Employment Transition Policy were justified.
Year-End Spending	<ul style="list-style-type: none"> ➤ 54 departments and agencies were involved. 	<ul style="list-style-type: none"> ➤ TB-requested audit completed in 1995. 	Audit focused on compliance with the <i>Financial Administration Act</i> .