



Aboriginal Affairs and  
Northern Development Canada

Affaires autochtones et  
Développement du Nord Canada

# Aboriginal Affairs and Northern Development Canada

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

2014-15 to 2018-19

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



Canada 

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I approve the Five-Year Plan for Evaluation and Performance Measurement Strategies for Aboriginal Affairs and Northern Development Canada for 2014-15 to 2018-19, which I submit to the Treasury Board of Canada Secretariat as required by the Policy on Evaluation.

As per Section 6.1.8 of the Policy, I confirm that the following evaluation coverage requirements are met and reflected in this Plan:

- All ongoing direct program spending is evaluated every five years;
- All ongoing programs of grants and contributions are evaluated every five years, as required by Section 42.1 of the *Financial Administration Act*;
- The administrative aspect of major statutory spending is evaluated every five years;
- Programs that are set to terminate automatically over a specified period of time, if requested by the Secretary of the Treasury Board following consultation with the affected deputy head; and
- Specific evaluations, if requested by the Secretary of the Treasury Board following consultation with the affected deputy head.

As per Section 6.1.7, I confirm that this Plan:

- Aligns with and supports the departmental Management, Resources and Results Structure; and
- Supports the requirements of the Expenditure Management System, including spending reviews.

I will ensure that this Plan is updated annually, and I will provide information about its implementation to the Treasury Board of Canada Secretariat, as required.

Original signed by:

Michael Wernick  
Deputy Minister  
Aboriginal Affairs and Northern Development Canada

June 20, 2014

## EXECUTIVE SUMMARY

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This document presents the Aboriginal Affairs and Northern Development Canada *Five-Year Plan for Evaluation and Performance Measurement Strategies 2014-15 to 2018-19*. The Plan includes 54 evaluations, which will be launched over the next five years and six 'carry forward' evaluations, which will be completed this fiscal year.

The Plan was informed by the guidance provided by Treasury Board Secretariat (March 2014) and reflects the coverage requirements set out in the updated Treasury Board Secretariat *Policy on Evaluation* that came into full effect on April 1, 2013. The Plan aligns with and supports the departmental Management, Resources and Results Structure; implements a risk-based approach to identify evaluations related to Internal Services, and provides 100 percent coverage of all other direct program spending on a five-year cycle.

This document provides an overview of the factors, which contributed to the timing, scope and calibration (level of effort) of individual evaluations, and shows that all program-related evaluative work will be supported by approved and up-to-date Performance Measurement Strategies. As indicated below, the Plan was developed in close collaboration with programs, other department sectors, and other government departments.

Finally, the document provides an overview of recent departmental initiatives, which have contributed to the Plan's approach, as well as a summary of the Branch's other activities, which work to support and strengthen the Department's evaluation and performance measurement activities.

The Plan was formally approved at the February 6, 2014, meeting of the Evaluation, Performance Measurement and Review Committee. This document includes updates on completed evaluations and performance measurement strategies to June 20, 2014.

# 1. INTRODUCTION

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The Evaluation and Performance Measurement Review Branch (hereafter, 'EPMRB' or 'the Branch') of Aboriginal Affairs and Northern Development Canada (AANDC) has prepared this *Five-Year Plan for Evaluation and Performance Measurement Strategies, 2014-15 to 2018-19*.

Across the Government of Canada, **evaluation** is understood as the systematic collection and analysis of evidence on the outcomes of programs to make judgments about their relevance and performance, and to examine alternative ways to deliver them or to achieve the same results.

Evaluations are expected to provide Canadians, parliamentarians, ministers, central agencies and deputy heads with an evidence-based, neutral assessment of the value for money, that is, the 'relevance and performance,' of federal government programs.<sup>1</sup>

To support evaluation activities, all programs, including transfer payment programs, are required to have a **Performance Measurement Strategy**.<sup>2</sup> A Performance Measurement Strategy is a results-based management tool that is used to guide the selection, development and ongoing use of performance measures to guide program or corporate decision making. Its purpose is to assist program managers and deputy heads to:

- Continuously monitor and assess the results of programs as well as the economy and efficiency of their management;
- Make informed decisions and take appropriate, timely action with respect to programs;
- Provide effective and relevant departmental reporting on programs; and
- Ensure that credible and reliable performance data are being collected to effectively support evaluation.

Consistent with previous plans, this document outlines the Department's plan for evaluating 100 percent of all eligible direct program spending,<sup>3</sup> with the exception of Internal Services where a risk based approach to evaluation coverage is employed, over the next five years. The Plan also includes evaluations associated with Internal Services, which are conducted on a risk basis. In addition, the document explains the Department's rationale for the timing, scope and calibration (i.e., level of effort) associated with individual evaluations, and

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<sup>1</sup> Treasury Board Secretariat of Canada, *Guide to Developing a Departmental Evaluation Plan*.

<sup>2</sup> <http://www.tbs-sct.gc.ca/cee/dpms-esmr/dpms-esmr02-eng.asp>

<sup>3</sup> Direct program spending is the cost of programs delivered by the federal government and consists of operating and capital spending as well as subsidies and transfer payments, such as grants and contributions, made to provinces and territories (<http://www.tbs-sct.gc.ca/sr-es/faq-eng.asp#q7>).

shows that all program-related evaluative work will be supported by approved and up-to-date Performance Measurement Strategies. Lastly, the Plan provides an overview of the Branch's other activities, which work to support and strengthen the Department's evaluation and performance measurement activities.

### **1.1 Purpose of the Five-Year Plan**

The primary purpose of the *Five-Year Plan on Evaluation and Performance Measurement Strategies* is to help the Deputy head ensure that credible, timely and neutral information on the ongoing relevance and performance of direct program spending is available to support evidence-based decision making on policy, expenditure management and program improvement.<sup>4</sup> The Plan also:

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

Moreover, the Plan serves the Head of Evaluation as a tool for managing workflows and human resources planning. Status reports on the five-year plans are typically presented at all regular meetings of the Evaluation, Performance Measurement and Review Committee (EPMRC) to provide assurance of timely implementation and alert the Committee to any required changes or additions. The EPMRC typically meets five times during the fiscal year.

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<sup>4</sup> Treasury Board Secretariat's "Guide to Developing a Departmental Evaluation Plan" and departmental practice.

## **1.2 Departmental Context**

### **1.2.1 Departmental Mandate**

AANDC is the federal department primarily responsible for meeting the Government of Canada's obligations and commitments to First Nations, Inuit and Métis, and for fulfilling the federal government's constitutional responsibilities in the North (a further 33 departments and agencies also hold responsibilities for delivering Aboriginal and northern programs and services).

The Department's overall mandate derives from the Canadian constitution, the *Indian Act*, the *Department of Indian Affairs and Northern Development Act*, territorial acts, treaties, comprehensive claims and self-government agreements as well as various other statutes affecting Aboriginal people and the North.

A significant amount of the Department's mandate is also derived from policy decisions and program practices that have developed over the years or framed by judicial decisions with direct policy implications for the Department; (Further details regarding the Department's mandate can be found at: <http://www.aadnc-aandc.gc.ca/eng/1100100010023/1100100010027>).

### **1.2.2 Program Structures and Performance**

Departmental activities are largely structured by funding arrangements or formal agreements with First Nations and/or provincial or territorial governments. Most departmental programs, representing a majority of AANDC spending, are in fact delivered through partnerships with Aboriginal communities and federal-provincial or federal-territorial agreements. AANDC also works with urban Aboriginal peoples, Métis and non-status Indians (many of whom live in rural areas). According to the 2013–2014 Main Estimates, AANDC spends approximately \$8.0 billion annually, with approximately 82 percent (\$6.6 billion) going directly to recipients through transfer payments.

Significant efforts were undertaken across the Department during fiscal year 2013-14 to streamline and bring greater clarity to the Department's program structure (Program Alignment Architecture, Performance Measurement Framework, and Transfer Payment Programs) and to simplify reporting, expand public reporting and better measure and report on what matters.

As result of these efforts, the Department consolidated 39 of its current complement of 69 Transfer Payment Program authorities into 14, with the balance being assessed for further consolidation and AANDC's Program Alignment Architecture (PAA) was reduced from 75 to 54 elements. Adjustments were also made to the Performance Measurement Framework to better support the Department's efforts achieve its expected strategic outcomes for:

- The Government – Support good governance, rights and interests of Aboriginal Peoples.
- The People - Individual, family and community well-being for First Nations and Inuit.
- The Land and Economy - Full participation of First Nations, Inuit and Métis individuals and communities in the economy.
- The North - Self-reliance, prosperity and well-being for the people and communities of the North (see Appendix B for more detail).

In addition, through the *2013-14 Performance Measurement Strategy Action Plan*, the Department worked to update, right size and complete the Department's Performance Measurement Strategies to support the broader initiatives and objectives described to ensure compliance with federal policy on performance measurement. The Action Plan, led by EPMRB, was developed and implemented in close co-operation with programs and internal partners, including Policy and Strategic Direction and Chief Financial Officer Sectors and the Risk Management Branch of the Audit and Evaluation Sector.

The results to date have seen a reduction in numbers of Performance Measurement Strategies (from 29 to 24) and full coverage of AANDC's programs (PAA and Transfer Payment Program authorities), which are expected to support greater efficiencies and effectiveness in measuring, managing and evaluating performance.

### **1.2.3 Planned Expenditures and Transfer Payments**

According to the 2012-13 Public Accounts of Canada, AANDC is fifth largest federal department in terms of total ministerial net expenditures, and third largest in terms of total transfer payments and grants and contributions. In 2012-13, AANDC's total net expenditures were \$8,112,444 with the total transfer payments portion at \$6,729,727.<sup>5</sup> Total forecasted spending for 2014-15 is shown below:

<b>Strategic Outcomes</b>	<b>2014-15 Forecast Spending</b>
The Government <sup>6</sup>	\$1,970,010,993
The People	\$4,136,617,411
The Land and Economy	\$1,471,717,681
The North	\$257,941,623
<b>Total Forecast Direct Program Spending</b>	<b>\$7,836,287,708</b>
Internal Services	\$243,590,697
<b>AANDC Total</b>	<b>\$8,079,878,405</b>

Source: Based on Main Estimates as at May 2014. Includes salary, operation and maintenance, capital, statutory and grants and contributions and the costs of the Employee Benefit Plans (EBP)<sup>7</sup>

<sup>5</sup> Government of Canada, "Public Accounts of Canada 2013: Volume II – Details of Expenses and Revenues", <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/2013/vol2/s1/dmc-met-eng.html>

<sup>6</sup> There is a variance of \$25,903,000 when compared to the Main Estimates posted in the *Report on Plans and Priorities* for 2014-15. This figure represents a Loan under 1.2.1 Negotiations of Claims and Self-Government Agreements (British Columbia Treaty Commission).

## 2. PLANNING METHODOLOGY

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The *Directive on the Evaluation Function* (Section 6.2.3) states that the Head of Evaluation is responsible for developing, and annually updating, a rolling, five-year evaluation plan. The approach for the creation of the Plan was as follows:

### **2.1 Drivers for Evaluation Planning**

In accordance with the Treasury Board Secretariat *Policy on Evaluation* (Section 6.1.7), this Plan aligns with and supports the departmental Management, Resources and Results Structure (MRRS), which is the framework for the systematic collection and analysis of performance information. It also ensures the evaluation of all ongoing grants and contribution programs every five years, as required by the *Financial Administration Act* (Section 42.1).

Finally, in accordance with Treasury Board guidance, the Branch calibrates the level of effort required for individual program evaluation using a risk-based approach. The risk exercise was conducted in co-operation with the Audit and Assurance Services Branch (AASB) and included extensive consultations with the assistant deputy ministers and directors general community within the Department.

### **2.2 Defining the evaluation universe**

The evaluation universe shows how all four pillars of the PAA will be evaluated and how the Plan will achieve full coverage of the PAA. The evaluation universe also demonstrates how each PAA element is aligned with the MRRS and also shows the breakdown of forecast spending covered in each evaluation. The first step in preparing the Plan included a review of the evaluation universe to ensure the units of evaluation are valid.

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

In reviewing the evaluation universe, EPMRB engages in AASB's risk ranking process and uses the results to inform the level of effort and allocation of resources for evaluations. Each year, AASB develops risk rankings for auditable units in the Department. The process involves a review of departmental priorities, business conditions and risks as identified in a wide variety of sources, including, but not limited to, corporate, sector and program risk profiles, corporate and sector business plans, Management Accountability Framework assessments,

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<sup>7</sup> This stating of Planned Expenditures is a change from earlier departmental evaluation and performance measurement strategy plans as it includes the costs of the Employee Benefit Plans, which had previously been excluded. They have been included now to be more consistent with other corporate reporting vehicles (e.g. Report on Plans and Priorities) (See exception in previous footnote).

performance reports, past audit, evaluation and review reports, and the previous year's risk-based planning exercise.

An Audit and Evaluation Sector-wide planning and priorities workshop with representatives from AASB, Risk Management, EPMRB and Assessment and Investigation Services was held to examine each auditable unit and offer perspectives. Using the AANDC corporate risk assessment scales, where one is low risk and five is very high risk, participants provided their assessment of risk for each auditable unit, through voting on the inherent risk, legal risk and significance.

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

The risk rankings can be seen in the Plan and are colour-coded to reflect the five levels of risk identified in the Risk-Based Audit Plan.<sup>8</sup>

## **2.3 Create the Plan**

The *2014-15 Five-Year Plan for Evaluation and Performance Measurement Strategies* builds upon the previous year's plan. The Plan reflects a transition to higher-level evaluations at the program and sub-program levels to better align with the Department's program structure and objectives, including MRRS elements and grants and contributions.<sup>9</sup> Deadlines for evaluations were calculated to ensure that an evaluation was scheduled to take place within five years from the date of the previous one.

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

Recent audits are also valuable sources of information for evaluation as they inform the analysis of program design and provide analysis of efficiency and economy. Ideally, audits and evaluations will be scheduled in different years, However, where audits and evaluations are scheduled to occur in the same year, it has been agreed that audit work will be conducted early in the fiscal year, so

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<sup>8</sup> Risk-Based Audit Plans are publicly available in both official languages on the departmental web site at: <http://www.aadnc-aandc.gc.ca/eng/1100100011253/1100100011254>

<sup>9</sup> Transfer Payment Authorities are posted at: <http://www.aadnc-aandc.gc.ca/eng/1385747327206/1385747397222>

that programs are not overburdened with requests for information, and that the information and findings can be used in the evaluation.

Performance Measurement Strategies for each program/sub-program are included in the Plan, with the most recent approval date included as a reference for evaluation planning.

Sixty evaluations (six of which have been carried forward from last fiscal year) are scheduled between 2014-15 and 2018-19. The table below shows the distribution of evaluations for the five years covered by the Plan.

Year	Government	People	Land and Economy	North	Internal Services	TOTAL
Carry forward from 2013-14	2	1	3	0	0	6
2014-15	4	4	7	3	1	19
2015-16	1	2	1	4	4	12
2016-17	1	2	1	2	1	7
2017-18	1	4	1	0	0	6
2018-19	4	0	4	2	0	10
<b>TOTAL</b>	13	13	17	11	6	60

As indicated in the Plan, three of the evaluations are led by other departments:

- Employment and Social Development Canada-led Horizontal Summative Evaluation of the Youth Employment Strategy - Phase II (2014-15)
- Natural Resources Canada-led Clean Energy Theme Roll-up (2014-15)
- Environment Canada-led horizontal evaluation of Climate Change Adaptation (2015-16)

Please note that the evaluation projects identified in the Plan, as well as their components and timing, are subject to change particularly in the later years of the cycle. Changes can arise from various factors, including the introduction of new programs, the consolidation of program authorities, and/or the information needs of the Department.

## **2.4 Coverage**

Total forecast direct program spending for 2014-15 is \$7,836,287,708 and this Plan covers 100 percent of total forecast direct program spending (excluding Internal Services). Guidance from Treasury Board enables a Deputy Minister to decide the approach that his or her department will use for the evaluation of Internal Services. AANDC has adopted a risk-based approach to determine which internal services are to be evaluated, drawing upon both the risk analysis conducted by the Audit and Assurance Services Branch as well as the Department's Corporate Risk Profile. Through this process, six areas of work supported by Internal Services were identified for evaluations. These areas were

deemed high risk or otherwise identified by senior management as areas of particular consideration.

The following table provides an overview of planned coverage of direct program spending for the five years of this Plan.

<b>Coverage of Direct Spending</b>		
	<b>Amount in dollars</b>	<b>Amount by percentage</b>
<b>Total forecast direct spending</b>	\$7,836,287,708	100%
<b>Coverage by year:</b>		
Year 1	\$2,160,381,194	27%
Year 2	\$869,047,158	11%
Year 3	\$1,158,656,836	15%
Year 4	\$3,191,628,060	41%
Year 5	\$456,574,460	6%
<b>Total forecast spending covered by the 2014-15 Plan</b>	\$7,836,287,708	100%
<b>Not covered by this Plan:</b>		
Internal Services	\$243,590,697	

## **2.5 EPMRB – Implementing the Plan**

The *Five-Year Plan for Evaluation and Performance Measurement Strategies* is managed by EPMRB of the Audit and Evaluation Sector at AANDC.

The Branch undertakes a risk-based approach to calibrate the level of effort required for individual program evaluations when the scope of the evaluation is being developed and the Terms of Reference are being prepared.<sup>10</sup> The Terms of Reference for each evaluation are then approved by the EPMRC.

The table below provides an overview of resources spent on evaluation in the year prior to this Plan and those forecast for the first two years of the Plan:

	<b>Actual Spending FY 2013-2014</b>	<b>Forecasted Spending (Budget) FY 2014-2015</b>	<b>Forecasted Spending (Budget) FY 2015-2016</b>
Salaries	\$1,926,996.18	\$1,817,154.00	\$1.9 million
Contracted Services - Specific to Evaluations	\$ 867,171.75	\$1,000,000.00	\$1 million
Operations and Maintenance (excluding Contracted Services)	\$418,010.65	\$401,765.35	\$400,000

<sup>10</sup> The *Standard on Evaluation for the Government of Canada* (Section 6.2.1 (c)) gives departments the flexibility to calibrate the nature and depth of each evaluation undertaken in relation to the risks associated with the program and the information needs of the Deputy Head.

	Actual Spending  FY 2013-2014	Forecasted Spending (Budget) FY 2014-2015	Forecasted Spending (Budget) FY 2015-2016
Specific to Evaluations)			
<b>Total</b>	<b>\$3,212,178.58</b>	<b>\$3,218,919.35</b>	<b>\$3.2 million</b>
<b>Full-Time Equivalents (#)</b>	<b>23</b>	<b>23</b>	<b>23</b>

\* FY: Fiscal Year

## **2.6 How Evaluations are Used in the Department**

Evaluations conducted by EPMRB are used by the Department to inform decision making and reporting (e.g., *Reports on Plans and Priorities*, *Departmental Performance Reports*, *Annual Report on the State of Performance Measurement*), to assess progress made by programs in achieving expected results and to incorporate lessons learned in order to improve program design and delivery.

As part of follow-up and continuous improvement, a Management Response and Action Plan (MRAP) is developed for each evaluation. MRAPs are posted on the AANDC website with the corresponding evaluation report. Follow-up reporting on the progress implementing the MRAPs is reported every quarter and is also posted.

Evaluation reports, MRAPs and follow-ups on MRAPS are published on the AANDC website at:

<http://www.aadnc-aandc.gc.ca/eng/1100100011247/1100100011248#Eval>.

## **2.7 Other Branch Activities**

In addition to conducting evaluations, the Branch undertakes a wide range of activities to support and strengthen the Department's evaluation and performance measurement work. These include providing advice and support on performance measurement, corporate planning and reporting at the departmental level, supporting capacity building and outreach activities and developing research and special studies on evaluation and performance measurement issues. Some highlights of these activities are discussed below.

- **Performance Measurement**

EPMRB, working closely with other key internal service offices, provides advice and guidance on Performance Measurement Strategies and other performance measurement related activities in the Department. The Branch also leads the development of the *Annual Report on the State of Performance Measurement in the Department*, which is a requirement of the Treasury Board Secretariat *Directive on the Evaluation Function*).

Moreover, the EPMRC reviews and recommends the Deputy Head approve Performance Measurement Strategies, the *Annual Report on the State of Performance Measurement in the Department*, and annual updates to the Department's *Five-year Plans on Evaluation and Performance Measurement Strategies*. Along with the Branch, the Committee also reviews and provides comments on updates to the Program Alignment Architecture and Performance Measurement Framework.

Most recently, and as noted earlier in this document, EPMRB led the Department's efforts to align AANDC's Performance Measurement Strategies with its revised Transfer Payment Program structure, Program Alignment Architecture and Performance Measurement Framework.

- **Corporate Advice**

In addition to the Branch's support for performance measurement, the Branch also provides advice and support towards the development of Treasury Board submissions and Memoranda to Cabinet, on the Department's *Report on Plans and Priorities* and *Departmental Performance Report* and other related activities.

- **Capacity Development**

EPMRB considers capacity development a key part of its work and has long worked to provide undergraduate and graduate students from across the country with opportunities to learn more about evaluation, performance measurement and the Department in general. Through the years the Branch has had a particularly close working relationship with the University of Toronto's School of Public Policy. This school was the first to support and participate in the Branch's Summer Internship Program, discussed below.

Currently, EPMRB is working with the University of Ottawa's Graduate School of Public Policy and International Affairs and other departmental stakeholders to develop a Capstone (final year) course for Master level students later this year. The course will bring students and departmental officials together as the former study some of the key issues facing Aboriginal peoples in the areas of governance and economic development.

Over the past year, EPMRB evaluators have also engaged in a broad range of evaluation capacity development activities. These include:

- Working with the Canada School of Public Service and the University of Toronto to provide public servants and graduate students with an introduction to evaluation in the federal government;
- Assisting the international charity 'Women Lawyers Joining Hands' to develop a Performance Measurement Strategy and an Evaluation Plan;

- Working with the Community Development team in British Columbia region to develop a proposal for the Department's *Blueprint 2020 - Dragon's Den* event using the findings of the Department's recent Evaluation of the First Nations Infrastructure Fund;
- Lecturing to economics students at the University of Verona, Italy, on the Canadian experience with evaluation, performance measurement and good governance, and continuing to support students studying in Italy and conducting research in this area; and
- Supporting the facilitation of the Indigenous Community Development courses offered by Health Canada.
- **Summer Internship Program**

Beginning in 2008, the Branch has offered a unique internship program whereby eight to ten graduate students from selected universities across Canada, enrolled in Public Policy or Administration are hired for a period of 16 weeks over the summer. In addition to the University of Toronto, the Branch's interns have come from the University of Victoria, Simon Fraser University, University of Regina, University of Manitoba, University of Ottawa, Carleton University, Concordia University, Dalhousie University, and Memorial University.

This initiative has been very successful with approximately 25 percent of EPMRB interns bridged into permanent federal government positions. Over the years, the program has also generated significant interest and enquiries from other government departments. In October 2012, for example, the results of the interns' work on the use of evaluation were presented to federal Heads of Evaluation government-wide.

EPMRB's Summer Internship Program is intended to:

- Provide a meaningful work opportunity that will allow interns to apply their knowledge and critical thinking skills to a significant policy or research area.
- Develop professional skills and networks in the context of the federal public service.
- Build knowledge, cultural awareness and learning among interns around a specific set of issues and challenges related to their respective department and across government.
- Offer the opportunity to understand the importance of evaluation and performance measurement across government and enable the potential for policy/program creativity and innovation.
- Generate future interest in a public service career upon completion of studies, including the potential for bridging.

Students are placed in positions throughout the Department to gain a deeper understanding of AANDC activities, work in teams on a research project, and participate in learning sessions that provide them with the knowledge and skills necessary to complete their research project and to support their career development. This year's project focuses on identifying opportunities for integrating reporting requirements, which can also better support the department's efforts to measure what matters.

- **Special Studies**

From time to time, EPMRB and other branches of the Audit and Evaluation Sector also conduct or commissions reviews, discussion papers and studies on topics of relevance to their mandates. Special studies conducted since 1999 can be found on the Audit and Evaluation Sector home page (<http://www.aadnc-aandc.gc.ca/eng/1100100011247/1100100011248#sss>) on the departmental website. Many of the student intern papers discussed in the previous section can be found on this site.

### 3. Five-Year Plan for Evaluation and Performance Measurement Strategies – 2014-15 to 2018-19

Program Alignment Architecture (MRRS ID)	AANDC PM Strategy Portfolio (Date Approved)	2014/15 Audit Plan		Last Completed Evaluation(s)  (Date)	Planned Evaluations	Eval- uation Number for 2014/15	Total Forecast Spending (Including Employee Benefits Plan) covered by Evaluation (\$,000s)*
Year 1 - 2014/15		Year 1 - 2014/15				Year 1 - 2014/15	
1 THE GOVERNMENT							
1.1 Governance and Institutions of Government							
1.1.1 First Nations Governments	Governance and Institutions of Governance (1.1) (03/2014)  Includes Sub-program annexes:  Matrimonial Real Property (1.1.2) (Amended - 03/2014)	Audit of First Nations Government Programs (2015/16)	High	Miawpukek First Nation Grant Agreement (02/2011)  Indian Government Support Program (07/2009)	Governance and Institutions of Government (1.1) (2014/15)	1	\$383,694
1.1.2 Aboriginal Governance Institutions and Organizations	First Nations Fiscal Management Act (1.1.2) (04/2013)	Audit of Aboriginal Governance Institutions and Organizations (2015/16)	High	Implementation of the First Nations Fiscal and Statistical Management Act (04/2011)			\$12,934
1.2 Aboriginal Rights and Interests							
1.2.3 Consultation and Accommodation	Consultation and Policy Development (1.2.3) (11/2010) (Update by 11/2014)	Audit of Consultation and Accommodation (2014/15)	High	Consultation and Accommodation (02/2014)  Engagement and Policy Development Authority (02/2014)  Inuit Counselling in the South	C/F Engagement and Policy Development Authority (04/2014)	2	With full evaluation of Consultation and Accommodati on in 2018/19 full coverage will be achieved  See Note **
	Surveys on Aboriginal Peoples (1.2.3; 5.2.2) (02/2013)			C/F Consultation and Accommodation (2013/14) [Report to EPMRC 06/2014]	3		

				(05/2010) Consultation and Policy Development and Basic Organizational Capacity Funding (2008/09)	Surveys on Aboriginal Peoples (5.1.1) Inuit Counselling in the South (part 1.2.3) (2014/15)	4 5	
<b>1.3 Management and Implementation of Agreements and Treaties</b>							
	Measuring the Impacts of Comprehensive Land Claim Agreements and Self-Government Agreements (Amended 03/2014)  Treaty Commissions (Amended 03/2014)	Audit of the Implementation of Modern Treaty Obligations (2016/17)	Very High	Impacts of Comprehensive Land Claims and Self-Government Agreements (11/2013)  Indian Moneys, Estates and Treaty Annuities (Plan - 2012/13) (04/2013)  Treaty Commissions (02/2010)	Impact of Self Government Agreements (2014/15)	6	\$716,412
<b>2 THE PEOPLE</b>							
<b>2.1 Elementary and Secondary Education</b>							
	Education (11/2010) (Amendment and Progress Report approved 04/2014)	Audit of the Education Information System (2015/16)  Audit of Elementary and Secondary Education	Very High	ESDC-led Horizontal Summative Evaluation of the Youth Employment Strategy - Phase I (2013/14)  Summative Evaluation of the Elementary /	ESDC-led Horizontal Summative Evaluation of the Youth Employment Strategy - Phase II (2014/15)  Review of	7 8	\$26,191

		Program (2015/16)		Secondary Education Program on Reserve (06/2012)	Federally Managed Schools on Reserve in Ontario (2014/15)		
<b>2.2 Social Development</b>							
2.2.1	Income Assistance	Social Development (2.2) (02/2011) (updated 04/2014 to include supporting Annexes for all sub-programs)  Sub-strategy of the Social Development PM Strategy: On-Reserve Income Assistance Reform PM Strategy, in partnership with ESDC (04/2013)	Audit of NCBR and Assisted Living (2014/15)  Audit of Income Assistance (2015/16) (Possible joint audit with ESDC Active Measures)	High  High	Income Assistance, National Child Benefit Reinvestment and Assisted Living (02/2009)	Income Assistance (Formative Evaluation) (2014/15)  (Note: To be conducted with ESDC)	9  Full evaluation of IA, AS and NCB in 2016/17 - 100% program expenditure accounted for in that fiscal
2.2.4	First Nations Child and Family Services		Audit of First Nations Child and Family Services (2015/16)	Very High	Enhanced Prevention Focused Approach (EPFA) for the First Nations Child and Family Service (CFS) Program in Quebec and PEI (09/2013)  EPFA in Saskatchewan and Nova Scotia for First Nations CFS Program (04/2013)  Enhanced Prevention Focused Approach in Alberta for the First Nations Child and Family Service (CFS) Program (09/2010)	Carried forward - Enhanced Prevention Approach for the First Nations Child and Family Services Program in Manitoba (2013/14) (Approved 06/2014)	10  **
<b>2.4 Residential Schools Resolution</b>							

2.4.1	Common Experience Payments			High	Evaluation of the Delivery of the Common Experience Payment Conducted by ESDC) (07/2013)  Aboriginal Healing Foundation (12/2009)	Lessons Learned: Common Experience Payment (2014/15)	11	\$3,038
<b>3 THE LAND AND THE ECONOMY</b>								
<b>3.1 Aboriginal Entrepreneurship</b>								
3.1.1	Business Capital and Support Services	Aboriginal Entrepreneurship (3.1) (02/2014)		Moderate	Aboriginal Economic Development Programs (2008/09)	Access to Capital and Business Services (2014/15)	12	\$45,222
3.1.2	Business Opportunities			Low	Procurement Strategy for Aboriginal Business (03/2010)	Carried forward - Procurement Strategy for Aboriginal Business (2013/14) (Approved: 06/2014)	13	**
<b>3.2 Community Development</b>								
3.2.1	Lands and Economic Development Services	Community Development (3.2) with Sub program annexes (3.2.1, 3.2.2, 3.2.3, 3.2.4) (03/2014)	Audit of Economic Development Programs (2016/17)	High	Evaluation of the Inuit Art Foundation (04/2011)  <i>First Nation Oil and Gas and Moneys Management Act</i> Implementation (09/2010)  Aboriginal Economic Development Programs (04/2009)	Lands and Economic Development Services (3.2.1) (2014/15)	14	\$69,038
3.2.2	Investment in Economic Opportunities		Audit of Economic Development Programs (2016/17)	High	Aboriginal Economic Development Programs (04/2009)	Carried forward - Investment in Economic Opportunities (2013/14)	15	**

3.2.3	Administration of Reserve Land		Audit of Additions to Reserves (2016/17)	Very High	Evaluation of Indian Moneys, Estates and Treaty Annuities (04/2013)	Administration of Reserve Land (2014/15)	16	\$26,330
			Audit of Lands Management (including Lands Registry System) (2016/17)	Very High	Impact Evaluation of Contribution to Indian Bands for Land Management on Reserve (09/2010)			
3.2.4	Contaminated Sites (On Reserve)			High	Contaminated Sites (12/2008)	Contaminated Sites (On Reserve) (2014/15)	17	\$5,621
3.3 Strategic Partnerships								
		Strategic Partnerships (3.3) (Update by 11/2014)		Moderate		Carried forward - The Aboriginal Economic Development Framework and Strategic Partnerships Initiative (2013/14) (09/2014)	18	**
3.4 Infrastructure and Capacity								
3.4.2	Education Facilities				Capital Facilities and Maintenance Program (02/2010)			
3.4.4	Other Community Infrastructure Activities		Audit of On-Reserve Infrastructure (excluding Water and Wastewater) (2014/15)	Very High	First Nations Infrastructure Fund (02/2014)	Education and Community Infrastructure (2014/15)	19	\$808,690

3.4.5	Renewable Energy and Energy Efficiency	Eco Energy for Aboriginal and Northern Communities (06/2011) (Amendment: 02/2014)		Low	Eco-Energy for Aboriginal and Northern Communities (11/2010)	NRCan-led - Clean Energy Theme Roll-up (2014/15)  Eco-Energy for Aboriginal and Northern Communities (AANDC-led) (2014/15)	20  21	\$3,889
<b>4 THE NORTH</b>								
<b>4.1 Northern Governance and People</b>								
4.1.1	Political Development and Intergovernmental Relations	Political Development and Intergovernmental Relations (4.1.1) (03/2014)		Moderate		Lessons Learned: Northwest Territories Devolution (2014/15)  Northern Governance - Support for Territorial Relations and Northern Organizations (2014/15)	22  23	\$15,249
<b>4.3 Northern Land, Resources and Environmental Management</b>								
4.3.1	Petroleum and Minerals	Petroleum and Minerals (03/2014)	Audit of Northern Oil and Gas (2014/15)	High	nil	Petroleum and Minerals (2014/15)	24	\$18,171
<b>5 INTERNAL SERVICES</b>								
5.1.1	Governance and Management Support	(See 'Surveys on Aboriginal Peoples' - 1.2.3)	Audit of Corporate Business Planning (2016/17)	High		Survey of Aboriginal Peoples See 1.2.3 FY 2014/15		
5.1.2	Resource Management Services		Audit of HR Staffing and Planning (2015/16)	High		Recruitment, Development and Retention (2014/15)	25	
<b>Year 2 - 2015/16</b>								
<b>1 THE GOVERNMENT</b>								
<b>1.3 Management and Implementation of Agreements and Treaties</b>								
		Measuring the Impacts of	Audit of the		Impacts of	Treaty	26	\$2,928

		Comprehensive Land Claim Agreements and Self-Government Agreements (Amended 03/2014)  Treaty Commissions (Amended 03/2014)	Implementation of Modern Treaty Obligations (2016/17)	Very High	Comprehensive Land Claims and Self-Government Agreements (11/2013)  Indian Moneys, Estates and Treaty Annuities (Plan - 2012/13) (04/2013)  Treaty Commissions (02/2010)	Commissions (2015/16)		
<b>2 THE PEOPLE</b>								
<b>2.3 First Nations Individual Affairs</b>								
2.3.1	Registration and Membership	First Nations Individual Affairs (2.3) (02/2014)	Audit of the Secure Certificate of Indian Status (for discussion) (2015/16)  Audit of Indian Registration (Qalipu Phase II)  Audit of the Indian Registration System (2016/17)	Very High	Summative Evaluation of the Contributions Made to Indian Bands for the Registration Administration (09/2010)  Registration and Administration (05/2010)	Registration and Membership (2015/16)	27	\$21,578
<b>2.4 Residential Schools Resolution</b>								
2.4.2	Independent Assessment Process			High		Lessons Learned: Personal Credits (2015/16)	28	\$643,377
<b>3 THE LAND AND THE ECONOMY</b>								
<b>3.4 Infrastructure and Capacity</b>								
3.4.3	Housing	Part of Infrastructure and Capacity PM Strategy	Audit of On-Reserve Infrastructure (excluding Water and Wastewater) (2014/15)	Very High	First Nation Market Housing Fund (06/2012)  On-Reserve Housing Support (02/2011)	Housing (2015/16)	29	\$138,451

4 THE NORTH								
4.1 Northern Governance and People								
4.1.1	Political Development and Intergovernmental Relations	Political Development and Intergovernmental Relations (4.1.1) (03/2014)		Moderate		AANDC's Engagement with the Arctic Circle	30	\$898
4.1.2	Nutrition North	Nutrition North Canada (09/2010)	Audit of Nutrition North Canada (2016/17)	High	Nutrition North Implementation - (09/2013)	Nutrition North (Impact Evaluation) with Health Canada (2015/16)	31	\$57,148
4.1.3	Climate Change Adaptation	Climate Change Adaptation (09/2011) (Amendment: 02/2014)		Moderate	Evaluation Update of the Climate Change Adaptation Program: Assist Northerners in Assessing Key Vulnerabilities and Opportunities (02/2011)	Environment Canada horizontal evaluation of Climate Change Adaptation (2015/16)  Climate Change Adaptation Program - Assist Northerners in Assessing Key Vulnerabilities and Opportunities (AANDC component)	32  33	\$4,667
5 INTERNAL SERVICES								
5.1.3	Expenditure Management		System Under Development audit of the Integrated Financial Management System (SAP & GCIMS) (2014/15)	Very High		Contracting and Business Management Units (2015/16)	34	
			Audit of Expenditure Management (2016/17)	High				
5.2.2	Strategic and Business Planning					Accelerated Annual Planning Cycle (2015/16)	35	

5.5.4	Learning and Development	Aboriginal Leadership Development Initiative (06/2012)				Aboriginal Leadership Development Initiative (2015/16)	36	
5.5.7	Accommodations					Evaluation of the Implementation of Accommodations 2.0 (2015/16)	37	
Year 3 - 2016/17								
Year 3 - 2016/17								
1.0 THE GOVERNMENT								
1.1 Governance and Institutions of Government								
1.1.2	Aboriginal Governance Institutions and Organizations	Matrimonial Real Property (1.1.2) (Amended - 03/2014)  First Nations Fiscal Management Act (1.1.2) (04/2013)	Audit of Aboriginal Governance Institutions and Organizations (2015/16)	High	Implementation of the First Nations Fiscal and Statistical Management Act (04/2011)	Matrimonial Real Property (Part 1.1.2) (2016/17)	38	\$1,822
2.0 THE PEOPLE								
2.2 Social Development								
2.2.1	Income Assistance	Social Development (02/2011; updated 04/2013)  Sub-strategy of the Social Development PM Strategy: On-Reserve Income Assistance Reform PM Strategy, in partnership with ESDC (04/2013)	Audit of NCBR and Assisted Living (2014/15)	High	Income Assistance, National Child Benefit Reinvestment and Assisted Living (02/2009)	Income Assistance, National Child Benefit Reinvestment and Assisted Living (Summative Evaluation) (2016/17)  (Note: Income Assistance Component to be conducted with ESDC)	39	\$994,671
2.2.2	National Child Benefit		Audit of Income Assistance (2015/16) (Possible joint audit with ESDC Active Measures)					
2.2.3	Assisted Living							
2.2.5	Family Violence Prevention			Moderate	Family Violence Prevention (02/1012)	Family Violence Prevention (2016/17)	40	\$31,732
3 THE LAND AND THE ECONOMY								
3.4 Infrastructure and Capacity								

3.4.6	Emergency Management Assistance	Emergency Management Assistance Program (3.4.6) (03/2014)	Audit of Emergency Management Assistance (2016/17)	Very High	Review of the Performance of the Emergency Management Assistance Program during the 2011-2012 Manitoba Floods (06/2012)  Emergency Management Assistance (02/2010)	Emergency Management Assistance (2016/17)	41	\$37,768
4 THE NORTH								
4.1 Northern Governance and People								
4.1.1	Political Development and Intergovernmental Relations	Political Development and Intergovernmental Relations (4.1.1) (New: 03/2014)		Moderate		Northern Hospital and Physician Services (2016/17)	42	\$52,256
4.3 Northern Land, Resources and Environmental Management								
4.3.3	Land and Water Management	PM Strategy at the Sub Program Level 4.3.3 (Update: 03/2014)		Moderate	Evaluation of the Advancing Conservation Interest in the Northwest Territories: The Government of Canada's Involvement in the NWT Protected Areas Strategy (Plan - 2012/13) (04/2013)	Northern Land, Resources and Environmental Management (4.3.3) (2016/17)	43	\$40,408
5 INTERNAL SERVICES								
5.1.3	Expenditure Management		System Under Development audit of the Integrated Financial Management System (SAP & GCIMS) (2014/15)	Very High		Contracting and Procurement Hubs (2016/17)	44	
Year 4 - 2017/18				Year 4 - 2017/18			Year 4 - 2017/18	
1 THE GOVERNMENT								

1.2.2	Specific Claims	Specific Claim (1.2.2) (Updated 03/2014)	Audit of Specific Claims (2015/16)	High	Summative Evaluation of the Specific Claims Action Plan (2012/13 Plan) (04/2013)	Summative Evaluation of Specific Claims (2017/18)	45	\$735,583
<b>2 THE PEOPLE</b>								
<b>2.1 Education</b>								
2.1.1	Elementary and Secondary Education	Education (11/2010)	Audit of the Education Information System (2015/16)  Audit of Elementary and Secondary Education Program (2015/16)	Very High	ESDC-led Horizontal Summative Evaluation of the Youth Employment Strategy - Phase I (2013/14)  Summative Evaluation of the Elementary / Secondary Education Program on Reserve (06/2012)	Elementary and Secondary Education (2017/18)	46	\$1,418,345
2.1.2	Post-Secondary Education		Audit of Post Secondary Education Programs (2014/15)	High	Summative Evaluation of the Post-Secondary Education Program (06/2012)  National Aboriginal Achievement Foundation (11/2009)	Post Secondary Education (2017/18)  (Note: to include 'Indspire')	47	\$353,769
<b>2.2 Social Development</b>								

2.2.4	First Nations Child and Family Services		Audit of First Nations Child and Family Services (2015/16)	Very High	Enhanced Prevention Focused Approach for the First Nations Child and Family Service Program in Quebec and PEI (09/2013)  EPFA in Saskatchewan and Nova Scotia for First Nations CFS Program (04/2013)  Enhanced Prevention Focused Approach in Alberta for the First Nations Child and Family Service Program (09/2010)	First Nations Child and Family Services Program (2.2.4) (2017/18)	48	\$640,266
<b>2.4</b>	<b>First Nations Individual Affairs</b>							
2.3.2	Estates			Low	Evaluation of Indian Moneys, Estates and Treaty Annuities (04/2013)	Estates (2017/18)	49	\$3,651
<b>3</b>	<b>THE LAND AND THE ECONOMY</b>							
<b>3.5</b>	<b>Urban Aboriginal Participation</b>							
		Urban Aboriginal Participation (3.5) (New: 02/2014)	Audit of the Urban Aboriginal Strategy (2016/17)	High	Impact Evaluation of the Urban Aboriginal Strategy (06/2011)	Urban Aboriginal Participation (3.5) (2017/18)	50	\$40,014
<b>Year 5 - 2018/19</b>								
<b>1</b>	<b>THE GOVERNMENT</b>							
<b>1.2</b>	<b>Aboriginal Rights and Interests</b>							
1.2.1	Negotiations of Claims and Self-Government Agreements	Negotiations of Claims and Self Government Agreements (1.2.1) (New: 03/2014)	Review of Negotiation of Comprehensive Land Claims and Self Government Agreements (2014/15)	Very High	Process for Negotiating Comprehensive Land Claims and Self-Government Agreements (11/2013)	Negotiations of Claims and Self-Government Agreements (2018/19)	51	\$68,834

			Audit of Negotiation of Comprehensive Land Claims and Self-Government Agreements (2016/17)	Very High	Evaluation of the Federal Government's Implementation of Self-Government and Self-Government Agreements (02/2011)  BC Treaty Related Measures (09/2009)  Consultation and Policy Development and Basic Organizational Capacity Funding (G&C: 1.2.1, 1.2.3, 3.2.1) (2008/09)			
1.2.3	Consultation and Accommodation	Consultation and Policy Development (11/2010)  Surveys on Aboriginal Peoples (1.2.3; 5.1.1) (02/2013)	Audit of Consultation and Accommodation (2014/15)	High	Consultation and Accommodation (02/2014)  Engagement and Policy Development Authority (2/2014)  Consultation and Policy Development and Basic Organizational Capacity Funding (2008/09)	Consultation and Accommodation (1.2.3) (2018/19)	52	\$28,828
1.2.4	Métis and Non-Status Indian Relations and Métis Rights Management	Integrated RMAF/RBAF Federal Interlocutor's Contribution Program	Audit of Métis and Non-Status Indian Relations and Métis Rights Management (2014/15)	High	Federal Interlocutor's Bilateral and Tripartite Processes and the <i>Powley</i> Initiative (09/2013)	Métis and Non-Status Indian Relations and Métis Rights Management (1.2.4) (2018/19)	53	\$18,975

1.3 Management and Implementation of Agreements and Treaties								
	Measuring the Impacts of Comprehensive Land Claim Agreements and Self-Government Agreements (Amended 03/2014)  Treaty Commissions (Amended 03/2014)	Audit of the Implementation of Modern Treaty Obligations (2016/17)	Very High	Impacts of Comprehensive Land Claims and Self-Government Agreements (11/2013)  Indian Moneys, Estates and Treaty Annuities (Plan - 2012/13) (04/2013)  Treaty Commissions (02/2010)	(a) Modern Treaties and Self-Government (2018/19)  (b) Pre-1975 Treaties (2018/19)	54	Full coverage with 1.3 Evaluation in 2014/15	
3 THE LAND AND THE ECONOMY								
3.1 Aboriginal Entrepreneurship								
	Aboriginal Entrepreneurship (3.1) (New: 02/2014)		Moderate	Aboriginal Economic Development Programs (2008/09)  Procurement Strategy for Aboriginal Business (03/2010)	Aboriginal Entrepreneurship (3.1) (2018/19)	55	\$4,418	
3.2 Community Development								
3.2.2	Investment in Economic Opportunities		High	Aboriginal Economic Development Programs (2008/09)	Investment in Economic Opportunities (2018/19)	56	\$95,649	
3.3 Strategic Partnerships								
			Moderate		Strategic Partnerships (3.3) (2018/19)	57	\$24,738	
3.4 Infrastructure and Capacity								
3.4.1	Water and Wastewater	Infrastructure (3.4.1 - 3.4.4) (09/2009: Revised indicators approved EPMRC, 11/2010)  'Capital Facilities and	Audit of Water and Waste Water (2016/17)	Very High	First Nations Water and Wastewater Infrastructure (09/2013)	Infrastructure and Capacity (3.4) (2018/19)	58	\$171,889

3.4.3	Housing	Maintenance Program,' part 3.4, Infrastructure and Capacity (3.4.1 - 3.4.4) (04/2014)			First Nation Market Housing Fund (06/2012)			
3.4.4	Other Community Infrastructure Activities				On-Reserve Housing Support (02/2011)			
					First Nations Infrastructure Fund (02/2014)			
					First Nations Infrastructure Fund (02/2010)			
4 THE NORTH								
4.2 Northern Science and Technology								
4.2.1 Northern Contaminants		Northern Science and Technology (4.2) (03/2014)	Audit of the Canadian High Arctic Research Station (2016/17)	High	Evaluation of the Northern Contaminates Program and Northern Scientific Training Program (09/2013)	Northern Science and Technology (4.2)	59	\$7,321
4.2.2 Science Initiatives								
4.3 Northern Land, Resources and Environmental Management								
4.3.2 Contaminated Sites		Northern Contaminated Sites (02/2009)	Audit of Northern Contaminated Sites (2014/15)	Very High	Evaluation of Federal Contaminated Sites Action Plan - led by Environment Canada (09/2013)	Contaminated Sites (4.3.2) (2018/19)	60	\$61,824
		Umbrella Federal Contaminated Sites Action Plan (01/2012)						
		Contaminated Sites 4.3.2 (Update by 09/2014)						
Total Forecast Direct Spending (excludes Internal Services):								
\$7,836,288								

## ANNEX A - EVALUATION UNIVERSE SHOWING EVALUATION COVERAGE, PERFORMANCE MEASUREMENT STRATEGY COVERAGE AND 2014 MAIN ESTIMATES

Program Alignment Architecture (Management, Resources and Results Structure ID)		2014-15 Main Estimates (as of May 21, 2014)						Date of last approved Performance Measurement (PM) Strategy**	Planned Evaluation
		Vote 1: Salary and Operation and Maintenance (\$,000s)	Vote 10: Grants and Contributions (\$,000s)	Vote 5: Capital (\$,000s)	Statutory (\$,000s)	Employee Benefits Plan (\$,000s)	Total Forecast Spending 2014-15* (\$,000s)		
1 THE GOVERNMENT									
1.1 Governance and Institutions of Government									
1.1.1	First Nations Governments	\$35,775	\$342,419	\$0	\$0	\$5,500	\$383,694	Governance and Institutions of Governance (1.1) (03/2014)	Governance and Institutions of Government (1.1) (2014/15)
1.1.2	Aboriginal Governance Institutions and Organizations	\$496	\$14,210	\$0	\$0	\$50	\$14,756		
								Matrimonial Real Property (part 1.1.2) (Amended - 03/2014)	Matrimonial Real Property (Part 1.1.2) (2016/17)
1.2 Aboriginal Rights and Interests									
1.2.1	Negotiations of Claims and Self-Government Agreements	\$15,818	\$24,787	\$0	\$25,903	\$2,326	\$68,834	Negotiations of Claims and Self Government Agreements (1.2.1) (03/2014)	Negotiations of Claims and Self-Government Agreements (2018/19)
1.2.2	Specific Claims	\$25,514	\$708,742	\$0	\$15	\$1,313	\$735,583	Specific Claims (1.2.2) (Updated 03/2014)	Summative Evaluation of Specific Claims (2017/18)
1.2.3	Consultation and Accommodation	\$7,131	\$20,988	\$0	\$0	\$709	\$28,828	Consultation and Policy Development (11/2010)	Carried forward - Engagement and Policy Development Authority (2013/14)
								Surveys on Aboriginal Peoples (1.2.3; 5.1.1.)	Surveys on Aboriginal Peoples (part 1.2.3; 5.1.1)

1.2.4	Métis and Non-Status Indian Relations and Métis Rights Management	\$5,160	\$13,504	\$0	\$0	\$312	\$18,975	Integrated Results-based Management and Accountability Framework /Risk-based Audit Framework Federal Interlocutor's Contribution Program (To be updated to PM Strategy September 2014)	(02/2013)	(2014/15)
										Inuit Counselling in the South (part 1.2.3) (2014/15)
										Carried forward - Consultation and Accommodation (1.2.3) (2014/15) Consultation and Accommodation (1.2.3) (2018/19)
										Métis and Non-Status Indian Relations and Métis Rights Management (1.2.4) (2018/19)
1.3 Management and Implementation of Agreements and Treaties										
		\$9,536	\$621,593	\$0	\$87,155	\$1,056	\$719,340	Treaty Commissions (Part 1.3) (Amended 03/2014)		Impact of Self Government Agreements (2014/15)
								Implementation of Agreements and Treaties (Part 1.3) (Amended 03/2014)		Treaty Commissions (2015/16)
										a. Modern Treaties and Self-Government and b. Pre-1975 Treaties (2018/19)
2 THE PEOPLE										
2.1 Education										

2.1.1	Elementary and Secondary Education	\$22,036	\$1,419,502	\$0	\$0	\$2,997	\$1,444,535	Education (11/2010)	Employment and Social Development Canada (ESDC) - led Horizontal Summative Evaluation of the Youth Employment Strategy - Phase II (2014/15) Elementary and Secondary Education (2017/18)  Review of Federally Managed Schools on Reserve in Ontario (2014/15)
2.1.2	Post-Secondary Education	\$1,058	\$352,546	\$0	\$0	\$165	\$353,769		Post Secondary Education (2017/18) (Note: to include 'Indspire', formerly NAAF)
<b>2.2 Social Development</b>									
2.2.1	Income Assistance	\$4,099	\$849,121	\$0	\$0	\$583	\$853,803	Social Development 2.2 (02/2011; updated 04/2013)  Sub-strategy of the Social Development PM Strategy: On-Reserve Income Assistance Reform PM Strategy, in partnership with ESDC (04/2013)	Income Assistance (Formative Evaluation) (2014/15) <i>(with ESDC)</i>
2.2.2	National Child Benefit	\$647	\$53,280	\$0	\$0	\$80	\$54,007		Income Assistance, National Child Benefit Reinvestment and Assisted Living (Summative Evaluation) <i>(Income Assistance component with ESDC)</i> (2016/17)
2.2.3	Assisted Living	\$1,042	\$85,661	\$0	\$0	\$158	\$86,861		
2.2.4	First Nations Child and Family Services	\$4,637	\$634,575	\$481	\$0	\$574	\$640,266		Carried forward - Enhanced Prevention Approach for the First Nations Child

									and Family Services Program in Manitoba (2013/14) (Approved 06/2014)
									First Nations Child and Family Services Program (2.2.4) (2017/18)
2.2.5	Family Violence Prevention	\$1,621	\$29,865	\$0	\$0	\$246	\$31,732		Family Violence Prevention (2016/17)
2.3 First Nations Individual Affairs									
2.3.1	Registration and Membership	\$11,082	\$8,345	\$639	\$0	\$1,512	\$21,578	First Nations Individual Affairs (2.3) (02/2014)	Registration and Membership (2015/16)
2.3.2	Estates	\$3,010	\$232	\$0	\$0	\$408	\$3,651		Estates (2017/18)
2.4 Residential Schools Resolution									
2.4.1	Common Experience Payments	\$0	\$0	\$0	\$0	\$0	\$0	Note: Recent evaluation coverage also provided via <i>Evaluation of the Delivery of the Common Experience Payment</i> conducted by ESDC) (07/2013)	Lessons Learned: Common Experience Payment (2014/15)
2.4.2	Independent Assessment Process	\$635,965	\$0	\$200	\$0	\$7,212	\$643,377		Lessons Learned: Personal Credits (2015/16) 2.4.2 also to include an overview of 2.4.3 and 2.4.4)
2.4.3	Reconciliation	\$2,409	\$0	\$0	\$0	\$309	\$2,718		
2.4.4	Support to the Truth and Reconciliation Commission	\$275	\$0	\$0	\$0	\$45	\$320		
3 THE LAND AND THE ECONOMY									
3.1 Aboriginal Entrepreneurship									
3.1.1	Business Capital and Support Services	\$4,701	\$40,016	\$0	\$0	\$505	\$45,222	Aboriginal Entrepreneurship (3.1) (02/2014)	Access to Capital and Business Services (3.1.1) (2014/15)
3.1.2	Business Opportunities	\$2,638	\$1,500	\$0	\$0	\$280	\$4,418		Carried forward - Procurement Strategy for Aboriginal Business

									(2013/14) (Approved 06/2014)
									Aboriginal Entrepreneurship (3.1) (2018/19)
3.2 Community Development									
3.2.1	Lands and Economic Development Services	\$26,280	\$38,881	\$500	\$0	\$3,377	\$69,038	Community Development (3.2) with sub-program annexes (3.2.1, 3.2.2, 3.2.3, 3.2.4) (03/2014)	Lands and Economic Development Services (3.2.1) (2014/15)
3.2.2	Investment in Economic Opportunities	\$2,748	\$91,200	\$0	\$1,500	\$202	\$95,649		Carried forward - Investment in Economic Opportunities (2013/14)
									Investment in Economic Opportunities (3.2.2) (2018/19)
3.2.3	Administration of Reserve Land	\$18,474	\$5,838	\$200	\$0	\$1,818	\$26,330		Administration of Reserve Land (3.2.3) (2014/15)
3.2.4	Contaminated Sites (On Reserve)	\$1,444	\$3,971	\$0	\$0	\$205	\$5,621		Contaminated Sites (On Reserve) (2014/15)
3.3 Strategic Partnerships									
		\$9,470	\$14,450	\$0	\$0	\$818	\$24,738	UPDATE: Strategic Partnerships (3.3) (11/2014)	Carried forward - The Aboriginal Economic Development Framework and Strategic Partnerships Initiative (2013/14)
									Strategic Partnerships (3.3) (2018/19)
3.4 Infrastructure and Capacity									
3.4.1	Water and Wastewater	\$4,539	\$166,869	\$0	\$0	\$481	\$171,889	Infrastructure (3.4.1 - 3.4.4) (09/2009: Revised indicators approved EPMRC, 11/2010)	Infrastructure and Capacity 3.4 (2018/19)
3.4.2	Education Facilities	\$1,494	\$323,500	\$0	\$0	\$217	\$325,211		3.4.2 / 3.4.4: Education and Community Infrastructure

									(2014/15)
3.4.3	Housing	\$1,672	\$136,121	\$0	\$500	\$159	\$138,451		Housing (2015/16)
3.4.4	Other Community Infrastructure Activities	\$14,708	\$440,089	\$0	\$26,731	\$1,951	\$483,479		(See 3.4.2)
3.4.5	Renewable Energy and Energy Efficiency	\$1,077	\$2,711	\$0	\$0	\$102	\$3,889	ecoEnergy for Aboriginal and Northern Communities (Amended: 02/2014)	NRCan led - Clean Energy Theme Roll-up (2014/15)
									AANDC led - Eco-Energy for Aboriginal and Northern Communities (2014/15)
3.4.6	Emergency Management Assistance	\$1,872	\$35,651	\$0	\$0	\$246	\$37,768	Emergency Management Assistance Program (03/2014)	Emergency Management Assistance on Reserve (2016/17)
<b>3.5 Urban Aboriginal Participation</b>									
		\$1,127	\$38,701	\$0	\$0	\$186	\$40,014	Urban Aboriginal Participation (3.5) (02/2014)	Urban Aboriginal Participation (3.5) (2017/18)
<b>4 THE NORTH</b>									
<b>4.1 Northern Governance and People</b>									
4.1.1	Political Development and Intergovernmental Relations	\$12,171	\$54,935	\$0	\$0	\$1,298	\$68,403	Political Development and Intergovernmental Relations (4.1.1) (03/2014)	Lessons Learned: Northwest Territories Devolution (2014/15)
									Northern Governance - Support for Territorial Relations and Northern Organizations (2014/15)
									AANDC's Engagement with the Arctic Council (2015/16)

4.1.2	Nutrition North	\$3,130	\$53,930	\$0	\$0	\$89	\$57,148	Nutrition North Canada (09/2010)	Northern Hospital and Physician Services (2016/17)
									Nutrition North (Impact Evaluation) with Health Canada (2015/16)
4.1.3	Climate Change Adaptation	\$829	\$3,750	\$0	\$0	\$88	\$4,667	Climate Change Adaptation (Amended 02/2014)	Environment Canada led horizontal evaluation of Climate Change Adaptation (2015/16)
									AANDC led component: Climate Change Adaptation Program - Assist Northerners in Assessing Key Vulnerabilities and Opportunities (2015/16)
4.2 Northern Science and Technology									
4.2.1	Northern Contaminants	\$164	\$4,725	\$0	\$0	\$0	\$4,889	Northern Science and Technology (4.2) (03/2014)	Northern Science and Technology (4.2) Note: This evaluation is scheduled for 2019/20
4.2.2	Science Initiatives	\$911	\$0	\$1,341	\$0	\$179	\$2,431		
4.3 Northern Land, Resources and Environmental Management									
4.3.1	Petroleum and Minerals	\$14,164	\$1,350	\$397	\$1,472	\$789	\$18,171	Petroleum and Minerals (4.3.1) (03/2014)	Petroleum and Minerals (2014/15)
4.3.2	Contaminated Sites	\$54,661	\$6,791	\$0	\$0	\$372	\$61,824	Northern Contaminated Sites (02/2009) Umbrella Federal Contaminated Sites Action Plan (01/2012)	Contaminated Sites (4.3.2) (2018/19)
4.3.3	Land and Water Management	\$27,422	\$9,806	\$0	\$0	\$3,179	\$40,408	Land and Water Management (4.3.3) (Updated: 03/2014)	Northern Land, Resources and Environmental Management (4.3.3) (2016/17)

Totals: (\$,000s) (Does not include Internal Services)		AANDC Vote 1: Salary and Operation and Maintenance	Vote 10: Grants and Contributions	Vote 5: Capital	Statutory	Employee Benefits Plan	Total Forecast Spending 2014/15		
		\$993,005	\$6,654,153	\$3,758	\$143,276	\$42,096	\$7,836,288		
5 INTERNAL SERVICES (Note: Sub-program main estimates are provided for information purposes only)									
5.1.1 Governance and Management Support						\$8,120	\$142,968		
									(Surveys on Aboriginal People - considered part 1.2.3, 2014/15)
									Accelerated Annual Planning Cycle (2015/16)
5.1.2 Resource Management Services						\$10,638	\$95,653		
									Recruitment, Development and Retention (2014/15)
									Aboriginal Leadership Development Initiative (2015/16)
									Evaluation of the implementation of Accommodations 2.0 (2015/16)
									Contracting and Procurement Hubs (2016/17)
5.1.3 Asset Management Services						\$444	\$4,970		
									Contracting and Business Management Units (2015/16)

**Table Notes:**

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\* Source: Forecast Spending figures are from Chief Financial Officer Sector, Main estimates, 2014/15

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Total Forecast Spending/Total Evaluation Coverage  
This column includes Performance Measurement Strategies to be updated in 2014

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Coverage to be determined during the planning of the individual evaluation.

## ANNEX B – PROGRAM ALIGNMENT ARCHITECTURE

### 2014–15 Main Estimates – \$8,080 million\*

The Government		1,970.0	The People		4,136.6	The Land and Economy		1,471.7	The North		257.9		
<b>Governance and Institutions of Government</b>			398.4			<b>Aboriginal Entrepreneurship</b>			49.6				
<b>Sub-Programs</b>						<b>Sub-Programs</b>							
• First Nation Governments			383.7			• Business Capital and Support Services			45.2				
• Aboriginal Governance Institutions and Organizations			14.8			• Business Opportunities			4.4				
<b>Aboriginal Rights and Interests</b>			852.2			<b>Community Development</b>			196.6				
<b>Sub-Programs</b>						<b>Sub-Programs</b>							
• Negotiations of Claims and Self-Government Agreements			68.8			• Lands and Economic Development Services			69.0				
• Specific Claims			735.6			• Investment in Economic Opportunities			95.6				
• Consultation and Accommodation			28.8			• Administration of Reserve Lands			26.3				
• Métis and Non-Status Indian Relations and Métis Rights Management			19.0			• Contaminated Sites (on reserve)			5.6				
<b>Management and Implementation of Agreements and Treaties</b>			719.3			<b>Strategic Partnerships</b>			24.7				
						<b>Infrastructure and Capacity</b>			1,160.7				
						<b>Sub-Programs</b>							
						• Water and Wastewater			171.9				
						• Education Facilities			325.2				
						• Housing			138.5				
						• Other Community Infrastructure and Activities			483.5				
						• Renewable Energy and Energy Efficiency			3.9				
						• Emergency Management Assistance			37.8				
						<b>Urban Aboriginal Participation</b>			40.0				
<b>Internal Services (Note 1)</b>												243.6	
Governance and Management Support					146.0	Resource Management Services					89.2	Asset Management Services	8.4