



President
of the Treasury Board

Président
du Conseil du Trésor

Getting Government Right: Improving Results Measurement and Accountability

Annual Report to Parliament by
the President of the Treasury Board

1996

Getting Government Right:

**Improving Results
Measurement
and Accountability**

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Getting Government Right

The Government of Canada's goal is to deliver the best quality service possible to Canadians, efficiently and at the lowest cost, by relying on a Public Service that is one of the best in the world. With this goal in mind we launched the Program Review two years ago as part of our effort to get government right. This means our government is identifying and giving priority to federal services that best meet Canadians' real needs. It also means that we are reorganizing programs to meet those needs more effectively.

We must equip ourselves with better systems for evaluating the actions of government so that we can genuinely answer for our actions, first and foremost to our fellow citizens who are both clients and taxpayers. This is the only way our government can evaluate and debate the merits of the decisions we make every day on the public's behalf.

We have already achieved tangible results in this area. For example, modernizing the financial management system, better reporting to Parliament, improving how we use information technologies, and adopting alternative ways of delivering government services.

The following pages outline the steps we have taken. I hope you will be encouraged by the efforts of federal departments to assess, objectively, the progress made.

And I hope too, that these experiences, along with the reviews under way in various departments, will inspire all those who have a part to play in shaping our public institutions of tomorrow.

A handwritten signature in black ink, reading "Marcel Massé", with a long horizontal flourish extending to the right.

Marcel Massé
President
Treasury Board of Canada

Getting Government Right: Improving Results Measurement and Accountability

Table of Contents

Introduction.....	1
1.0 Government-Wide Performance Reporting	3
2.0 Progress has been made in improving review, results measurement and accountability	4
2.1 Improved Reporting to Parliament	4
2.2 Program Review considered all federal programs systematically.....	5
2.3 Other reviews have contributed to improving the design and delivery of specific programs	5
2.4 Alternative service delivery agencies were identified through Program Review.....	6
2.5 The Expenditure Management System integrates performance and reporting	6
2.6 Departments are organizing themselves for better performance measurement and accountability.....	7
2.7 Improved financial information	7
2.8 Regulatory reviews have delivered significant streamlining	8
3.0 Performance against <i>Strengthening Government Review</i> commitments	8
3.1 Identifying Expected Results.....	9
3.2 Results Measurement and Analysis.....	10
3.3 Results Reporting and Access	11
3.4 Summary of Key Actions	12
Annex A. Members of the External Advisory Panel on Review	14
Annex B. Key Results Commitments by Department.....	16
Annex C. Key Reviews of Federal Activities	48
Annex D. References and Background Reports.....	100
Annex E. Glossary.....	103
Index.....	107

Introduction

This report and the departmental performance reports improve information to Parliament for better accountability.

A recent survey found that accountability for measured results and effectiveness was considered to be the most popular item for improving governance (73 per cent of the Canadian public surveyed).¹ This supports the government strategy to improve accountability through three steps: identifying expected results, improving measurement and improving reporting.

This is the second report that focuses on the importance of results, performance and accountability in getting government right.² It has benefited from the advice of an External Advisory Panel³ and is being tabled in Parliament with 16 pilot Annual Departmental Performance Reports which are part of a larger ongoing initiative called Improved Reporting to Parliament. An important part of Improved Reporting to Parliament is to engage parliamentarians in the delivery of the best quality services to Canadians -- good government is a common goal for all political parties and public administrators. Sound internal audits, program evaluations and other reviews contribute to this goal.⁴

There are two new features in this year's report:

- Chapter 1 begins to outline some of the challenges and next steps to address government-wide performance; and
- Annex B contains the listing of key results that 30 departments and agencies expect to achieve in the business lines of major programs. This annex also provides a "gateway" to more detailed information: on the Internet the public can click on the names of 16 of the departments and access their pilot performance reports.

The results expected from departments are formulated primarily as part of their business planning process which factors in government policy direction, as well as Program Review and Budget decisions.

Although Annex B and the 16 pilot performance reports are experimental, the intent is to provide more convenient sources for results and performance information for members of Parliament, Senators and the public. In addition, it is hoped that parliamentary standing committees and the public will examine the appropriateness of the indicators and the information on actual performance.

The government is working towards a results-based culture in the Public Service while at the same time continuing to ensure appropriate controls. All departments, including the Treasury Board Secretariat, need to continue to learn how to define expected results and how to develop indicators. The shift from a description of activities to the development of results statements with related performance indicators takes time and different departments are at different stages with this work.

¹ *Rethinking Government* 1995. June 4, 1996. Ekos Research Associates Inc.

² The first report was tabled on November 10, 1995 entitled *Strengthening Government Review, Annual Report to Parliament by the President of Treasury Board*, 1995, see <http://www.tbs-sct.gc.ca> for this report and access to the departmental pilot reports as well.

³ See Annex A for list of members.

⁴ Annex E contains a glossary of terms.

As in last year's report, Annex C lists key reviews that are completed, under way or planned. This is not a complete listing of all the reviews in the federal government but a selection of the more significant ones. Other reviews may be found in the Review and Performance Database which can be accessed through the Treasury Board Secretariat web site on the Internet.

Annexes B and C include the majority of large departments; other departments and agencies will be added over time.

1.0 Government-Wide Performance Reporting

Information on government performance -- that is, results that citizens value -- includes, but also goes beyond, the benefits derived from the individual programs of departments. The value of this broader analysis and reporting is recognized by a number of jurisdictions in Canada and elsewhere.⁵

The roles of governments are undergoing profound changes in many industrialized countries. This is also true in Canada and therefore the government may require information on objectives such as reducing total government expenditures, cooperating effectively with other levels of government, or establishing a more results-oriented management culture in the Public Service. These goals, as well as broad economic and social ones, are beyond the scope of performance reporting of individual programs or departments.

Different approaches can be used to identify and report on broad social and economic objectives. Establishing a few core indicators of government performance and regularly measuring and reporting on them is becoming a popular approach in other jurisdictions. This approach has a number of characteristics that make it popular; namely, it provides:

- a single comprehensive perspective on the most important information that shapes the government's priorities and decisions;
- a stable and more strategic vision of the government's objectives;
- a persuasive context to show the links between programs, which encourages greater cooperation within and among departments and agencies; and
- a more open and disciplined approach to showing the value of policies and programs, which also provides for public involvement beyond consultation on specific issues.

To some extent the federal government is already using this approach. The government has been measuring its economic performance, in part, based on the disciplined measurement practices and data of Statistics Canada. This is most evident in the Budget papers. Managers working in specific but broad sectors, such as the federal science and technology and justice communities, have and continue to work on the development and use of core indicators. The challenge now is to better link existing indicators and other quantitative information to the key results commitments of the government.

Over the next year, the Treasury Board Secretariat will work with Statistics Canada and other departments and agencies to begin to bring together available information and establish a set of core performance indicators from existing and perhaps new data. This work will include examining the experiences and

⁵ For example, *Measuring Up - Second Annual Report on the Performance of the Government of Alberta, 1995-96 Results*. June 1996. Also available at: <http://www.treas.gov.ab.ca/comm/measup96/index.html>

lessons learned in other jurisdictions on items such as: which indicators are most useful; how they should be selected, measured and reported; how to assure the public that the measurement is reliable; how to link the indicators back to the actual programs and initiatives; and how to involve the public. The indicators should not just answer questions but also facilitate public debate and subsequent improvements to government policies and programs.

In addition, the results commitments for one department frequently complement those of other departments. The material contained in Annex B and the pilot departmental performance reports will be used to pull together complementary results commitments and related performance information. This analysis might lead to specialized reports for sectors of government activity such as science and technology or social programs.

Together, the recent accomplishments and proposed course of action on government-wide performance reporting are an important set of initiatives in responding to the commitments in *Getting Government Right*⁶ and serve to further implement the Program Review decisions. Next year's report will provide an update on this work to strengthen government-wide performance indicators and reporting.

2.0 Progress has been made in improving review, results measurement and accountability

Results measurement and accountability have been strengthened through these other major government initiatives.

2.1 Improved Reporting to Parliament

The 1996-97 Main Estimates process took an important first step by responding to the concerns of parliamentarians, the Auditor General and government officials relating to better reporting on results and improved accountability. The 1996-97 Estimates go beyond accounting information by including an enhanced focus on performance and results reporting to Parliament.

Earlier this year, the approach was tested with six pilot Estimates Part III reports prepared by Transport Canada, Revenue Canada, Indian and Northern Affairs Canada, Agriculture and Agri-Food Canada, Natural Resources Canada and Fisheries and Oceans Canada.

The pilot performance reports generated a high degree of interest and were discussed in six parliamentary committees. Members of Parliament appreciated the focus on results and performance.⁷ For example, in the case of the Standing Committee on Aboriginal and Northern Affairs, considerable time was spent discussing the performance information provided, the improvements that could be made to the information and the implications on program design and tradeoffs between priorities.

The additional pilot departmental performance reports tabled with this document indicate the government's commitment to make available better information about the results achieved by federal programs and policies.

⁶ Government of Canada. *Getting Government Right, A Progress Report*. March 7, 1996

⁷ House of Commons. *Evaluation Report - Improved Reporting to Parliament Project*. A Report of the Parliamentary Working Group. June 1996.

2.2 Program Review considered all federal programs systematically

Part of getting government right is to identify the federal government's fundamental roles and responsibilities. The Program Review, which began in 1994, continues to examine federal activities to rethink what the federal government should do and how it does it.⁸

The Program Review has succeeded on many fronts: it ended inappropriate programs; it changed how some programs are delivered; and it improved the efficiency of continuing activities. It has helped the government reduce its spending significantly. Over the period 1994-95 to 1998-99, the Program Review and other expenditure reduction exercises will have reduced direct program spending by \$11 billion or 22 per cent. The government is on track with respect to achieving the expected savings targets from the Program Review.

2.3 Other reviews have contributed to improving the design and delivery of specific programs

As part of the management process, review is an investment in effective service delivery and responsible government. Review refers to a broad range of activities: internal audits, evaluations, service standards, performance measurement systems and monitoring techniques. Examples of reviews in departments follow.

- The Atlantic Groundfish Strategy is a five-year \$1.9 billion program that started in 1994 to provide income support and adjustment services, including training, for about 40,000 Canadians affected by the collapse of the East Coast groundfishery. Reviewing early implementation of Human Resources Development Canada's portion of the program helped management to deal with higher than expected enrolments and to adjust the program priorities to keep within the budget.
- An audit of the Military Pay Service for the Regular Force in National Defence used international benchmarking and focus group techniques. This audit concluded that reducing annual service delivery costs by more than \$26 million was possible in the long-term. This would be a saving of more than 40 per cent. Notwithstanding that existing delivery costs are comparable to other militaries, management is now re-engineering the military pay-services, taking into account the audit recommendations developed by the audit. Alternative service delivery mechanisms are being studied actively.
- Natural Resources Canada conducted a review of the use of credit cards and electronic data interchange for electronic receipt and payment of credit card purchases. The review concluded that the initiative has generated significant benefits in terms of streamlined processes and has resulted in savings of \$1 million to date with potential annual savings of \$4 to \$5 million over the longer term. As a result, the department has extended electronic receipt and payment to other types of purchases.
- An evaluation led to the total reorganization of a billion dollar program. The objective of the National Defence Ammunition Program is to ensure an appropriate level of Canadian Forces readiness and the effective, efficient and safe management of ammunition. Reviewing the program has led to the complete reorganization of the management process including developing a disposal strategy to eliminate stocks and surplus ammunition, establishing an Ammunition Information System to monitor use more accurately and reviewing ammunition requirements for training.

⁸ Major transfers to persons and other levels of government were not part of Program Review.

2.4 Alternative service delivery agencies were identified through Program Review

As the government moves to serve Canadians better through innovative delivery approaches, a good understanding of accountability is important.

Alternative service delivery puts the client in the centre of the picture. The government is considering a wider range of service delivery options to achieve program and policy objectives and eliminate overlap and duplication with provincial and territorial initiatives. With these goals in mind, legislation for the creation of the Canadian Food Inspection Agency was tabled in Parliament on September 19, 1996. The government has also announced its intentions to create a Parks Canada Agency and a new organization to improve the cost effectiveness and delivery of border and revenue services.

Restructuring the federal government involves many different arrangements such as devolving authority to provincial governments or other entities, creating alternative service delivery organizations, using new mechanisms and partnering. These alternative and often innovative arrangements introduce financial and other management flexibility. A balance is required between these new approaches and incentives with accountability to ministers, Parliament and citizens.

Smarter use of information technology can be another aspect of alternative delivery. The government continues to streamline the management of government services and administration emphasizing technology to save costs. In the next year, electronic commerce will be introduced as the preferred way for the government to conduct certain lines of business. The use of public networks such as the Internet will be expanded.

2.5 The Expenditure Management System integrates performance and reporting

The Expenditure Management System is a disciplined approach to achieving fiscal targets while departments deliver essential programs and services.⁹ In *Creating Opportunity* the government made a commitment to reduce the deficit and to “implement new programs only if they can be funded within existing expenditures”.¹⁰ A key feature of the Expenditure Management System is resource reallocation from existing spending to meet new requirements. Wise reallocation requires knowing how well programs are performing. Review and performance measurement are therefore an important part of the Expenditure Management System.

Through the Business Planning process, the Expenditure Management System helps identify what results departments expect to achieve and to put into place arrangements to measure performance. Performance may be measured in terms of what is being delivered (for example, activities or outputs such as new policies), or in terms of the actual impact of the business line on Canadian society or individuals (for example, sustainable jobs and economic growth). In some cases the appropriate results may be outputs; in other cases, information on the impact of federal activities is best.

⁹ The Expenditure Management System is designed to support the annual preparation of the Budget and Estimates tabled in February, and the departmental Outlooks on Program Priorities and Expenditures presented to parliamentary standing committees in May. Also available at: <http://www.tbs-sct.gc.ca/tb/pubs/pro-mgt/ex-mgt/exma/exmae.html>

¹⁰ *Creating Opportunity, The Liberal Plan for Canada*. Liberal Party of Canada, Ottawa, 1993. p. 19.

2.6 Departments are organizing themselves for better performance measurement and accountability

Information on results and performance information is used in departments:

- to manage programs and business lines for decision-making and continuous improvement;
- to ensure there are sound administrative and financial controls and information systems;
- preparing Business Plans, Outlook documents and reporting to Parliament for accountability purposes; and
- for communicating with clients and Canadians on the actual achievements of federal programs and policies.

One approach is to set up a strategic accountability framework for the department as a whole. These department-wide frameworks can link corporate objectives, expected results and performance indicators with the reporting processes so that information on performance is available for managers, central agencies, Parliament and Canadians. When these frameworks are part of daily operations, they are used as management tools to make sure things are on track.

Environment Canada, for example, has a well developed departmental accountability framework in place.¹¹ This framework contains expected key results and performance indicators. It is used for internal management purposes as well as providing a basis for external performance reporting.

Agriculture and Agri-Food Canada,¹² Industry Canada and the Public Service Commission of Canada have begun similar initiatives. The results commitments and selected indicators in Annex B are a first step in developing department-wide accountability frameworks.

2.7 Improved financial information

Departments, the Treasury Board Secretariat and the Office of the Auditor General are working together to make financial management more effective. The Financial Information Strategy is being implemented to improve the quality and timeliness of financial information to Parliament, departments, central agencies and program managers. The objective is to give departments flexibility to meet their management needs, while ensuring full accountability for their financial results. Full accrual accounting is being introduced and the central accounting system is being upgraded to produce more timely and accurate government financial statements.

2.8 Regulatory reviews have delivered significant streamlining

As of May 1996, the Regulatory Review reports that more than 200 regulatory items have been revoked, and over 220 revised.

Efforts in the regulatory reform area continue with a focus on streamlining regulations and revisions in six industrial sectors: biotechnology; health, food and therapeutic products; mining; automotive industry; forest

¹¹ Accessible through the Internet via Green Lane.

¹² Called a "Performance Framework" in that department.

products; and aquaculture.¹³ Better tools and guidance are being provided to departments to complement compliance approaches with regulatory policy and the adoption of standards. Since November 1995, initiatives have been introduced to increase departmental accountability as well as to provide a renewed focus on results within industry-specific sectors:

- Standards for regulatory management were approved as part of the updated federal regulatory policy in November 1995. The major regulatory departments are to have management systems in place to meet the standards by the end of 1996, thereby providing quality assurance, inspired by ISO 9000, in the regulatory process. In the case of major regulating departments, adhering to the standards will be reviewed within the first three years.
- Improving the efficiency and effectiveness of regulation in the six specific sectors¹⁴ of the economy identified in *Building a More Innovative Economy*, will be completed by the 1997 Budget. Remaining objectives for each sector have been identified and a process has been put in place to ensure the timely resolution of outstanding issues.

Other review activities are also contributing to regulatory reform:

- The *Canadian Environmental Protection Act* (CEPA) aims to protect the environment against the threat posed by toxics. An evaluation was carried out and revealed that CEPA does not cover all toxics under federal jurisdiction. The findings supported the idea that shared responsibilities and clear accountability can be delineated to strengthen the Act. The evaluation was used extensively by the Standing Committee on Environment and Sustainable Development to produce the report entitled *It's About Our Health! Towards Pollution Prevention*. The government has now responded to the Standing Committee's report with a proposal for a renewed CEPA that will lead to a healthier environment.
- The Regular Unemployment Insurance Benefits evaluation project provides a comprehensive body of knowledge on Canada's system. The reports were extensively used by Human Resources Development Canada to develop the new Employment Insurance legislation and make it easy for the public and Parliament to debate this important issue.

3.0 Performance against *Strengthening Government Review* commitments

The 1995 report, *Strengthening Government Review*, outlined a government-wide action plan for improving results measurement and accountability. It identified initiatives in three areas: **identifying expected results** for programs and services, **improving results measurement** and **improving results reporting**. This section reviews progress in implementing commitments made in the 1995 report and updates the actions to meet current priorities.

3.1 Identifying Expected Results

In 1995 the government committed to strengthening results-orientation through the departmental Business Planning process. The central feature was to emphasize serving Canadians by clearly communicating key expected results. This is one way to shift management incentives and culture away from process towards what Canadians are actually getting for their tax dollars.

¹³ Industry Canada - *Building a More Innovative Economy*. Also available at: <http://info.ic.gc.ca/ic-data/economy/BAMIE/summary-e.html>

¹⁴ The six sectors are: biotechnology; health, food and therapeutic products; mining; automotive industry; forest products; and aquaculture.

Update

Departmental Results: The government has sharpened its focus on essential services and continues to identify expected results in three ways:

- *processes* - ongoing Program Review, policy reviews, the Business Planning process and the Service Standards initiative;
- *broadly based accountability frameworks* - section 2.6 noted that some departments are developing and integrating these frameworks and key expected results as a central feature of management and control; and
- *Annex B* - of this report presents the key results commitments for many major departments and agencies. The creation of Annex B has implications for reporting on performance for the pilot departments this fall and all departments and agencies for the fall of 1997. The work undertaken to generate these annexes brought together professionals from strategic planning, review and communications in departments.

These actions represent substantial progress in making expected results more visible to Canadians. Based on parliamentary and public reaction, as well as lessons learned from other jurisdictions, these initiatives will be pursued. Changes of this magnitude require a number of years to become well established.

Government-Wide Results: Some government goals involve more than one program or department. These broad benefits are sometimes referred to as horizontal, sectoral or government-wide results.

Government-wide results can take the form of policy issues (for example, a secure social safety net), or activities (implementing changes to a series of related pieces of legislation). Or they can be performance indicators (deficit statistics indicating a strengthening of the economy). Additional work, as described in chapter 1, is also under way to identify and implement longer-term government-wide performance indicators. Next year's report will provide an update on this work.

In last year's report, the Treasury Board Secretariat promised to identify performance information gaps on government-wide issues. We are examining review coverage on identified government priorities, (such as those in the Budget, Speech from the Throne, etc.) and issues raised by external agencies, parliamentary committees, the Auditor General and policy papers. Monitoring of review coverage in light of government priorities will continue.¹⁵

3.2 Results Measurement and Analysis

Managers and review professionals use a variety of tools to measure and analyse performance including consultation and client feedback, performance indicators, evaluations and service standards. To make continuous improvements to programs, services and meet decision-making needs, the information produced must be timely, relevant and credible in the eyes of managers, other users and the public. So that performance information can focus more on the impact of programs on the public, program managers and departments must expand their measurement tools and skills, and they must involve the public more directly in the performance assessment process. Accordingly, last year's report identified a number of initiatives to strengthen performance measurement and analysis.

¹⁵ A listing of key multi-departmental and government-wide studies is provided in Annex C.

Update

Relative to making results commitments visible, measurement related initiatives have received less attention. The initiatives noted below illustrate some of the developments under way to strengthen the capacity for results and performance measurement, in terms of credibility and practical application.

Communicating Findings: A number of departments are seeking ways to improve the communication of review findings which can lead to improvements in measurement as well. In June 1996, Revenue Canada and the Treasury Board Secretariat sponsored a symposium to develop a working alliance among communications and review professionals and managers in the federal government.¹⁶ A series of discussion papers has been published on the Internet to improve results reporting to the public.¹⁷

Increasing External Participation: Some departments are pursuing the public's involvement in performance measurement,¹⁸ as noted in the following examples:

- Statistics Canada relies on a network of Professional Advisory Committees in major subject areas to ensure the continuous review of statistical outputs, help determine priorities and foster program relevance.
- The Veteran's Independence Program helps veterans remain healthy and independent in their own homes and communities. An expert panel and a working group composed of Canadian home care experts, representatives from Health Canada, provincial home care programs and Veterans Affairs Canada staff helped to review the program. The review confirmed that the program helps minimize the need for more costly institutional care and made it easy to improve the delivery of services to veterans.
- Natural Resources Canada's Model Forest Program is a network of large scale living laboratories established to test sustainable forest management principles and practices. A national advisory committee composed of representatives from academia, industry, First Nations, other levels of government, and non-governmental organizations oversaw the program's evaluation. The evaluation concluded that the program had made important progress in furthering sustainable forest management. Most notable was the progress in establishing partnerships among diverse groups, and in developing tools for sustainable forest management. As a result, the committee recommended the program be modified and extended for five more years.

Educating managers and sharing lessons-learned: Some departments are training managers on how to use performance and self-assessment measurement tools. For example, Industry Canada has developed a guide on performance measurement and has held workshops across Canada for almost 200 employees.¹⁹ The Research and Development (R&D) Impact Network, created by Natural Resources Canada and the Treasury Board Secretariat in partnership with science-based departments, is developing the capacity of

¹⁶ Government of Canada. *Review Communications Symposium on Openness and Results, June 17, 1996*. Prepared by KPMG. See Review Information Network at: http://www.info.tbs-sct.gc.ca/rin_hm_e.html

¹⁷ Treasury Board Secretariat. *Towards a More Results-Driven Management Culture in the Federal Public Service; External Participation in Significant Review Activities; Thoughts on Openness as Applied to the Review Function*. Prepared by KPMG. See Review Information Network at: http://www.info.tbs-sct.gc.ca/rin_hm_e.html

¹⁸ Treasury Board Secretariat. *External Participation in Significant Review Activities*. Prepared by KPMG. See Review Information Network at: http://www.info.tbs-sct.gc.ca/rin_hm_e.html

¹⁹ Industry Canada. *Focusing on Results: A Guide to Performance Measurement*. See Review Information Network at: http://www.info.tbs-sct.gc.ca/rin_hm_e.html

R&D managers to use review tools and is generally assisting in the exchange of best practices towards improving decision-making and accountability in research and development.²⁰

There are other initiatives to generalize lessons learned and undertake measurement and analysis in a way that encourages the use of best practices. Here are two examples:

- The Treasury Board Secretariat commissioned a survey of accountability practices for services delivered by non-federal organizations on behalf of the government, often referred to as "third parties". The documentation of different approaches to results accountability have been shared among participants and this study is available on the Internet.²¹
- A review by Public Works and Government Services Canada addressed the high rate of failure for major information technology projects.²² This is an issue in a number of departments and the findings have been broadly shared.

In the coming year, the Treasury Board Secretariat will update the 1995 analysis of departmental capacity to measure and report on results. This work will be based on the Treasury Board Secretariat's planned evaluation of the 16 pilot departmental performance reports. It is also expected that the federal Financial Information Strategy will begin to contribute to improved measurement of performance by better linking cost and results information with the implementation of accrual accounting.

3.3 Results Reporting and Access

Informed decisions and public debate depend on the timely availability of results and performance information. The government is responsible for providing credible evidence to Canadians on what it has achieved with the money it spends. The public receives information on the effectiveness of government programs through a variety of sources, such as reports to Parliament, press releases and media articles, access to government databases and various announcements by ministers and others. All these communications opportunities can promote more open government and improved access to and accountability for performance and results.

Update

Annex B indicates some performance information that can eventually be expected from the 16 pilot reports tabled with this document. Annex C shows a selective update on review activities and has two new features this year: reviews of departmental programs that have been carried out by external organizations; and related review work done with provincial governments and other non-federal institutions. Electronic information and access through the Internet continues to be enhanced -- there are more highlights of review findings in the Review Information Network.

Review and Performance Database: This database provides a combined reference for evaluation, audit and other review information. Coverage and electronic access to performance information from the Review and Performance Database has been improved as promised in last year's action plan.

²⁰ *Assessing R&D Impact for Decision-Making and Accountability*. Proceedings of a Workshop held March 22, 1996. R&D Impact Network.

²¹ *Results-Measurement and Accountability Practices for Third Party Program Delivery*, Consulting and Audit Canada, May 1996. Also available at: <http://www.info.tbs-sct.gc.ca>

²² Public Works and Government Services Canada. *Methods of Supply for IT/SI Projects: A Comparative Assessment*.

In November 1995, for the first time, the government's report, *Strengthening Government Review* listed the key reviews associated with each of the major programs of the federal government. This list included completed activities, work in progress and those still in the planning stage. An update of this listing is included in Annex C.

Benchmarking: A number of small initiatives are under way to synthesize lessons-learned using review findings related to specific programs. The goal is to help program managers by providing practical and fact-based benchmarks. One initiative is the Innovation and Quality Exchange on government performance. This database²³ of best practices, benchmarking and innovation in governments receives and broadcasts information from around 30 countries. Part of this initiative resulted in identifying, analysing and reporting 45 best practices and benchmarking studies that show successful and measurable innovations in all fields of domestic and international government activity.

3.4 Summary of Key Actions

The strategy for improving results measurement and accountability remains the same; that is, identify visible results, improve measurement and strengthen reporting and access. The Auditor General's audit found last year's report to be "a promising first step... The President's Report expresses a continuing strong commitment to measuring program results and managing on the basis of the results achieved. This general approach provides a promising basis for future reporting."²⁴

The specific actions listed below are a core part of getting government right.

Actions related to identifying expected results include:

- continuing to improve the Business Planning process, implementing service standards and including results commitments in spring planning information as part of the Improved Reporting to Parliament initiative;
- identifying government-wide, citizen-centred and sectoral (e.g. science and technology as one area of federal activity) results, developing performance indicators and examining review plans against government priorities; and
- encouraging departments and new agencies to develop results-based accountability frameworks.

Actions to improve results measurement and analysis include:

- updating the 1995 Treasury Board Secretariat's analysis of departmental capacity to measure and report results, based on the Secretariat's evaluation of the 16 departmental pilot reports and continuing to strengthen evaluation and internal audit functions;
- implementing the Financial Information Strategy;
- testing information by improving communication of findings, and sharing lessons-learned and best practices with federal departments and other levels of government and think tanks;
- increasing external participation in reviews; and

²³ Available through the Treasury Board Secretariat's Internet home page.

²⁴ *Report of the Auditor General of Canada to the House of Commons. Chapter 3 Evaluation in the Federal Government.* May 1996.

- promoting the cost-effective use of review tools and educating managers to obtain, understand and use performance information.

Actions to improve results reporting and access include:

- ensuring the practical implementation of improved performance reporting to Parliament at the government-wide and departmental levels;
- strengthening the Review and Performance Database in terms of information it can provide, links to other databases, and Internet access; and
- encouraging benchmarking and synthesis work to provide broader based reports.

Annex A. Members of the External Advisory Panel on Review

The following served as members of the External Advisory Panel to prepare the Report to Parliament by the President of the Treasury Board on Improving Results Measurement and Accountability.

Mr. Ercel Baker
Consultant

Dr. Alice Nakamura
University of Alberta

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

Dr. Dale Poel
School of Public Administration
Faculty of Management
Dalhousie University

Monsieur Jean-Pierre Boisclair
Président
CCAF-FCVI

Mr. George Post
Policy Consultant

Mr. Ian Davies
Office of the Auditor General for
the Province of British Columbia

Ms. Joyce Potter
Human Resources Commissioner
Regional Municipality of Ottawa-Carleton

Mr. Sheldon Ehrenworth
President
Public Policy Forum

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

Mr. Richard Goodkey
Alberta Treasury Department

Dr. Alasdair Roberts
School of Policy Studies
Queen's University

Professeur François Lacasse
Département des sciences administratives
Université du Québec à Hull

Annex B. Key Results Commitments by Department

Federal departments and agencies identify the results they expect to achieve through the Business Planning process and in public documents such as Outlook documents or annual reports. The following charts provide some examples of these public results commitments. These charts provide evidence that the first step of the Government Performance Strategy, that is, identifying expected results, is well under way.

The charts cover different kinds of results: activities, outputs and impacts. This approach reflects the reality that programs and policies have their own lifecycle. At the beginning of a program, managers may, for example, be aiming for an agreement with the provinces on a specific activity. Once the program is running, it is more realistic to commit to specific outcomes that are expected by the provinces and the federal government.

In the Internet version of this report (on the Treasury Board Secretariat web site at: <http://www.tbs-sct.gc.ca>), readers can access the Performance Reports of the pilot departments listed below through this annex:

Agriculture and Agri-Food Canada	National Parole Board
Atlantic Canada Opportunities Agency	Revenue Canada
Environment Canada	Royal Canadian Mounted Police
Fisheries and Oceans Canada	Statistics Canada
Immigration and Refugee Board of Canada	Status of Women Canada
Indian and Northern Affairs Canada	Transport Canada
National Energy Board	Treasury Board Secretariat
Natural Resources Canada	Veterans Affairs Canada

Departmental Results Commitments

Agriculture and Agri-Food Canada has a budget of \$1,989,219,000	
to provide Canadians with:	to be demonstrated by:
<i>Agricultural Research and Development</i>	
Development and transfer of innovative technologies that contribute to the on-going competitiveness of a diversified and environmentally sustainable agri-food sector	<ul style="list-style-type: none"> ➤ Strategic location of 18 Research Centres with a critical mass of scientific expertise able to respond to national and regional needs ➤ Increased public-private sharing of investment in Research and Development (R&D) through Matching Investment Initiative program to \$71.6 million by 1999-2000
<i>Inspection and Regulation</i>	
Consumer Confidence: a safe, high quality food supply by enforcing approved standards	<ul style="list-style-type: none"> ➤ High compliance rates for federally-inspected products and federally-registered establishments ➤ Reliable packaging and labelling information for consumers ➤ Implementation of hazard analysis and critical control point-based food safety systems in cooperation with industry ➤ Progress towards implementation of Canadian food inspection system involving all levels of government
Market Access: by protecting the production base of Canadian agricultural products	<ul style="list-style-type: none"> ➤ Managing the risk of animal and plant pests/diseases of quarantinable significance becoming established in Canada ➤ Increased number of countries/markets accepting Canadian agri-food products ➤ Resolution of technical trade irritants
<i>Policy and Farm Economic Programs</i>	
Enhanced economic stability, a predictable supply management system and adaptation programs that build upon the sector's competitive advantages	<ul style="list-style-type: none"> ➤ Extension and promotion of private market risk management tools i.e., Cattle Options Pilot Program ➤ Development of safety net companion programs to meet specific provincial needs ➤ Development of a national "whole farm" approach to income stabilization ➤ Facilitation of sectoral adaptation through the Canadian Adaptation and Rural Development (CARD) Fund ➤ Implementation of a new farm financial review process ➤ Completion of the Western Grain Transition Payments Program ➤ Winding down Feed Freight Assistance (FFA) Program and paying out adjustment funds ➤ Implementation of initiatives under the Western Grain Transportation Adjustment Fund ➤ Development and implementation of sustainable development strategy ➤ Reducing the federal dairy subsidy by 15% annually in 1995/96 and 1996/97 and phasing out the balance over five years beginning in 1997-98 dairy year ➤ Development of a long-term dairy policy in cooperation with stakeholders
<i>Market and Industry Services</i>	
Expanded international market opportunities aimed at increasing Canadian agri-food exports to at least \$20 billion by the year 2000	<ul style="list-style-type: none"> ➤ Strengthening/maintaining existing trade agreements and negotiating new agreements (such as the agreements with Israel and Chile) ➤ Resolving trade irritants/barriers (e.g. North American Free Trade Agreement (NAFTA) Panel)

Expanded opportunities in the \$80 Billion domestic agri-food market	<ul style="list-style-type: none"> > Reducing inter-provincial trade barriers (e.g. participating in an industry/government conference on removing internal trade barriers to be held in 1997) > Supporting international relationships (e.g. participation in World Food Summit) > Delivering trade development programs efficiently > Collecting, interpreting and disseminating timely, accurate, world-class market information, intelligence and analysis (e.g. ATN/ATS initiatives) > Research in value-added agri-food products to enhance competitiveness > Development of joint industry/AAFC food processing industry strategy
<i>Rural Prairie Rehabilitation, Sustainability and Development</i>	
Stronger and more diverse economic base in rural agricultural areas; conservation and development of the soil and water resource base in the Prairies	<ul style="list-style-type: none"> > Encouraging rural entrepreneurship, infrastructure development and municipal-water infrastructure > Implementation of Canada/Saskatchewan Agri-Food Innovation Agreement > Continuing to operate and maintain 87 Community Pastures > Operating irrigation schemes and maintaining reservoirs for agricultural and non-agricultural uses
<i>Service to the Grain Industry (Canadian Grain Commission)</i>	
Dependable commodity for domestic and export markets	<ul style="list-style-type: none"> > Continue to regulate grain handling in Canada > Establish and maintain standards of quality for Canadian grain

Atlantic Canada Opportunities Agency has a budget of \$354,951,000 (including \$180,000,000 for the Canada-Atlantic Infrastructure Agreement)	
to provide Canadians with:	to be demonstrated by:
<i>Job creation and income generation in Atlantic Canada</i>	
An increased number of business start-ups, expansion and modernization	<ul style="list-style-type: none"> > Services and programs targeted at young entrepreneurs including a 1-800-ConneXion service line and a seed capital program > Achieving an "intent to start business within 2 years" index of 17% by 1998, compared to 7 per cent in 1991 and 14 per cent in 1995
Increased economic activity through facilitating expansion of export sales by small and medium-sized enterprises (SMEs)	<ul style="list-style-type: none"> > A 5 to 7% increase over the next three years in the number of Atlantic SME exporters (currently estimated at 2700)
Growth and expansion of the Atlantic tourism industry	<ul style="list-style-type: none"> > A return on investment of \$10 per dollar of Atlantic marketing campaign investment in 1997, compared to \$4.50 in 1994 > An economic impact of \$26 million from the Atlantic marketing campaign in 1997, compared to \$14 million in 1994
Accessibility to capital and information for SMEs in Atlantic Canada	<ul style="list-style-type: none"> > The Business Development Program supports the creation and maintenance of 13,500 jobs over the next 3 years by offering access to capital to SMEs for establishing, expanding and modernizing businesses. (Compared to estimated 3,400 job impact in first 11 months of the program.) > ACF Equity Atlantic Inc. a public-private sector partnership, making some 35 equity investments in Atlantic firms in the first five years > In partnership with rural communities of the Atlantic region, creating and maintaining 3,600 jobs over three years through lending and counselling activities of the Community Business Development Corporations > Partnership between the Atlantic Canada Business Services Centres and community economic development organizations established to facilitate access by rural SMEs to key business information via the Internet

Accessibility to SMEs of best practice technology and state-of-the-art research and production systems	<ul style="list-style-type: none"> >> Developing 15 new research private sector linkages for technology commercialization per year >> Increasing the rate of ISO certification of Atlantic businesses from 51 in December 95, to 75 by December 96 and 100 by December 97
Partnership with provincial governments for a coordinated approach to economic development	<ul style="list-style-type: none"> >> Federal-provincial COOPERATION agreements consolidated into a single agreement per province to achieve more effective and efficient program delivery
Advocacy of Atlantic interests in federal programs and policies	<ul style="list-style-type: none"> >> An additional 900 jobs over the next 3 years through increased federal contracts to Atlantic businesses

Canadian Heritage has a budget of \$918,040,000	
to provide Canadians with:	to be demonstrated by:
Enhanced Pride in Canada	<ul style="list-style-type: none"> >> Increased recognition by Canadians of key events which shaped Canada >> Increased opportunities to learn more about Canada and Canadians >> Strengthened ability of cultural industries to create, produce, distribute and market Canadian products >> Enhanced opportunities for Canadians to appreciate linguistic duality >> Promotion of excellence and celebration of achievement in sport >> New sources of investment to ensure more effective support of Canadian athletic excellence
Economic Growth and Prosperity	<ul style="list-style-type: none"> >> Increased opportunities for young Canadians to acquire work experience and learn more about their country >> Promotion of a sustainable competitive environment for Canadian broadcasting and telecommunications industries addressing convergence issues >> Opportunities to enjoy Canada's heritage areas >> Strengthened capacity to manage, establish and protect existing and new heritage resources through innovative modes of operation
Protection of Canada's Heritage	<ul style="list-style-type: none"> >> New national parks and national historic sites and related protected areas >> Protection and presentation of nationally significant natural and cultural heritage >> Innovation and co-operation in the preservation, promotion and management of national collections
Access to Canadian Voices and Canadian Spaces	<ul style="list-style-type: none"> >> Promotion of quality Canadian content and provision of Canadian choices and voices in broadcasting and on the Information Highway >> Modernized copyright legislation >> Long-term financial stability and increased autonomy of arts organizations >> New audiences and opportunities for Canadian arts and cultural organizations >> New audiences, markets and approaches to the enjoyment and use of heritage collections
Participation in and Contribution to Canadian Society	<ul style="list-style-type: none"> >> Integrated community action, public understanding and institutional response based on identity, civic participation and social justice >> Enhanced capacity of official-language communities to contribute fully to Canadian society >> Increased participation in sport and sport-related activities as a key element in social development and nation-building >> Increased emphasis on the role of the broadcasting system in reinforcing the social goals and needs of Canadians
A More Responsive Government	<ul style="list-style-type: none"> >> Improved program delivery >> Strategic management of information and resources

Canadian International Development Agency has a budget of \$1,841,491,000	
to provide Canadians with:	to be demonstrated by:
<i>Support of sustainable development in developing countries, in order to reduce poverty and to contribute to a more secure, equitable and prosperous world</i>	
Basic Human Needs Supports efforts to provide primary health care, basic education, family planning, nutrition, water and sanitation, and shelter	<ul style="list-style-type: none"> >> Canada will commit 25 per cent of its Official Development Assistance (ODA) to basic human needs <i>In selected regions and countries:</i> <ul style="list-style-type: none"> >> Improved primary health care services >> Improved basic education facilities and access >> Increased awareness and prevention of sexually transmitted diseases >> Increased awareness of family planning >> Diversified agricultural production and increased food supplies >> Provision of appropriate, timely and effective emergency assistance >> Improved in-country capacities to mitigate disaster impacts >> Improved access, quality and reliability of potable water and sanitation services >> Enhanced capacity of vulnerable groups to increase their productive activities to meet their basic needs <i>With CIDA's partners (development partners in Canada, the people and institutions in developing countries, and international organizations, including multilateral development institutions):</i> <ul style="list-style-type: none"> >> Enhanced capability to address basic human needs
Women in Development/Gender Equity Supports the full participation of women as equal partners in the sustainable development of their societies	<ul style="list-style-type: none"> <i>In selected regions and countries:</i> <ul style="list-style-type: none"> >> Better access to education for girls, and increased opportunities for women to earn income and to influence decisions >> Increased effectiveness of womens' organizations and groups in advocating and defending womens' rights and interests >> Strengthened capacity of government institutions to implement gender-equitable policies and programs, and improved capability of non-governmental organizations (NGO) and women's organizations to support the full participation of women in development <i>With CIDA's partners:</i> <ul style="list-style-type: none"> >> Development of strategies for increasing women's participation
Infrastructure Services Helps developing countries to deliver environmentally-sound infrastructure services, with an emphasis on poorer groups and on capacity building	<ul style="list-style-type: none"> <i>In selected regions and countries:</i> <ul style="list-style-type: none"> >> Improved provision of energy and transportation services >> Upgraded infrastructure and physical capital stock to support economic development >> Creation of an enabling environment and development of institutional and human capacities to ensure effective and equitable distribution of infrastructure services <i>With CIDA's partners:</i> <ul style="list-style-type: none"> >> Emphasis on the poor, capacity building, and the environment in infrastructure projects

<p>Human Rights, Democracy, Good Governance Increases respect for human rights, including children's rights; promotes democracy and better governance; and strengthens both civil society and the security of the individual</p>	<p><i>In selected regions and countries:</i></p> <ul style="list-style-type: none"> > Improved legal environment and promotion of democratic development through strengthened capacity of institutions > Improved election processes > Increased capacity of legislative, judicial and executive systems to become more transparent, accountable and open to public participation > Expanded popular participation in governance by enabling NGOs, private sector organizations and community groups to promote civil society and to influence policy development <p><i>With CIDA's partners:</i></p> <ul style="list-style-type: none"> > Increased ability to address key economic and social issues in development policies and programs and to disseminate results
<p>Private Sector Development Promotes sustained and equitable economic growth by supporting private sector development in developing countries</p>	<p><i>In selected regions and countries:</i></p> <ul style="list-style-type: none"> > Improved ability of government institutions to develop and implement policies - such as deregulation, liberalization and privatization - which provide an enabling environment for private sector development > Improved capacity of human resources and local private sector to engage in sustainable and equitable development > Improved management and operation of credit facilities > Strengthened business linkages between Canadian industry and the private sector of recipient countries <p><i>With CIDA's partners:</i></p> <ul style="list-style-type: none"> > Enhanced analysis and advocacy
<p>The Environment Helps developing countries to protect their environment and to contribute to addressing global and regional environmental issues</p>	<p><i>In selected regions and countries:</i></p> <ul style="list-style-type: none"> > Progress towards reversal of desertification > Sound management of environmental and natural resources through increased capacity of key institutions, innovative funding solutions and environmental impact assessments > Establishment of regional networks of policy researchers, and improved coordination among policy and regulatory bodies. Enhanced regulatory capacity to curb the growth of substances contributing to global warming <p><i>With CIDA's partners:</i></p> <ul style="list-style-type: none"> > Increased ability to address linkages among environmental, economic, social and security issues > Enhanced environmental programming
<p>Countries in Transition (Central and Eastern Europe)</p>	<ul style="list-style-type: none"> > Facilitation of Canadian trade and investment links with the region > Encouragement of good governance, democracy, political pluralism, the rule of law and adherence to international norms and standards > Assistance in the transition to market economies > Assistance to international programs to reduce threats to international and Canadian security > Enhanced nuclear safety, through strengthened nuclear regulatory regimes in the region

Canadian Space Agency has a budget of \$226,923,000	
to provide Canadians with:	to be demonstrated by:
<p>Leadership in the research & development of space knowledge for the benefit of Canadians and humanity</p>	<ul style="list-style-type: none"> > Increased understanding of space weather phenomena, the avoidance of resulting terrestrial effects, improvement in atmospheric circulation models, and understanding of pollution > Prevention of health hazards of space flight as well as medical improvements, e.g. diagnostics, health care > Improved capabilities of small and medium-sized enterprises in using new technologies, e.g. optical document readers

	<ul style="list-style-type: none"> > Completion of the Mobile Servicing System and other obligations of the International Space Station Program > Economic benefits, employment and regional distribution of industrial activity resulting from investments in space robotics > Enhanced Canadian R&D capability, through the development of application-oriented technologies
The benefits of space knowledge through its application to business development and technology transfer	<ul style="list-style-type: none"> > Improved technical capabilities and revenues throughout the Canadian high-tech industry > Development of a successful Canadian remote sensing industry, exploiting data from Radarsat I, and partnership with the private sector in earth observation > Improved adoption, adaptation, development and direction of technology in Canadian industry > Satellite Communications technologies and services to meet Canadian needs, e.g. equal and equitable access to bandwidth-on-demand services in all parts of Canada
Related commercial and scientific activities	<ul style="list-style-type: none"> > The operation of David Florida Laboratory as a world-class facility for the assembly and testing of space-based hardware > Several flights of Canadian astronauts with increased opportunities for research in space
Increased awareness and education of the importance of space	<ul style="list-style-type: none"> > Increased Canadian awareness of space science and technology and their applications to industry and society > Research opportunities for students in space science and technology
Effective management of the Long Term Space Plan II	<ul style="list-style-type: none"> > The development and application of space science and technology to meet Canadian needs > The development of an internationally competitive space industry

Citizenship and Immigration Canada has a budget of \$615,001,000	
to provide Canadians with:	to be demonstrated by:
Maximum economic and social benefit from the global movement of people	<ul style="list-style-type: none"> > Increased entrepreneurial capacity in Canada; new sources of capital; increased job creation; and enhanced trade and economic links > Attraction of immigrants capable of communicating effectively and performing well in a high skill economy > Reduction of defaulting sponsors and the need for social assistance by sponsored immigrants > Protection of public health and minimization of cost burden on Canadian health and social service systems by new immigrants
Help for the adaptation, settlement and integration of newcomers into Canadian society	<ul style="list-style-type: none"> > Agreements reached, with some implemented, to transfer responsibility for the Settlement services and funds from the federal government to provinces or other partners > With agreement implementation, improved coordination, efficiency and effectiveness of newcomer settlement programs/services > Introduction of a new <u>Citizenship Act</u> > Increased integrity, fairness and the efficiency of the processing of citizenship applications through implementation of the new Citizenship Registration System > Increased number or proportion of citizenship applications processed within service delivery standards (e.g. 6-month processing time) > Increased value and visibility of Canadian citizenship through implementation of a promotion strategy

Management of access to Canada with a fair and effective enforcement strategy	<ul style="list-style-type: none"> ➤ Strengthened port-of-entry operations through ongoing improvement of the Customs/CIC partnership ➤ Increased number or proportion of high-risk travelers intercepted at the Canada-USA border through implementation of CANPASS initiatives ➤ Increased number or proportion of foreign criminals removed from the Canadian territory ➤ Increased effectiveness and reduced costs for detention of inadmissible persons
Enhancement of protection of refugees and of others in need of resettlement	<ul style="list-style-type: none"> ➤ New private sponsorship agreements implemented ➤ Increased private sponsorships ➤ Improved management and increased flexibility and responsiveness of the overseas resettlement programs
Reduction of the net costs to Canadian taxpayers through more cost-effective service delivery and increased cost-recovery measures	<ul style="list-style-type: none"> ➤ More cost-effective, streamlined service delivery to clients, with acceptable service standards ➤ Recovery of a greater proportion of service delivery costs

Correctional Service Canada has a budget of \$1,092,278,000	
to provide Canadians with:	to be demonstrated by :
The safe reintegration of offenders as law-abiding citizens	<ul style="list-style-type: none"> ➤ Increased length of successful period of supervision for federal offenders on day parole and statutory release ➤ Continued increase in the number of federal offenders who are granted day and full parole
A reduction in the relative use of incarceration as a major correctional intervention	<ul style="list-style-type: none"> ➤ Timely release of low-risk offenders ➤ Reduction of reliance on incarceration in favour of community-based alternatives ➤ Integration of correctional services with provinces where it is determined to be cost beneficial
Collaborating with Aboriginal organizations/communities to implement new arrangements for the provision of correctional services to Aboriginal people	<ul style="list-style-type: none"> ➤ Aboriginal communities assume increased responsibility for correctional services within the overall development of an Aboriginal justice system
Continuing Effective Population Management	<ul style="list-style-type: none"> ➤ A population forecasting capability that better plans accommodation requirements ➤ An integrated forecasting system with provincial and territorial jurisdictions
A Federally Sentenced Women (FSW) Strategy	<ul style="list-style-type: none"> ➤ Completion of construction and operationalization of the regional facilities for FSW ➤ Long-term FSW population management strategy which responds to the current significant over-crowding as well as the maximum security and mental health requirements of this population
The Management of Violent, High-risk Offenders	<ul style="list-style-type: none"> ➤ Preparation for possible future legislation allowing courts to impose, on designated individuals, a period of post sentence supervision of up to 10 years
Safe and Healthy Correctional Environment	<ul style="list-style-type: none"> ➤ Reduction in the number of violent incidents ➤ A safe correctional environment conducive to effective offender programming
Public Participation in Corrections	<ul style="list-style-type: none"> ➤ Increased public participation, understanding and acceptance of the mission and objectives of the Correctional Service of Canada
A revised CSC Policy Structure	<ul style="list-style-type: none"> ➤ Clear identification of accountabilities and improved processes for policy development and consultation ➤ Accountability frameworks including a range of key performance indicators ➤ Compliance with policy and procedures and assurance that work is being performed to the standard required

Department of Finance Canada has a budget of \$71,370,894,000	
to provide Canadians with:	to be demonstrated by:
Securing the financial future	<ul style="list-style-type: none"> >> Preparation of the 1997 budget which continues the expenditure and deficit tracks including setting deficit target for 1998-99 >> Implementation of sales tax reform announcements >> Harmonize sales tax regimes with NFLD, NB and NS >> Implementation of announced program spending reductions >> Minimization and stability of cost of public debt; risk management of public debt
Getting government right	<ul style="list-style-type: none"> >> Implementation of announced privatizations and commercializations (e.g. Air Navigation System and Canada Communications Group) >> Effective establishment/operation of Canada Investment and Savings >> Tabling of legislation to establish the Canada Border and Revenue Service >> Complete the implementation of the Electronic Data Interchange for payment transfers to provinces
Securing social programs	<ul style="list-style-type: none"> >> Implementation of secure, stable, more comparable and growing long-term funding of Canada Health and Social Transfer >> Reform of CPP to assure its long-term financial integrity >> Implementation of new Senior's Benefit (jointly with Human Resources Development Canada)
Investing in the future	<ul style="list-style-type: none"> >> Revised legislation for federal financial institutions >> Tabling of legislation implementing a new simplified customs tariff

Department of Justice Canada has a budget of \$451,633,000	
to provide Canadians with:	to be demonstrated by:
<i>A commitment to ensure that Canadian law and institutions keep pace with change and strive for greater fairness and equality of Canadians</i>	
Greater economic security for children of divorced parents and making the economic results of divorce fairer and more predictable for parents and their children	<ul style="list-style-type: none"> >> Amending the <i>Divorce Act</i> to introduce guidelines and national standards for child support payments >> Strengthening federal enforcement procedures to help the provinces/territories ensure that family support obligations are respected >> Funding a public awareness campaign on child support enforcement
A justice system more responsive to the needs and aspirations of Aboriginal peoples	<ul style="list-style-type: none"> >> Negotiating agreements with Aboriginal communities, provinces and territories to develop and implement alternative methods of justice delivery in 25-30 Aboriginal communities and 10-12 off-reserve locations >> Establishing an Aboriginal Justice Learning Network
Reinforcement of the Open Government policy and strengthening the protection of personal information	<ul style="list-style-type: none"> >> Reviewing access to information and privacy legislation >> Implementing dispute resolution strategies and approaches across the work of the Department, and in our service to other departments, to enhance access to justice and the effective and efficient management of disputes and increasing the number of cases resolved through non-litigious dispute resolution >> Reviewing options, with Industry Canada, to extend privacy protection to the private sector >> Enhancing the retrieval capabilities on the Department of Justice web site of the Consolidated Statutes and Regulations of Canada >> Increasing the reliance on Internet technology for the distribution of consultation documents >> Conducting an information campaign to inform the public about existing laws that apply to hate and obscenity on the Internet

<i>A commitment to work in partnership with others to develop effective responses to issues such as crime and violence and to strengthen the criminal justice system to make it more cost effective</i>	
Reduction of the incidence of violent crime through the implementation of firearms control measures	<ul style="list-style-type: none"> > Tabling of regulations in support of the <i>Firearms Act</i> > Establishing the Canadian Firearms Registration System
Reduction of the overall costs of the administration of criminal justice in Canada	<ul style="list-style-type: none"> > Reforming criminal procedures > Conducting a Youth Justice Review to examine ways to reduce the use of costly custodial measures for non-violent young offenders > Introducing reform to contain the growth of correctional costs
A safer society by increasing the effectiveness of crime prevention efforts	<ul style="list-style-type: none"> > Providing communities with effective tools for preventing crime > Providing policy advice to all levels of government on means of preventing crime and addressing the root causes of crime
Promotion of innovative practices and procedures	<ul style="list-style-type: none"> > Reviewing sentencing options for high-risk offenders > Introducing a litigation strategy which places emphasis on pre-trial resolution of routine cases resulting in savings to taxpayers, reduced court time and an increased capacity to respond to the prosecution of more serious crimes > Promoting a more cost-effective delivery of young offender services by ensuring that federal/provincial/territorial agreements encourage the use of alternatives to the court system and incarceration for less serious offences > Shifting the focus of the criminal justice system to a stronger emphasis on crime prevention and innovative non-carceral measures for minor and low-risk offenders
<i>Cost-effective delivery of high quality legal services to client departments and agencies in the accomplishment of their policy and program objectives</i>	
Legal services that meet the expectations of client departments and agencies	<ul style="list-style-type: none"> > Containment of costs of legal services to departments and agencies through the implementation of the Client Driven Services Initiative > Client satisfaction > Achievement of service standard goals

Environment Canada has a budget of \$546,356,000	
to provide Canadians with:	to be demonstrated by:
<i>A Healthy Environment</i>	
A reduction of the negative impacts on the atmosphere and to help Canadians better understand and adapt to these consequences	<ul style="list-style-type: none"> > Greenhouse gas emissions reduced and stabilized in Canada and international actions to reduce global concentrations promoted > Consumption of ozone-depleting substances stabilized, reduced or eliminated and the beginning of ozone layer recovery > Canadian levels of smog and inhalable particulates reduced > Negative impacts from acid rain minimized > Consideration of sustainability is increased in all Canadian energy decisions > The environmental stress caused by transportation is reduced > Knowledge of atmospheric processes improved to anticipate and cope with future atmospheric changes
Elimination of the threat posed by toxics	<ul style="list-style-type: none"> > Sources and quantities of toxic substances, effluents, emissions and wastes requiring management identified, based on sound scientific research and assessment, to Canadians in a timely and effective manner > Management actions are implemented toward virtual elimination of persistent, bioaccumulative toxics resulting from human activity > Management actions are implemented to prevent, reduce or eliminate the risks posed by toxins that do not meet all the Toxic Substances Management Policy Track 1 criteria, and other substances of concern

Fairly and effectively enforced environmental laws and regulations	<ul style="list-style-type: none"> ➤ A high level of compliance with laws and regulations ➤ Improved enforcement capacity ➤ Canadians understanding the law, knowing what is expected of them, and believing the law to be effectively enforced ➤ Federal government departments and agencies understanding the law, knowing what is expected of them, and acting accordingly
Conservation and enhancement of Canadian and global biodiversity	<ul style="list-style-type: none"> ➤ Positive recovery trends achieved for threatened or endangered species ➤ Targeted wildlife populations, under federal jurisdiction, sustained at or increased to healthy levels ➤ Significant wildlife habitat and ecosystems protected and enhanced ➤ Canada's leadership and expertise advances the international biodiversity agenda ➤ National framework in place to guide the effective conservation of Canadian biodiversity
Conservation and restoration of ecosystems	<ul style="list-style-type: none"> ➤ Ecosystem science undertaken, scientific tools created and information transferred in support of ecosystem management initiatives ➤ A modern affordable management capacity and infrastructure to ensure the effective delivery of quality ecosystem science programming ➤ Vulnerable ecosystems of priority identified and conserved through the development of ecosystem, regional, sectoral and other strategies/initiatives ➤ Canadians responding to a challenge to clean up and prevent pollution and to conserve Canada's water resources ➤ Ecosystem initiatives of national priority implemented to improve the health and sustainability of targeted ecosystems across Canada
<i>Safety from Environmental Hazards</i>	
Weather and environmental predictions as well as timely and accurate warnings of severe weather events to Canadians	<ul style="list-style-type: none"> ➤ Timely and accurate weather forecasts and warnings ➤ Effective decisions by adapting to changing weather and climate ➤ Scientific capacity to assess the impacts of social and economic decisions on future states of environment
Prevention or reduction in the frequency, severity and environmental consequences of emergencies which affect Canada	<ul style="list-style-type: none"> ➤ Accidental releases prevented ➤ Preparations made for handling of accidental releases ➤ Advice and specialized support provided to lead responders
<i>A Greener Society</i>	
Promotion of responsible environmental citizenship by helping Canadians to effectively use timely environmental information and advice	<ul style="list-style-type: none"> ➤ Canadians receive products and services from Environment Canada that meet their needs ➤ Products and services developed that help Canadians to make environmentally responsible decisions ➤ Broad public support exists for the services provided by Environment Canada
Tools to prevent pollution and develop green technologies and capacity that create social, economic, and environmental benefits	<ul style="list-style-type: none"> ➤ Increasing emphasis is placed on pollution prevention domestically (e.g. governments, public, industry) and internationally ➤ Green technologies, know-how and expertise transferred to the public ➤ Industrial sectors become more "eco-efficient" by adopting green technologies and services, international obligations are met, and economic growth and jobs are fostered at the same time ➤ Environment Canada compliance with the <i>Canadian Environmental Assessment Act</i> and Cabinet Directives regarding environmental assessment of policies and programs while the department's agenda for environmental assessment and other environmental issues is advanced ➤ Public and other stakeholders are mobilized and have access to departmental activities, environmental information and other tools for understanding issues, making decisions and advancing Canada's environmental agenda

Mobilization of effective partnerships nationally and provide a strong international voice to build a sustainable development agenda	<ul style="list-style-type: none"> ➤ Government policies and operations reflect the principle of sustainable development and signal the shift required in all sectors of society ➤ Partnerships established to promote, develop and rationalize environmental policies and practices ➤ International agreements and fora promote and protect Canada's interests and foster the resolution of globally common issues
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Federal Office of Regional Development (Québec) has a budget of \$369,234,000 (including \$161,000,000 for the Canada-Quebec Infrastructure Agreement)	
to provide Canadians with:	to be demonstrated by:
<i>The Federal Office of Regional Development (Québec), through its commitment to providing its clients with services adapted to their needs, supports the development of the economic potential of the regions of Quebec and the creation of sustainable employment by fostering a business climate that enables small and medium-sized enterprises to prosper and grow.</i>	
Support for the development of the economic potential of all regions of Quebec	<ul style="list-style-type: none"> ➤ Strategic regional initiatives to consolidate and develop economic activity of the regions of Quebec over a 5-year period, and more specifically this year, the greater Montreal area and the coastal areas of Quebec
Help for small and medium-sized enterprises (SMEs) to become more competitive	<ul style="list-style-type: none"> ➤ Increased number of SMEs that export and diversify their markets ➤ Increased number of SMEs that identify and introduce new technologies in their activities ➤ Contribute to business start-ups ➤ Youths sensitized to entrepreneurship through training
Delivery of quality customer service	<ul style="list-style-type: none"> ➤ Implementation, by no later than the end of 1997, of a quality process based on the ISO 9004-02 standard ➤ ISO 9002 certification for the Montreal Island, Sherbrooke and Val-d'Or offices before the Spring of 1997 ➤ Increased customer satisfaction through measurement of the evolution of customer perceptions with regard to response times, attributes and nature of services provided ➤ Adapting services to customers' needs through ongoing interaction with customers

Fisheries and Oceans Canada has a budget of \$1,323,469,000	
to provide Canadians with:	to be demonstrated by:
<i>Marine Navigation Services</i>	
Efficient operation of aids to navigation to assist mariners in determining their position in relation to land and hidden dangers, reduce navigation risk and vessel transit time, and support a safe and environmentally sound national transportation system	<ul style="list-style-type: none"> ➤ Minimized risks for injury, loss of life, threats to the environment, loss of property or undue economic loss resulting from impediments and obstructions to navigation
<i>Marine Communications and Traffic Services</i>	
Communications and traffic services for the marine community and for the benefit of the public at large to ensure: safety of life at sea in response to international agreements; protection of the environment through traffic management; efficient movement of shipping; information of business and national interests	<ul style="list-style-type: none"> ➤ Access to a comprehensive, efficient, timely and responsive marine communications and traffic services network which reduces risk and the incidence of marine accidents, marine pollution, and lives lost at sea and enhances the economic/operational performance for both marine industry and government programs

<i>Icebreaking Operations</i>	
Support for economic activities by facilitating safe and efficient movement of marine traffic through ice-covered waters in the Arctic and in southern waters which includes the Great Lakes and east coast of Canada; a decrease in the risk of flooding in areas prone to or threatened by it as a result of ice build-up; assurance that Northern settlements and military sites are resupplied annually	<ul style="list-style-type: none"> ➤ Minimized risks for injury, loss of life, loss of property, threats to the environment or undue economic loss, resulting from ice, for vessels travelling in Canadian waters
<i>Rescue, Safety and Environmental Response</i>	
Life saving and the protection of the marine environment	<ul style="list-style-type: none"> ➤ Acceptable levels of risk for injury, loss of life, threats to the environment and loss of property through timely, efficient and effective response to marine search and rescue incidents; timely, efficient and effective response to marine oil and chemical emergencies; and safe recreational boating through safety promotion and regulatory activities
<i>Fleet Management</i>	
Efficient sea and air support to DFO program areas of Marine Navigation Services; Marine Communication and Traffic Services; Icebreaking Operations; Rescue, Safety and Environmental Response; Fisheries Management; Fisheries & Oceans Science; and Hydrography	<ul style="list-style-type: none"> ➤ Access to appropriate, cost-efficient, effective sea and air platforms for the delivery of marine operational activities
<i>Fisheries and Oceans Science</i>	
A reliable scientific basis for the conservation of marine and anadromous fishery resources, and for the sustainable development of aquaculture; scientific information on ocean and coastal waters and ecosystems in support of integrated resource management, offshore development, climate prediction, marine services, coastal engineering, defense and shipping	<ul style="list-style-type: none"> ➤ Achievement of a reliable scientific basis for fisheries resource conservation ➤ The transfer of knowledge and technology from aquaculture research projects to make possible the cultivation of new species, and success in preventing the spread of fish diseases
<i>Hydrography</i>	
A reliable scientific basis to enhance the safety and efficiency of navigation for vessels operating in Canadian and bordering international waters	<ul style="list-style-type: none"> ➤ Improved scientific understanding of, and improved accessibility to information on water depths, tides, currents, water levels, and geographic relationship between Canadian waters, adjacent waters, and the Canadian landmass to enhance safety and efficient transportation and to satisfy other client needs
<i>Habitat Management and Environmental Science</i>	
Achievement of marine environmental and fish habitat protection and conservation through an integrated approach	<ul style="list-style-type: none"> ➤ Healthy and productive aquatic ecosystems through improved scientific understanding and effective management
<i>Fisheries Management</i>	
Conservation and protection of Canada's fishery resource and, in partnership with stakeholders, assurance of sustainable utilization	<ul style="list-style-type: none"> ➤ Enhanced conservation and biological sustainability of fish stocks both within and adjacent to Canada's 200-mile zone, through an integrated approach to resource management ➤ An industry characterized by a reduced number of vessels and professional participants who will share responsibility and accountability for the co-management of the resource

	<ul style="list-style-type: none"> ➤ An integrated monitoring and enforcement regime which contributes to the conservation and sustainability of the resource by enforcing compliance with regulations promulgated under the <i>Fisheries Act</i>
<i>Fish Product Inspection</i>	
Reasonable assurance that fish and fish products for domestic and export trade meet Canadian or foreign country grade, handling, identity, process, quality and safety standards	<ul style="list-style-type: none"> ➤ Domestic and imported fish and fish products that meet appropriate national and international safety, quality and identity standards
<i>Harbours</i>	
Harbours that are critical to the fishing industry are open for business and in good repair; divestiture from inventory of recreational harbours	<ul style="list-style-type: none"> ➤ A locally managed network of core fishing harbours that are safe, accessible and operable
<i>Policy and Internal Services</i>	
Maintenance of the infrastructure and service base to provide staff with the information, technology and support needed to achieve DFO vision and mission, in Canada and abroad, in a timely and cost-effective manner	<ul style="list-style-type: none"> ➤ A department fully supported by policy, communications and other corporate services such as finance and human resources, based on quality service delivery, appropriate infrastructure and functional expertise

Foreign Affairs and International Trade Canada has a budget of \$1,376,683,000	
to provide Canadians with:	to be demonstrated by:
<u>Prosperity and employment</u> Canadian firms able to take full advantage of opportunities abroad Attraction and retention of job-creating foreign direct investment Transfer of appropriate technology An open, rules-based international trading system Effective management of the trade relationship with the United States	<ul style="list-style-type: none"> ➤ Doubling the number of Canadian firms actively exporting by the year 2000 ➤ Diversification of export markets ➤ Team Canada trade missions under leadership of Prime Minister ➤ New investment in Canada; retention and expansion of existing international firms in Canada ➤ Increased opportunities for successful partnerships between Canadian small and medium-sized enterprises (SMEs) and large international firms in selected technology intensive sectors ➤ Negotiations in the World Trade Organization (WTO) on basic telecommunications and further work to open markets and improve trade rules in countries such as China and Russia; negotiations on a multilateral agreement on investment in the Organization for Economic Cooperation and Development (OECD); a free trade agreement for the Americas; trade liberalization under Asia Pacific Economic Cooperation (APEC) ➤ Protect and improve access to the U.S. market through consultations, negotiations and dispute settlement under NAFTA and the WTO
<u>A Safer World</u> Control of conventional weapons Control of nuclear weapons Strengthened peacekeeping A renewed United Nations	<ul style="list-style-type: none"> ➤ Further measures to ban anti-personnel land mines; greater transparency in the arms trade and in military spending in developing countries ➤ A Comprehensive Test Ban Treaty ➤ Implementation of the operational portions of the Rapid Reaction Study; better ability to mobilize Canadian civilian experience to help war-torn countries ➤ Reduced overlap in program delivery and in administrative costs, sounder finances

Security in Europe Sustainable management of the environment Improved international cooperation in combating terrorism and crime Greater protection for Canadians in difficulty abroad	<ul style="list-style-type: none"> ➤ Carefully managed enlargement of the North Atlantic Treaty Organization ➤ Launch of negotiations on an international forests convention; successful completion of negotiations on climate change; international action on persistent organic pollutants ➤ International agreement on limiting access by terrorists to national territories and to resources; stopping illicit use of national and international protection for legitimate political opponents and refugees ➤ Possible new international legal and other instruments
<u>A Fairer World</u> Strengthened protection of children's rights Reconstruction of former Yugoslavia Prosecution of war criminals Restoration of democracy and human rights in Nigeria Support the Middle East Peace Process	<ul style="list-style-type: none"> ➤ Legislation to prosecute domestically, Canadian nationals and permanent residents who engage in prostitution-related activities with children abroad ➤ Proposal in the International Labour Organization to develop a new agreement on child labour ➤ Domestic action to use Rugmark and other labels to combat exploitative practices ➤ Strengthened Convention on the Rights of the Child to combat sexual exploitation ➤ Program of assistance for democratic and economic reconstruction ➤ Support United Nations war crimes tribunals for the former Yugoslavia and Rwanda ➤ Sanctions and other pressures on the military regime ➤ Economic assistance; chairing the Refugee Working Group; active participation in other multilateral activities
<u>A distinctive international voice</u> Broad partnerships among Canadians Leadership in international institutions Celebration of Canada's cultural uniqueness	<ul style="list-style-type: none"> ➤ Completion of the Team Canada partnership among the federal government, the provinces and business; regular consultations on foreign and trade policy ➤ Hosting summit meetings in Canada (APEC, Organization of American States (OAS)) ➤ Cultural and educational exchanges; international promotion of cultural and education industries

Health Canada has a budget of \$1,576,849,000	
to provide Canadians with:	to be demonstrated by:
<i>Health System Support and Renewal</i>	
Access to health services consistent with the principles of the Canada Health Act: Universality; Portability; Accessibility; Public Administration; and Comprehensiveness	<ul style="list-style-type: none"> ➤ The interpretation, enforcement and renewal of the <i>Canada Health Act</i> ➤ A balanced, evidence-based health system ➤ The control of cost-drivers
<i>Management of Risks to Health - Products and Disease Control</i>	
Management of health risks	<ul style="list-style-type: none"> ➤ Improved governance of the Canadian blood system ➤ An enhanced food safety system ➤ Anticipation, prevention and response to health threats due to foods, drugs, medical devices, environmental hazards and consumer products ➤ Implementation of cost-recovery and service improvement initiatives ➤ Cost-effective, risk-based approaches to regulation, compliance and surveillance activities

<i>Services to First Nations, Inuit and Yukon</i>	
Effective health services to First Nations and Inuit, within the limits of the Indian Health envelope	<ul style="list-style-type: none"> > Improved health status of First Nations and Inuit communities > The transfer of existing health resources to First Nations and Inuit control, within a time frame to be determined through consultation > Health inequalities and disease threats addressed according to First Nations' priorities > Effective implementation of a clear mandate for the Non-Insured Health Benefits program
<i>Population Health Strategy</i>	
A more integrated, balanced approach to the health concerns of Canadians	<ul style="list-style-type: none"> > Action in partnership with the provinces and others to promote health and prevent disease, with an emphasis on healthy child development
<i>Priority Setting and Management</i>	
Better information for health-related decisions	<ul style="list-style-type: none"> > Improved data on the impact of environmental contamination on human health > Public Health Intelligence Networks that include data regarding determinants of health > Strengthened capacity for intelligence on aboriginal health > Establishment of a Health Services Research Fund > The development of a Health Research Agenda for Canada > Pilot projects for health applications of the Information Highway > Funding for Centres of Excellence for Women's Health

Human Resources Development Canada has a budget of \$24,326,356,000	
to provide Canadians with:	to be demonstrated by:
<i>A Strengthened Labour Market</i>	
Effective temporary income support to unemployed workers	<ul style="list-style-type: none"> > Increased number or proportion of claims for Employment Insurance (EI) benefits processed within service delivery standards (i.e., 28 days processing time, low incidence of incorrect payments) > Reduced incidence of EI fraud and abuse as a result of control activities, with corresponding direct and indirect savings to the EI Fund
Improvement in employability and access of special groups to employment	<ul style="list-style-type: none"> > Increased client access to labour market information through self-service tools (e.g. EI Telecentres) > Increased number or proportion of clients obtaining employment or self-employment as result of Human Resources Investment Fund (HRIF) interventions > More equitable access to employment opportunities for disadvantaged persons
Labour Market adjustments	<ul style="list-style-type: none"> > Reduced frictional unemployment (e.g. shorter duration of vacancy postings and of unemployment spells) > Longer-term structural adjustment (e.g. skills upgrading, mobility)
Simplified EI rules	<ul style="list-style-type: none"> > Reduced reporting requirements for employers
Reduced dependency on government support payments	<ul style="list-style-type: none"> > Savings to the EI Fund (Part 1) resulting from HRIF interventions
Reduced overlap and duplication of program and services	<ul style="list-style-type: none"> > Arrangements with provinces/territories for labour market training responsibilities > Implementation of Child Care Vision initiatives through arrangements with provinces and native groups > Harmonization of Student Assistance programs with provinces/territories
Modernized Labour Code	<ul style="list-style-type: none"> > Implementation of the Canada Health and Social Transfer > Amendments to Canada Labour Code

Stable industrial relations	<ul style="list-style-type: none"> ➤ Workplace strategy and consultation process established ➤ Number or proportion of mediations and conciliations resolved without work stoppage
Safe, fair and equitable workplace	<ul style="list-style-type: none"> ➤ Number of hazards and violations detected and corrected ➤ Number or proportion of complaints resolved
<i>An investment in the future</i>	
Increased Youth employment opportunities Canadians, in particular youth, supported in furthering their education	<ul style="list-style-type: none"> ➤ Increased youth employment ➤ Increased number or proportion of Canadians in receipt of a loan or grant for post-secondary education
<i>A secure Social Safety Net for seniors, persons with disabilities, survivors, families with children, and migrants</i>	
Increased fairness and sustainability of Canada's pension system	<ul style="list-style-type: none"> ➤ Increased client access to information through enquiry services (e.g. Income Security Program (ISP) Telephone Centres) ➤ Increased number or proportion of applications for Old Age Security (OAS) and Canada Pension Plan (CPP) benefits processed within service delivery standards (i.e., processing time, incidence of incorrect payments) ➤ Implementation of income-tested seniors benefits (jointly with Department of Finance Canada)
Improved administrative efficiency of the ISP	<ul style="list-style-type: none"> ➤ Efficiency gains in program delivery and operational and statutory payment savings

Immigration and Refugee Board of Canada has a budget of \$76,753,000	
to provide Canadians with:	to be demonstrated by:
Excellence in Delivery	<ul style="list-style-type: none"> ➤ Number of decisions rendered ➤ Cost per decision rendered ➤ Processing times and age analysis of cases ➤ Percentage of decisions overturned by the Federal Court as compared to established standards
Leadership and Innovation in Administrative Tribunal Practices	<ul style="list-style-type: none"> ➤ Reform of the refugee determination process ➤ Responsiveness to emerging issues ➤ Recognition by other organizations and jurisdictions ➤ Innovative use of technology ➤ Improved case management ➤ Consistency in approach to decision-making
Excellence in Governance	<ul style="list-style-type: none"> ➤ Continuous improvement through: organizational renewal; structural consolidation; professional development; and cost recovery ➤ Effective working relationships with stakeholders (Citizenship and Immigration Canada, non-government organizations and other administrative tribunals)

Indian and Northern Affairs Canada has a budget of \$4,228,167,000	
to provide Canadians with:	to be demonstrated by:
Negotiated Self-Government Agreements	<ul style="list-style-type: none"> ➤ Finalization of Mi'kmaq Sectoral Agreement on Education ➤ Finalization of up to 12 Inherent Right Agreements by end of government mandate ➤ Continuation of Mohawk/Canada Round Table discussions ➤ Promotion of amendments to the <i>Indian Act</i> ➤ Introduction of new legislation to delegate authority for the development of the First Nations Land Management Framework ➤ Devolution of the administrative function of the Indian Land Registration system to First Nations ➤ Reaching of a fast track sectoral agreement under Manitoba Dismantling Initiative

Improved Conditions on Reserve	<ul style="list-style-type: none"> > Support for basic province-like services including elementary/secondary education, social services, community facilities and band governance > Accelerated progress in the repair or construction of community water distribution and sewage disposal and other infrastructure essential to health and safety > New Housing Policy and increased investment in housing pilots and demonstration projects > Increased economic opportunities and jobs through new approaches to economic development, the Youth Strategy, and the innovative use of social funding > Improved management capacity in oil-producing First Nations through the development of co-management agreements with Indian Oil and Gas Canada and the Indian Resource Council > Agreement on Davis Inlet relocation
Political and Resource Development in the North	<ul style="list-style-type: none"> > Implementation of Nunavut > Full devolution to Yukon by 1998 > Modernized resource management regimes that facilitate mineral development in the North > Protection of Arctic environment through environmental management and remediation, including hazardous waste clean-up, subject to federal resource availability > Implementation of land claims and self-government agreements in the North > Reduction of retail prices for perishable food in isolated communities through the Northern Air Stage (food mail) Program
Claims Settlements	<ul style="list-style-type: none"> > Up to 15 specific land claim settlements including treaty land entitlements > Substantial progress towards, or completion of, final comprehensive claim and self-government agreements in the Yukon > Substantial progress towards, or completion of, frameworks, agreements-in-principle and final agreements in the other provinces/territories > Implementation of 10 comprehensive land claim agreements, four self-government agreements and 70 specific claims and treaty land entitlement settlements
Strengthened Accountability	<ul style="list-style-type: none"> > Increased number of First Nations under Financial Transfer Arrangements (up to 50) > Inclusion of a set of standard, high level results reporting requirements in all funding arrangements, starting in 1997-1998 > Increased percentage of unqualified audits of First Nations, to 80 per cent in 1998-1999, subject to the successful implementation of the new Public Sector Accounting and Auditing standard for local governments over the next two years
Change in INAC's Way of Doing Business	<ul style="list-style-type: none"> > Reduced departmental workforce below 3,000 by 1998-1999 > Increased aboriginal representation within DIAND to 24 per cent by 1998 > Introduction of innovative ways of doing business

Industry Canada has a budget of \$967,709,000	
to provide Canadians with:	to be demonstrated by:
<i>Micro-economic Policy</i>	
Leadership in the policy development of the micro-economic components of the Jobs and Growth Agenda	<ul style="list-style-type: none"> > The closing of Canada's "innovation gap" through the implementation of the Science and Technology (S&T) Action Plan > Strategies to improve access to global markets, international investment, and increase growth of small and medium enterprises (SMEs) > Improved opportunities for youth as part of the Federal Youth Initiative

	<ul style="list-style-type: none"> >> The undertaking and publication of research and analysis of the micro-economic determinants of employment, growth and competitiveness >> A strengthened consumer voice in federal departments and agencies with consumer responsibilities >> A policy and implementation timetable for competition between telecommunications and cable companies (convergence) >> A decision on competition in overseas telecommunications (Telelobe) >> Proposals for privacy legislation (with Justice Canada) and strategies for affordable access to and Canadian content on the Information Highway (with Canadian Heritage)
<i>Marketplace Rules and Services</i>	
A fair, efficient and competitive marketplace for business and consumers	<ul style="list-style-type: none"> >> Responsive marketplace frameworks through considering amendments to the <i>Competition Act</i>, the <i>Copyright Act</i>, the <i>Standards Council of Canada Act</i>, the <i>Bankruptcy and Insolvency Act</i> >> Harmonizing international standards and approaches for intellectual property, competition law and legal metrology >> Improved compliance with marketplace rules (e.g. spectrum use and legal metrology) and improved client service (e.g. incorporation, intellectual property and the <i>Small Business Loans Act</i>) >> Federal-provincial coordination for the effective implementation of the Agreement on Internal Trade >> Making more marketplace information available through Strategis
<i>Industry Sector Development</i>	
Competitive firms through the development of industry sector strategies and business services	<p>Strengthened SMEs and Increased SMEs Exports:</p> <ul style="list-style-type: none"> >> Developing and implementing International Business Strategies, refining the Regional Trade Plans, and building National Sector Teams >> Improved SMEs financing (Canada Community Investment Program) and partnerships (Canadian Business Networks Coalition Demonstration Project) <p>Improved Access to Key Information:</p> <ul style="list-style-type: none"> >> Enhancing information products delivered through the Strategis Web site <p>Enhanced Technology Application:</p> <ul style="list-style-type: none"> >> Implementing Technology Partnerships Canada >> Developing, with industry, technology road maps for seven sectors >> Implementing a technology action plan reflecting the government's S&T statement and portfolio response >> Connecting all schools (including First Nations Schools under federal jurisdiction) and libraries to the Internet by 1998 through SchoolNet >> Continuing expansion of Community Access Program <p>Increased Investment:</p> <ul style="list-style-type: none"> >> Developing and implementing a new government strategy on investment, with the Department of Foreign Affairs and International Trade Canada <p>Improved Sectoral Analysis and Policies:</p> <ul style="list-style-type: none"> >> Publishing Sector Competitiveness Frameworks <p>Enhanced Specialized Services:</p> <ul style="list-style-type: none"> >> Developing close partnerships with the private sector and other stakeholders through programs under the Communications Research Centre, the Canadian Tourism Commission, FedNor and Aboriginal Business Canada
<i>Better Use of Industry Canada's Human Resources and Finances</i>	
Strengthened accountability and innovative service delivery	<ul style="list-style-type: none"> >> Managing employment adjustments, and renewing and revitalizing our work force >> Seeking to become more financially self-sustaining through the use of vote-netting, revenue retention, and revolving funds >> Establishing a departmental accountability framework that identifies performance indicators and provides a basis for measuring performance

National Defence has a budget of \$10,555,000,000	
to provide Canadians with:	to be demonstrated by:
<i>Multi-purpose, combat capable maritime, land and air forces</i>	
Defending Canada; Defending North America; and Contributing to International Security	<ul style="list-style-type: none"> >> Demonstrating Canada's defence capabilities to fulfill the objectives stated in the 1994 Defence White Paper through the conduct of operational missions in Canada and around the world >> Conducting domestic operations involving assistance to civil authorities and to individuals <ul style="list-style-type: none"> — Such operations include provision of assistance in the event of civil disasters (floods, forest fires, hurricanes, snow storms, etc.) and humanitarian assistance (searches for missing persons, diver assistance, Search and Rescue, etc.); and assistance to other government departments. This latter category includes a number of activities, such as Counter-Drug operations in cooperation with the Royal Canadian Mounted Police and fisheries patrols in cooperation with Fisheries and Oceans Canada >> Maintaining a capability to rescue hostages and respond to nuclear, biological and chemical use by terrorists >> Participating in aerospace warning and control operations in accordance with the renewed NORAD Agreement for the period ending in 2001 >> The Canadian Forces (CF) remaining prepared to deploy on multilateral operations anywhere in the world under United Nations (UN) auspices, or in the defence of a NATO member state, contingency forces of up to a maritime task group, a brigade group plus an infantry battalion group, a wing of fighter aircraft and a squadron of tactical transport aircraft <ul style="list-style-type: none"> — If deployed simultaneously, this could involve in excess of 10,000 military personnel. Within this limit, Canada is also increasing its commitment of stand-by forces to the UN which could total as many as 4,000 personnel, and would be sustained indefinitely in a low threat environment >> Participating in inspections under the Conventional Forces in Europe Treaty and the Vienna Document >> Maintaining a very active presence in international operations such as those conducted in the Balkans and Haiti >> Providing vital humanitarian assistance at home and abroad with the CF Disaster Assistance Response Team when tasked by the Government
<i>An emergency preparedness capability</i>	
Safeguarding of Canadian lives and minimizing damage to properties	<ul style="list-style-type: none"> >> Maintaining an adequate and reasonably uniform level of civil emergency preparedness throughout Canada
<i>A restructured and reengineered Department and Canadian Forces</i>	
A comprehensive process of management renewal that will provide the best possible defence capability	<ul style="list-style-type: none"> >> Implementing a new management, command and control structure throughout National Defence and the CF. These activities, which have already identified ways to achieve a 35 per cent reduction in headquarter personnel, will seek to push the total reduction of resources assigned to headquarters functions to 50 per cent >> Minimizing the range of core activities, which for operational and other reasons, must be performed by departmental or CF personnel. Managers are being required to pursue best value in the provision of all remaining non-core support activities through the adoption of more Alternative Service Delivery (ASD) options in accordance with the department's ASD Plan

A major downsizing and re-engineering effort which will have a significant impact on the people who work in the department and the Canadian Forces	<ul style="list-style-type: none"> > Achieving the 1998-99 personnel targets of approximately 60,000 regulars and approximately 20,000 civilians which represent reductions in the order of 20 per cent and 38 per cent, respectively, since 1994 > Increasing the Primary Reserves from the planned reduction figure of 23,000 to a level which could, with increased efficiencies, allow for around 30,000 > Continuing the reduction of senior military positions and the number of Executive Group members which will have already been reduced by approximately 25 per cent since 1994 > Achieving the site-specific infrastructure targets announced in Budgets '94, '95, and '96 which will add to the 22 closures that have been completed as of 1995-96
<i>A contribution to the accomplishment of other Government objectives</i>	
The department and the Canadian Forces are fully engaged in the Federal Government's pursuit of fiscal, economic, and social objectives aimed at securing Canada's viability for the future	<ul style="list-style-type: none"> > Supporting the Government's fiscal restraint and program review initiatives by reducing its reference levels to approximately \$9.2 billion in the year 1998-99. This level will be approximately \$2.8 billion or 23 per cent lower than actual Defence spending in 1993-94. Canadian Defence spending, by 1998-99, will have fallen to only slightly more than one per cent of Gross Domestic Product > Supporting national economic initiatives in the areas of international business development, the international competitiveness of Canadian firms, and overall industrial growth. Between April 1996 and March 1999, some \$6.4 billion is planned to be devoted to equipment, construction and other capital acquisitions > Supporting national economic initiatives by working closely with industry associations to determine industrial base requirements and with other government departments to harmonize industrial and defence policies, while ensuring the maintenance of essential defence industry capability > Supporting youth training initiatives by increasing the level of support to Cadet organizations to help expand their role in building citizenship and advancing national unity; and, paying special attention to augmentation of Cadet parade strength and to the unique youth needs to northern, remote and aboriginal communities

National Energy Board has a budget of \$30,117,000	
to provide Canadians with:	to be demonstrated by:
The assurance that the Board will conduct its business in the most effective, efficient and economical manner while maintaining its regulatory focus	<ul style="list-style-type: none"> > Fair, objective and respected decisions > Guidelines, regulations and procedures adapted to evolving markets and societal needs > Horizontal cooperation, vertical integration, harmonization and partnership with industry and governments > The National Energy Board (NEB) as the model for other regulatory agencies in Canada and abroad > Reports and advice to the Minister of Natural Resources Canada on energy issues when the expertise derived from the Board's regulatory functions is available > Strategic management of the NEB's operations
Effective regulation of the design, construction and operation of international and interprovincial oil, gas and commodity pipelines	<ul style="list-style-type: none"> > The physical and environmental integrity of pipelines > An efficient transportation infrastructure for energy commodities
Just and reasonable tolls of pipelines and pipeline services	<ul style="list-style-type: none"> > Fair pricing and equitable transportation services to shippers
Assurance that the quantity of oil or gas to be exported is surplus to Canadian needs	<ul style="list-style-type: none"> > The adequate supply of oil and gas in relation to foreseeable Canadian requirements

A developed and properly maintained regulatory system for Frontier Lands	<ul style="list-style-type: none"> ➤ Safe and environmentally sound exploration, development and production practices on Frontier Lands
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National Parole Board has a budget of \$23,855,000	
to provide Canadians with:	to be demonstrated by:
Quality decision-making for conditional release	<ul style="list-style-type: none"> ➤ Improved process of Board member appointments/evaluations ➤ Number of day and full paroles successfully completed as a proportion of all conditional releases ➤ Number of serious charges laid against offenders while on day and full parole
Open and accountable decision-making process	<ul style="list-style-type: none"> ➤ Development of a public education strategy ➤ Continued meetings with criminal justice partners, victims' groups, community organizations, and the media to provide information concerning the work of the National Parole Board ➤ Sharing the findings of investigations and audits, on request ➤ Providing information on conditional release outcomes ➤ Stakeholder feedback

Natural Resources Canada has a budget of \$522,970,000	
to provide Canadians with:	to be demonstrated by:
Policy & Regulations: Sound national policies and regulations for areas under federal responsibility to increase the contribution of natural resource industries to Canada's economy while protecting the environment, and the health and safety of Canadians	<ul style="list-style-type: none"> ➤ Sustainable development strategy developed and tabled in Parliament by December 1997 ➤ Federal Minerals and Metals Policy developed by 1997 ➤ Federal policy framework implemented to manage radioactive waste ➤ New <i>Nuclear Safety and Control Act</i> approved to modernize the nuclear regulatory regime ➤ Increased participation in the Voluntary Challenge and Registry Program to limit greenhouse gas emissions ➤ Coordinated interdepartmental efforts to improve the federal environmental regulatory regime for minerals and metals ➤ Development and implementation of a new five-year First Nations Forestry Program ➤ Recommendations to Indian and Northern Affairs Canada on the development of northern resources, including land claims issues ➤ Recommendations to Environment Canada on the integration of economic, environmental and social factors of importance to the natural resources sectors
International Representations: The promotion of Canada's interests pertaining to natural resources and international commitments	<ul style="list-style-type: none"> ➤ Improved access and penetration of Canadian products, technologies and services for the global market ➤ Contribution to the development of the terms and implementation of the Framework Convention on Climate Change and the Global Convention on Biodiversity ➤ Contribution to the development of a Global Forest Convention ➤ Improved understanding among foreign investors of the evolving regulatory and economic frameworks for investing in Canadian mining ➤ Representation of Canada's position on the United Nations Convention on the Law of the Sea as a key to access offshore resources ➤ Development and implementation of model forests in other countries

Science & Technology: Scientific research and transfer of new technologies to contribute to the wise and efficient use of our resources, to reduce costs, and to protect the environment	<ul style="list-style-type: none"> ➤ A broadening of the understanding of climate change, the development of mitigative measures and the assessment of impacts of possible future changes in the climate ➤ Coordination of federal energy Science and Technology (S&T) under the interdepartmental Program of Energy Research and Development and of S&T for sustainable development with Agriculture and Agri-food Canada, Fisheries and Oceans and Environment Canada to ensure that research programs are better coordinated, more efficient, and cost-effective ➤ Targeted geological mapping programs conducted to enhance resource exploration activities ➤ Technology developed and transferred with respect to: <ul style="list-style-type: none"> - Reduction of greenhouse gas emissions - Control of emissions from fossil and biomass combustion - Acquisition and use of remote-sensing data - Prevention and control of acidic drainage during mining operations, decommissioning and in the long-term - Improved forest practices supporting sustainable forest management - Reduction and control of defoliating insects in forests
Knowledge Infrastructure: A national knowledge infrastructure on Canada's land and resources - a rich database of technical, scientific, and economic information that the public can access to make informed decisions	<ul style="list-style-type: none"> ➤ Improved geological database, both for resource industries and for environmental concerns, through the National Geoscience Mapping Program ➤ On-line access to information about Canada's landmass through the National Atlas Information Services ➤ Geographically referenced databases allowing easy user access across Canada through the Canadian Spatial Data Infrastructure (GeoExpress) ➤ Information and statistics of national interest gathered and disseminated in cooperation with federal departments, provinces, territories and industry associations through national databases for forestry, energy use and mineral resources and exploitation ➤ Increased understanding and minimization of the impact of natural disasters in Canada through the documentation of geological hazards, including earthquakes, landslides and volcanic eruptions ➤ Real-time component of Canadian Active Control Systems for Global Positioning System implemented to support aircraft navigation and safety as well as search and rescue missions
Corporate Management: Natural Resources Canada (NRCan) is committed to the good governance of the resources entrusted to it	<ul style="list-style-type: none"> ➤ Increased client focus and more effective accountability through the implementation of the S&T Management Framework ➤ Integration of quality management principles and concepts into NRCan's culture ➤ New employment strategies developed to meet staff reduction targets and to address rejuvenation and revitalization needs ➤ Corporate Services streamlined, including a reengineered classification process by the end of 1997-98; completion of the Integrated Payment and Procurement System by 1997-98; implementation of a Common Office Environment covering office automation tools ➤ Improved performance reporting by setting performance targets, measuring the results, developing evaluation and accountability frameworks, and conducting impact assessment studies

Public Works and Government Services Canada has a budget of \$2,058,438,000	
to provide Canadians with:	to be demonstrated by:
Best possible value-for-money services to other government departments, ensuring client satisfaction and preserving fairness and integrity in government administration	<ul style="list-style-type: none"> ➤ Continued cost-effective service offerings in seven critical business lines: Real Property, Supply Operations, Receiver General and Compensation, Telecommunications and Informatics, Printing and Publishing, Consulting and Audit, and Translation

	<ul style="list-style-type: none"> ➤ Cost reductions and downsizing of over 3,500 Full-Time Equivalents (FTE) in the next three years ➤ Increased use of the private sector and alternative service delivery options ➤ Privatization of the Canada Communication Group ➤ Conducting functional reviews with Treasury Board Secretariat to ensure the best government-wide solutions ➤ Quality improvement and human resource renewal programs to ensure the maintenance of core competencies ➤ Emphasis on collaborative arrangements with other levels of government for shared accommodation and services
<i>Real Property Services (RPS)</i>	
Real property expertise that meets client needs effectively and affordably	<ul style="list-style-type: none"> ➤ \$160 million in savings in government office accommodation by 1998-99 ➤ Improved responsiveness to clients through dedicated co-located service units ➤ Consolidation of the management of surplus federal inventory ➤ The transfer of financial responsibility for payments in lieu of taxes to custodial departments ➤ Assessing the feasibility of user departments paying for accommodation
Redefined RPS relationships with the private sector	<ul style="list-style-type: none"> ➤ Increased partnering and contracting out in the delivery of real property services
<i>Supply Services</i>	
Value-added procurement services and the cultivation of relationships with contractors based upon professionalism, fairness and openness	<ul style="list-style-type: none"> ➤ Implementation, with the provinces, of the National Tendering Service, a single window on government procurement opportunities accessible electronically by suppliers ➤ Increased delegation for procurement, in 1998-99, from \$5,000 to \$25,000 for the procurement of goods where departments meet the conditions set down for this delegation ➤ The Automated Buyer Environment, an electronic link to clients for requisitions and inquiries ➤ Testing a value-added procurement model, Benefits-Driven Procurement to assist in managing risk in Information Technology projects ➤ Establishing a database to increase access to information across government for procurement of "green" products ➤ Implementing a new vendor performance policy to improve value-for-money and, proceeding with work related to the implementation of the Interim Policy on Indemnification in Contracting
<i>Receiver General and Compensation Services</i>	
Reduced costs and promotion of a paperless environment	<ul style="list-style-type: none"> ➤ Expansion of Direct Deposit of payments for the convenience of recipients and savings to government ➤ Improved efficiency in the delivery of Receiver General payments by reducing the number of service delivery units from 11 to 6 and standardizing services ➤ The delivery of compensation streamlined through reducing the number of service delivery units from 12 to 6 and centralizing certain functions ➤ Implementation of new public service pension reform provisions announced in the 1996 Budget
Support to the government-wide initiative to improve financial management	<ul style="list-style-type: none"> ➤ Development and implementation of the Central Financial Management and Reporting System to permit accrual accounting and provide timely and relevant information
<i>Telecommunications and Informatics Services</i>	
A focus on value-added management and the brokering of common infrastructure and services for government	<ul style="list-style-type: none"> ➤ Defining a service management model in which the private sector is progressively relied on to deliver services where available and cost-effective, in order to reduce the cost of infrastructure
The foundation for the government's portion of the Information Highway	<ul style="list-style-type: none"> ➤ Development of a common network architecture and network management capability for government ➤ Extending electronic mail interconnection services

	<ul style="list-style-type: none"> > Implementing standards-based electronic directories and exchange of directory information with other levels of government > Rolling-out of the Government Mobile Satellite Service > Exploitation of Internet facilities and increased accessibility to public and business
<i>Printing and Publishing</i>	
The privatization of printing and distribution functions of the Canada Communication Group	<ul style="list-style-type: none"> > Getting the best value for the government during the privatization process > Protecting the public interest and maintaining the values of prudence, probity and transparency > Retaining certain functions within government, including the editing and composition of <i>Canada Gazette</i>, Crown Copyright, Depository Services Program and Reference Canada (Toll-free access to information on government programs and activities)
<i>Consulting and Audit Services</i>	
Support to the improvement of public sector operations and management	<ul style="list-style-type: none"> > Contributing to effective public sector management, particularly in the context of ongoing public service reorganization and streamlining > Providing cost-effective consulting and audit services on an optional basis to public sector managers > Continuing to achieve financial self-sufficiency
<i>Translation Services</i>	
Best value translation, interpretation, terminology and other linguistic services	<ul style="list-style-type: none"> > Making TERMIUM® the Government of Canada's databank of official languages terminology, widely available > Implementing a new financial framework

Revenue Canada has a budget of \$2,204,222,000	
to provide Canadians with:	to be demonstrated by:
<i>Effective Revenue Administration</i>	
Administration of the taxation regime for the Federal Government and certain provinces and territories by assessing and collecting taxes, duties, and other levies and payments; and delivering a number of social and economic benefits designed to be administered through Revenue Canada's programs	<p><i>Assistance to clients and assessment of returns:</i></p> <ul style="list-style-type: none"> > Alternative means of providing information and answering enquiries, including: <ul style="list-style-type: none"> – Continued simplification of publications and other program modifications to reduce the need for clients to contact Revenue Canada – Enhance automated voice response enquiries systems and other self-service options – Provide service through alternative media such as the Internet > Electronic filing technology options to accommodate corporate tax returns and move towards electronic individual and commercial transactions in order to deliver faster and more consistent services > Re-engineering of major business processes, including the implementation of a single Business Number to streamline and simplify the registration of Revenue Canada's main business clients > More proactive program of consultation with clients to identify measures to reduce the burden of compliance <p><i>Verification and enforcement:</i></p> <ul style="list-style-type: none"> > Comprehensive strategy to maximize the impact of departmental activities on compliance levels > New approach to large business audits to reduce the burden on businesses and optimize the use of resources > Maximized compliance of small and medium enterprises through improved risk assessment processes and a sector approach to compliance > Management of the scientific and financial reviews of taxpayer requested adjustments within the targeted deadline of end of fiscal year 1996-97

	<ul style="list-style-type: none"> > Identification at an earlier stage of abusive tax avoidance and tax shelter arrangements and audit of all potentially abusive cases > Reinforcement of the international tax compliance strategy to better reflect trading patterns, to ensure Canadian businesses are not burdened by double taxation and to assist with trade > Reinforcement of current strategies under the Underground Economy Initiative through sector-specific strategies <p><i>Revenue collections:</i></p> <ul style="list-style-type: none"> > Re-engineering of the revenue collections program to identify additional opportunities for enhancement, including adoption of best practices from local offices, private sector, and other tax administrations > Harmonization of the collections provisions of the <i>Income Tax, Excise, Excise Tax and Customs Acts</i> to encourage employers to comply with requirements regarding deductions, remittances and reporting > Integrated revenue collections system to allow clients and their representatives to deal with only one Revenue Canada official for all collections activities for all revenue types > Reduction in accounts receivable levels to 4 per cent of gross revenue by March 1997 <p><i>Appeals:</i></p> <ul style="list-style-type: none"> > Redress avenues for clients through an independent review of Notices of Objection and Appeals within reduced timeframes > Analysis of the reasons for objections to ensure optimal practices and techniques are used throughout the Department
<i>Open but Secure Customs Border Services</i>	
Enforcement of Canadian laws and sovereignty at the border	<ul style="list-style-type: none"> > Protection for Canadians, through refocusing of verification and enforcement resources to areas of highest risk and return > Facilitation of the movement of legitimate people, goods and conveyances into Canada > Collection of government revenues, by ensuring that duties, taxes and other levies at the border are correctly assessed and efficiently collected > Efficient and cost-effective delivery of government programs at the border through the development of partnerships with clients, stakeholders, other government departments and other customs administrations
<i>Supportive Trade Administration Services</i>	
Support of Canadian industrial competitiveness and economic policies	<ul style="list-style-type: none"> > Administration of international trade legislation and agreements to which Canada is a signatory partner > Canadian business receives the advantages intended by agreements and other government trade policy instruments > Canadian industry protected from unfair trade practices > Duty relief measures administered efficiently and effectively > Re-engineering of the customs commercial process by moving from a paper-based transaction approach to periodic verification for large and frequent importers

Royal Canadian Mounted Police has a budget of \$1,201,040,000	
to provide Canadians with:	to be demonstrated by:
<i>Safe homes, safe communities through community policing to be the police service of choice</i>	
Protection against organized crime	<ul style="list-style-type: none"> > Successful partnerships with other agencies engaged in combating organized crime > Upward trend in value of assets/seizures under integrated Proceeds of Crime and Anti-Smuggling Initiative (ASI)

	<ul style="list-style-type: none"> ➤ Downward trends in: organized illegal entries, alien smuggling organizations, suppliers of forged travel documents, and counterfeiters of currency and negotiable instruments ➤ Organized crime investigations successfully concluded
Reduced frequency of violent and youth crime	<ul style="list-style-type: none"> ➤ Successful partnerships with other agencies engaged in reducing violent and youth crime ➤ ViCLAS, Violent Crime Analysis Unit (accomplishments, statistics) ➤ Scheduled evaluation of the impact of youth programs, e.g. Commissioner's Youth Advisory Committee ➤ Upward trends in clearance rates and enforcement of Criminal Code offences ➤ Scheduled evaluation of the impact of forensic science analyses, e.g. DNA testing and Firearms Registration ➤ Downward crime trends and improvement in victimization survey results
Enhanced community policing	<ul style="list-style-type: none"> ➤ Success of community policing initiatives including major pilot projects, e.g. Burnaby, Cole Harbour, Lethbridge, "J" Division District Policing, "F" Division Models of Policing ➤ Client satisfaction survey results ➤ Effective crime prevention initiatives, e.g. suicide prevention programs, drug awareness presentations, Family Violence Initiative ➤ Successful aboriginal policing initiatives, e.g. Aboriginal Constable Development Program, Nunavut and Aboriginal Justice Initiative, and cultural awareness ➤ Effectiveness of client advisory groups, e.g. Aboriginal Youth Training Program, Commissioner's National Aboriginal Advisory Committee, Commissioner's Advisory Committee on Visible Minorities ➤ Successful preparation of Royal Canadian Mounted Police (RCMP) Cadets for community policing
Innovative approaches to program delivery	<ul style="list-style-type: none"> ➤ Successful transfer of airport security to other agencies ➤ RCMP community policing programs supported by corporate sponsorship of the Musical Ride and product licensing fees collected through the Mounted Police Foundation ➤ Successful development of alternative service delivery options for the Canadian Police College

Solicitor General Canada has a budget of \$73,742,000	
to provide Canadians with:	to be demonstrated by:
Enhanced justice for Aboriginal peoples	<ul style="list-style-type: none"> ➤ Policing arrangements under the federal self-government policy successfully negotiated ➤ First Nations' policing approaches that are responsive to the policing needs of communities and reflective of their cultures (determined through periodic evaluations) ➤ First Nations' police governing authorities, chiefs of police and police officers trained ➤ Development of offender treatment models within the context of aboriginal community restorative justice approaches
Support to the Government's Safe-Homes Safe-Streets agenda	<ul style="list-style-type: none"> ➤ Effective measures and strategies in place to deal with high and low risk offenders ➤ Strengthened law enforcement measures to deal with organized crime, smuggling and other criminal activities ➤ Measures to minimize the likelihood of occurrence of terrorist acts and improved responses to such occurrences ➤ Criminal justice arrangements that support law enforcement and criminal prosecution ➤ Community based partnerships that enhance public safety and crime prevention

	➤ Identification of emerging public safety and security challenges requiring a policy/legislative response by the Ministry of Solicitor General of Canada
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Statistics Canada has a budget of \$422,896,000, including \$183,192,000 for the 1996 Censuses	
to provide Canadians with:	to be demonstrated by:
<i>International and Domestic Statistics on Economic, Labour, Income and Family Expenditure, Population, Health, Education and Justice</i>	
Statistics for designing, monitoring, analyzing, and evaluating policies and programs by all levels of government	<ul style="list-style-type: none"> ➤ Adjustments to fiscal, monetary and foreign exchange policies ➤ Improved allocation of funds required to support scientific and technological initiatives in light of their estimated social and economic impacts ➤ Adjusted statutes and regulations which constitute the broad legal framework for the economy ➤ Modifications to policies and programs for regional economic development ➤ Adjustments to policies and programs to promote domestic and international competitiveness ➤ Economic and social policies and programs to address the specific needs of target population groups in society ➤ New immigration policies and programs ➤ The redesign of health care policies and programs ➤ Education policies and programs and the establishment of a National Education Information System focusing on measuring the factors that determine the outcomes of various educational programs ➤ Indicators of effectiveness and efficiency of the justice system and the development of legislation and programs aimed at reducing the incidence of crime
Certified data for Federal-Provincial program operations	<ul style="list-style-type: none"> ➤ Equalization payments and other federal-provincial fiscal transfers based on certified data
A factual basis for international trade and investment	<ul style="list-style-type: none"> ➤ International tariff and trade negotiations including international reviews of trade in services and of foreign direct investment ➤ New agricultural policies and programs particularly in the area of farm income support within the framework of NAFTA
Support for private sector policy and decision-making	<ul style="list-style-type: none"> ➤ Adjusted inflation-indexed contracts and entitlements ➤ New tourism strategies and policies ➤ New factually-based small business policies ➤ Market research studies
<i>An Efficient, Relevant and Highly Skilled Statistics Canada</i>	
A strong centralized agency which maintains a program and organizational structure with the attributes which make it a model for others and provides leadership for the country's statistical system	<ul style="list-style-type: none"> ➤ Sound scientific standards and practices ➤ High standards of service through minimizing response burden and timely release of information ➤ Program relevance ensured through client feedback and quality assessments

Status of Women Canada has a budget of \$16,563,000	
to provide Canadians with:	to be demonstrated by:
<i>Strengthened and more equitable public policy</i>	
Public policies, legislation, programs, and services that take into account gender implications and the diversity of women's perspectives	<ul style="list-style-type: none"> ➤ Gender-based analysis in government policy development, at the planning and subsequent stages ➤ The use of gender-based analysis tools and training in federal departments and agencies by 2002 ➤ Joint federal-provincial-territorial gender-based policies and projects ➤ Research studies and publications that enhance public policy

	<ul style="list-style-type: none"> ➤ Collaboration with other government departments and agencies, as well as with other countries and international organizations, to promote a gender perspective internationally ➤ Active participation and input of womens' organizations in the public policy process; i.e., policies, programs, and services
<i>Support to a broad range of stakeholders working actively to achieve equality for women</i>	
Effective stakeholders (governmental, non-governmental, private sector and the public) who contribute to achieving women's equality	<ul style="list-style-type: none"> ➤ National and regional consultations, discussions and information exchanges with womens' groups and other stakeholders ➤ A library and information service for the public ➤ Well-informed stakeholders on gender equality ➤ Independent gender-based research ➤ Effective alliances/partnerships ➤ Womens' organizations better equipped with skills, abilities and tools
<i>An efficient, cost-effective, and service-oriented Status of Women Canada</i>	
A continuously evolving organization that is flexible, innovative, and focused	<ul style="list-style-type: none"> ➤ Fine-tuned organizational infrastructure which includes an independent research function, a library and information service for the public, and a review of the future direction of the Womens' Program ➤ Horizontal coordination and integration of government efforts for the advancement of women ➤ The development of service standards for both external and internal clients

Transport Canada has a budget of \$1,740,956,000	
to provide Canadians with:	to be demonstrated by:
Safe and Secure Transportation Systems	<ul style="list-style-type: none"> ➤ Stable or decreasing accident fatality rates ➤ Effective and harmonized regulations and public awareness programs ➤ Regulations for monitoring the transferred Air Navigation System (ANS) established and implemented ➤ Client satisfaction with service standard levels for key operational activities ➤ "One-stop" shopping at Transport Canada Centres ➤ Fee structure reflecting a balance between "user pay" and "fairness", and representative of costs incurred in service delivery
Policy and legislation for an efficient and effective transportation system	<ul style="list-style-type: none"> ➤ Creation and implementation of new policies ➤ <i>Canada Marine Act</i> and <i>Canada Transportation Act</i> implemented ➤ Periodic reviews ➤ Annual report on the <i>Canada Transportation Act</i>
Effective operation of remaining federal airports and ports	<ul style="list-style-type: none"> ➤ Reduced costs to the Canadian government for operating airports and ports using mechanisms such as user fees
Environmental awareness and stewardship	<ul style="list-style-type: none"> ➤ An approved sustainable transportation strategy ➤ Contaminated sites remediated ➤ Awareness of environmental issues improved ➤ Environmental protection strategies and programs established
Effective subsidy programs	<ul style="list-style-type: none"> ➤ Reviewing the need for using subsidies and determination of appropriate levels
Property management	<ul style="list-style-type: none"> ➤ Up-to-date inventory of holdings and leases ➤ Protecting values of leased Crown assets and properties ➤ Moving towards full cost recovery, where possible

Strategies and mechanisms for devolution and commercialization of operational components such as airports, ports and harbours	<ul style="list-style-type: none"> > Establishment of a national airports system through the creation of Canadian Airport Authorities and other locally-based commercialized entities > Air Navigation Services transferred to NavCan > Commercialization of the St. Lawrence Seaway > Elimination of subsidies administered by the National Transportation Agency > Selling of government-owned hopper cars > Establishment of a national Port System through the creation of Canada Ports Authorities and other locally operated agreements > Identification of other commercialization and delegation opportunities, including ship inspection, marine pilotage and ferry services
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Treasury Board of Canada, Secretariat has a budget of \$ 1,432,346,000 (including \$694,000,000 for employer contributions for Public Service Insurance; \$200,000,000 for Special Retirements; and a \$450,000,000 fund for government contingencies and centrally financed programs.)	
to provide Canadians with:	to be demonstrated by:
Effective government-wide expenditure planning and management	<ul style="list-style-type: none"> > Allocation of resources in accordance with government priorities (Expenditure Management System) > A budget planning and consultation process which reflects the horizontal expenditure priorities of government > Better expenditure management information to Parliament in a more efficient manner (Improved Reporting to Parliament) > A strengthened Business Planning process > Thorough understanding of departmental and inter-departmental priorities, pressures and issues (Program analysis and advice) > Elimination of impediments to the efficient operation of government as well as development of more efficient delivery mechanisms (Alternative Service Delivery) > Satisfaction of the President and Treasury Board Ministers with recommendations and advice provided > Guidance which effectively communicates the priorities of the government to departments and agencies within a sound management framework > Implementation of Program Review decisions (savings of \$11 B by 1998-99)
A professional, representative and productive public service workforce to deliver government programs and services	<ul style="list-style-type: none"> > A renewed and streamlined human resources management framework for the Public Service > A positive labour relations environment leading to successful conclusion of collective agreements > Policies and tools and the provision of advice and guidance that enable departments to manage human resources efficiently and effectively > Effective implementation of government-wide Program Review decisions including the human resources management requirements in support of alternative service delivery > Effective administration and management of human resources programs and services > Leadership in the management and professional development of specialized communities (e.g., science and technology, information technology, financial management, review)
Modern comptrollership for the management of government resources	<ul style="list-style-type: none"> > An accountability and performance reporting regime that focuses on results > Implementation of full accrual accounting > Integration of quality service concepts into departmental operations > Policies and other tools that enable departments to deliver services more efficiently and effectively
Leadership in the use of Information Technology (IT) in support of the Government's renewal agenda	<ul style="list-style-type: none"> > Increased use of enabling technologies in support of program delivery > Strategic investment in IT > Effective co-operation among departments on IT issues > Good relationships between government and the IT vendor community

Support to the President in his role as Minister responsible for the Canada Infrastructure Works (CIW) program	<ul style="list-style-type: none"> ➤ An improvement in the physical infrastructure ➤ The creation of jobs and skills development
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Veterans Affairs Canada has a budget of \$1,939,059,000	
to provide Canadians with:	to be demonstrated by:
A commitment to provide veterans, their dependants and other qualified civilians with the benefits, financial assistance and health care services to which they are entitled, in a cost-effective manner	<ul style="list-style-type: none"> ➤ Turnaround times on pension applications reduced by 50 per cent within two years ➤ Health care costs contained or reduced through the elimination of excess, duplication and overlap while ensuring that the quality of care to clients is not diminished ➤ As part of a government-wide initiative, opportunities for reducing costs of health products and services explored through collective purchasing by federal government departments while maintaining a satisfactory level of service ➤ High quality of service provided to clients in accordance with a comprehensive set of published service standards ➤ The possibility of transferring Ste. Anne's Hospital to provincial jurisdiction explored
A commitment to promote the well being and self-sufficiency of clients as participating members of their communities	<ul style="list-style-type: none"> ➤ Clients' independence and quality of life retained through programs such as the Veterans Independence Program
A commitment to keep the memory of the achievements and sacrifices of veterans alive for all Canadians	<ul style="list-style-type: none"> ➤ Education and awareness programs developed to increase our youth's knowledge of Canada's wartime efforts ➤ The use of technology (e.g. Internet, SchoolNet) expanded for sharing information on Canada's wartime accomplishments and their legacy

Western Economic Diversification Canada has a budget of \$361,928,000 (including \$126,565,000 for the Canada-Western Infrastructure Agreement)	
to provide Canadians with:	to be demonstrated by:
<i>New programs and directions for economic development in Western Canada</i>	
Service to small business through innovative partnerships and client centered service	<ul style="list-style-type: none"> ➤ Provision of an Integrated Service Delivery Network of over 90 service delivery points (including Canada Business Service Centres, Community Futures Development Corporations and Women's Enterprise Centres) providing a "single window" whereby urban, rural and remote business communities across Western Canada can easily access government and business information and services ➤ The Western Economic Diversification (WED) Internet home page ➤ An automated, one-stop, business registration system piloted at six public access sites in partnership with the Province of British Columbia
Accessibility of small and medium sized enterprises (SMEs) in Western Canada to capital services	<ul style="list-style-type: none"> ➤ Providing SMEs (including targeted groups such as women and youth entrepreneurs) in urban, rural and remote communities, access to capital through: <ul style="list-style-type: none"> — Loan/investment fund partnerships with public and private sector financial institutions for access to risk capital for new technology sectors, providing leverage of government funds at ratios from 5:1 to 10:1 — Loan funds in Community Futures Development Corporations and Womens' Enterprise Centres

Filling gaps in government services to SMEs and complementing existing services	<ul style="list-style-type: none">➤ Export preparedness assistance to SMEs in collaboration with other government departments and industry to increase export sales and generate new jobs➤ Assistance to SMEs in accessing government procurement opportunities to increase sales of services and goods to targeted markets➤ Working with industry, the Western Provinces, and other federal government departments to harmonize regulations for SMEs and to provide easier access to regulatory information at lower costs
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Annex C. Key Reviews of Federal Activities

The listing which follows is not a complete record of all review activity in the federal government but a selection of the more significant items. There are three groups in this annex that provide information on key reviews that are planned, in progress or completed:

- the first set lists interdepartmental and government-wide reviews which go beyond the scope of a specific program or department;
- the second group shows the key reviews by department. In the Internet version of this report (on the Treasury Board Secretariat web site at <http://www.tbs-sct.gc.ca>) readers may click on the names of most departments to access summary highlights of many recent reviews; and
- the third set provides a few examples of other government reviews. This selection is experimental, to assess whether this type of information is useful to parliamentarians and the public.

Annex C(1) Interdepartmental Reviews and Reviews Associated with Horizontal/Sectoral Issues

Strategy's Name	Departments Involved	Nature/Status of Review	Note
Aboriginal Community Corrections Initiative	<ul style="list-style-type: none"> ➤ Solicitor General Canada (lead department) ➤ National Parole Board 	<ul style="list-style-type: none"> ➤ Completion of Framework for evaluation planned for 1996/97 ➤ Completion of evaluation planned for 1999/00 	Initiative approved in April 1996 with the requirement that the Solicitor General report back with an evaluation of the implementation and effectiveness of the initiative within five years
Canada's Drug Strategy	<ul style="list-style-type: none"> ➤ Health Canada (lead department) ➤ Solicitor General Canada ➤ Royal Canadian Mounted Police ➤ Human Resources Development Canada ➤ Correctional Service Canada ➤ Revenue Canada ➤ Labour Canada ➤ Foreign Affairs and International Trade Canada ➤ Justice Canada ➤ Canadian Heritage ➤ Treasury Board Secretariat 	<ul style="list-style-type: none"> ➤ Phase I: 1987-92 ➤ Phase II: 1992-97 ➤ Interdepartmental evaluation: <ul style="list-style-type: none"> - Mid-term completed in 1996 - Final: planned for 1997 	Strategy to coordinate various federal programs dealing with drug and alcohol issues
Canadian Environmental Industry Strategy	<ul style="list-style-type: none"> ➤ Industry Canada (lead department) ➤ Environment Canada ➤ Foreign Affairs and International Trade Canada ➤ Public Works and Government Services Canada 	<ul style="list-style-type: none"> ➤ Evaluation framework completed in June 1995 ➤ Final evaluation to begin in summer 1997 	Strategy to provide the environmental industry with better support for commercialization of technologies and easier access to domestic and international markets
Child Development Initiative	<ul style="list-style-type: none"> ➤ Health Canada (lead department) ➤ Human Resources Development Canada ➤ Canadian Heritage ➤ Justice Canada ➤ Solicitor General Canada ➤ 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: completed in July 1996 	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 completed in January 1996 ➤ Review to be conducted in 1997/98 	Project addresses the inter-relationship between human health and sustainable development

Strategy's Name	Departments Involved	Nature/Status of Review	Note
Cost Analysis of Royal Canadian Mounted Police (RCMP) Contract Policing	<ul style="list-style-type: none"> ➤ Solicitor General Canada (lead department) ➤ Royal Canadian Mounted Police ➤ Treasury Board Secretariat 	<ul style="list-style-type: none"> ➤ Study completed in January 1996 	Study of RCMP contract policing agreements has been completed and will be discussed with contract partners after April 1997
Detention Provisions of the <i>Corrections and Conditional Release Act</i>	<ul style="list-style-type: none"> ➤ Solicitor General Canada (co-manager) ➤ Correctional Service Canada (co-manager) ➤ National Parole Board 	<ul style="list-style-type: none"> ➤ Joint evaluation completed in October 1995 	Third year review to be conducted by a parliamentary committee
Dental Services	<ul style="list-style-type: none"> ➤ National Defence (lead department) ➤ Correctional Service Canada 	<ul style="list-style-type: none"> ➤ Review completed in 1995 	Study of the provision of dental services by National Defence to Correctional Service. Part of the Health Care Coordination Initiative (HCCI)
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 	Evaluation of funding for cross-disciplinary research in the area of environmental science
Employment Equity Special Measures Initiatives Program (SMIP)	<ul style="list-style-type: none"> ➤ Public Service Commission of Canada (co-manager) ➤ Treasury Board Secretariat (co-manager) 	<ul style="list-style-type: none"> ➤ Evaluation Framework completed in 1995-96 ➤ Completion of evaluation planned for 1996-97 	Framework provided managers with indicators to monitor program performance and to assess overall program results. An evaluation of the SMIP, required by the program's sunset clause, will facilitate decision-making on the future direction and funding of the employment equity programs. Focus will be on the continued relevance, impacts and effectiveness of the SMIP; as well as its efficiency and cost-effectiveness relative to alternative approaches
<i>Excise Act</i> Review	<ul style="list-style-type: none"> ➤ Finance Canada (co-manager) ➤ Revenue Canada (co-manager) 	<ul style="list-style-type: none"> ➤ Review under way 	Joint review of the <i>Excise Act</i> and related legislation governing the taxation, distribution and control of tobacco products and alcohol
Federal Law Enforcement Role	<ul style="list-style-type: none"> ➤ Royal Canadian Mounted Police (lead organization) ➤ Revenue Canada ➤ Canadian Heritage ➤ Citizenship and Immigration Canada 	<ul style="list-style-type: none"> ➤ Review currently under way, to be completed November 1997 	Review to redefine multidepartmental federal services in relation to law enforcement activities

Strategy's Name	Departments Involved	Nature/Status of Review	Note
First Nations Forestry Program	<ul style="list-style-type: none"> ➤ Natural Resources Canada (lead department) ➤ Indian and Northern Affairs Canada 	<ul style="list-style-type: none"> ➤ Evaluation framework scheduled for December 1996 ➤ Evaluation study to be completed by March 1998 	Program seeks to create jobs, to encourage financially viable forestry operations and to enhance First Nations forest management skills
Government Enterprise Model (GEM)	<ul style="list-style-type: none"> ➤ Treasury Board Secretariat (lead department) ➤ All federal departments and agencies are included in the GEM (Could eventually include services provided by provincial and municipal levels of government) 	<ul style="list-style-type: none"> ➤ Development of a model of the delivery of federal government services across Canada is under way ➤ Prototype for departments to begin implementation December 1996 	GEM is an analytical tool to visualise government services and related characteristics with the emphasis on 'how, where and to whom' services are provided. The object is to provide access to data on federal presence, and an analytical tool to determine whether government can be viewed as a single enterprise, where it makes sense to share services with other levels of government, and how to organize government for the twenty-first century
Health Care Coordination Initiative (HCCI)	<ul style="list-style-type: none"> ➤ Veterans Affairs Canada (lead department) ➤ National Defence ➤ Health Canada ➤ Correctional Service Canada ➤ Royal Canadian Mounted Police ➤ Canadian International Development Agency ➤ Public Works and Government Services Canada ➤ Citizenship and Immigration Canada ➤ Treasury Board Secretariat 	<ul style="list-style-type: none"> ➤ Project started in 1993 ➤ Phase I: Review completed in 1994 ➤ Phase II: Various pilot project reviews under way 	Initiative to encourage inter-departmental cooperation and innovative, cost-effective 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 Canada 	<ul style="list-style-type: none"> ➤ Review announced in the 1994 Budget ➤ Review framework completed in February 1995 ➤ National review, completed September 1996, led to publication of <i>Taking Stock: a Review of the Canada Infrastructure Works Program</i> 	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 Canada (lead department) ➤ Foreign Affairs and International Trade Canada ➤ Canadian International Development Agency 	<ul style="list-style-type: none"> ➤ Joint review underway 	Review of Canada's participation in international organizations
Learning Initiatives	<ul style="list-style-type: none"> ➤ Human Resources Development Canada (lead department) ➤ Industry Canada ➤ Canadian Heritage ➤ Treasury Board Secretariat 	<ul style="list-style-type: none"> ➤ 1995-99 ➤ Evaluation Framework completed in March 1995 ➤ Process evaluation to be completed by spring 1997 ➤ Summative evaluation planned for June 1998 	Program designed to establish rational goals for ongoing improvement to Canada's national learning system and to update and improve existing measurement tools and the distribution of information on labour-market training
Longitudinal Tracking Study	<ul style="list-style-type: none"> ➤ Union of National Defence Employees (lead organization) ➤ Public Service Alliance of Canada ➤ National Defence ➤ Human Resources Development Canada ➤ Treasury Board Secretariat 	<ul style="list-style-type: none"> ➤ Four year study started in 1995, to be completed in 1999 	Study to examine the social and economic impacts of workforce adjustment for the 3,000 Civilian Reduction Program participants

Strategy's Name	Departments Involved	Nature/Status of Review	Note
Mapping Activities in the federal government	<ul style="list-style-type: none"> >> Natural Resources Canada (lead department) >> Agriculture and Agri-Food Canada >> Elections Canada >> Fisheries and Oceans Canada >> Canadian Heritage >> Indian and Northern Affairs Canada >> National Capital Commission >> National Defence >> Public Works and Government Services Canada >> Statistics Canada >> Transport Canada 	<ul style="list-style-type: none"> >> Independent study completed >> Deputy-Ministers' steering committee of participating departments agreed to an action plan >> Study completed July 1995 	Study looked at ways departments could combine or share mapping activities to increase efficiency, minimize duplication and reduce the cost of printing, warehousing and distributing maps and charts
National Action Plan to Combat Smuggling	<ul style="list-style-type: none"> >> Solicitor General Canada (lead department) >> Justice Canada >> Health Canada >> Revenue Canada (customs) >> Royal Canadian Mounted Police 	<ul style="list-style-type: none"> >> Review completed August 1996 	Review of the Plan based on developments in the smuggling problem
National AIDS Strategy (NAS)	<ul style="list-style-type: none"> >> Health Canada (lead department) >> Medical Research Council >> Correctional Service Canada 	<ul style="list-style-type: none"> >> NAS to be monitored: <ul style="list-style-type: none"> - Mid-term: in progress - A progress report is produced annually 	Coordination of national efforts to stop the spread of AIDS through such steps as prevention and education-related activities
National Forest Strategy	<ul style="list-style-type: none"> >> Natural Resources Canada (lead department) >> National Forest Strategy Coalition (government and NGO coalition) 	<ul style="list-style-type: none"> >> Mid-term evaluation by independent Blue Ribbon Panel completed September 1994 >> Final evaluation report to be completed April 1997 	<p>Mid-term concluded that Canada has established itself as a leader in understanding the importance of global sustainable forest resources and in fostering their wise management</p> <p>Final evaluation will assess Canada's progress toward sustainable forestry practices</p>
National Police Services	<ul style="list-style-type: none"> >> Royal Canadian Mounted Police (co-manager) >> Solicitor General Canada (co-manager) 	<ul style="list-style-type: none"> >> Joint policy review under way. Completion planned for March 1997 	Review to examine such issues as cost and cost sharing, future needs and partnerships with other levels of government

Strategy's Name	Departments Involved	Nature/Status of Review	Note
National Search and Rescue (SAR) Program	<ul style="list-style-type: none"> ➤ National Search and Rescue Secretariat (lead organization) ➤ National Defence ➤ Transport Canada ➤ Fisheries and Oceans Canada ➤ Canadian Heritage ➤ Environment Canada ➤ Royal Canadian Mounted Police ➤ Treasury Board Secretariat 	<ul style="list-style-type: none"> ➤ Review of SAR New Initiatives Fund completed September 1996 ➤ Review by December 1999 of the four components of the Program (Volunteers, Prevention, Intergovernmental Cooperation and Response) ➤ Review of Volunteers report completed October 1996 ➤ Review of Prevention to be completed by March 1997 	<p>Principal finding was that a strategic framework for managing the New Initiatives Fund is required</p> <p>To date, the principal finding is that the use of volunteers in search and rescue is cost beneficial and that volunteers are a vital component in both prevention and review activities</p>
National Strategy for Community Safety and Crime Prevention	<ul style="list-style-type: none"> ➤ Justice Canada (lead department) ➤ Solicitor General Canada ➤ 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) ➤ Mid-term to be reviewed by fall 1996, and 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	<ul style="list-style-type: none"> ➤ Human Resources Development Canada (lead department) ➤ Transport Canada ➤ Canada Mortgage & Housing Corporation ➤ Indian & Northern Affairs Canada ➤ Health Canada ➤ Canadian Heritage ➤ Industry Canada ➤ Justice Canada ➤ 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 approved by Assistant Deputy-Ministers' Steering Committee in December 1995 	<p>Review of cross-departmental initiative to bring persons with disabilities into the social and economic mainstream of Canadian society</p> <p>The Standing Committee on Human Rights and Disabled Persons used the evaluation in its Fourth Report, <i>"The Grand Design: Achieving the Open House Vision"</i></p>

Strategy's Name	Departments Involved	Nature/Status of Review	Note
Overseas Representation	<ul style="list-style-type: none"> > Foreign Affairs and International Trade Canada (lead department) > Citizenship and Immigration Canada > National Defence > Canadian International Development Agency > Industry Canada 	<ul style="list-style-type: none"> > An interdepartmental task force of deputy ministers is currently under way 	Review of status and composition of federal government representation abroad
Program of Energy Research and Development (PERD)	<ul style="list-style-type: none"> > Natural Resources Canada (lead department) > 15 other departments and agencies with interests or programs in energy research and development (R&D) 	<ul style="list-style-type: none"> > As part of Program Review, a strategic planning workshop was held in June 1995. The recommendations thereby produced were endorsed by the Coordinating Group of Ministers on Program Review 	A new program management framework has been adopted to ensure priority setting is more effective. Funding will be managed through Memoranda of Understanding between Natural Resources Canada and participating departments
Provisions of the Corrections and Conditional Release Act	<ul style="list-style-type: none"> > Solicitor General Canada (co-manager) > Correctional Service Canada (co-manager) > Correctional Investigator > National Parole Board 	<ul style="list-style-type: none"> > Joint 5 year evaluation underway. Completion planned for November 1997 	Fifth-year review to be conducted by a parliamentary committee
Royal Canadian Mounted Police Act	<ul style="list-style-type: none"> > Solicitor General Canada (lead department) > Royal Canadian Mounted Police 	<ul style="list-style-type: none"> > Review completed in July 1996 > Recommendations are currently being formulated 	Comprehensive review intended to propose amendments to Parts VI and VII of the <i>Royal Canadian Mounted Police Act</i>
Royal Canadian Mounted Police Ministerial Directives	<ul style="list-style-type: none"> > Solicitor General Canada (lead department) > Royal Canadian Mounted Police 	<ul style="list-style-type: none"> > Joint review under way, to be completed July 1997 	Joint review is directed toward streamlining and updating RCMP ministerial directives
Royal Canadian Mounted Police Source/Witness Protection Policy and Program	<ul style="list-style-type: none"> > Solicitor General Canada (lead department) > Royal Canadian Mounted Police 	<ul style="list-style-type: none"> > Review completed in 1994 	The <i>Witness Protection Program Act</i> was proclaimed into law in June 1996. This Act is an important component in the Government's overall effort to improve the safety and security of all Canadians
Science and Technology (S&T)	<ul style="list-style-type: none"> > Industry Canada (lead department) > 20 other departments involved, including Treasury Board Secretariat 	<ul style="list-style-type: none"> > Review completed in March 1996, led to the publication of <i>Science and Technology for the New Century</i> 	<p>Review of federal S&T programs and policies in order to develop an overall strategy with clearly identified priorities</p> <p>Industry Canada was the lead on both the internal review of programs and the public consultation process surrounding an S&T discussion paper</p>

Strategy's Name	Departments Involved	Nature/Status of Review	Note
Scientific Research & Experimental Development Investment Tax Credit	<ul style="list-style-type: none"> ➤ Finance Canada (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
Scope and Impact of Organized Crime	<ul style="list-style-type: none"> ➤ Solicitor General Canada (lead department) ➤ Canadian Security Intelligence Service ➤ Finance Canada ➤ Correctional Service Canada ➤ Citizenship and Immigration Canada ➤ Justice Canada ➤ Revenue Canada (Customs and Taxation) ➤ Royal Canadian Mounted Police 	<ul style="list-style-type: none"> ➤ Review underway ➤ Forum on organized crime to be hosted by Departments of Justice Canada and Solicitor General Canada in September 1996 	Review to determine the scope and impact of organized crime in Canada and the adequacy of existing arrangements to combat it
Security	<ul style="list-style-type: none"> ➤ Every department and agency is involved 	<ul style="list-style-type: none"> ➤ Centrally requested audits currently under way 	Government 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 Canada (co-manager) ➤ Justice Canada (co-manager) ➤ Correctional Service Canada ➤ National Parole Board ➤ Statistics Canada (Canadian Centre for Justice Statistics) ➤ Treasury Board Secretariat 	<ul style="list-style-type: none"> ➤ Review, completed in June 1996, led to proposals for legislative and administrative action 	Examination of methods to reduce prison populations in light of diminishing resources
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 Canada ➤ Health Canada ➤ Royal Canadian Mounted Police ➤ Citizenship and Immigration Canada ➤ Public Works and Government Services Canada 	<ul style="list-style-type: none"> ➤ Project started in 1994/95 ➤ Mid-point review results presented, summer 1996 	HCCI pilot project focusing on improved vision care services in Alberta

Annex C(2) Departmental Key Reviews

Program Activity	Title of Review Activity	Description
Agriculture and Agri-Food Canada (AAFC)		
Agricultural Research and Development	<ul style="list-style-type: none"> ➤ Program Review of potato research (under way) ➤ Matching Investment Initiative (under way) 	<ul style="list-style-type: none"> ➤ Study to assess the return on investment in potato research ➤ Review of financial and management controls
Inspection and Regulation	<ul style="list-style-type: none"> ➤ Joint Services Initiatives pilot projects between AAFC and Revenue Canada-Customs (completed) 	<ul style="list-style-type: none"> ➤ Evaluation to determine the extent to which activities performed by Customs Inspectors on behalf of AAFC improved compliance of agri-food imports and service to importers
Policy and Farm Economic Programs	<ul style="list-style-type: none"> ➤ Western Grain Transition Payment Program (under way) ➤ Crop Insurance Review (completed) 	<ul style="list-style-type: none"> ➤ Audit of program payments and payment processing system ➤ Review of crop insurance policy and programs and development of a national production risk management policy for crops, in consultation with the industry and provinces
Market and Industry Services	<ul style="list-style-type: none"> ➤ Agri-Food Export Potential for the Year 2000 (completed) ➤ Western Grain Marketing Panel (completed) ➤ Market Development Activities (under way) 	<ul style="list-style-type: none"> ➤ Evaluation of the potential contribution of the sector (aggregate and regional); and, the demand in world markets that will enable the Canadian agri-food industry to meet its target of at least \$20 billion in exports by the year 2000 ➤ Determine customer needs, assess Canada's competitive position, and evaluate existing grain marketing infrastructure to optimize Western Canada's system of marketing grain ➤ Evaluation of the effectiveness and value-added of key AAFC market development activities
All Other Program Activities	<ul style="list-style-type: none"> ➤ Data centre benchmarking - AAFC (completed) 	<ul style="list-style-type: none"> ➤ A comparative benchmark of our data centre operations with operations of similar size
EXTERNAL REVIEWS		
Auditor General of Canada, Animal and Plant Health Program, May 1996	<ul style="list-style-type: none"> ➤ Value-for-money audit assessing departmental management of the Animal and Plant Health Program 	

Atlantic Canada Opportunities Agency (ACOA)		
Development	<ul style="list-style-type: none"> ➤ Business Development Program - (completed) ➤ Commercial Clients Survey (under way) ➤ Atlantic Canada Community Futures Program (2 studies completed) 	<ul style="list-style-type: none"> ➤ Evaluation framework completed following the introduction of the new business support program; results to be measured in terms of employment impact, productivity, export sales and new business start-ups ➤ A Statistics Canada survey done on behalf of ACOA to assess results and impacts of the Fisheries Alternatives Program (FAP), COOPERATION and Action programs on business clients in terms of employment, sales, baseline information and client satisfaction ➤ Review of the effectiveness of the lending activity of the Community Business Development Corporations (CBDCs) in terms of cost per job created and maintained; and the growth and return on their investment funds ➤ Review of the lending and portfolio management policies of the CBDCs to identify ways of improving the performance of their investment activities

Program Activity	Title of Review Activity	Description
	<ul style="list-style-type: none"> >> Pan-Atlantic Entrepreneurship Development (under way) >> Canada New-Brunswick COOPERATION Agreements (under way) >> Review Corporate Services (completed) >> Post Payment Audits (under way) 	<ul style="list-style-type: none"> >> Evaluation being done to assess the results of the Program and the impact in terms of likely long-term effects on entrepreneurship development in the Atlantic Provinces. Principal impact indicators are: increased numbers of clients intending to start their own business; and improved capacity and skills for entrepreneurship >> Evaluation of the five remaining agreements under one framework. The main indicators are jobs created and maintained; objectives met; and businesses created and expanded >> Study and re-engineering of the entire Corporate Services function to improve economy, efficiency and effectiveness >> Develop and implement a statistical sampling approach to allow transfer of resources to monitoring activities while maintaining strong compliance monitoring
EXTERNAL REVIEWS		
Auditor General of Canada, Regional Development Programs, November 1995	<ul style="list-style-type: none"> >> The Auditor General indicated that compliance monitoring within the Agency was strong, however Agency monitoring of individual project progress/results should be improved. The Agency has completed a re-engineering of Corporate Services including compliance monitoring through which resources have been realigned to achieve strong monitoring in the compliance area and for individual project progress/results 	

Atomic Energy Control Board (AECB)		
Administration of AECB Regulations and Participation in Measures for International Control of Atomic Energy	<ul style="list-style-type: none"> >> PROJECT 96 and Beyond (under way) >> Environmental Regulatory Program (completed) 	<ul style="list-style-type: none"> >> This organizational renewal project developed recommendations for action in four broad areas: regulatory, managerial and general - communication, training. The next step is expected to begin in fall 1996. In addition to preparing the AECB to meet the challenges of the future, this undertaking will set the stage for ensuring that AECB builds into its operational and management practises continuous performance improvement that becomes part of the normal 'modus operandi' of the institution >> AECB will develop a policy concerning its role in environmental protection for nuclear facilities. In developing the policy, the implication of existing Canadian laws and regulations, such as the <i>Canadian Environmental Assessment Act (CEAA)</i> and the <i>Canadian Environmental Protection Act (CEPA)</i> will be reviewed. The work will take into account the function of international standard setting bodies such as the International Atomic Energy Association and the International Commission on Radiological Protection. In parallel, over the next two years, AECB will assist Environment Canada to determine whether radionuclides should be regulated as toxic substances under the CEPA. This cooperative effort will result in an effective environmental protection strategy for nuclear facilities

Program Activity	Title of Review Activity	Description
EXTERNAL REVIEWS		
Auditor General of Canada, Follow-up audit of AECB, Fall 1996	>>	In November 1994, the Auditor General published an audit report on AECB's regulatory program which is important to the fulfilment of its mandate. The Auditor General is now conducting a follow-up to the audit. Given that the AECB is working within a legislative framework established in 1946 by the <i>Atomic Energy Control Act</i> , the AECB has made good progress in responding to the observations and recommendations, particularly in the areas of management processes and practices. The Government has introduced a new Act which has recently received second reading. The new legislation will provide the platform from which to reassess existing regulations and to launch the regulatory initiatives necessary to meet the challenges of today, which could hardly have been contemplated in 1946. In the interim, the AECB is responding to the Auditor General's recommendations by working within the framework of the present legislation to better clarify and define its regulation-making process

Canadian Heritage (CH)		
Department-wide	<ul style="list-style-type: none"> >> Telefilm Canada, National Film Board and Canadian Broadcasting Corporation (completed) >> Publishing Programs (planned) >> Shared Systems and Systems Development Evaluation Criteria (planned) >> Contracting Process Review (under way) >> Risk Assessment Project (under way) 	<ul style="list-style-type: none"> >> Fundamental review of the organizations' mandates - Juneau Committee >> To be developed as part of a more comprehensive review of cultural industries >> Develop criteria to facilitate review of the departmental information management vision and strategy >> Review contracting policies, processes and organizations; ensure that compliance with regulations and objectives of prudence, probity and economy are being achieved; and review how the existing rules affect the department's objectives regarding downsizing and employee take-over initiatives >> By identifying the department's exposure to risk in vulnerable areas and by taking appropriate corrective action the department will be able to better protect its assets and resources
Citizenship and Canadian Identity	<ul style="list-style-type: none"> >> Review of Athlete Assistance Program (under way) >> Official Languages Program (under way) >> Evaluation of Key Components of Official Languages Support Programs (under way) >> Multiculturalism Reviews (under way) >> Evaluation Framework for Multiculturalism (under way) 	<ul style="list-style-type: none"> >> Review the design, administration, costs and benefits of various federal income-tested programs as a model to apply to the Athlete Assistance Program >> 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 >> To provide the Official Languages Support Programs with the necessary information on which to base their repositioning. Evaluation will include federal-provincial agreements and Canada-community agreements >> Evaluation of programs to identify lessons learned and alternatives for future programming >> Development of evaluation framework for revised program further to the results of the reviews

Program Activity	Title of Review Activity	Description
	➤ Evaluation - Calgary National Sport Centre (under way)	➤ Determine if the Centre has been effective in enhancing the training environment for high-performance athletes and to draw lessons for the possible future establishment of centres of this type elsewhere in Canada
Parks Canada	➤ Audit and Evaluation Framework for Parks Business Plan (under way) ➤ Concession/Lease Audit Plan (completed) ➤ Third Party Review of Revenue Management Strategy (under way) ➤ Evaluation - National Historic Sites Cost-Sharing Program (planned)	➤ Development of an audit and evaluation framework ➤ Determined whether revenue due to the Crown was obtained, and if management controls were adequate ➤ Findings of this annual review will be used to adjust the revenue strategy in line with Business Plan objectives and to advise on future review requirements ➤ Evaluate lessons learned from the Program's various cost-sharing and partnership approaches in order to contribute to the development of future partnership approaches in this and other programs and to the implementation of the Parks Canada Business Plan

Canadian International Development Agency (CIDA)		
Department-wide	➤ Women in Development/Gender Equity (WID/GE) (under way) ➤ Basic Human Needs (BHN) (Primary health care; basic education; family planning; nutrition; water and sanitation; shelter) (under way) ➤ Food Aid (under way) ➤ Infrastructure Services (Energy; telecommunications and information; transportation; water, irrigation and sanitation) (under way)	➤ A corporate review of CIDA's investments in WID/GE, one of the Agency's six programming priorities, as outlined in <i>Canada in the World</i> , the Government's Foreign Policy: - The review which is nearing completion includes five separate studies: Audit Component - Preliminary Survey; Best Practices; Survey of Southern Women; Methods on Impact; and Implementation of WID&GE and Follow-up to the 1992 WID Evaluation. The review process includes an external advisory panel. Findings confirm that CIDA's approach to the implementation of the WID/GE policy has been in the right direction; a major indicator of success was the increase in the proportion of student awards granted to women (from 20 per cent in 1984 to 40 per cent in 1994). The review identifies areas such as planning, reporting and accounting for results, which require further strengthening ➤ A corporate review of CIDA's investments in the area of BHN, another of the Agency's six programming priorities: ➤ A literature review of BHN trends has identified the main issues for review: policy coherence; effectiveness of channels/levels of intervention; capacity development; partnership; sustainability; and emergency assistance. The review process will include an external advisory panel ➤ Review to assess the effectiveness of food aid both as a development instrument and as emergency assistance, within the broader context of food security. The review process will include an external advisory panel ➤ A corporate review of CIDA's investments in the area of Infrastructure Services, another of the six programming priorities. The review will assess the cost effectiveness of investments with respect to basic development objectives and will include an external advisory panel

Program Activity	Title of Review Activity	Description
	<ul style="list-style-type: none"> >> Counterpart Funds (under way) >> Contract Management (planned) >> Information Technology (IT) (planned) >> Bilateral Project Performance Review System (under way) 	<ul style="list-style-type: none"> >> An internal audit is examining the effectiveness and efficiency of CIDA's practices and controls in accounting for and reporting on the use of counterpart funds, and the impact and the value received for money spent >> An internal audit will assess the effectiveness and efficiency of contracting systems and procedures, compliance with contracting policies and regulations, and the impact and value-added of new contracting approaches >> An internal audit will assess the accountability and governance structure for IT; planning and implementation of IT; coordination of IT activities at the corporate level; the adequacy of IT with respect to operational learning and reporting support in the Agency; and compliance with policies and regulations >> The project performance review system encompasses monitoring and project completion reporting by bilateral branches, and audits and evaluations at the corporate level. It comprises a framework of results and key success factors for assessing bilateral project performance and a prototype computer database (under development) of results from monitoring, evaluations and audits, where applicable. On-line access and standardization will enable managers and analysts to do cross-cutting analyses
EXTERNAL REVIEWS		
Auditor General of Canada, Phased Follow-up of the Auditor General's 1993 Report; Fall 1996	>>	The second self-assessment by CIDA - Improving Development Effectiveness: Building CIDA's Results Measurement System - outlines the Agency's efforts towards improving its results-based management practices. The self-assessment will be published in the Auditor General's Report in the fall of 1996

Canadian Radio-television and Telecommunications Commission (CRTC)		
Telecommunications	<ul style="list-style-type: none"> >> Affordability of local telephone services (under way) >> "Price Cap" Regulation - Utility segments of dominant Canadian tele-communications carriers (under way) >> Stimulation of effective competition in the local telephony market (under way) 	<ul style="list-style-type: none"> >> An examination of how best to ensure that local telephone service remains universally accessible at affordable rates in an increasingly competitive environment where prices for local services are moving towards cost >> A proceeding to implement the CRTC's announced intention to apply "price cap" regulation to the Stentor companies' utility segments as the next step in the realization of a new regulatory framework for the dominant Canadian telecommunications carriers (Price caps encourage companies to operate more efficiently by allowing them to increase and retain profits through higher productivity, and provide greater pricing flexibility) >> Proceedings dealing with issues to stimulate effective competition in the local telephony market including co-location, interconnection, unbundling and number portability. The resolution of local competition issues is a precondition to competition in all aspects of the Information Highway

Program Activity	Title of Review Activity	Description
Broadcasting	<ul style="list-style-type: none"> ➤ Access rules for broadcasting distribution undertakings (completed) ➤ Codes pertaining to the portrayal of violence (completed) ➤ Establishment of new broadcast distribution regulations (under way) 	<ul style="list-style-type: none"> ➤ A public proceeding to review the CRTC's policies regarding access rules applicable to the carriage of programming services by all broadcasting distribution undertakings. The exercise resulted in a new set of rules aimed at ensuring that there is fair and equitable access to television broadcasting services ➤ A comprehensive approach developed with the active participation of all elements of the broadcasting industry. The policy provides tools for parents to protect their children from the harmful effects of television violence. The broadcasting industry has adopted CRTC approved codes to rate its programming. Distribution undertakings will be making the V-chip technology, which allows parents to screen out unwanted violent programming, available to subscribers. The full documentation is included in the CRTC publication entitled <i>Respecting Children: A Canadian Approach to Helping Families Deal with Television Violence</i> ➤ An extensive multi stage proceeding to establish new broadcast distribution regulations designed to reflect the move towards increased competition amongst different distributors of broadcasting services and the rapid pace of technological change related to the means of distribution. It is anticipated that all or most distribution undertakings (e.g. direct-to-home satellite services, cable, etc.) will become subject to common broadcasting distribution regulations. Currently, detailed regulations exist only for cable distribution undertakings

Canadian Space Agency (CSA)		
Agency-wide	<ul style="list-style-type: none"> ➤ European Space Agency (ESA) (under way) ➤ Annual Project Brief for the Canadian Space Station, Major Crown Project (planned) ➤ David Florida Laboratory and Space Science (planned) ➤ Strategic Technologies in Automation and Robotics (STEAR) (planned) 	<ul style="list-style-type: none"> ➤ Evaluation of the impact of Canada's participation in 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 Mobile Servicing System project, Canada's contribution to the International Space Station Program ➤ Review of management processes ➤ Review of the effectiveness of the STEAR program in the development and diffusion of technologies to Canadian industry

Citizenship and Immigration Canada (CIC)		
Department-wide	<ul style="list-style-type: none"> ➤ Critical Review of the Implementation of the Renewal Agenda (completed) 	<ul style="list-style-type: none"> ➤ Development of evaluation framework and/or pilot evaluation work for: <ul style="list-style-type: none"> — Citizenship Application Processing/Testing and Education — Sponsorship Compliance — Departmental Delivery Network/Client Card — Performance Measurement Guide

Program Activity	Title of Review Activity	Description
	<ul style="list-style-type: none"> ➤ Renewal Agenda (RA)/ Business Process Re-engineering (BPR) (under way) ➤ Assessment of Risk Management Decision-Making (planned) 	<ul style="list-style-type: none"> ➤ Review project management or provision of advice in RA/BPR projects, including: <ul style="list-style-type: none"> – Effectiveness Evaluation of Medical Assessments – Detention and Removal ➤ Effectiveness assessment of frameworks and practices for risk management decision-making in high risk areas (waiving interviews; medical assessments; criminality screening)
Settlement	<ul style="list-style-type: none"> ➤ Evaluation of Adjustment Assistance Program (AAP) (completed) ➤ Audit of Settlement Contributions Program (completed) ➤ Evaluation of the Language Instruction for Newcomers to Canada (LINC) Program Overseas (planned) 	<ul style="list-style-type: none"> ➤ Evaluation of the effect of AAP on the economic and social integration of clients, resulting in program improvement ➤ Audit providing assurance on current spending and an assessment of strengths and best practices ➤ Evaluation of the effectiveness of the LINC Program Overseas to support decision-making for settlement renewal
All Other Program Activities	<ul style="list-style-type: none"> ➤ Effectiveness Evaluation of Medical Assessments (completed) ➤ Audits of Missions Abroad (under way) ➤ Processing Centre Evaluations/Reviews (completed) ➤ Right of Landing Fee (ROLF) Loan Program Review (completed) ➤ Assessment of One-Step Pilots (under way) ➤ Humanitarian and Compassionate (H and C) Admissions and Admissions on Discretion (planned) ➤ CANPASS Airport Project (completed) 	<ul style="list-style-type: none"> ➤ Conducted two medical pilots (Private Medical Company; Designated Medical Practitioner), with action taken or planned concerning decision-making (i.e., quality, consistency, costs) by these agents and departmental clerical staff ➤ Annual program of management/operational audits in selected Missions (11 conducted in 1995/96; minimum of 6 planned for 1996/97), leading to improvements in performance-based management and measurement practices; operational controls; and service delivery ➤ Evaluations/reviews, resulting in decisions concerning delivery/operational structures, including the processing centre concept; and performance-based management and measurement ➤ Evaluation of the ROLF Loan Program, leading to decisions concerning delivery options; process cost-effectiveness; and approval rates for demographic categories ➤ Pilot testing of the one-step processing concept and facilitation of the Immigration Processing Workshop. One-step processing transfers responsibility for managing the immigration application process from CIC to the applicant, and enables CIC decision-making based on applicant-supplied documentation ➤ Evaluation of H and C decision-making processes and assessment of whether the economic outcome of these admissions differs from those of selected immigrants ➤ Joint CIC-Revenue Canada (RC) evaluation of pilot smart card use, including benefits/impacts for service improvement. Action expected following RC reporting of results

Program Activity	Title of Review Activity	Description
	<ul style="list-style-type: none"> ➤ Detention and Removal (completed) ➤ Evaluation of the "3/9" Refugee Sponsorship Program (under way) ➤ Assessment of the Resettlement From Abroad Class (RAC) (planned) 	<ul style="list-style-type: none"> ➤ Conducted performance-based evaluations/reviews, resulting in action undertaken or planned for: <ul style="list-style-type: none"> – Removal Escort Analysis (delivery options, such as privatization) – Detention and Removal (re-engineering of policy/delivery) ➤ Evaluation of lessons learned in the "3/9" program and assessment of the feasibility of the model for Canada in the future ➤ Evaluation of the effectiveness of refugee programming for RAC
EXTERNAL REVIEWS		
Auditor General of Canada, Service Quality, Fall 1996	➤	Assessment of client-oriented service standards/performance information. Within CIC, actions are being followed-up on recommendations concerning call centre operations and citizenship processing

Correctional Service Canada (CSC)		
Department-wide	<ul style="list-style-type: none"> ➤ Review of CSC's Mission (completed and under way) ➤ Review of CSC Policy Structure (under way) ➤ Task Force on Policy Review (under way) ➤ Task force on Administrative Segregation (under way) ➤ Task Force on Safe Reintegration (under way) 	<ul style="list-style-type: none"> ➤ CSC's Mission Statement has been re-affirmed: "To contribute, as part of the criminal justice system, to the protection of society by actively encouraging and assisting offenders to become law-abiding citizens, while exercising reasonable, safe, secure and humane control." Renewing CSC's commitment to the values of the mission to be completed in the coming year ➤ A two-phased review intended to: 1) verify conformity of internal policy directives with statutes and regulations, and; 2) improve the overall effectiveness of the policy framework in guiding operations and ensuring accountability ➤ Objective is to ensure clear, concise and consistent direction throughout CSC. Review will include: 1) analysis of the legislation (Corrections and Conditional Release Act (CCRA)) with a view to ensuring the understanding of and compliance with their requirements; and 2) review of internal policy documents to verify their compliance with the legislation, as well as an examination of the utility and effectiveness of the current range of policy documents ➤ A comprehensive review of the use of Administrative Segregation. Established in response to concerns by the Commission of Inquiry into Certain Events at Prison for Women regarding Administrative Segregation and population management, and the commitment arising from the CCRA to evaluate Administrative Segregation <p>Three phases:</p> <ul style="list-style-type: none"> - A preliminary assessment of compliance and the extent to which appropriate control measures are in place - A compliance audit - A final report to include overall compliance results, an analysis of operational resource issues raised during the review and recommendations pertaining to legislative and/or policy changes <ul style="list-style-type: none"> ➤ Objective is to review impediments to the timely case preparation of offenders in support of safe release into the community

Program Activity	Title of Review Activity	Description
	<ul style="list-style-type: none">>> Inmate Economy (completed)>> Double-Bunking (planned)>> Offender Management System (OMS) Review (completed)	<ul style="list-style-type: none">>> Review led to the development of a common national approach, since varying practices currently exist across the country>> Review scheduled as per Policy on Inmate Accommodation (promulgated June 1995) 18 months after promulgation. Scheduled for January 1997>> Review of the status of implementation of the OMS. Review team has presented to CSC senior management an overview of findings, along with a number of suggestions for corporate improvement of implementation of OMS in the department
Correctional Operations and Programs	<ul style="list-style-type: none">>> Integration of Services (under way)>> Programming for High Risk Offenders (under way)>> National Program Standards for Sex Offenders (under way)>> Substance Abuse Programs Reviews (on-going)>> Management of Correctional Programs (under way)	<ul style="list-style-type: none">>> Reduction in overlap and duplication in the delivery of correctional programs and services>> The design and development of an intensive program for persistently violent (non-sexual) offenders. Pilot began in August 1996 and interim report will be submitted March 1997>> Evaluation to examine compliance with national standards>> Evaluation of the institutional and community based national substance abuse programs>> Improved ability to align programs more precisely to offenders' actual levels of risks and needs in institutions and in the community
EXTERNAL REVIEWS		
Auditor General of Canada, Rehabilitation Programs for Offenders, May 1996	<ul style="list-style-type: none">>> In response to the Auditor General's Report:<ul style="list-style-type: none">— CORCAN: (a manufacturing trademark for goods and services produced by offenders under CSC jurisdiction): to reduce the cost per offender; to conduct expanded research on the impact of CORCAN employment; to develop a long-term plan for community services (1996-97); to secure long-term, stable markets— Program Management Project: development of a management framework to ensure consistent delivery of programs	
Auditor General of Canada, Reintegration of Offenders, Fall 1996	<ul style="list-style-type: none">>> Action plans to respond to observations contained in the report	
Commission of Inquiry into Certain Events at the Prison for Women (Arbour Commission Report)	<ul style="list-style-type: none">>> In response to the Commission of Inquiry into Certain Events at the Prison for Women:<ul style="list-style-type: none">— Administrative Segregation Review: to ensure all sites are knowledgeable of legal requirements and that appropriate measures are in place to ensure compliance— Review of the Use of Force: to ensure CSC staff who participate in incidents involving use of force are trained in accordance with CSC policy and approved program standards; that application of the use of force is congruent to CSC policy and the corresponding Criminal Code of Canada Provisions; that reporting mechanisms provide reliable, complete and timely information	
Department of Finance Canada (Fin)		
Tax Policy	<ul style="list-style-type: none">>> Business Taxation Review (under way)	<ul style="list-style-type: none">>> Technical Committee on Business Taxation established to focus on the impact of business taxation on jobs and growth, simplification, and ensuring that business pays a fair share of the tax burden

Program Activity	Title of Review Activity	Description
	<ul style="list-style-type: none"> > Energy Efficiency Consultations (under way) > Review of Indian Government Taxation (under way) > Disability Review (under way) > Charities Review (under way) > Tax Expenditures (under way) > Review of Federal-Provincial Tax Coordination Issues (under way) 	<ul style="list-style-type: none"> > Part of the baseline study of taxes, grants and subsidies which may be barriers to sound environmental practices > Development of a policy framework for the use of tax powers by First Nations and the tax treatment of First Nations and their institutions > Examine tax measures which have an impact on people with disabilities > Examine ways of further encouraging charitable giving and charitable activities > Evaluate tax expenditures to ensure they continue to be relevant, effective and efficient > The purpose of this review is to improve federal-provincial tax coordination, making the tax system more administratively effective and efficient, and simpler for businesses to comply with
Financial Sector Policy	<ul style="list-style-type: none"> > Review of the Financial Sector Legislation (under way) > Task Force on the Future of Financial Services (announced) > Payments Systems Review (announced) > Canadian Securities Commission (planned) > Investors and Intermediaries (under way) > Financial Risk Management Policies (under way) > Loan and Loan Guarantee Policy (under way) > Debt Program Evaluation (under way) 	<ul style="list-style-type: none"> > Review legislation with view to better protecting consumers and updating the regulatory environment > Advise on appropriate framework for the financial sector into the twenty-first century > Comprehensive review of the payments system in Canada > Discuss with the provinces the possibility of establishing a national securities commission > Initiatives to improve functioning of Canadian fixed income market > Update and enhance policies on financial risk management > Update and enhance policies on the extension of loans and loan guarantees > Series of studies following five-year framework; now in fourth year
International Trade and Finance Policy	<ul style="list-style-type: none"> > Simplified Customs Tariff (under way) > Review of <i>Special Import Measures Act</i> (under way) 	<ul style="list-style-type: none"> > Public consultations on proposed new tariff regime to take effect in 1998 > Sub-Committees of House Finance Committee and House Committee on Foreign Affairs and International Trade will hold public hearings and make recommendations to the government
Federal-Provincial Relations and Social Policy	<ul style="list-style-type: none"> > Canada Health and Social Transfer (completed) > Territorial Financing (under way) > Equalisation (planned) > Stabilisation (under way) > Canada Pension Plan (under way) > Labour Market Programs (under way) 	<ul style="list-style-type: none"> > Legislation setting out entitlements and allocation to the year 2002-2003 now passed > Creation of Nunavut has initiated review of current arrangements > Consultations with provinces on renewal of the program expected to begin in fall 1996 > Claims from New Brunswick and Quebec with respect to 1993-94 are currently being assessed and final decisions will be made by November 1996 > Five-yearly federal-provincial review > Discussions underway with provinces regarding new arrangements. Finance will have a role in developing the accountability framework. Program design and administration will be handled by Human Resources Development Canada and the provinces

Program Activity	Title of Review Activity	Description
Department of Justice Canada (Jus)		
Department-wide	<ul style="list-style-type: none"> >> Systems Under Development - Case Management System (completed) >> Library Services (completed) >> Audit of Tax Law Services (planned) >> Audit of Compensation and Staff Relations (planned) 	<ul style="list-style-type: none"> >> The audit identified risk factors and included recommendations to improve a number of practices and processes relating to the development of this system >> The audit identified a number of areas requiring improvement with respect to the management framework and the delivery of library services to Justice clients >> Joint audit with Revenue Canada of the management framework and processes in place relating to the delivery of tax law services >> Organizational and functional audit of Compensation and Staff Relations
Government Client Services	<ul style="list-style-type: none"> >> Proceeds of Crime Initiative and Drug Prosecutions (planned) >> Evaluation of Cost-Recovery Pilots (planned) 	<ul style="list-style-type: none"> >> The project will identify performance measures for assessing the success and impacts of the enhanced management framework as well as provide assessments of available data and the need for the collection of new data for the purposes of evaluation >> The project will identify performance measures for assessing the success and impacts of the pilot project and assessments of data needs for the evaluation
Law and Policy	<ul style="list-style-type: none"> >> Firearms Control Initiative (under way) >> Aboriginal Justice Strategy (planned) >> 1995 Amendments to <i>Firearms Control Act</i> (planned) >> Child Support Initiative (planned) 	<ul style="list-style-type: none"> >> The focus is on the effectiveness of the 1977 changes to the Criminal Code designed to address the firearms issues >> Evaluation criteria to be developed for the implementation of new approaches to administer justice in aboriginal communities >> Evaluation framework to be developed as an initial step towards assessing the amendments to this Act >> Framework will be developed for the evaluation of child support reforms

Environment Canada (EC)		
Department-wide	<ul style="list-style-type: none"> >> Data Management Review (completed) >> Occupational Safety and Health (OSH) Audit (completed) >> Financial Management Audits: <ul style="list-style-type: none"> - Pacific & Yukon Region (completed) - Prairie & Northern Region (completed) - National Capital Region (under way) - Ontario Region (planned) 	<ul style="list-style-type: none"> >> Senior management has accepted a recommendation to develop a data management framework at departmental level; identified best practices in environmental data management; and provided models which can be used to meet future departmental data management needs >> Assessed the adequacy of the program to meet program objectives. The recommendations for more senior management involvement and increased managers' awareness of OSH responsibilities are being implemented. A departmental safety and health framework has been developed >> A series of audits to assess the adequacy of departmental financial management/control practices, functional leadership and the strategic direction of department-wide finance. The audits are assisting managers and finance to understand and implement the departmental Financial Management Accountability Framework

Program Activity	Title of Review Activity	Description
A Healthy Environment	<ul style="list-style-type: none"> >> Review of Air Issues (completed) >> Review of Enforcement (under way) >> Fraser River Action Plan (FRAP) (under way) >> St. Lawrence Vision 2000 (under way) >> Migratory Birds (under way) 	<ul style="list-style-type: none"> >> Provided an assessment of, and recommendations particularly related to, strengthening the integration of science and policy, and the overall integration of air issues management >> Provide an assessment and recommendations relating to the department's capacity to deliver on the goals set for enforcement of specific regulations; the implementation of a new organizational structure; and the implementation of a new computerized tracking system >> Examine results achieved, continued relevance of FRAP, and its cost-effectiveness. Identifies lessons learned and options for the post-FRAP period >> To focus on results achievement and management as well as accountability mechanisms >> To examine the department's national role, the regulatory process, research and application, and national consistency with a focus on the results achieved
Safety from Environmental Hazards	<ul style="list-style-type: none"> >> Review of Weather Services (under way) 	<ul style="list-style-type: none"> >> To obtain assurance of quality delivery of weather forecasts and warnings to the public, while implementing modernization in the post Program Review and commercialization environment
Greener Society	<ul style="list-style-type: none"> >> Action 21 Evaluation Framework (under way) >> Measuring Research and Development (R&D) Impact (planned) >> Commercialization/Revenue Generation (planned) 	<ul style="list-style-type: none"> >> Assess the relevance and cost-effectiveness of the program. Review to be conducted in 1998/99 >> Case studies to measure the environmental and socio-economic impacts of EC's R&D in support of public policy and; to demonstrate accountability in federally supported public good research >> Assess the management of the program to determine the likelihood of the achievement of the expected results and targets with a special emphasis on identifying best practices. Review to be conducted in 1998/99
EXTERNAL REVIEWS		
Auditor General of Canada, Federal Contaminated Sites, Fall 1996	<ul style="list-style-type: none"> >> Government-wide audit scope includes examining central leadership on resolving the problem 	

Federal Office of Regional Development (Québec) (FORDQ)		
Promotion of the Economic Development of the Regions of Quebec	<ul style="list-style-type: none"> >> A framework for measuring performance (under way) >> Industrial Recovery Program for Southwest Montreal (under way) >> Salmon Economic Development Program (under way) >> Federal Procurement Assistance Program (under way) 	<ul style="list-style-type: none"> >> Ongoing evaluation process of the performance of IDÉE-PME programming based on an evaluation framework and indicators integrated in a scoreboard >> Evaluation of the relevance, efficiency, and impact of the program in relation to departmental priorities and its economic spinoffs >> Evaluation of the relevance of the program in terms of its impact on medium and long-term economic development >> Evaluation of the relevance, efficiency, and impact of the program

Program Activity	Title of Review Activity	Description
EXTERNAL REVIEWS		
Auditor General of Canada, Regional Development Programs, November 1995 External Registrar	<ul style="list-style-type: none"> >> In response to the Auditor General's recommendations, the department took various measures, notably in terms of information provided to Parliament and the evaluation of results >> External audits with a view to obtaining ISO 9002 certification for the Montreal Island, Sherbrooke and Val d'Or offices 	

Fisheries and Oceans Canada (F&O)		
All Canadian Coast Guard (CCG) Business Lines	>> Economic Impact of Major Marine Initiatives (under way)	>> This CCG study is looking at the cumulative global impacts of federal maritime reform. Decisions on proceeding to the next level of cost-recovery will be made based on the results
Marine Communications and Traffic Services	>> Marine Communication and Traffic Services Integration (completed)	>> This CCG review will lead to full integration of Vessel Traffic Services and Coast Guard Radio Station Services by 1999 when 44 sites will be reduced to 21. As of June 1996, 13 sites have been integrated
Fisheries Management	>> Atlantic Licensing Policy Review (completed)	>> This manager-led review resulted in a new policy that addresses the issue of capacity reduction through increased flexibility in multi-species licensing and the identification of a group of core fishers, i.e., those most dependent on the fishery, to whom licences would be transferable
Habitat Management and Environmental Science	>> Comprehensive Review of Habitat Operations (completed)	>> This review assessed research and operational activities in all regions. Results have been used in implementing organizational changes and realignments within the department
Policy and Internal Services	<ul style="list-style-type: none"> >> Pacific Salmon Fishery Management Review (planned) >> The Atlantic Groundfish Strategy Review (under way) >> Use of Travel (under way) >> Review of the Canadian Coast Guard College (under way) 	<ul style="list-style-type: none"> >> On July 15, 1996, the federal government and the Province of British Columbia signed a Memorandum of Understanding establishing a basis on which to ensure a sustainable and viable salmon fishery on the Pacific coast. A joint review is being conducted of the federal and provincial roles and responsibilities in the management of this fishery. The recommendations of the review are to be released by February 1997 >> This review is providing assurance that appropriate controls are in place for the prudent management of funds in compliance with the terms and conditions of the program >> This review is examining travel effectiveness, efficiency, economy and compliance. It is developing innovative strategies to significantly reduce travel expenditures >> This review is examining alternative ways of meeting CCG training requirements. It is also assessing the efficiency of current operations and processes, and proposing improvements

Foreign Affairs and International Trade Canada (DFAIT)		
Department-wide	<ul style="list-style-type: none"> >> Learning Function (completed) >> Investment Development Program (under way) 	<ul style="list-style-type: none"> >> Evaluation of the efficiency and effectiveness of the Learning Function in DFAIT. Recommendations are being implemented by the Canadian Foreign Service Institute >> The evaluation addresses program delivery issues and will offer some strategic guidance

Program Activity	Title of Review Activity	Description
	<ul style="list-style-type: none"> >> Review of Communications function (planned) >> Impacts of Technology in the Office Environment on DFAIT Personnel (planned) >> Personnel Management (planned) >> Performance Measurement Framework (planned) 	<ul style="list-style-type: none"> >> Review of efficiency and effectiveness of the Communications function in its support of DFAIT's programs >> The evaluation will address concerns as to whether the introduction of technology has made support personnel redundant or, in the wake of support staff layoffs, simply increased the workload of non-support personnel. It will also address the issue of the integration of technological solutions >> Personnel management in DFAIT is quite different from what it is in the rest of the Public Service. This evaluation will examine the extent to which the current regime is still adequate >> The framework will provide a multi-level tool to help in the strategic management of the department. It is proposed that the establishment of the framework, for any given line of program delivery, be preceded by a "formative" evaluation. The "international trade development" line of delivery is considered as a first candidate for this
Political and International Security	<ul style="list-style-type: none"> >> Political and Economic Relations (PER) activities - Latin America/Caribbean (completed) <ul style="list-style-type: none"> - Human Rights Issues Management (completed) - The Geographic desk approach (completed) - Tracking of political and economic relations activities (completed) - Performance Measurement Framework and Management System Checklist (planned) - Case studies of Issues/Events Management (planned) 	<ul style="list-style-type: none"> >> The following summarizes the results of the completed projects: <ul style="list-style-type: none"> - Management alerted to: lack of prioritization mechanisms and overall strategic planning; lack of definition of political and economic relations activities, and the need to re-examine business lines; and the need for tracking of PER activities. These and other findings have been relevant to the Program Review process, and to the current reorganization of DFAIT - Measures of organizational effectiveness with respect to basic diplomatic functions (Political and Economic Relations), supplemented by cost-effectiveness studies at the level of specific issues/events
Bilateral relations and Operations	<ul style="list-style-type: none"> >> Joint Audit and Evaluation of the US Branch (planned) 	<ul style="list-style-type: none"> >> Postponed pending departmental reorganization
All other program activities	<ul style="list-style-type: none"> >> Evaluation framework for Global Issues and Cultural and Academic Affairs (planned) >> Consular Programs (planned) 	<ul style="list-style-type: none"> >> Postponed pending departmental reorganization >> Preliminary review completed. Full review postponed pending reorganization
EXTERNAL REVIEWS		
Auditor General of Canada, Peacekeeping Activities, May 1996	<ul style="list-style-type: none"> >> Action plan being developed in accordance with response reflected in the report 	
Auditor General of Canada, Program for International Trade Development, Fall 1996	<ul style="list-style-type: none"> >> Under way 	

Program Activity	Title of Review Activity	Description
Health Canada (HCan)		
Department-wide	<ul style="list-style-type: none"> ➤ Environmental Issues (under way) 	<ul style="list-style-type: none"> ➤ Reviews include: <i>Environmental Hazards</i>; Action Plan on Health and the Environment; Environmental Stewardship; and <i>Consumer Chemicals and Containers Regulations</i>
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 1993-94, implementation follow-up under way ➤ The second phase of the Treasury Board required evaluation of the transfer arrangements
Health Insurance	<ul style="list-style-type: none"> ➤ Health Insurance Program (under way) 	<ul style="list-style-type: none"> ➤ Review and assessment of health insurance monitoring under the <i>Canada Health Act</i>
All Other Program Activities	<ul style="list-style-type: none"> ➤ Tobacco Demand Reduction Strategy (under way) ➤ Construction of the Federal Laboratories in Winnipeg (completed) 	<ul style="list-style-type: none"> ➤ Development of an evaluation framework for this review completed in 1995 ➤ Examination of project management control framework

Human Resources Development Canada (HRDC)		
Unemployment Insurance (UI)	<ul style="list-style-type: none"> ➤ Employment Insurance (EI) Monitoring and Assessment (under way) ➤ UI Bill C-17 Changes (under way) ➤ EI Bill C-12 Changes (under way) 	<ul style="list-style-type: none"> ➤ Monitoring and evaluation of effects of EI reforms contained in the legislation ➤ Evaluating the effects of Bill C-17 as they relate to individual and household demographics, job search activity and outcomes, consumption levels, assets, debts and the use of social assistance ➤ First year audit activities will focus on the legislative compliance of EI
Income Security	<ul style="list-style-type: none"> ➤ Canada Pension Plan (CPP) - Senior Benefits <ul style="list-style-type: none"> - Phase II: Disability Benefits (completed) - Phase III: Survivor Benefits (under way) ➤ Income Security Program Redesign (ISP) (under way) 	<ul style="list-style-type: none"> ➤ A draft interim report has been prepared which provides timely evaluative information to support the current CPP policy review ➤ This evaluation examined the continuing relevance, objective achievement and cost-effectiveness of this program component ➤ On-going reviews of the ISP system under development
Human Resources Investment (HRI)	<ul style="list-style-type: none"> ➤ Development of Service and Outcome Measurement System (SOMS) (under way) ➤ HRI Fund Audit and Evaluation (under way) ➤ Canada Student Loans Program (under way) ➤ Sectoral Partnership Initiatives (SPI) (under way) 	<ul style="list-style-type: none"> ➤ The SOMS will provide an evaluation tool for the Human Resources Centres of Canada (HRCC) managers to analyze the impacts of different approaches to program delivery ➤ The audit interventions will include the development of an implementation framework, an accountability framework and the monitoring of the implementation of the HRI fund. Evaluation will develop a framework to dovetail with the accountability framework ➤ Examination of the impacts and success of the program to assist students in completing their post-secondary education ➤ Evaluation of the efficiency and effectiveness of SPI in stimulating private sector driven partnerships for developing and implementing human resource management strategies

Program Activity	Title of Review Activity	Description
	<ul style="list-style-type: none"> ➤ Strategic Initiatives (SI) (under way) ➤ Program for Older Worker Adjustment (under way) ➤ Youth Services Canada/Youth Partnership Program (completed) ➤ Employment Development Services (completed) ➤ The Atlantic Groundfish Strategy (under way) 	<ul style="list-style-type: none"> ➤ The monitoring and evaluation approach for SI suggests a client-based monitoring system and a two-phased evaluation (formative and summative) ➤ Evaluate issues concerning the program's rationale, its design, objectives achievement, impacts and alternatives ➤ Examination of programs made available to youth to assist them making the school-to-work transition ➤ Federal-Provincial initiatives to enhance employment opportunities for Social Assistance recipients ➤ This evaluation monitors the adjustment of clients outside the ground fishing industry and the effectiveness of programming activities
Human Resources Centres of Canada (HRCC) Management and Joint Services	<ul style="list-style-type: none"> ➤ Review of the management of partnership arrangements at the HRCC level (under way) ➤ Development of a risk model (under way) 	<ul style="list-style-type: none"> ➤ The review will look at best practices and share lessons learned from partnering activities at the HRCC level on the principle values, accountability, sound management and propriety. The review of the management of partnerships is intended to guide and support managers in their decision to enter into a collaborative agreement ➤ HRCCs require management tools to assist in the identification of risks associated with delivering in a "partnering and leveraging" environment. A development proposal was forwarded to the HRCC Council in April. The Council will determine an appropriate implementation plan
Corporate Services	<ul style="list-style-type: none"> ➤ Workforce Reductions (under way) 	<ul style="list-style-type: none"> ➤ We will continue to monitor the implementation of the Workforce Reductions policy according to Treasury Board guidelines

Immigration and Refugee Board of Canada (IRB)		
Board-wide	<ul style="list-style-type: none"> ➤ Information Provided to the Refugee Hearing Room/Process (under way) ➤ Accountability Framework for Hearing Productivity (planned) ➤ Management of Leave (planned) 	<ul style="list-style-type: none"> ➤ To review the efficiency and effectiveness of the type of information and process used to deliver information to the refugee hearing room ➤ To review processes used in measuring productivity and resulting accountability in Refugee Determination, Immigration Appeal, Inquiries and Detention Reviews ➤ To review the general management of leave and its effects on the hearing process

Indian and Northern Affairs Canada (INAC)		
Community Funding	<ul style="list-style-type: none"> ➤ Experiences to Date with Financial Transfer Arrangements (under way) ➤ First Nations Indebtedness (completed) 	<ul style="list-style-type: none"> ➤ Evaluation of 17 pilot projects to examine strengthened accountability regimes contained in new block funding agreements (Modification of the evaluation of "Experiences Relating to the Enhanced Accountability and Resourcing Regime") ➤ Audit of First Nation's Indebtedness led to improved timeliness and effectiveness of following up indebtedness situations
Program Funding	<ul style="list-style-type: none"> ➤ Lands Management (under way) ➤ Indian Environmental Partnership Program (under way) 	<ul style="list-style-type: none"> ➤ Evaluation will assess the effectiveness and impacts of the programs and identify areas for improvement ➤ Review will examine the rationale, effectiveness and impacts of the program

Program Activity	Title of Review Activity	Description
	<ul style="list-style-type: none"> ➤ Review of First Nations skills acquisition and development (under way) ➤ Arctic Environmental Strategy (under way) ➤ Social Assistance - Methodology for Compliance (completed) ➤ Additions to Reserve Policy (completed) 	<ul style="list-style-type: none"> ➤ Review includes a comprehensive inventory of training activities provided to First Nations to administer devolved programs ➤ Evaluation on clean-up of northern hazardous waste sites funded under strategy ➤ Audit of completeness, accuracy and timeliness of data used for social assistance programs led to improved data quality and control which will enhance departmental decision-making and social assistance funding allocations. Monitoring and accountability framework for the Social Assistance Program was assessed; recommendations for verifying the eligibility of beneficiaries should improve compliance with social assistance program eligibility criteria ➤ Review of the additions to reserve policy in British Columbia, Saskatchewan and Ontario confirmed increasing demand for services and identified more efficient ways to use existing resources
Northern	<ul style="list-style-type: none"> ➤ Canada-Northwest Territories (NWT) Economic Development Agreement (completed) 	<ul style="list-style-type: none"> ➤ Evaluation examined the economic impact of the five-year development agreement in NWT, and confirmed the federal decision not to renew the agreement

EXTERNAL REVIEWS

Auditor General of Canada, Audit of Social Assistance, 1994 Auditor General of Canada, On-Reserve Capital Facilities and Maintenance, November 1995 Standing Committee on Aboriginal Affairs, Review of Aboriginal Education (Report submitted to Standing Committee), June 1996 Auditor General of Canada, Audit of Funding Arrangements, Fall 1996	<ul style="list-style-type: none"> ➤ Followed up in Plans and Priorities 1996-1997 to 1998-1999 document (page 31) and Business Plan 1996 (page 7) to implement recommendations from the 1994 report including accountability of First Nations to their constituents and the Crown, improved methodology for compliance with laws and financial requirements and consistency of benefits with provincial programs ➤ Plans and Priorities 1996-1997 document indicates that recommendations from report are being implemented ➤ Review conducted by Standing Committee on Aboriginal Affairs and tabled in June 1996. The Department is reviewing the report and preparing responses to the recommendations ➤ An examination of the different types of contractual arrangements used by INAC to fund First Nations Governments and their service delivery institutions; and a review of INAC's management processes which determine the types of arrangements to be employed in particular situations
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Industry Canada (IC)		
Department-wide	<ul style="list-style-type: none"> ➤ Science and Technology (S&T) Review (completed) ➤ Industry Portfolio Science and Technology Action Plan (under way) ➤ Sustainable Development Strategy (under way) ➤ Management of Regulatory Activities (under way) ➤ Departmental Accountability Framework (under way) 	<ul style="list-style-type: none"> ➤ <i>Science and Technology for the New Century</i> published March 1996 ➤ A common approach to performance reporting and evaluation ➤ Perform issues scan; strengthen overall management framework ➤ Compliance with the regulatory policy and management standards ➤ Project to strengthen the department's focus on results

Program Activity	Title of Review Activity	Description
	<ul style="list-style-type: none">➤ Compliance reviews:<ul style="list-style-type: none">- Official languages (completed)- Work force adjustment (planned)➤ Information Management/ Information Technology System Security Self-Assessment (under way)	<ul style="list-style-type: none">➤ Improvements in the areas of language of work, language requirements of positions and administration of program➤ Strengthen information systems security and assess system security risk
Industry Development	<ul style="list-style-type: none">➤ Technology Partnerships Canada and SchoolNet (under way)➤ Industrial and Regional Benefits Program (planned)	<ul style="list-style-type: none">➤ Evaluation frameworks➤ Evaluation study of strategic procurement
Regional Operations	<ul style="list-style-type: none">➤ Regional Compliance Audits:<ul style="list-style-type: none">- Pacific (underway)- Quebec (planned)➤ Federal-Provincial Agreements:<ul style="list-style-type: none">- Canada-Quebec Industrial Development (planned)- Canada-Quebec S&T Development (completed)- Canada-Alberta Northern Development (completed)➤ Federal Economic Development Initiative in Northern Ontario (FedNor) (under way)	<ul style="list-style-type: none">➤ Improvements in financial controls, organizational arrangements and administrative compliance➤ S&T Evaluation demonstrates program has strongly contributed to supporting firms in undertaking research and development projects in Quebec➤ Canada-Alberta Agreement - Economic and social impact analysis indicates overall positive results from agreement➤ Evaluation framework
All other Program Activities	<ul style="list-style-type: none">➤ Aboriginal Business Canada (under way)➤ Small Business Loans Administration (planned)	<ul style="list-style-type: none">➤ Evaluation study - supplementary work to other review initiatives➤ Audit of insured loan portfolios and recoveries
EXTERNAL REVIEWS		
Auditor General of Canada, Business Assistance Programs in Transition, October 1995	➤ The audit included four financial assistance programs, support to tourism and the Canada Business Service Centre initiative	
Auditor General of Canada, Regional Development Programs, November 1995	➤ The audit examined IC's management of the Federal Economic Development Initiative in Northern Ontario and the Canada-Québec Subsidiary Agreements on Industrial Development	
National Defence (ND)		
Department-wide	➤ Defence Services Program Review and Budget 1995 (completed)	➤ In response to Budget 1995, Program Review examined the personnel, equipment and infrastructure needs of the department and the Canadian Forces (CF) for the three year period 1996/97 to 1998/99. The focus of the review was the identification of opportunities to reduce departmental expenditures while maintaining defence capabilities consistent with assigned missions

Program Activity	Title of Review Activity	Description
	<ul style="list-style-type: none"> >> Management, Command and Control Re-engineering (MCCR). This initiative encompasses Defence 2000 as well as Operations Excelerate and Renaissance) (under way) >> NORAD & NATO (completed) >> Personnel Reduction Programs (under way) >> Organizational Change and Renewal (completed) >> Use of Simulation in Training (under way) >> Total Force Concept (completed) >> Delegation of Authority (completed) >> Contracting for Services (completed) 	<ul style="list-style-type: none"> >> This initiative commenced immediately following the release of the 1994 Defence White Paper with a mandate to develop a new command and control and resource management framework for ND and the CF and, through business process reengineering, to seek major efficiencies in the headquarters structures. The initial target was to achieve a 33 per cent reduction of resources committed to headquarters functions across the country. This target was subsequently stretched to 50 per cent. The headquarters reduction initiative has already identified well in excess of the 33 per cent target and work is ongoing to achieve additional economies. Implementation planning is well in hand with the first elements of the new command structures now moving into place. The main headquarters changes will take place in 1997 with resource reductions to be fully achieved by 1999. This initiative has had over 15 teams engaged in looking at the complete spectrum of headquarters processes, work and functions >> The NORAD Agreement has been extended to 2001. In addition to articulating the two principal NORAD missions of aerospace warning and aerospace control, this Agreement explicitly recognizes the importance of sound environmental practices >> Audits of two ND-specific downsizing programs - the Civilian Reduction Program and the Force Reduction Program are nearing completion. Both audits have focused on the effectiveness of the planning and implementation of the programs and on the achievement of targeted reductions >> This program evaluation focused on the identification of major successes, impediments to change and lessons learned in recent change and renewal efforts in the CF and ND. Findings and recommendations were accepted by the MCCR Team for inclusion in their re-engineering program >> Evaluation of the use of simulation in training in ND including policies, management, organization and training approaches >> Recommendations from this Evaluation were incorporated into the departmental Action Plan prepared in response to the Minister's Special Commission on Reserves >> This review contributed to the department's decision to develop a comprehensive delegation instrument to improve departmental guidance, oversight and accountability >> This audit contributed to a departmental review of delegated contracting authority and is expected to improve the manner in which contracting for services is managed and controlled within the department
Maritime Forces	<ul style="list-style-type: none"> >> Canadian Patrol Frigate (under way) 	<ul style="list-style-type: none"> >> The Canadian Patrol Frigate (CPF) Review is a ND/Public Works and Government Services Canada review that addresses contract management practices and value-for-money aspects of the CPF project. In addition, security and probity issues are being pursued

Program Activity	Title of Review Activity	Description
Land Forces	➤ Integrated Business Planning Implementation Pilot (under way)	➤ A pilot project undertaken within Land Forces Command (LFC) to demonstrate to end users an integrated business planning environment at Levels 1, 2 and 3 with appropriate automated support. The scope includes business processes from the LFC core capability (Deployable Field Force), as well as several of the enabling capabilities (Training, Base/Garrison Support and Corporate Objectives)
Air Forces	➤ Project Genesis (under way)	➤ The mandate for this project has been broadened to encompass the examination of processes and functions related to the management of all air force resources
Joint Operations	➤ Functioning of the Joint-Staff (under way)	➤ Program evaluation examining the Joint Staff's ability to focus and accelerate National Defence Headquarters activities in the planning, execution and sustainment of operations
Communications and Information Management	➤ Management of Software Development (under way)	➤ This review will propose and test an approach that will give managers the capability to self-assess new software development projects. The review is being conducted in two major phases. The benchmarking phase, which is nearing completion, will be followed by an assessment of the current process
Support to the Personnel Function	<ul style="list-style-type: none"> ➤ Management of Civilian Overtime (completed) ➤ Military Family Support Program (MFSP) (under way) 	<ul style="list-style-type: none"> ➤ This audit assessed the effectiveness of the management and administration of civilian overtime in order to identify opportunities for cost savings ➤ Evaluation to assess whether the stated objectives of the MFSP are being met and to assess the continuing need for the program
Materiel Support	➤ Contracted Maintenance Support to the Canadian Forces (under way)	➤ As a result of this audit, pilot projects are being conducted at several contractor sites to identify and dispose of excess inventories and reduce inventory carrying costs. In addition, management practices are being re-engineered to minimize inventory holdings, prevent future excess inventory build-ups and improve costing information and performance measurement
Policy Direction and Management Services	<ul style="list-style-type: none"> ➤ Official Languages (OL) (completed) ➤ Polychlorinated Biphenyl's (PCBs) (under way) ➤ Public Affairs (completed) ➤ Canadian Forces Liaison Council (CFLC) (completed) 	<ul style="list-style-type: none"> ➤ This review resulted in the reengineering and streamlining of the OL strategic policy and planning functions within ND/CF. It also resulted in the inclusion of OL planning into the departmental business planning process ➤ Environmental audit of ND's management of PCBs wastes influences the disposal of 86 per cent of stored PCB waste and improved compliance with environmental legislation ➤ This evaluation assessed the relevance and effectiveness of the ND/CF Public Affairs program as it relates to internal and external communications. A Unit, Chief of Public Affairs Renewal, has now been established to develop proposals for the way ahead, including changes in communication strategies and in the organization of the Public Affairs function ➤ The CFLC was created to improve employer support for the CF Reserves. This evaluation assessed the relevance and effectiveness of the CFLC and determined that it was worthwhile and should be continued as a ND funded program

Program Activity	Title of Review Activity	Description
	>> Pearson Peacekeeping Centre (completed)	>> Review which determined that there was a requirement for a continuation of ND funding for the Centre
EXTERNAL REVIEWS		
Auditor General of Canada, Peacekeeping, May 1996 Special Commission on the Restructuring of Reserves	>> United Nations Peacekeeping >> 41 recommendations reviewed by the Standing Committee of the House of Commons on National Defence and Veterans Affairs Canada and the Senate Committee on Social Affairs, Science and Technology. The Department and Canadian Forces are proceeding with implementation of at least 25 recommendations brought forward by the Special Commission on the Restructuring of the Reserves, the Standing Committee of the House of Commons on National Defence and Veterans Affairs Canada, and the Senate Standing Committee on Social Affairs, Science and Technology. With further economies, the paid ceiling of the Primary Reserves could reach about 30,000	

National Energy Board (NEB)		
Department-wide	>> Review of the Board's Planning, Budgeting and Performance Management Cycle (planned) >> Review of Information Technology (under way) >> Review of Information Management (planned)	>> Review of the planning process to ensure that it allows the Board to readily adapt to the changing regulatory and fiscal environment and provides appropriate mechanisms for the measurement of performance >> Examination of the Board's information technology systems and services to ensure that they are responsive to the current and future needs of the Board >> Examination of the Board's information holdings to ensure that they are managed in a cost-effective and coordinated matter

Natural Resources Canada (NRCan)		
Science & Technology	>> Evaluation of Industrial Partners Program (completed) >> Building Initiatives: <ul style="list-style-type: none"> - Evaluation of R-2000 Program (completed) - Evaluation of Advanced Houses Program (completed) 	>> Research and development work that would not otherwise have been done by most partners was enabled. Participation of the Geological Survey of Canada (GSC) was deemed critical to the success of the program. The economic impacts to date total \$3 million with \$144 million anticipated over the next five years from an investment of \$4 million shared equally between the GSC and its partners >> Success in meeting program objective to generate savings and to reduce greenhouse gas emissions. Strong, long-term influence on the development of more energy-efficient building codes, technologies, and practices in conventional houses >> \$2 million in project contributions leveraged about \$6 million in funding from partners and suppliers. NRCan's profile in the residential construction sector was raised, Canada's international reputation as a leader in residential housing was advanced, new alliances and partnerships were created and many innovative technologies were fast-tracked

Program Activity	Title of Review Activity	Description
Knowledge Infrastructure	>> Evaluation of Model Forest Program (completed)	>> Important progress made in furthering sustainable forest management such as establishing partnerships among diverse groups and developing tools for sustainable forest management. A national advisory committee for the evaluation recommended the program be modified and extended for five additional years
Corporate Management	>> Major business process reengineering projects: - Human Resources Systems (under way) - Acquisitions by credit cards and electronic payments (completed)	>> The audits provide senior management with assurance that the management and organizational risks, business risks, project risks, technical risks and internal controls are assessed and that corrective action is taken in a timely fashion during the design stages
EXTERNAL REVIEWS		
Auditor General of Canada, Federal Radioactive Waste Management, May 1995	>> NRCAN has developed a policy framework for radioactive waste disposal in Canada which defines the role of government, waste producers and owners. The context is set for further development of the financial and institutional arrangements that will govern waste disposal	

Public Service Commission of Canada (PSC)		
Commission-wide	>> PSC Recourse (completed) >> Priority Administration and Related Services - Monitoring Framework (completed) >> Consultative Review of Staffing (completed)	>> Pursuant to the review which identified potential improvements to the delivery of the recourse function, the PSC is implementing a change strategy which is putting more emphasis on mediation >> The framework allows the PSC to monitor the impact of the Public Service's workforce adjustment exercise on the effectiveness of its priority administration operations and related services >> The review sets out a new approach for staffing the Public Service of Canada based on a consensus arrived at through a participative process involving a cross-section of stakeholders

Public Works and Government Services Canada (PWGSC)		
Department-wide	>> Revolving Funds Financial Statement Audits (yearly) >> Systems Under Development (yearly)	>> Yearly review of the department's revolving funds: Optional Services; Translation Bureau; Canada Communications Group; Consulting & Audit Canada; Architecture & Engineering; and Government Telecommunications and Informatics Services. The purpose of these audits is to attest to the fair presentation in the financial statements of the revolving funds and note changes in financial position for the year end (March 31) for purposes of reporting to the Deputy Minister, and in the Public Accounts of Canada >> The systems under development audits are: the Central Financial Management & Reporting System (being completed) and Real Property Inventory System (planned for this fall). The objective of the audits is to provide assurance that an adequate Management Control Framework (MCF) is in place to achieve the objectives of the systems as they relate to functionality, time, cost, and readiness for roll-out

Program Activity	Title of Review Activity	Description
	<ul style="list-style-type: none"> ➤ Audit of Information Management (completed) ➤ Audit of Acquisition Cards (completed) 	<ul style="list-style-type: none"> ➤ The audit assessed the adequacy of the MCF for information management and found that little integrated strategic, tactical, or operational activity has taken place in information management since the creation of PWGSC; that the MCF for information management is in the very early stages of formulation; and that several worthwhile initiatives (PC Docs, TIDIS, data inventory, data warehousing, SITP, etc.) have been undertaken which will lead to the establishment of a corporate inventory of information. An information architecture which represents the total information requirements of the business is being developed ➤ The audit was to assess the adequacy of and compliance with the management and operational control frameworks which ensure completeness, accuracy and authenticity of transactions through the use of Mastercard as a procurement option. It was found, with certain exceptions, acquisition cards at the cardholder level are being used in a responsible and effective manner. It was felt that there are risks associated with the use of the card which are unique to this method of procurement based mainly on the card's universality of acceptance; hence, there is a need for stronger monitoring activities by management
Real Property Program	<ul style="list-style-type: none"> ➤ Review of Management Control Framework (MCF) for the Management of the Supply and Demand of Office Accommodation (under way) ➤ Architecture and Engineering Review (completed) ➤ Shared Accommodation Leadership and Productive Work Environment (completed) 	<ul style="list-style-type: none"> ➤ A review to assess the adequacy of the existing MCF for managing the supply and demand of office accommodation ➤ The Audit of the MCF for Architecture and Engineering Consulting Services, Real Property Branch was conducted in National Capital and Ontario Regions. The audit reviewed 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 determined the extent of compliance with <i>Government Contract Regulations</i> ➤ The evaluation framework laid out what subsequent evaluations will involve and describe the information and data that are to be collected prior to and during the evaluation. It establishes the issues to be assessed, including data needed to investigate and analyze 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	>> Effectiveness of Standing Offers (completed)	>> Evaluation concluded that there is an absence of sanctioned policy parameters guiding the establishment and operation of Standing Offers within which it would be possible to assess the acceptability of current Supply Operations Services Branch (SOSB) practices relating to Standing Offers. There is a need for a management and delivery framework to guide the appropriate application of this method of supply; the development of service standards and measure the cost-effectiveness of SOSB resources consumed by this method of supply as well as the value-added to the clients
	>> Audit of Seized Property (completed)	>> The audit assessed the adequacy of internal and financial controls and practices of the Seized Property Management Directorate and the assets under its custody to ensure due regard for prudence and probity. The audit examined pre-seizure and restraint planning, asset management and custodianship, and record keeping. A follow-up of the pre-implementation audit of the Seized Assets Tracking Production System was also carried out
	>> Delivery of Capital Projects (completed)	>> Assessment of the adequacy and effectiveness of the Management Control Framework (MCF) supporting the delivery of the Major Capital Projects, including fit-ups
	>> Cost-Effectiveness Review of Outsourcing Architectural and Engineering Services (under way)	>> Assessment of the most cost-effective approach (make or buy) to the provision of architecture and engineering project planning, design, and construction review services
	>> Open Bidding Policy (under way)	>> The evaluation is to determine the effectiveness of the open bidding policy and its implementation from the perspective of the issues and indicators identified in the evaluation framework
	>> Review of Bid Evaluation and Contractor Selection Methodologies (under way)	>> Review of the adequacy of SOSB policies, practices, procedures, and controls with respect to bid evaluation and selection methodologies, and to determine the extent to which they are observed

Revenue Canada (RC)		
Department-wide	>> Regulatory Policy Review (under way)	>> Development and implementation of a regulatory management and review system to ensure compliance with management standards
	>> Underground Economy Audit and Evaluation (under way)	>> Program evaluation to assess the effectiveness of Revenue Canada's strategy to address the underground economy. Internal audit of procedures for the collection and reporting of information in support of the underground economy strategy
Administration and Information Technology	>> National Information Technology (IT) and Security Audits (under way)	>> Internal audit to assess the alignment of regional IT plans, practices and support systems with corporate IT principles. Internal audit of security of IT operations and installations
Assistance to Clients and Assessment of Returns	>> Service Standards, Telephone Services, and other client services (under way)	>> The review includes an analysis of existing monitoring programs, and an accuracy survey on telephone enquiries
	>> Assessment and Collections Business Processes (under way)	>> A review of the various strategic options to re-engineer the Collections, Individual Enquiries, Standardized Accounting, T2, and Payment Processing functions

Program Activity	Title of Review Activity	Description
	<ul style="list-style-type: none"> >> Goods and Services Tax (GST) Fairness Provisions Evaluation (under way) >> Integrated Revenue Collections Audit (completed) 	<ul style="list-style-type: none"> >> Comprehensive review of the GST fairness legislation, based on a similar review of income tax fairness provisions conducted last year >> The audit focused on the effective management of the Integrated Revenue Collections project and the quality of the systems under development
Customs Border and Trade Administration Services	<ul style="list-style-type: none"> >> <i>Customs Act Review</i> (under way) >> CANPASS Evaluation (under way) >> Anti-Smuggling Initiative (ASI) (completed) 	<ul style="list-style-type: none"> >> Ongoing review of legislation in support of the new way of doing business >> CANPASS provides new technologies and re-engineering opportunities for processing international travelers. A methodology has been designed to evaluate the approval process for the highway, private boats and aircraft modes, and for the recent airport market and passage survey. Recommendations from the evaluation of CANPASS-Airport at Vancouver International Airport are being implemented and incorporated in the national expansion strategy >> An internal audit of the integrity and reliability of the ASI reporting systems concluded that ASI resources had been allocated and expended as planned
Verification and Enforcement	<ul style="list-style-type: none"> >> International Tax Program Audit and Evaluation (under way) 	<ul style="list-style-type: none"> >> The reviews focused on three key program components: Non-Residency Return Process Audit; Withholding Accounts in Audits and International Audit Reviews
All Other Program Activities	<ul style="list-style-type: none"> >> Customs Revenue Generating Initiatives Audit (completed) 	<ul style="list-style-type: none"> >> The audit examined: the extent to which the Revenue Generating Initiatives objectives were met; the integrity and reliability of reporting systems; the adequacy of the management framework; and the efficiency of human resource usage

Royal Canadian Mounted Police (RCMP)		
Operations	<ul style="list-style-type: none"> >> Criminal Intelligence (completed) >> Consolidation of Federal Law Enforcement Services (under way) 	<ul style="list-style-type: none"> >> Review of the effectiveness of the Criminal Intelligence Program in meeting both the tactical and strategic information needs of the RCMP and other police forces >> Exploration of opportunities to consolidate federal criminal law enforcement responsibilities in the RCMP to achieve efficiencies across departments
Law Enforcement Services	<ul style="list-style-type: none"> >> Air Services (under way) 	<ul style="list-style-type: none"> >> Review of the efficiency and effectiveness of the program in light of the expense associated with operating a fleet of aircraft
All Other Program Activities	<ul style="list-style-type: none"> >> New Accountability Relationship (under way) >> Health Services (completed) >> Government Security Policy (completed) 	<ul style="list-style-type: none"> >> Exploration of new accountability relationship with Treasury Board to achieve the management flexibility necessary to cope with organizational challenges and pressures >> Review resulted in recommendations to outsource a significant portion of the program. While minor cost savings are predicted, significant improvements in the delivery of the program are also expected >> Review of implementation and application of government security policy within the RCMP with emphasis on information technology

Program Activity	Title of Review Activity	Description
Solicitor General Canada (SGC)		
EXTERNAL REVIEWS		
Auditor General of Canada, Security and Intelligence Sector, Fall 1996	>>	Departments/Organizations impacted by the audit include ND, DFAIT, C/C, PCO, Security Intelligence Review Committee, CSIS, RCMP and the Department of the SGC (National Security Directorate and the Office of the Inspector General CSIS). The audit is reviewing the nature and effect of mechanisms for control and accountability in the sector

Statistics Canada (SC)		
Agency-wide	<ul style="list-style-type: none"> >> Science and Technology Review (completed) >> Review Government Sector Statistics (under way) >> North American Industrial Classification System (under way) >> Review of Consumer Prices Index and Indices of Goods and Services program review and new basket (completed) >> Agriculture Statistics - including focus groups and Census of Agriculture content (on going) >> Voorburg Group on Services and on Common Product Classification (on going) >> Review of Industry Statistics Program-Focus Groups with Users and Industry Associations (completed) 	<ul style="list-style-type: none"> >> Review of Federal Science and Technology Strategy. As a result of the review, Statistics Canada will participate actively in the Strategy and develop the means of understanding science and technology's role in Canada's domestic and international economy. A framework will also be provided to better allocate government expenditures on technological research and development >> Developing a better understanding of provincial public accounts and their relationship to the federal accounts. Previously, differing ways of presenting this information have made it difficult to provide a consistent view of provincial debt and deficit positions >> Developing (by North American Free Trade Agreement (NAFTA) countries) a single framework to equip trade negotiators and monitors with comparable statistics on their economic activities. The final version of this framework should be made official by year end >> Review of program's concepts. The index previously measured price developments in individual cities, but its improved coverage now measures them by province, for both urban and rural sectors, and allows better international comparisons >> Studies to assess the strengths and weaknesses of, and make improvements to Agriculture Statistical products. Before each new Census, previous census results and client consultations are used to revise agriculture surveys and their baseline data, and to update survey frames >> Canada leads a group of some forty experts from a dozen countries continually reviewing methods and techniques to improve measurement of production, trade and prices of the services sector of the economy. Sharing research and development activities with others should save resources and ensure internationally comparable results >> An extensive cross-country study assessed strengths and weaknesses of the broad range of Energy, Retail, Wholesale and Manufacturing statistics. Results led to restructuring surveys to improve timeliness of published statistics while substantially reducing response burden. In Retail Trade statistics, a long-standing user requirement to measure sales by product line has been met

Program Activity	Title of Review Activity	Description
	<ul style="list-style-type: none"> >> Financial Performance Indicators for Canadian Business-Focus Groups review (completed) >> Survey of Employment, Payroll and Hours Redesign (under way) >> Review of all income data (under way) >> Labour Force Survey Redesign (under way) >> Census of Population - Cyclical Review >> Health, Education and Justice Statistics (on going) >> National Statistics Council (on going) >> Professional Advisory Committees (on going) 	<ul style="list-style-type: none"> >> An extensive cross-country study assessed strengths and weaknesses of existing statistics and developed plans to introduce improvements. A new set of statistics, "Financial Performance Indicators for Canadian Business" has been introduced to meet user needs identified in the review >> Redesigning methodology to use Revenue Canada payroll deduction data as a substitute for surveying. This will lead to improved labour income estimates, reduced costs and lower respondent burden >> Examining possibilities for harmonizing and integrating the use of personal income data holdings. This should reduce costs and respondent burden; however, timeliness and precision will also be reduced >> Redesigning the survey. Nearing completion, this work has already achieved a substantial reduction in cost and improved the survey design. Changes in survey content will soon lead to a significantly enhanced range of labour market information >> Cyclical consultation on the adequacy of Census content. In preparing for each new Census, previous census results and consultations with focus groups are used to determine the adequacy of, and to improve Census content. This has led, for example, to the inclusion of questions covering 'unpaid work' in the 1996 Census >> Joint Councils comprising Statistics Canada and federal/provincial/territorial officials oversee issues and develop priorities in each of these sectors with the view to facilitating data exchange and ensuring relevancy of products delivered >> The National Statistics Council advises the Chief Statistician of Canada on the full range of Statistics Canada's activities, particularly in relation to program priorities >> A network of Professional Advisory Committees in major subject areas ensure the continuous review of SC's statistical outputs and helps set priorities and foster program relevance

Transport Canada (TC)		
Department-wide	<ul style="list-style-type: none"> >> Preliminary Evaluation of "New" Transport Canada (completed) >> Review of revenue Agreements (under way) >> Environmental Management Requirements (under way) >> Study of Commercialization and Alternate Service Delivery Opportunities (completed) 	<ul style="list-style-type: none"> >> Preliminary study identifying human resource, organizational and planning issues that need to be addressed. Corporate memory is selectively important and, TC employees, who are high calibre professionals, are experiencing considerable personal and professional consequences of transition >> Revenue maximization opportunities identified >> Establishment of a viable management framework for environmental issues >> Information for management decision making

Program Activity	Title of Review Activity	Description
Safety and Security	<ul style="list-style-type: none"> >> Comparison of Canadian and United States Marine Regulations (completed) >> Evaluation Study of the Seafarer Training and Certification Program (under way) >> Safety Framework Study (planned) >> <i>Canada Shipping Act</i> Review (under way) >> Review of the Operations of the Board of Steamship Inspection (under way) >> Review of the Contract of the Motor Vehicle Test Centre (planned) 	<ul style="list-style-type: none"> >> Canadian regulations for passenger vessels and towboats are stricter and thus, more expensive. With respect to safety issues: Canadian towboats have significantly fewer accidents, while for passenger vessels, Canadian vessels have slightly higher accident rates >> The study addresses three issues: program relevance; success and impacts; and, cost effectiveness and alternate delivery mechanisms >> Developmental work on linkages between regulations, inspections and safety >> Detailed review of all parts of the current Act with a view to providing a modern statute for the twenty-first century >> Intended to ensure that the processes and procedures followed by the Board reflect the changed reporting relationships and responsibilities inherent in the "New" Transport Canada >> Government Owned and Client Operated (GOCO) operation and present options to be considered by the department at the end of the five-year contract (1999-2000)
Policy	<ul style="list-style-type: none"> >> International Air Policy and Open Skies Agreement Review (completed) >> Repeal of <i>Atlantic Region Freight Assistance/Maritime Region Freight Assistance Acts</i> Reviews (completed) >> Review Ferry and Coastal Services - Newfoundland (planned) >> Special Infrastructure Project (completed) >> Rail Passenger Policy Issues Review (under way) >> Marine Policy Implementation (under way) >> Study of Hopper Car Disposal (planned) 	<ul style="list-style-type: none"> >> Liberalization of transborder markets (100 new routes and 30 per cent new capacity since February, 1995) >> Introduction of \$326 million 5-year transition program for affected provinces >> Responsibility transferred to Newfoundland in exchange for a one-time payment >> Studies identifying the linkages between the Canadian Highway System and the economy >> Review of rail passenger policy issues including alternate delivery and cost-effectiveness >> Degree of adherence to the Marine Policy >> Review of the effectiveness with which the department divests itself of hopper car ownership and lease agreements
Programs	<ul style="list-style-type: none"> >> Review of Local Airport Authority Transfers (planned) >> Evaluation of Airports in the Non-national Airports System (planned) >> Evaluation of Transferred Airports Meeting the Needs of Users (planned) >> International Airport Leases Review (completed) >> Commercialized Air Navigation System (under way) 	<ul style="list-style-type: none"> >> Review of the first four Local Airport Authority transfers five years after implementation (Vancouver, Edmonton, Calgary and Montreal (Mirabel & Dorval)) >> Review of completed transfers to validate conformity to approved transfer principles and guidelines >> Target Year - 1998-99: Survey of users and communities to determine extent service meets expectations, including measurement of private capital raised, new technologies and service standards >> Rent maximization and improved future lease arrangements >> Framework to review new organization including safety standards compliance

Program Activity	Title of Review Activity	Description
Treasury Board of Canada, Secretariat (TBS)		
Board-wide	<ul style="list-style-type: none"> ➤ Operating Budgets - Delegation Framework (completed) ➤ Phase I - Audit of language of work (under way) ➤ Review of Business Planning (completed) ➤ Review of the Costs Associated with the Administration of the <i>Access to Information and Privacy Act</i> (completed) ➤ Evaluation of Improved Reporting to Parliament (under way) ➤ Review of Management of Government Information Holdings Policy (under way) ➤ Evaluation Framework for Early Departure Programs (under way) ➤ Review of Special Spending Authorities (planned) ➤ Results-Measurement and Accountability Practices for Third Party Program Delivery (completed) ➤ Evaluation of Canadian Corps of Commissioners and Security Services in the Federal Government (under way) 	<ul style="list-style-type: none"> ➤ Examination of the delegation framework for operating budgets implemented by departments in terms of resource allocation, transfer pricing, and the 5 per cent carry-forward provision ➤ Determine whether the work environment is conducive to the use of both official languages and the extent to which employees are satisfied with the language of work. Determine whether federal institutions comply with their obligations to make certain services available in both official languages. Determine whether employees have been informed of their rights with respect to language of work ➤ Review of the first year's experience with the Business Planning Process, from the points of view of the TBS and the departments ➤ Review to improve guidelines on charging for federal government information. This entailed a review of current mechanisms and the development of a model for categorizing information, and a rationale and criteria for a fair charging system ➤ Review of the quality and utility of expenditure management information provided to Parliament and to identify alternative formats and delivery mechanisms to meet user requirements. The Evaluation of Improved Reporting to Parliament is planned for tabling with the House of Commons Committee on Procedure and House Affairs ➤ The review will benchmark departmental activity in implementation of the policy, determine if changes are required to the policy and identify what is needed to improve information management in departments ➤ A framework to support operational and corporate management in implementing programs, as well as provide the groundwork for an effective and efficient future evaluation of the Early Retirement and Early Departure Initiatives ➤ Review of current government policy instruments (e.g. net voting, revolving funds) and examine the potential for new approaches that could facilitate the application of cost-recovery/user fee policy and alternative program delivery, where appropriate ➤ The study made several recommendations to help facilitate the adoption of results-oriented accountability practices. TBS is presently working to set up several interdepartmental groups to share lessons learned, and to provide a forum within which the various players can meet and discuss the challenges and successes of third party practices ➤ Evaluation of the contracting policy related to the Canadian Corps of Commissioners. The evaluation examines the relevance, the impacts, and the cost-effectiveness of this contract policy

Program Activity	Title of Review Activity	Description
	<ul style="list-style-type: none"> ➤ Cost-Recovery and User Fee Approval Process (completed) ➤ Public Service Pension Plan Review (under way) ➤ Regulatory Process Review (under way) 	<ul style="list-style-type: none"> ➤ Review of the approval process for cost recovery and user fees, including Treasury Board submissions, and the regulatory processes related to implementation. The project determined how the process can be improved, simplified or tailored to meet different circumstances and will assist the government in implementing Program Review decisions ➤ Assessment of current public service pension arrangements ➤ Four studies: <ul style="list-style-type: none"> - Regulatory Reform Through Regulatory Impact Analysis: The Canadian Experience - Description and assessment of the impacts of Canada's Regulatory Impact Analysis program; the purpose of the program; its historical background and the program features; and the identification of its weaknesses and its effectiveness - Toward Measuring the Costs of Federal Regulation in Canada - Study to ascertain the feasibility of producing a credible estimate of the total cost of federal regulatory programs in Canada as has been produced for the United States - Performance Framework for Assessing Regulatory Reform - Development of a Performance Framework, for evaluating regulatory reform over the next two to four years - Benchmarking Performance Efforts in Implementing Regulatory Policy - The purpose of this study is twofold: Benchmarking the efforts to date of departments in the implementation of the Regulatory Policy; and evaluating the methodologies used by departments in the assessment of their performance in implementing the Regulatory Policy

Veterans Affairs Canada (VAC)		
Department-wide	<ul style="list-style-type: none"> ➤ Commemoration (under way) ➤ Benefits Redesign Project (BRP) (First phase of audit completed; risk assessment ongoing) ➤ Client-centred Service Initiative (under way) ➤ Information Technology Conversion Project (under way) ➤ Environmental Stewardship (under way) 	<ul style="list-style-type: none"> ➤ Evaluation of Commemoration activities to provide a basis for policy decisions ➤ Continuing audit activity to focus on risks associated with BRP design ➤ Further development and implementation of a national service delivery model ➤ Review to advise on departmental preparations for the conversion of the technology base to be compliant with year 2000 requirements ➤ Audit to determine the extent to which environmental obligations have been fulfilled according to federal legislation and policies
Health Care	<ul style="list-style-type: none"> ➤ Task Force on the Role of Health Professionals (under way) ➤ Health Care Income Testing (cancelled) 	<ul style="list-style-type: none"> ➤ Review of tasks and responsibilities of the medical professionals ➤ After assessing competing Review priorities, this study was cancelled by the Audit and Evaluation Committee

Program Activity	Title of Review Activity	Description
	<ul style="list-style-type: none"> >> National Drug Review Project (under way) >> Health Care Coordination Initiative (under way) >> Ste. Anne's Hospital Transfer (under way) 	<ul style="list-style-type: none"> >> Review of framework to reduce departmental expenditures for prescription and over-the-counter drugs >> Review of actual and potential savings, as well as client satisfaction and risk issues >> Review to assist management by advising on pertinent issues concerning this initiative
Pensions	<ul style="list-style-type: none"> >> Pension Reform Implementation (planned) 	<ul style="list-style-type: none"> >> Review to assess progress toward the attainment of the pension reform objectives
EXTERNAL REVIEWS		
Auditor General of Canada, Health Care Review, May 1996	<ul style="list-style-type: none"> >> Department progressing towards resolution of observations 	

Western Economic Diversification Canada (WED)		
Department-wide	<ul style="list-style-type: none"> >> Technology (under way) >> Information Technology (completed) >> Women's Enterprise Centres (completed) >> International Trade Personnel Program (completed) >> Winnipeg Development Agreement (completed) >> Investment Funds Program (completed) 	<ul style="list-style-type: none"> >> Federal/provincial study of technology "clusters" in Western Canada to determine how the major industries work, compete against, complement and support one another, to assist in the alignment of the economic infrastructure with the needs of the industries >> This internal audit was relevant and timely and was used to improve the management of information, an area that has become critical to the success of the department in its role as a service organization >> All four are evaluation frameworks to identify effectiveness, service to clients and impacts on departmental program objectives
EXTERNAL REVIEWS		
Auditor General of Canada, Regional Development Programs, November 1995	<ul style="list-style-type: none"> >> The department has prepared an action plan in response to the observations and recommendations made by the Auditor General. Also, it has prepared a status report as of June 30, 1996 to the Standing Committee on Public Accounts on the action taken in response to the report 	

Annex C(3) Other Governmental Reviews

Strategy's Name	Government(s)	Nature/Status of Review	Note
Benchmarking	<ul style="list-style-type: none"> ➤ Correctional Service Canada ➤ United States of America Federal Bureau of Prisons ➤ Her Majesty's Prison Service United Kingdom 	<ul style="list-style-type: none"> ➤ To compare performance, identify best practices and facilitate exchange of information in support of ongoing policy and program development (under way) 	
Consultations on the Canada Pension Plan (CPP)	<ul style="list-style-type: none"> ➤ Canada ➤ All provinces and territories (except Quebec) 	<ul style="list-style-type: none"> ➤ Information paper as part of current review of CPP which must be conducted every five years released in February 1996 	Under CPP legislation, the plan must be reviewed every five years by both levels of government. Current review focuses on the future sustainability of the plan and lays out choices for change that will form the basis for consultations with stakeholders
Consultations with Canadian International Development Agency's Canadian Partners	<ul style="list-style-type: none"> ➤ Canadian International Development Agency ➤ Private sector; Non-Government Organizations; Municipalities; Colleges and Universities; Unions; Cooperatives; Professional Associations and Churches 	<ul style="list-style-type: none"> ➤ Yearly consultations to provide information on CIDA and on recent developments affecting CIDA and its Partners (e.g. budget restrictions); to exchange perspectives on development; and to provide training and dialogue on results-based management 	
Counter-Terrorism Policy and Exercise Program	<ul style="list-style-type: none"> ➤ Solicitor General Canada (lead organization) ➤ Canadian Security Intelligence Service ➤ Royal Canadian Mounted Police ➤ Provincial and Municipal police forces ➤ Provincial and Territorial Governments 	<ul style="list-style-type: none"> ➤ Under way, to be completed in 1997/98 	Review of the Counter-Terrorism Policy and Exercise Program with the view of updating the policy, streamlining the program and updating the Counter-Terrorism Plan
Federal-Provincial-Territorial Consultative Council on Statistical Policy (and its sub-committees)	<ul style="list-style-type: none"> ➤ Statistics Canada ➤ All Provinces and Territories 		This Council and its sub-committees comprise a network of 12 provincial/territorial official representatives who collaborate with Statistics Canada to determine data requirements and facilitate their exchange. They also coordinate the transmission of Statistics Canada products to various government administrations

Strategy's Name	Government(s)	Nature/Status of Review	Note
Ground Search and Rescue	<ul style="list-style-type: none"> ➤ National Search and Rescue Secretariat (lead organization) ➤ Canadian Heritage ➤ Royal Canadian Mounted Police ➤ 9 Provincial Governments 	<ul style="list-style-type: none"> ➤ Research study to be completed in 1998 	This research is designed to provide information to enable jurisdictions responsible for ground search and rescue to increase their effectiveness in all aspects of search and rescue
Innovation and Quality Exchange (IQE) The IQE is about Performance in governments	<ul style="list-style-type: none"> ➤ Treasury Board Secretariat (lead organization) ➤ Fifteen federal departments and agencies ➤ Manitoba, Quebec and Ontario ➤ US States (e.g., Kansas and New Mexico) ➤ Cities and municipal governments: Peel, Pittsburgh, Edmonton, York, Louisville, and Glasgow- Kentucky ➤ National governments: US, New Zealand, Australia, and Singapore 	<ul style="list-style-type: none"> ➤ Identified, analysed and reported on 45 best practices and benchmarking studies that show successful and measurable innovations in all fields of domestic and international government activity (completed) ➤ Expansion of examples and scope included adding an Innovation Journal, and established links and relations with world-class peers 	<p>A world-class data base of best practices, benchmarking and innovation in governments is available through Treasury Board Secretariat's Home Page on the Internet</p> <p>The IQE broadcasts and receives a comments from some 30 countries around the world (e.g., Italy, Indonesia, Egypt, Germany, Greece, UK, France, S. Korea, Netherlands, Bermuda, Mexico, Hong Kong, Denmark, Slovak Republic, Ireland, Switzerland, Malaysia, Spain, Ecuador, Finland, USA, etc.)</p> <p>Readership grew by a factor of 15 in the first year from 80 to over 2300 every month</p>
Gros Morne National Park	<ul style="list-style-type: none"> ➤ Canadian Heritage (lead organization) ➤ Atlantic Canada Opportunities Agency ➤ Newfoundland 	<ul style="list-style-type: none"> ➤ Review of investment and infrastructure decision-making; development of new models for future decision-making (completed) 	

Strategy's Name	Government(s)	Nature/Status of Review	Note
International Evaluation of Emergency Assistance to Rwanda	<ul style="list-style-type: none"> ➤ Denmark ➤ 18 other donor countries ➤ Organization for Economic Cooperation and Development ➤ European Union ➤ United Nations ➤ International Non-Government Organizations (NGO) ➤ Canadian International Development Agency served on the Steering Committee with consultation with Foreign Affairs and International Trade Canada and National Defence 	<ul style="list-style-type: none"> ➤ Report published in 1996 was the first multinational evaluation of an international response to a major crisis ➤ CIDA will report on the Canadian response in December 1996 to the International Steering Committee which initiated the evaluation 	<p>The major finding was that humanitarian action cannot substitute for political action. The report calls for reforms in the international community's approach to complex emergencies, both prevention and response, including the role of NGOs and the military. The report's stern criticism of the UN system reminds member states of the urgent need for reform</p> <p>CIDA launched a series of seminars on the report, which led to close collaboration between the Government of Rwanda and the evaluation team</p> <p>In response to the report's recommendations, Canada has developed a rapid response capability for humanitarian relief, and has increased its requirements for coordination of NGO activities</p>
National Task Force on Marine Pilotage	<ul style="list-style-type: none"> ➤ Transport Canada ➤ Shipowners, shippers, pilots and ports 	<ul style="list-style-type: none"> ➤ As part of the National Marine Policy four key issues were addressed: validity of compulsory pilotage areas; pilot certification and qualification; rate setting mechanisms; and, cost reduction ➤ Completed in spring, 1996 	<p>Results of study gave rise to changes in the <i>Pilotage Act</i> and associated efficiency initiatives. Further review of key issues in 1998, will be mandated by changes to the <i>Pilotage Act</i></p>
Reducing Paper Burden on Small Business	<ul style="list-style-type: none"> ➤ Treasury Board Secretariat (lead organization) ➤ Revenue Canada ➤ Statistics Canada ➤ Public Works and Government Services Canada ➤ Industry Canada ➤ Human Resources Development Canada ➤ Finance Canada ➤ Representatives from the private sector 	<ul style="list-style-type: none"> ➤ Measurement study completed fall of 1995 ➤ First annual progress report completed in January 1996 ➤ Another measurement study planned for next year ➤ A second annual report on progress planned for 1997 ➤ Departments will become accountable for introducing permanent measures to minimize burden on small business 	<p>Partnership between business and the federal government to examine and reduce the information burden imposed on small business by federal government departments</p>

Strategy's Name	Government(s)	Nature/Status of Review	Note
Regional Operations	<ul style="list-style-type: none"> ➤ Treasury Board Secretariat ➤ Ontario 	<ul style="list-style-type: none"> ➤ Canada-Ontario Infrastructure Works: <ul style="list-style-type: none"> – Preliminary review of program design, management and delivery issues (completed) – Evaluation in conjunction with Treasury Board Secretariat-led initiative (under way) 	Canada-Ontario Infrastructure - lessons learned in clarifying agreement expectations as basis for planning, implementation and operation of program
Report for the Commission of Inquiry into certain incidents at the Prison for Women in Kingston	<ul style="list-style-type: none"> ➤ Solicitor General Canada (lead organization) ➤ Privy Council Office ➤ Treasury Board Secretariat ➤ Justice Canada ➤ Correctional Service Canada ➤ Status of Women Canada ➤ Consultation and input from the Office of the Correctional Investigator, the Union of Solicitor General Employees, the Canadian Association of Elizabeth Fry Societies and the National Executive of the Citizen's Advisory Committees 	<ul style="list-style-type: none"> ➤ Review of the "Commission of Inquiry into Certain Events at the Prison for Women in Kingston" ➤ The review report was submitted to the Minister in May 1996 and on June 4, 1996 the Solicitor General of Canada made a public announcement on the report and the actions implemented, underway or to be taken on the recommendations 	The purpose of the review was to develop proposals for policies and legislation for future implementation
Review of Provincial Conditional Release Provisions in the <i>Prisons and Reformatory Act</i>	<ul style="list-style-type: none"> ➤ Solicitor General Canada ➤ Provincial and Territorial Governments 	<ul style="list-style-type: none"> ➤ The review, completed in Dec. 95, has led to legislative proposals and a Bill (C-53) "An Act to amend the <i>Prisons and Reformatories Act</i> to provide for the reform of Provincial/Territorial Conditional Release" that was tabled on June 18, 1996 	The review was requested by the Federal / Provincial / Territorial Heads of Corrections. A committee of correctional officials, co-chaired by a representative from the Department of the SGC and the Province of Nova Scotia was established to undertake the review
Self-Sufficiency Program	<ul style="list-style-type: none"> ➤ Human Resources Development Canada ➤ New Brunswick ➤ British Columbia 	<ul style="list-style-type: none"> ➤ 18-month final report completed ➤ Next report to be completed in 1998 	Federal-provincial pilot program on income supplement for social assistance recipients; rigorous experimental research design was used in this systematic evaluation

Annex D. References and Background Reports

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Treasury Board Secretariat. *External Participation in Significant Review Activities*. KPMG, February 1996. See Review Information Network at: http://www.info.tbs-sct.gc.ca/rin_hm_e.html

Treasury Board Secretariat. *Report on the Forum on Performance Reporting*. Parliamentary Centre. April 1996.

Annex E. Glossary

accrual accounting - refers to the reporting of information about the financial effects of transactions and other economic events in the fiscal period in which they occur. By accounting for transactions when they take place rather than when related cash is received or paid out, the Government is able to offer better information on their performance in the management of its financial affairs and resources. In addition, by fully including and reporting on all annual costs in delivering a Government program or service, accountability for results is improved.¹

alternative service delivery (ASD) - selecting the best means of delivering programs and services to meet government objectives. This could include new organizational models, employee takeovers and contractual arrangements, partnerships, devolution and privatization. The objective is to create a more client-oriented, affordable and innovative program delivery environment. Examples of such mechanisms are Crown corporations, commercialized and privatized government services and other cooperative arrangements with the private sector.²

Benchmarking - the process of identifying and enhancing an understanding of best practices with the goal of adapting them to an organization. It is used for the purpose of improving efficiency and/or effectiveness.³

Business Plan - an annual document prepared by departments and presented to Treasury Board Secretariat that outlines their strategies for changing or maintaining their businesses to reflect Budget targets and overall government priorities.

departmental accountability framework - an exposition of the nature and scope of a department's responsibilities, their performance expectations and the monitoring and reporting requirements through which they will answer for the authority vested in them.

electronic commerce - refers to a way of doing business where the entire business process is carried out in an integrated electronic fashion. It implies the rethinking of the process and the use of technology based on common standards as a tool to deliver services.

evaluation framework - an outline of what a future evaluation is likely to entail and, more critically, a description of the information and data that are to be collected prior to and during the review. It can be used to define or clarify the objectives, scope and nature of a program. Information collected when preparing the framework may in itself be useful to decision-makers in some cases.

Expenditure Management System (EMS) - an expenditure system introduced in 1994 whose objective is to help government make responsible spending decisions by delivering the programs and services Canadians need in a way they can afford and by meeting required fiscal targets. The focus of this system is on better strategic planning, critical review of existing programs and spending, the reallocation from low to high priority initiatives and improving service quality.⁴

Financial Information Strategy - an initiative to improve the quality and timeliness of financial information by moving the focus of government accounting from central systems to departmental systems and the move to full accrual accounting.⁵

Financial Management Accountability Framework - a structure of responsibility to ensure that appropriate financial and operational management controls are applied to the decision process in spending public money and that they contribute to the effectiveness of program delivery and to the accountability of the authority process.⁶

horizontal issues - refers to issues that are not unique to one government organization's operations but rather involve a number or all federal departments and agencies.

impacts - the occurrence of significant consequences as a result of government program activity, either intended or unintended, and either positive or negative.⁷

Internal Audit - refers to the assessment of a department's programs and operations to test whether the management framework is well designed and is working as intended, as well as whether the program delivery activities and internal operations are being carried out cost-effectively.⁸

ISO 9000 - a system of service standards developed by the International Standards Organization to help organizations that deliver programs or services to identify and support different components of good performance.⁹

outcomes - a description of the actual effect, benefit or consequence that occurs (either in the short-term or long-term) due to the output of a program or activity.¹⁰

outputs - the direct products and services produced through program activities.

partnering - a collaborative arrangement between two or more parties based on mutual interest and a clear understanding, agreement or contract that sets out the objectives and terms of the arrangement to provide services or perform other activities. It is not necessarily a true legal partnership where the parties are liable for each other's actions, however, partnering arrangements can be either formal or informal.¹¹

performance measures - refers to information provided to managers so that they can properly monitor how well their programs are operating. These measures produce information relating results achieved to resources used and/or results achieved to results planned.

Program Evaluation - the systematic gathering of verifiable information on the performance of a program and provides demonstrable evidence of program results and cost-effectiveness. It may be used to illustrate a program's continuing relevance, highlight results with respect to objective achievement and the impact and effects, and suggest alternative ways of meeting objectives.¹²

program relevance - the extent to which a program continues to respond to the problems or conditions it was originally intended for as well as the degree to which it remains consistent with departmental and government-wide priorities.¹³

Program Review - a federal government-wide assessment of all programs, policies and activities introduced in 1994 in an attempt to improve the effectiveness and efficiency of service to Canadians while meeting important fiscal targets.

quality assurance - the establishment of sound practices around performance measurement to ensure appropriate development, collection, analysis, reporting, and usage of information on government activities.¹⁴

Regulatory Management Standards - a system of standards set up by Treasury Board Secretariat in conjunction with major regulatory departments to develop good management systems that will thoroughly consider regulatory alternatives, flexibility and benefits and costs.¹⁵

Regulatory Review - refers to the process by which authorities who are responsible for developing, maintaining and enforcing regulatory programs review the performance of their programs and report on whether they have met management standards.¹⁶

results measurement - the gauging of a product or the effects produced by a program or activity. Results are generally measured in two ways: as *outputs*, or the direct products and services produced through program activities; or, as *outcomes*, or a description of the actual effect, benefit or consequence that occurs (either in the short-term or long-term) due to the output of a program or activity.

results reporting - the act of communicating the outputs and outcomes of a program or activity to provide a permanent record of the information collected, analyses carried out and their associated results.

review - encompasses the broader use of internal audit, program evaluation and other techniques to ensure that the government has timely, relevant and evidence-based information on the performance of its policies, programs and operations, including the results they achieve; and, uses this information to improve the management and cost-effectiveness of policies, programs and operations. There are four basic levels of review activity at the federal level: *Government-wide reviews* refers to the assessment of the degree to which there has been achievement of overall government priorities and objectives as well as of specific management practices common to the whole government; *Interdepartmental reviews* refers to the examination of a policy or program(s) managed by, and involving several government organizations or levels of government; *Departmental Strategic reviews* are used to determine whether the key policy, program and operational objectives of the department are being met efficiently and in a manner consistent with broader government-wide objectives; and *Departmental Management or Operational reviews* refers to the assessment of the management, operation and overall effectiveness and efficiency of programs, systems controls and practices of a department.¹⁷

Review and Performance Database - database of information held by Treasury Board Secretariat on reviews and performance information obtained throughout the federal government.

self-assessment - refers to the structured process through which management can monitor and examine, on a day-to-day basis, its business and quality objectives and the adequacy and relevance of controls and take appropriate corrective action where certain issues might otherwise go undetected. This can include a broad range of measurement and analytical techniques. Although this type of review is not a substitute for independent review, a key strength is its flexibility to respond to specific concerns in a timely manner. In addition, it often is an open and creative process that involves staff in defining and solving problems.¹⁸

Service Standards Initiative - commitment of the federal government in the 1994 Budget to establish clear standards for service, to find out if clients are satisfied and getting their suggestions for improvement, and to develop simple procedures for responding to complaints. Service standards generally set performance objectives for the delivery of government products or services to the public, specifying the quality or level of service which a department or agency commits to, or can be expected to deliver to clients.¹⁹

¹ John T. Denis, 'Capitalization and Depreciation of Capital Property for the Government of Canada,' *FMI Journal*, Fall 1995.

² From Treasury Board Secretariat, *Framework for Alternative Program Delivery*, 1995, Appendix B.

³ From Treasury Board Secretariat, *Guide X: Benchmarking and Best Practices: An Update to Guide VIII*. March 1996.

⁴ From Treasury Board Secretariat, *The Manager's Deskbook (An Executive Summary of Treasury Board Policies)*, March 1995.

⁵ From Treasury Board Secretariat, *Managing Better Series - Number 1: Review of Operating Budgets - Delegation Framework*, January 1996.

⁶ From Treasury Board Secretariat, *TB Manual: Comptrollership*, October 1994.

⁷ From Treasury Board Secretariat, *TB Manual: Review, Internal Audit and Evaluation*, 1994.

⁸ Ibid.

⁹ Ibid.

¹⁰ From Treasury Board Secretariat, *Regulatory Policy*, November 1995. Also available at: <http://www.tbs-sct.gc.ca/tb/rad/english/r-new15.html>

¹¹ From Treasury Board Secretariat, *Framework for Alternative Program Delivery*, 1995, Appendix B.

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¹³ Ibid.

¹⁴ From Young and Wiltshire, *Performance Measurement by Line Managers in the Canadian Federal Public Service*, Staff Working Paper, 1996.

¹⁵ From Treasury Board Secretariat, *Regulatory Policy*, November 1995.

¹⁶ Ibid.

¹⁷ From Treasury Board Secretariat, *TB Manual: Review, Internal Audit and Evaluation*, 1994.

¹⁸ Ibid.

¹⁹ From Treasury Board Secretariat, *Service Standards in Departments and Agencies*, Staff Working Paper, 1995.

Index

—A—

accrual accounting, 6, 10, 93
 Agriculture and Agri-Food Canada, 3, 6, 15, 16, 56
 Alternative service delivery, 5
 alternative service delivery (ASD), 93
 Ammunition Information System, 4
 Annual Departmental Performance Reports, 1
 Atlantic Canada Opportunities Agency, 15, 17, 51, 56
 Atomic Energy Control Board, 57
 Auditor General, 3, 6, 8, 11, 13

—B—

Benchmarking, 4, 11, 93
 Building a More Innovative Economy, 7, 91
 Business Planning, 5, 8, 11, 15, 93

—C—

Canada Mortgage & Housing Corporation, 53
 Canadian Association of Elizabeth Fry Societies, 90
 Canadian Centre for Justice Statistics, 55
 Canadian Environmental Protection Act (CEPA), 7
 Canadian Heritage, 18, 33, 48, 49, 51, 52, 53, 58, 88
 Canadian International Development Agency, 19, 50, 51, 54, 59, 87, 89
 Canadian Radio-television and Telecommunications Commission (CRTC), 60
 Canadian Security Intelligence Service, 55, 87
 Canadian Space Agency, 20, 61
 Citizenship and Immigration Canada, 21, 49, 50, 54, 55, 61
 Correctional Investigator, 54, 90
 Correctional Service Canada, 22, 48, 49, 50, 52, 54, 55, 63, 87, 90

—D—

departmental accountability framework, 6, 93

—E—

Elections Canada, 52
 electronic commerce, 5, 93
 Employment Insurance, 7
 Environment Canada, 6, 15, 24, 25, 36, 37, 48, 49, 53, 57, 66
 evaluation framework, 93
 Expenditure Management System, 5, 93
 External Advisory Panel, 1, 13

—F—

Federal Office of Regional Development (Québec), 26, 51, 67
 Finance Canada, 23, 31, 49, 51, 55, 64, 89
 Financial Information Strategy, 6, 10, 11, 93
 Financial Management Accountability Framework, 94
 First Nations, 9
 Fisheries and Oceans Canada, 3, 15, 26, 52, 53, 68

Foreign Affairs and International Trade Canada, 28, 33, 48, 51, 54, 68, 89

—G—

Government Performance Strategy, 15

—H—

Health Canada, 9, 29, 48, 50, 52, 53, 55, 70
 horizontal issues, 94
 House of Commons, 91
 Human Resources Development Canada, 7, 23, 30, 48, 51, 53, 65, 70, 89, 90

—I—

Immigration and Refugee Board of Canada, 15, 31, 71
 impacts, 15, 94
 Improved Reporting to Parliament, 1, 11, 91
 Improving Results Measurement and Accountability, 1, 13
 Indian and Northern Affairs Canada, 3, 15, 31, 36, 50, 51, 52, 71
 Industry Canada, 6, 7, 9, 23, 32, 33, 48, 51, 53, 54, 72, 89, 91
 Innovation and Quality Exchange, 11
 internal audit, 1, 4, 11, 94, 95, 96
 International Standards Organization, 94
 ISO 9000, 7, 94

—J—

Justice Canada, 23, 33, 48, 52, 53, 55, 66, 90

—L—

Labour Canada, 48

—M—

Medical Research Council, 49, 52
 Military Pay Service, 4
 Model Forest Program, 9

—N—

National Capital Commission, 52
 National Defence, 4, 34, 49, 50, 51, 52, 53, 54, 55, 73, 75, 76, 89
 National Energy Board, 15, 35, 76
 National Executive of the Citizen's Advisory Committees, 90
 National Forest Strategy Coalition, 52
 National Library, 53
 National Parole Board, 15, 36, 48, 49, 54, 55
 National Search and Rescue Secretariat, 53, 88
 National Transportation Agency, 44, 53
 Natural Resources Canada, 3, 4, 9, 15, 35, 36, 50, 52, 54, 76
 Natural Sciences and Engineering Research Council, 49

—O—

outcomes, 15, 94, 95
outputs, 5, 9, 15, 94, 95

—P—

partnering, 94
performance measures, 94
Privy Council Office, 90
program evaluation, 1, 94, 95
program relevance, 9, 94
Program Review, 1, 3, 4, 5, 8, 94
Public Service Alliance of Canada, 51
Public Service Commission of Canada, 6, 49, 77
Public Works and Government Services Canada, 10, 37, 48,
50, 52, 55, 74, 77, 89, 91

—Q—

quality assurance, 7, 94

—R—

Regular Unemployment Insurance Benefits, 7
Regulatory Management Standards, 95
Regulatory Review, 95
Research and Development (R&D) Impact Network, 9
results measurement, 3, 7, 11, 95
results reporting, 3, 7, 9, 12, 95
Revenue Canada, 3, 9, 15, 39, 40, 48, 49, 52, 55, 56, 62, 66,
79, 82, 89
review, 4, 7, 8, 9, 10, 11, 12, 93, 95
Review and Performance Database, 2, 10, 12, 95
Royal Canadian Mounted Police, 15, 34, 40, 48, 49, 50, 52,
53, 54, 55, 80, 87, 88

—S—

self-assessment, 9, 95
Service Standards, 95
Service Standards initiative, 8
Social Sciences and Humanities Research Council, 49
Solicitor General Canada, 41, 48, 49, 52, 53, 54, 55, 81, 87,
90
Standing Committee on Aboriginal and Northern Affairs, 3
Standing Committee on Environment and Sustainable
Development, 7
Statistics Canada, 2, 9, 15, 42, 52, 55, 56, 81, 82, 87, 89
Status of Women Canada, 15, 42, 90

—T—

The Atlantic Groundfish Strategy, 4
Transport Canada, 3, 15, 43, 52, 53, 82, 83, 89
Treasury Board Secretariat, 1, 2, 6, 8, 9, 10, 15, 37, 38, 44, 47,
48, 49, 50, 51, 53, 54, 55, 84, 88, 89, 90, 91, 93, 95, 96

—U—

Union of National Defence Employees, 51
Union of Solicitor General Employees, 90

—V—

Veteran's Independence Program, 9
Veterans Affairs Canada, 9, 15, 45, 50, 55, 76, 85

—W—

Western Economic Diversification Canada, 45, 86