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DEPARTMENTAL  
FIVE-YEAR EVALUATION PLAN

1983/84 - 1987/88

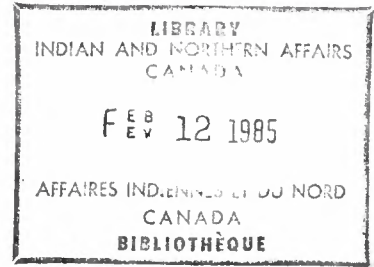
OCTOBER 1982

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Affaires Indiennes  
et du Nord Canada

 Canada





DEPARTMENTAL  
FIVE-YEAR EVALUATION PLAN

1983/84 - 1987/88

OCTOBER 1982

Evaluation Branch  
Corporate Policy



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Departmental Overview and Summary

1983-88 Evaluation Plan

Indian and Northern Affairs



## Departmental Overview and Summary

### INTRODUCTION

1. Review of 1982-83 Annual Evaluation Plan
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3. Proposed 1983-84 to 1987-88 Five-Year Evaluation Plan
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5. Implementation

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## INTRODUCTION

This proposed 1983/84-1987/88 Departmental Five-Year Evaluation Plan sets out the proposed 1983-84 Annual Evaluation Plan and 1983-88 Five-year flow charts for the Administration, the Indian and Inuit Affairs and the Northern Affairs Programs as follows:

### Part A: Administration Program

- (i) Project Flow Chart 1983-88
- (ii) Table 1: Proposed Annual Evaluation Plan 1983-84

### Part B: Indian and Inuit Affairs Program

- (i) Project Flow Chart 1983-88
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- (iii) Table 2: Revised Annual Evaluation Plan 1982-83
- (iv) Program Evaluation Component Profiles

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- (i) Project Flow Chart 1983-88
- (ii) Table 1: Proposed Evaluation Plan 1983-84
- (iii) Table 2: Revised Annual Evaluation Plan 1982-83
- (iv) Program Evaluation Component Profiles

#### 1. Review of 1982-83 Annual Evaluation Plan - IIAP

The Indian and Inuit Affairs Program Annual 1982-83 Evaluation Plan was first tabled and approved by the DAEC on March 29, 1982. It was subsequently revised and submitted to the DAEC as an appendix to the Quarterly Report for the quarters ending June 30, 1982 and September 30, 1982.



As of this writing, three evaluation assessments, one evaluation study, one developmental study and one framework have been completed. The revised IIAP plan also sets out twenty-five projects of which six are evaluation assessments, seventeen are evaluation studies, one is an overview and one is a framework.

Review of 1982-83 Annual Evaluation Plan - NAP

The Northern Affairs Program Annual 1982-83 Evaluation Plan has been revised to reflect the new NAP evaluation component structure. It now sets out 15 projects of which four have been completed and five are underway. Two projects are dependent on the results of evaluation assessments that are currently underway and four are frameworks for new initiatives.

1.1 Revisions to Evaluation Component  
Structure - IIAP

The evaluation component structure for the IIAP has been revised to (i) reflect recent clarifications to the Program's strategic and operational priorities and, (ii) obtain a greater relevance of program evaluation outputs to current Program policy and issues.

The original 49 components have been aggregated upward resulting in 20 new components. This reduction in the evaluation component structure makes evaluation efforts more visible and also facilitates closer coordination with operational and strategic planning.

The revised evaluation component structure is linked directly to the 1982-83 Chart of Accounts for the IIAP and its constituent Planning Elements and Planning Variables.

1.2 Revisions to Evaluation Component  
Structure - NAP

The evaluation component structure for the Northern Affairs Program has been revised to reflect the results of the strategic and operational planning process, recent changes in the Program itself, and the results of an evaluation strategy carried out of old evaluation component 13, Social Research, Economic Planning and Territorial Relations.

The original 13 components have been aggregated upward to produce seven new components with a total of 21 sub-components. The philosophy behind the revisions was to bring the NAP evaluation component structure more in line with the OCG Guide on the Program Evaluation Function, which defines a program evaluation component as a group of activities with a common objective or set of related objectives suitable for evaluation purposes. Moreover, the new components can now be more clearly identified with the 1972 National Objectives for the North and the Strategic Plan Objectives, both of which are stated in relatively broad terms.

## 2. Linkages

### 2.1 Departmental Planning Framework

- 2.1.1. During the past three years, the Department has been introducing improved planning and control practices consistent with the requirements of the new Policy and Expenditure Management System (PEMS).

As part of the strategic planning process, the Department is now preparing a long-term Strategic Plan document which will include Strategic Objective statements covering each of its operating Programs. In the case of the Indian and Inuit Affairs Program, these Strategic Objectives were formulated and promulgated a year ago by the Program's senior management, to establish an overall direction for the Program and guide the preparation of operational plans. Although these Strategic Objectives cut across all Planning Elements of the Program, effort is now underway to determine how they may best be evaluated in the context of ongoing program evaluation projects.



The operational planning process is now entering its third year in the Department. Considerable refinements have been made to this process each year thus far. Key elements in the operational plans of Indian and Inuit Affairs are statements of medium-term Program Goals which are formulated within particular Planning Elements of the Program. Last year, seven Programs Goals and some seventy Functional Goals existed, corresponding to all Planning Elements and Planning Variables of the Program (i.e. the Program's management and financial structure). This year, further refinements are being made to formulate more specific and measurable Program Goals within each Planning Element. These goals will define, in part, they key "results" anticipated within each Planning Element, and will be subject to regular evaluation through ongoing program evaluation projects.

- 2.1.2. The Departmental Annual and Five-Year Evaluation Plans form part of the Department's Strategic Overview Submission to the Ministry of State for Social Development. Program evaluation is a distinct and complementary part of the Department's overall management review and monitoring function. Final approval of the Departmental Annual and Five-Year Evaluation Plans is given by the Departmental Audit and Evaluation Committee. These documents are submitted to the Office of the Comptroller General and other Central Agencies. Progress against the Plan is reviewed by the D.A.E. Committee on a Quarterly basis.

2.1.3. The new Policy and Expenditure Management System of Government represents a significant step towards improving the government's control over the allocation of resources and has led to an increased emphasis on Corporate and Program strategic and Operational planning systems. The emphasis on program evaluation in providing more and better information for decision-making requires a closer coordinator between Program strategic and operational planning and Corporate evaluation planning.

2.1.4 Program evaluation not only develops information for strategic planning and other management processes but also forms an important element in PEMS. Departmental program evaluation plans combine with departmental Multi-Year and Budget-Year Operational Plans and the Strategic Overview to form the three principal instruments of PEMS. Program evaluation is linked, indirectly, to Operation Planning through the construction of program evaluation components from one or more Planning Variables. These Planning Variables, moreover, are fully supported by the departmental financial management systems and provide the required detail to the Planning Elements set out in Annual Estimates. Program Evaluation is also linked directly to Strategy Overviews which include a summary of findings and recommendations of program evaluation projects that are directly relevant to departmental policy and program priorities. Program evaluation thus also influences Operational Planning more directly through the strategic planning process which produces the Strategic Overviews and provides management direction in Operational Planning.



## 2.2 Departmental Audit Branch

The Departmental Audit Branch primary concerns are with the economy and efficiency policies and procedures promulgated internally or by the central agencies. Departmental Internal Audits and Program Evaluation functions maintain complementary relationships through the coordination of the DAEC and the Review and Coordination Working Group.

## 2.3 Management Improvement Project

The program evaluation purpose of directing attention to program achievements is complemented by other management review processes. The Department's Management Improvement Project is particularly relevant in this context. The initial fact-finding phase in defining current departmental services provided to clients, is now essentially complete and attention is shifting towards major revisions to service delivery systems of structures. Departmental program evaluation planning has taken every effort to guard against duplication of data collection efforts and furthermore to use the information being developed as a factor in the design of individual program evaluation projects. The Directory of Services, for example, now forms an important source of information in the documentation of program component profiles.

## 3. Proposed 1983-84 to 1987-88 Five-Year Evaluation Plan

3.1 The Departmental Five-Year Evaluation Plan has been developed following direct consultation with Senior Management and program managers. Such direct consultation is further reinforced in discussions with Program Planning and Policy Coordination Directorate managers as input to their coordination of the Operational Planning Process through the provision of program evaluation reports and the redesign of the program evaluation component structure.

As stated in the Departmental Evaluation Policy, "Indian and Inuit people's participation in all the stages of the evaluation Process is encouraged, especially in the Indian and Inuit Affairs Program." There is, moreover, a continuing interest in the further elaboration of an overall Indian community database, the development of program performance measures and the design of broad evaluation strategies for the evaluation of progress being made in respect of departmental strategic objectives and priorities.

- 3.2 Evaluation priorities have been assigned on the basis of the practical requirement to complete currently-active projects and the continuation of work as a result of evaluation assessments. Other projects represent new initiatives that have emerged in the consultation with senior managers or because of resource allocation priorities of the Central Agencies, or because of specific linkage to the Departmental Strategic Overview.
- 3.3 The 1983/84-1987/88 Five-Year Evaluation Plan emphasizes, in a majority of its evaluation undertakings, program activities which deliver services directly to Indian people and communities. The cyclical function, based on a three to five-year cycle, is identified in the later years of the 1983/84-1987/88 flow chart by the term "renew cycle". (R.C.) This cycle varies depending on the nature of the programs.

#### 4. Component Profiles

A program evaluation component profile has been prepared for each of the twenty components of the Indian and Inuit Affairs Program and the seven components of the Northern Affairs Program. These profiles are composed of four parts. Part A and B include information in terms of the specific mandate, objectives, activities,



outputs, impacts and effects and the resources devoted to it. Part C of the profile is a logic diagram showing visually the linkages between these elements. Part D of the component profile describes the evaluability, priority, potential benefits, evaluation history and evaluation strategy.

## 5. Implementation

- 5.1 The Departmental Evaluation Policy has been amended to state:
- "6.1.3: Within four months of the tabling of an evaluation study, the relevant Program Manager and ADM (or ADMs) will develop and table an Evaluation Implementation Action Plan. These Plans will be approved by the relevant Program ADM.
  - 6.1.4: A responsibility centre will be designated within each Program to coordinate and monitor follow-up to Evaluation Implementation Action Plans.
  - 6.1.5: The Evaluation Branch will report regularly to the DAEC on the status of Evaluation Implementation Action Plans."
- 5.2 The responsibility centre for coordinating and monitoring follow-up to Evaluation Implementation Action Plans for IIAP is the D.G., Program Planning and Policy Coordination and for the NAP, the Director, Program Support.
- 5.3 The Evaluation Branch will report to the DAEC, as part of its Quarterly Report, on progress made in the implementation of action plans.

5.4 Program evaluation is an aid to decision making and management by providing information for resource allocation as well as program improvement and accountability in government. Program evaluation assists resource allocation by examining how resources are used by programs, the purpose being served and the resulting impacts and effects on society. The present emphasis on actual, as opposed to expected, program achievements is especially relevant in the present environment of restraint.



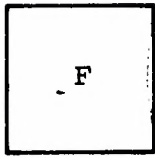
PROJECT FLOW CHART

1981-88

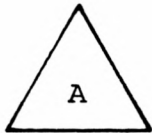
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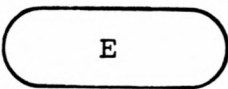
PROJECT FLOW CHART LEGEND



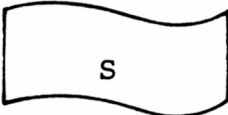
**FRAMEWORK:** The basis on which a future evaluation is to be built. It outlines what the evaluation is likely to entail and describes the information and data that are to be collected prior to and during the assessment. It is required for new initiatives and for greatly altered programs.



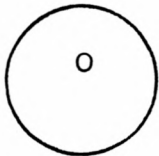
**ASSESSMENT:** The front-end planning phase of program evaluation. It involves analysing the program and its environment, identifying specific questions for a subsequent evaluation study, methodological approaches to answer those questions, and option packages for Senior Management decision.



**EVALUATION STUDY:** The formal examination of specified evaluation issues, in accordance with terms of reference based on the option selected by Senior Management.



**STRATEGY:** An evaluation strategy examines all the elements within a complex component to determine the optimal sequencing of evaluation activities within that component. It also indicates the common issues and policy concerns throughout the component and suggests how an overview analysis can be effected.



**OVERVIEW:** This may be required where a component comprises relatively discrete sub-components. It permits a review of common issues on a cumulative basis.



**RENEW CYCLE:** Treasury Board policy 1977-47, which authorizes program evaluation, calls for federal programs to be evaluated on a regular cycle. Renew cycle implies that a component has already been subjected to an evaluation cycle and indicates that a second or subsequent evaluation cycle is to begin.

PLANNING ELEMENT

A D M I N I S T R A T I O N   P R O G R A M

EVALUATION COMPONENT

- Project Title

1981-82

1982-83

1983-84

1984-85

1985-86

1986-87

1987-88

- Communications

S

- Exhibits and publications

F



PLANNING ELEMENT

INDIAN & INUIT AFFAIRS PROGRAM

EVALUATION COMPONENT

- Project Title

1981-82

1982-83

1983-84

1984-85

1985-86

1986-87

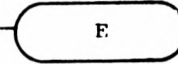
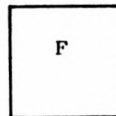
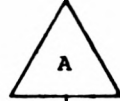
1987-88

I PROGRAM ADMINISTRATION

1. PROGRAM ADMINISTRATION AND MANAGEMENT

- Indian Commission of Ontario

- Canada/Newfoundland Native Peoples' Agreements



II RESERVES AND TRUSTS

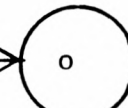
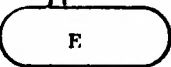
- Indian Interest

2. LANDS AND RESOURCES

- Band Interest

3. MEMBERSHIP AND STATUTORY REQUIREMENTS

- Individual Indian Interest



EVALUATION COMPONENT

- Project Title

1981-82

1982-83

1983-84

1984-85

1985-86

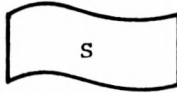
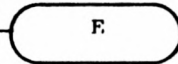
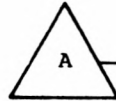
1986-87

1987-88

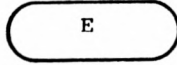
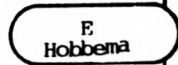
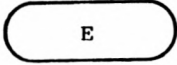
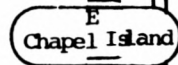
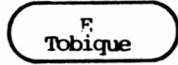
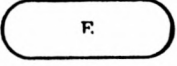
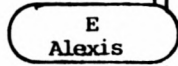
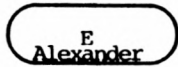
III. EDUCATION

4. ELEMENTARY/SECONDARY EDUCATION

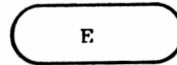
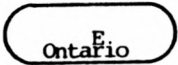
- Instruction



- Band-level evaluations



- Regional Evaluations



- Education Committees/  
Boards



EVALUATION COMPONENT

- Project Title

1981-82

1982-83

1983-84

1984-85

1985-86

1986-87

1987-88

5. EDUCATIONAL FACILITIES



6. CONTINUING EDUCATION

- Post-secondary



- Adult education



7. CULTURAL SERVICES

- Cultural enrichment



- 15 -



EVALUATION COMPONENT

- Project Title

1981-82

1982-83

1983-84

1984-85

1985-86

1986-87

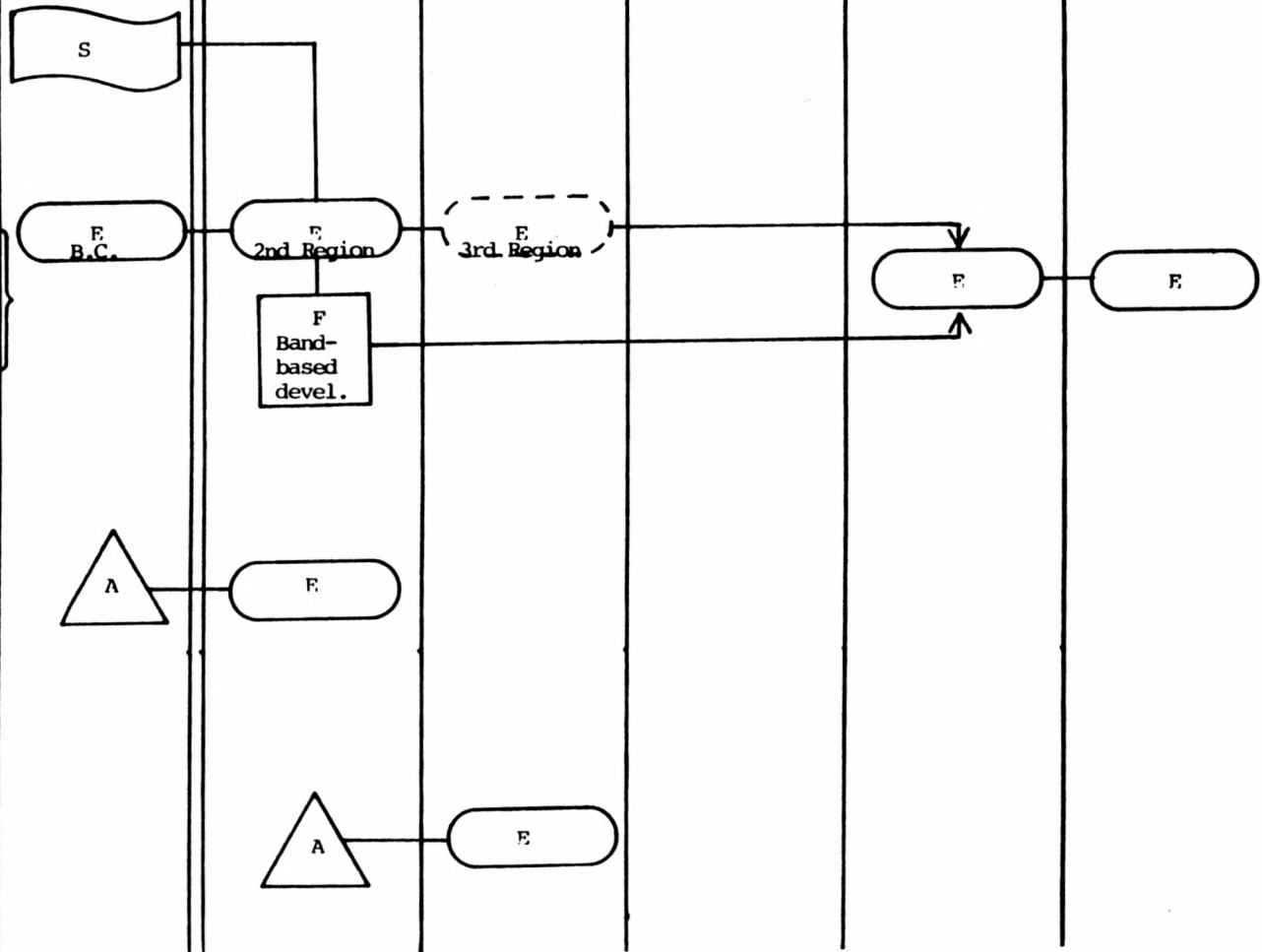
1987-88

IV ECONOMIC AND EMPLOYMENT DEVELOPMENT

8. BAND ECONOMIC DEVELOPMENT

- Planning

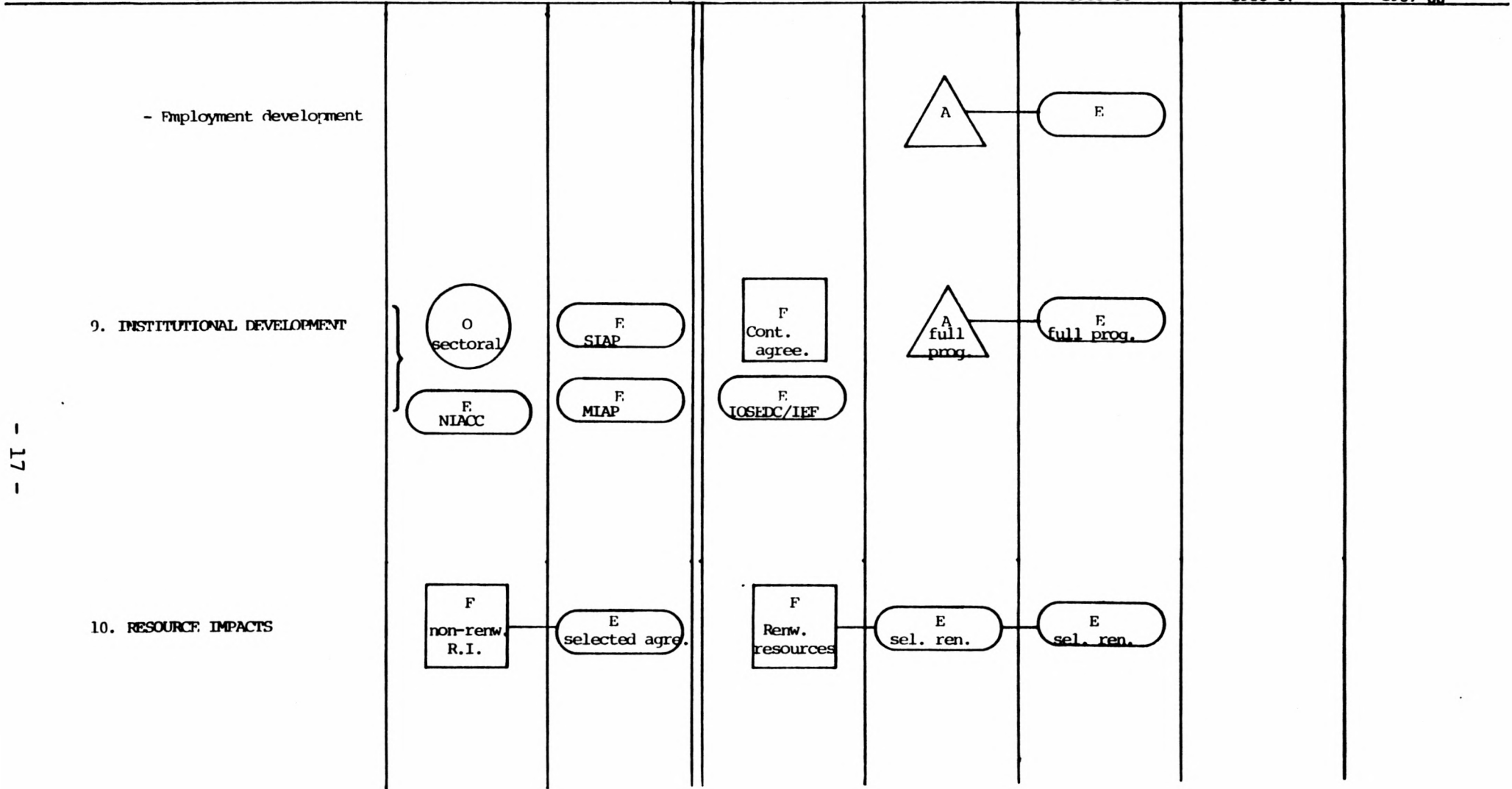
- Socio-economic development



PLANNING ELEMENT

EVALUATION COMPONENT

- Project Title



EVALUATION COMPONENT

- Project Title

1981-82

1982-83

1983-84

1984-85

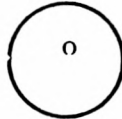
1985-86

1986-87

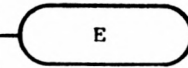
1987-88

V. SOCIAL SERVICES

- Overview of Social Services

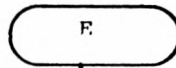


11. INCOME MAINTENANCE

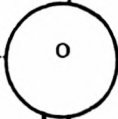


12. FAMILY AND CHILDREN SERVICES

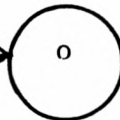
- Québec Child Welfare



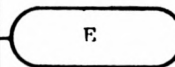
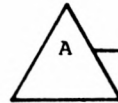
- B.C. Indian Child welfare



- National overview of child welfare



- Manitoba child welfare



4  
5



EVALUATION COMPONENT

- Project Title

1981-82

1982-83

1983-84

1984-85

1985-86

1986-87

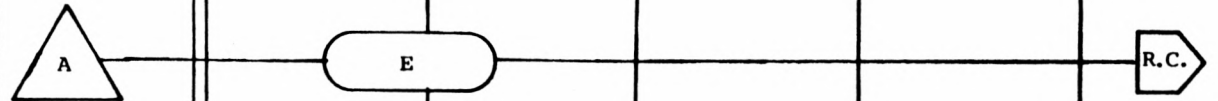
1987-88

13. ADULT CARE AND REHABILITATION

- Adult care & rehabilitation

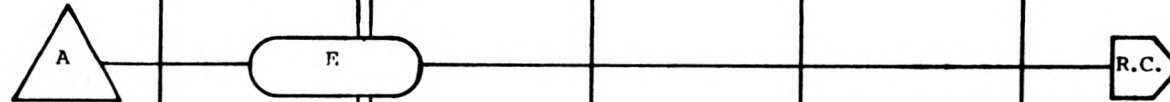


14. COMMUNITY SOCIAL SERVICES

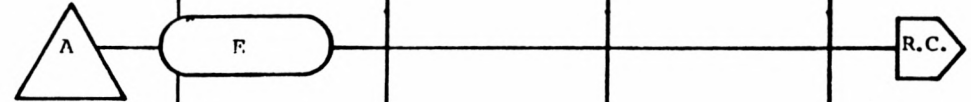


15. HOUSING

- On-reserve



- Off-reserve



EVALUATION COMPONENT

- Project Title

1981-82

1982-83

1983-84

1984-85

1985-86

1986-87

1987-88

16. COMMUNITY SERVICES

- Québec Amerindian Policing

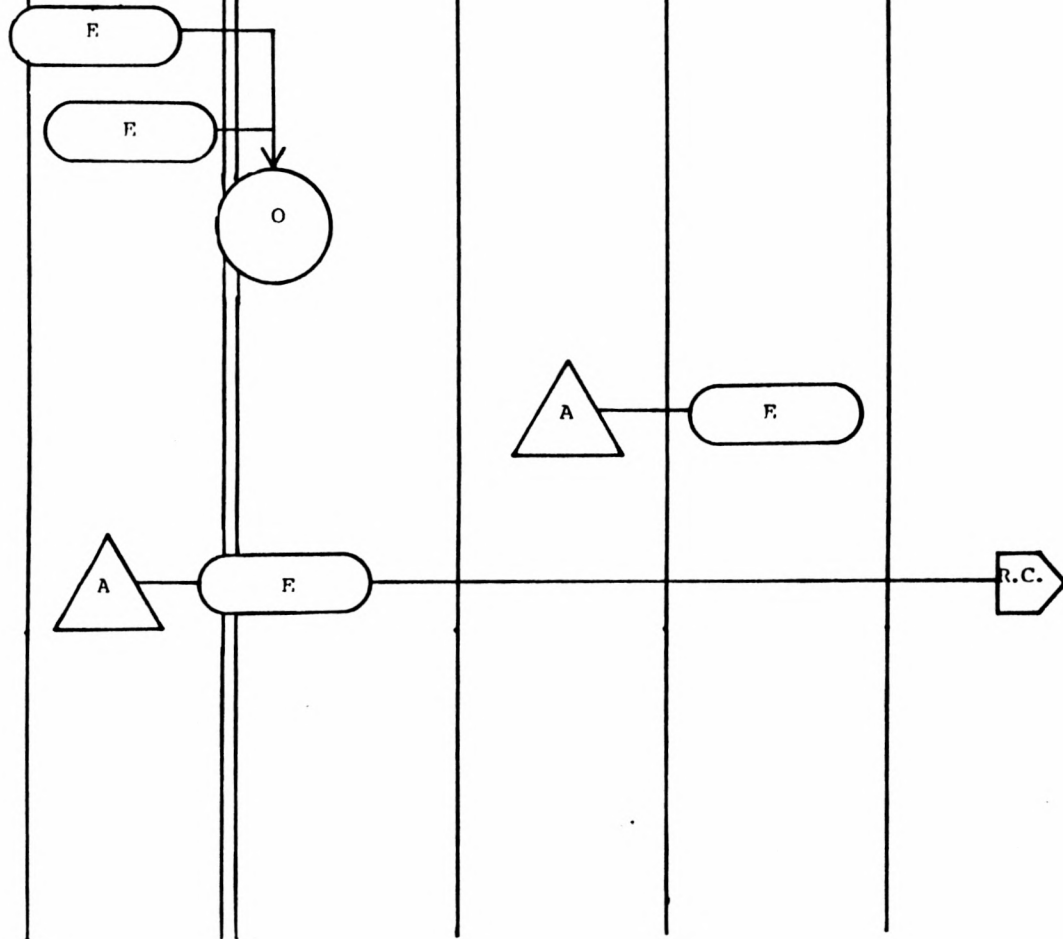
- Ontario Indian Policing

- Overview: Indian Policing

- Fire protection

17. COMMUNITY INFRASTRUCTURE

- Cda./Alta./Sask. Northlands Agreements



EVALUATION COMPONENT

- Project Title

1981-82

1982-83

1983-84

1984-85

1985-86

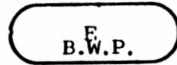
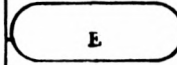
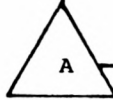
1986-87

1987-88

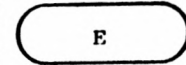
VII BAND GOVERNMENT

19. BAND GOVERNMENT

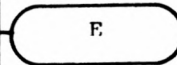
- Band Government Development



19. BAND MANAGEMENT DEVELOPMENT



20. BAND TRAINING







PROJECT FLOW CHARTS 1983-88

NORTHERN AFFAIRS PROGRAM

PLANNING ELEMENT

EVALUATION COMPONENT

- Project Title

1981-82

1982-83

1983-84

1984-85

1985-86

1986-87

1987-88

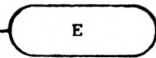
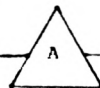
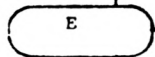
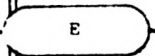
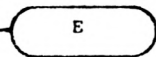
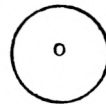
RENEWABLE RESOURCES

-Land Management

-Water Resource Management

-Forest Resource Management

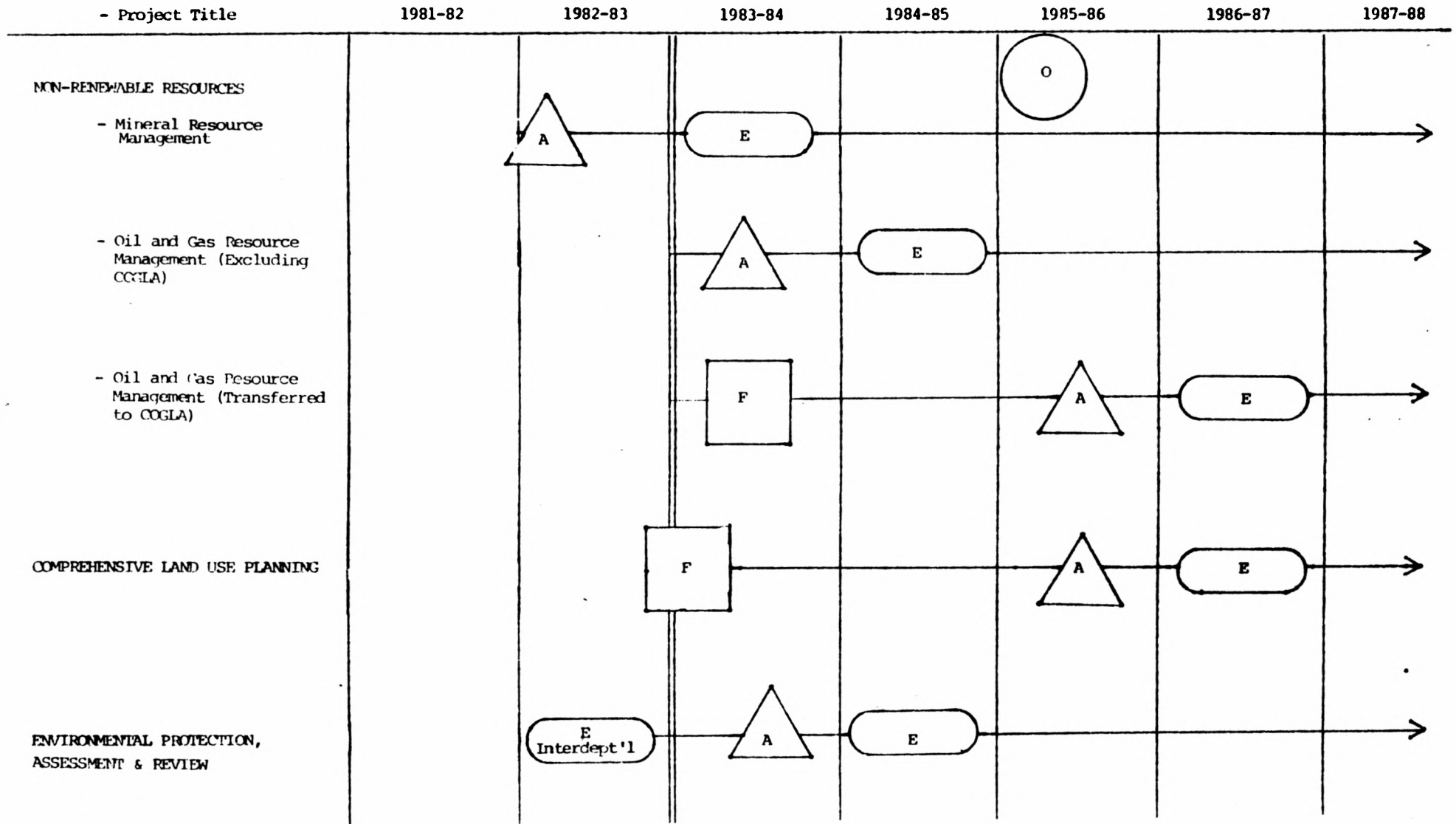
-Forest Fire Control



NORTHERN AFFAIRS PROGRAM

PLANNING ELEMENT

EVALUATION COMPONENT



NORTHERN AFFAIRS PROGRAM

PLANNING ELEMENT

EVALUATION COMPONENT

- Project Title

1981-82

1982-83

1983-84

1984-85

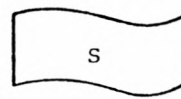
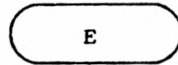
1985-86

1986-87

1987-88

NORTHERN ECONOMIC DEVELOPMENT

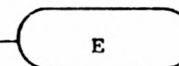
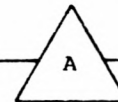
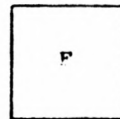
- Arctic Cooperatives Development Program



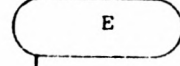
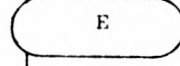
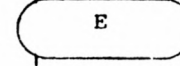
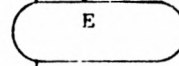
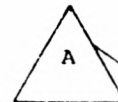
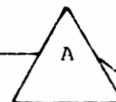
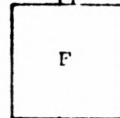
- Inuit Economic Development (Excluding CNP)



- Norman Wells Project



- Economic Development Agreements



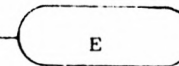
- Energy Subsidy Programs



- Native On-the-Job Training and Support Services



- Northern Roads





NORTHERN AFFAIRS PROGRAM

PLANNING ELEMENT

EVALUATION COMPONENT

- Project Title	1981-82	1982-83	1983-84	1984-85	1985-86	1986-87	1987-88
CULTURAL PROGRAMS							
- Inuit Art Including Canadian Eskimo Art Council				R.C.			
- Inuit Culture Linguistics		A	E				R.C.

NORTHERN AFFAIRS PROGRAM

PLANNING ELEMENT

EVALUATION COMPONENT

- Project Title

1981-82

1982-83

1983-84

1984-85

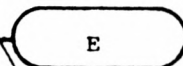
1985-86

1986-87

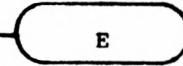
1987-88

NORTHERN SCIENCE & RESEARCH  
SUPPORT

- Northern Scientific  
Training Grants



- Northern Science  
Institute/Laboratories-  
Field Stations



- Association of Canadian  
Universities for Northern  
Studies

Operational  
Review



- Arctic Land Use  
Research Program



- Environmental Studies  
Revolving Fund (Northern)

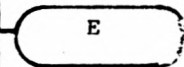
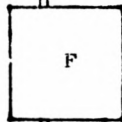




TABLE 1: 1983-84 PROPOSED ANNUAL EVALUATION PLAN

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Proposed Evaluation Plan 1983-84 ( October 1982)

EVALUATION PROJECTS BY PROGRAM AND ACTIVITY	PROGRAM EVALUATION COMPONENT REFERENCE	\$ (m)	TYPE	Contracting Budget \$(k)		P.Y.	Schedule		Remarks
				1983-84	83-84		*Start	**Completed	
<u>ADMINISTRATION PROGRAM</u>									
A.1 Communication Evaluation Strategy	Program Administration	1.5	S	30	0.1	April '83	July '83	Evaluation work requested by D.G. of Communications Dependent on results of strategy.	
A.2 Exhibits and Publications	Program Administration		E	40	0.1	July '83	Feb. '84		
				70	0.2				

Total Administration Program Contracting Budget: \$/0,000

\*Terms of Reference signed off by Responsible Assistant Deputy Minister

\*\*Final report submitted to Principal Contact(s)

\*\*\*Professional staff time on Direct Project Management

Program Financial Data based on 1981-82 Main Estimates

A - assessment E - evaluation O - other F - framework S - strategy



TABLE 1: Proposed Evaluation Plan 1983-84 ( October 1982)

EVALUATION PROJECTS BY PROGRAM AND ACTIVITY	PROGRAM EVALUATION COMPONENT REFERENCE	\$(m)	TYPE	Contracting Budget \$(k) 1983-84	*** P.Y. 83-84	Schedule		Remarks
						*Start	**Completed	
<u>INDIAN AND INUIT AFFAIRS PROGRAM</u>								
<u>Program Administration</u>								
B.1 Canada/Nfld. Native Peoples' Agreements	Program Administration	5	E	15	0.1	Nov. '83	March '83	
<u>Reserves and Trusts</u>								
A.1 Reserves and Trusts Band Interest	Lands and Resources	4.7	E	30	0.3	Jan. '83	July '83	
B.2 Reserves and Trusts Indian Interest	Lands and Resources/Membership and Statutory Requirements	11.9	O	30	0.2	Aug. '83	June '84	
<u>Education</u>								
C.7 Educational Capital Facilities	Educational Facilities	54.7	A	5	0.1	May '83	Aug. '83	
C.8 Educational Capital Facilities	Educational Facilities	54.7	E	75	0.1	Oct. '83	Mar. '84	Dependent on assessment
B.3 Cultural Enrichment Evaluation	Cultural Services	6.5	E	60	0.2	June '83	Dec. '83	Dependent on assessment
B.4 Band-level Evaluations	Elementary/Secondary Education		E	30 x 3	(1x3)	unavailable at present		
A.6 Band-level Evaluation - Chapel Island	Elementary/Secondary Education		E	10	0.1	Nov. '82	June '83	(\$20K in 1982-83)
A.7 Band-level Evaluation - Alexis Band	Elementary/Secondary Education		E	10	0.1	Nov. '82	May '83	(\$20K in 1982-83)
D.1 Regional-Initiated Evaluation	Elementary/Secondary Education		E	50	0.1	unavailable at present		
B.5 Elementary/Secondary Instruction	Elementary/Secondary Education	193	S	20	0.2	Sept. '83	Dec. '83	
A.2 Post-school Education	Continuing Education	32.5	E	25	0.1	Jan. '83	July '83	(Dependent on assessment)
<u>Economic and Employment Development</u>								
B.6 Band Economic Development (2nd region)	Band Economic Development	30.0	E	40	0.1	April '83	Sept. '83	Dependent on results of evaluation of B.C. Region.
B.7 Planning	Band Economic Development	4.5	E	50	0.1	April '83	Sept. '83	
C.1 Socio-Economic Development	Band Economic Development	9.6	A	20	0.1	April '83	June '83	
C.2 Band Economic Development Framework for Band-based evaluation	Band Economic Development	30.0	O/F	20	0.1	Oct. '83	Dec. '83	
C.3 Institutional Development - Framework for evaluating individual institutions	Institutional Development	12.6	F	20	0.1	Oct. '83	Dec. '83	
C.4 Renewable Resources	Resource Impacts/Band Economic Devl.	7	F	20	0.1	Jan. '84	March '84	
D.2 IOSED AND IEF evaluation	Institutional Development	0.5	E	25	0.1	April '84	Oct. '84	
				195	0.7			

\*\*Terms of Reference signed off by Responsible Assistant Deputy Minister

\*\*Final report submitted to Principal Contact(s)

\*\*\*Professional staff time on Direct Project Management

Program Financial Data based on 1981-82 Main Estimates.

A - assessment E - evaluation O - other F - framework S - strategy

TABLE 1: Proposed Evaluation Plan 1983-84 (October 1982)

EVALUATION PROJECTS BY PROGRAM AND ACTIVITY	PROGRAM EVALUATION COMPONENT REFERENCE	\$(m)	TYPE	Contracting Budget \$(k) 1983-84	*** P.Y. 83-84	Schedule		Remarks
						*Start	**Completed	
<u>Social Services</u>								
A.3 Adult Care and Rehabilitation	Adult Care and Rehabilitation	4.6	E	40	0.5	Dec. '82	June '83	Dependent on Assessment
B.12 Community Social Services	Community Social Services	5.2	E	20	0.5	Sept. '83	June '84	
B.8 Child Welfare Agreement - Manitoba	Family and Children Services	3.7	A	20	0.2	June '83	Dec. '84	Dependent on results of Assessment
B.9 Child Welfare Agreement - Manitoba	Family and Children Services	3.7	O	75	0.2	June '84	Dec. '84	
				155	1.4			
<u>Community Infrastructure and Services</u>								
B.11 Community Infrastructure Evaluation	Community Infrastructure	62.0	E	50	0.1	Mar. '83	Aug. '83	Dependent on results of assessment
A.4 On-Reserve Housing	Housing	74.6	E	10	0.1	Oct. '82	June '83	
A.5 National Overview of Indian Policing	Community Services		O	10	0.2	Dec. '82	May '83	Dependent on assessment
C.5 Off-Reserve Housing	Housing	9.9	A	30	0.2	May '83	Aug. '83	
C.6 Off-Reserve Housing	Housing	9.9	E	60	0.2	Jan. '84	May '84	
				160	0.8			
<u>Band Government</u>								
B.10 Band Government Development	Band Support	44.7	E	40	0.1	Apr. '83	July '83	
				40	0.1			

\*Terms of Reference signed off by Responsible Assistant Deputy Minister  
 \*\*Final report submitted to Principal Contact(s)  
 \*\*\*Professional staff time on Direct Project Management

Total I.I.A.P. Contracting Budget: \$970,000 and 4.9 P.Y.

Program Financial Data based on 1981-82 Main Estimates.

A - assessment E - evaluation O - other F - framework S - Strategy

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TABLE 1: Proposed Evaluation Plan 1983-84 (October 1982).

EVALUATION PROJECTS BY PROGRAM AND ACTIVITY	PROGRAM EVALUATION COMPONENT REFERENCE	\$(m)	TYPE	Contracting Budget \$(k) 1983-84	*** P.Y.	SCHEDULE		REMARKS
						*Start	**Completed	
<b>NORTHERN AFFAIRS PROGRAM</b>								
B.1 Land Management	Renewable Resources	3.5	E	55.0	0.2	June '83	Dec. '83	Dependent on assessment
A.1 Water Resource Management	Renewable Resources	3.9	E	25.0	0.1	Dec. '82	June '83	Plus \$20k and 0.2 P.Y. in 82-83
				80.0	0.3			
B.2 Mineral Resource Management	Non-Renewable Resources	4.3	E	55.0	0.3	April '83	Oct. '83	Dependent on assessment
C.1 Oil & Gas (Excluding COGLA)	Non-Renewable Resources	0.6	A	15.0	0.2	June '83	Dec. '83	
C.2 COGLA	Non-Renewable Resources	4.1	F	(in-house)	0.2	April '83	July '83	New activity; in conjunction with EMR and COGLA; requires NAP staff support
				70.0	0.7			
A.2 Comprehensive Land Use Planning	Comprehensive Land Use Planning	N/A	F	(in-house)	0.1	Dec. '82	May '83	New activity; plus 0.1 P.Y. in 82-83; requires NAP staff support
				-	0.1			
C.3 Environmental Protection, Assessment & Review	Environmental Protection, Assessment & Review	0.7	A	30.0	0.1	Oct. '83	Mar. '84	
				30.0	0.1			
C.4 Inuit Economic Development (Excl.CDP)	Northern Economic Development	1.9	A	20.0	0.1	Apr. '83	Aug. '83	Delayed pending results of NAP study on financial aspects of CDP
A.3 Economic Development Agreements	Northern Economic Development	N/A	F	(in-house)	0.1	Jan. '83	May '83	New activity; plus 0.1 P.Y. in 82-83; requires NAP staff support
B.3 Economic Development Agreements	Northern Economic Development	N/A	A	10.0	0.1	Sept. '83	Jan. '84	On-going activities dependent on program activities
B.4 Economic Development Agreements	Northern Economic Development	N/A	E	5.0	0.1	Mar. '84	July '84	Plus \$15 k and 0.1 P.Y. in 84-85
C.5 Native OJT & Support Services	Northern Economic Development	1.9	A	10.0	0.1	Feb. '84	July '84	Renew cycle; plus \$10k and 0.1 P.Y. in 84-85
				45.0	0.5			
A.4 Inuit Culture & Linguistics	Cultural Programs	3.3	E	10.0	0.1	Feb. '83	June '83	Plus \$20.0 and 0.1 P.Y. in 82-83; dependent on assessment
				10.0	0.1			
C.6 Insitute/Labs-Field Stations	Northern Science & Research Support	0.6	F	(in-house)	0.1	May '83	Aug. '83	New activity; dependent on establishment of institute - if not established, Labs-Field stns. require assessment
A.5 Environmental Studies Revolving Fund	Northern Science and Research Support	N/A	F	5.0	0.1	Nov. '82	May '83	Plus \$5k and 0.1 P.Y. in 82-83
				5.0	0.2			

\*Terms of Reference signed off by Responsible Assistant Deputy Minister  
 \*\*Final report submitted to Principal Contact(s)  
 \*\*\*Professional staff time on Direct Project Management

Total NAP Contracting Budget \$240,000

Program Financial Data based on 1982-83 Main Estimates.

F - Framework A - Assessment E - Evaluation



TABLE 2: 1982-83 REVISED ANNUAL EVALUATION PLAN

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TABLE 2: Annual Evaluation Plan 1982-83 (revised September 30, 1982)

EVALUATION PROJECTS BY PROGRAM AND ACTIVITY	PROGRAM EVALUATION COMPONENT REFERENCE	\$(M)	TYPE	Contracting Budget \$(K) 1982-83	*** P.Y. 82-83	Schedule		Remarks
						* Start	** Completed	
<b>INDIAN AND INUIT AFFAIRS PROGRAM</b>								
<u>Program Administration</u>								
A.1 Indian Commission of Ontario	Program Admin. and Management	0.5	A	15	0.2	Aug. '81	June '82	(\$35 k in 1981-82) Completed Awaiting authority to proceed from coordinating Committees
B.1 Canada/Nfld. Native Peoples' Agreements	Program Administration	5.0	F	10	0.1	Oct. '82	Feb. '83	
				25	0.3			
<u>Reserves and Trusts</u>								
A.8 Reserves and Trusts - Individual Indian Interest	Membership and Statutory Requirements	7.2	E	41	0.2	Feb. '82	Sept. '82	Draft final report received.
C.1 Reserves and Trusts - Band Interest	Lands and Resources	4.7	E	20	0.3	Jan. '83	July '83	(\$40K in 1983-84)
				61	0.5			
<u>Education</u>								
B.2 Post-school Education	Continuing Education	26.7	A	In-house	0.2	April '82	Oct. '82	(\$50 K in 1983-84)
B.3 Post-school Education	Continuing Education	26.7	E	25	0.2	Jan. '83	July '83	
B.7 Cultural Enrichment in Indian Education	Elementary/Secondary Education	6.5	A	(in-house)	0.1	Nov. '82	March '83	
D.2 Regional Evaluation (Ontario)	Elementary/Secondary Education		E	50	0.1	June '82	Nov. '82	
B.4 Elementary/Secondary Instruction	Elementary/Secondary Education	258.7	E	50	0.2	June '82	Jan. '83	
B.5 Band-level Evaluations: - Alexis Band	Elementary/Secondary Education		E	30	0.1	Nov. '82	May '83	
- Chapel Island	Elementary/Secondary Education		E	20	0.1	Nov. '82	June '83	(\$10K in 1983-84)
B.6 - Hobbema Four Bands	Elementary/Secondary Education		E	20	0.1	Jan. '82	Aug. '82	(\$12 k in 1981-82) Completed
				195	1.1			
<u>Economic and Employment Development</u>								
D.3 Economic Devl. Evaluation Strategy	Economic Development		S/F	20	0.1	April '82	July '82	Completed
C.3 Band Econ. Devl. (B.C. Region)	Band Economic Development	30.0	E	60	0.2	May '82	Jan. '83	Bands requested to participate slow in responding
C.2 Sask. & Man. Indian Agricultural Corps	Economic Development Institutions	5.0	E	40	0.1	Oct. '82	Feb. '83	SIAP - final report received.
B.11 Resource Development Impacts	Resource Impacts	3.0	E	15	0.1	Nov. '82	March '83	
D.4 Community Planning	Band Economic Development	4.5	A	20	0.1	Aug. '82	Nov. '82	
				155	0.6			

\*Terms of Reference signed off by Responsible Assistant Deputy Minister

\*\*Final report submitted to Principal Contact(s)

\*\*\*Professional staff time on Direct Project Management

Program Financial Data based on 1981-82 Main Estimates.

A - assessment E - evaluation F - framework S - strategy O - other

EVALUATION PROJECTS BY PROGRAM AND ACTIVITY	PROGRAM EVALUATION COMPONENT REFERENCE	\$(m)	TYPE	Contracting Budget \$(k) 1982-83	*** P.Y. 82-83	Schedule		Remarks
						*Start	** Completed	
<u>Social Services</u>								
A.2 Child Welfare Review, B.C.	Family and Children Services	8.3	O	5.2	0.1	April '81	June '82	(\$33 k in 1981-82) Completed
A.4 Adult Care & Rehabilitation	Adult Care and Rehabilitation	4.6	A	(in-house)	0.2	March '82	Jan. '83	
A.3 National Child Welfare Review	Family and Children Services	34.0	E	(in-house)	0.5	March '82	Oct. '82	
D.1 National Overview of Social Services	Income Maintenance, Family and Children Services, Adult Care, Rehab. Com., S.S.	221.0	E	(in-house)	0.4	Sept. '82	March '83	
A.5 Community Social Services	Community Social Services	4.2	A	(in-house)	0.5	March '82	Sept. '82	
C.5 Adult Care & Rehabilitation	Adult Care and Rehabilitation	4.6	E	20	0.3	Dec. '82	June '83	(Dependent on Assessment)
				25.2	2.0			
<u>Community Infrastructure and Services</u>								
A.7 Québec Amerindian Policing	Community Services	2.5	E	74.5	0.2	Jan. '82	Nov. '82	Project on schedule
B.8 Ontario Indian Policing	Community Services	2.2	E	72.7	0.2	May '82	Dec. '82	Project on schedule
C.4 National Overview of Indian Policing	Community Services		O	15	0.2	Dec. '82	May '83	
B.10 Community Infrastructure	Community Infrastructure	62.0	A	25	0.1	Oct. '82	Dec. '82	
D.5 On-Reserve Housing	Housing	75.9	E	25	0.1	Oct. '82	June '83	
				212.2	0.8			
<u>Band Government</u>								
A.6 Band Government Development	Band Management Development	18.7	A	25	0.2	Dec. '81	Oct. '82	Spring break-up delayed field work.
B.9 Band Training	Band Training	2.6	E	50	0.1	May '82	March '83	An additional \$2,000 from the Program
				175	0.3			

\*Terms of Reference signed off by Responsible Assistant Deputy Minister

\*\*Final Report Submitted to Principal Contact(s)

\*\*\*Professional staff time on Direct Project Management

Total 1.1.A.P. Contracting Budget: \$748,400 and 5.6 P.Y.

Program Financial Data based on 1981-82 Main Estimates.

A - assessment E - evaluation F - framework S - strategy O - other

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TABLE 2: Annual Evaluation Plan 1982-83 (revised September 30, 1982)

EVALUATION PROJECTS BY PROGRAM & ACTIVITY	PROGRAM EVALUATION COMPONENT REFERENCE	\$(M)	TYPE	CONTRACTING BUDGET \$(K) 1982-83	P.Y. 82-83	Schedule		Remarks
						* START	** COMPLETED	
<b>NORTHERN AFFAIRS PROGRAM</b>								
C.4 Land Management	Renewable Resources	3.5	A	(in-house)	0.3	Oct. '82	Mar. '83	
A.4 Water Resource Management	Renewable Resources	3.9	A	12.0	0.2	Mar. '82	Sept. '82	Completed; awaiting debriefing
B.4 Water Resource Management	Renewable Resources	3.9	E	30.0	0.2	Dec. '82	Aug. '83	Plus \$25K and 0.1 P.Y. in 83-84
A.1 Forest Resource Management	Renewable Resources	1.4	E	7.5	0.1	Oct. '81	Sept. '82	Plus \$40K and 0.2 P.Y. in 81-82
				49.5	0.8			
A.5 Mineral Resource Management	Non-Renewable Resources	4.3	A	(in-house)	0.3	Mar. '82	Feb. '83	Completion date delayed due to other priorities
				--	0.3			
D.1 Comprehensive Land Use Planning	Comprehensive Land Use Planning	N/A	F	10.0	0.1	Dec. '82	June '83	New activity; plus 0.1 P.Y. in 83-84; requires NAP staff support
				10.0	0.1			
D.2 Environmental Assessment and Review Process	Environmental Protection, Assessment & Review	0.7	E	(in-house)	0.1	May '82	July '82	Interdepartmental study; not in 81-82 Plan; DIAND participation completed
				--	0.1			
D.3 Norman Wells	Northern Economic Development	N/A	F	10.0	0.1	Nov. '82	Mar. '83	New activity; requires NAP staff support
D.4 Economic Development Agreements	Northern Economic Development	N/A	F	(in-house)	0.1	Jan. '83	May '83	New activity; plus 0.1 P.Y. in 83-84; requires NAP staff support
				10.0	0.2			
C.2 Inuit Culture & Linguistics	Cultural Programs	3.3	A	10.7	0.1	May '82	Oct. '82	
C.3 Inuit Culture & Linguistics	Cultural Programs	3.3	E	20.0	0.1	Feb. '83	June '83	Plus \$10.0 and 0.1 P.Y. 83-84; Dependent on assessment
				30.7	0.2			

\* Terms of Reference Signed off by Responsible ADM

\*\* Final Report Submitted to Principal Contact(s)

\*\*\* Professional Staff Time on Direct Project Management

Program Financial Data Based on 1981-82 Main Estimates

A - assessment E - evaluation F - framework S - strategy

- 35 -

TABLE 2: Annual Evaluation Plan 1982-83 (revised September 30, 1982)

EVALUATION PROJECTS BY PROGRAM & ACTIVITY	PROGRAM EVALUATION COMPONENT REFERENCE	\$(M)	TYPE	CONTRACTING BUDGET \$(K) 1982-83	*** P.Y. 82-83	Schedule		Remarks
						*START	**COMPLETE	
A.2 Northern Scientific Training Grants	Northern Science & Research Support	0.6	A	5.0	0.1	Nov. '81	Apr. '82	Plus \$10K and 0.1 P.Y. 81-82
B.1 Northern Scientific Training Grants	Northern Science & Research Support	0.6	E	30.0	0.1	June '82	Jan. '83	
D.5 Environmental Studies Revolving Fund	Northern Science & Research Support	N/A	F	5.0	0.1	Nov. '82	May '83	
				40.0	0.3			New activity; requires NAP staff support; plus \$5K and 0.1 P.Y. in 83-84
A.3 Social Research, Economic Planning and Territorial Relations	Various Activities (old component structure)	N/A	S	6.0	0.1	Feb. '82	June '82	Plus \$2.6K and 0.1 P.Y. in 81-82
				6.0	0.1			

- \* Terms of Reference Signed off by Responsible Assistant Deputy Minister
- \*\* Final report submitted to Principal Contact(s)
- \*\*\* Professional staff time on Direct Project Management

Total N.A.P. Contracting Budget \$146,200

Program Financial Data based on 1981-82 Main Estimates

F - Framework A - Assessment E - Evaluation S - Strategy



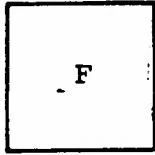
PART A  
ADMINISTRATION PROGRAM  
FIVE-YEAR EVALUATION PLAN  
1983-88

Flow Chart

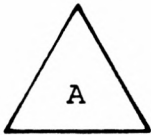
1983-88

ADMINISTRATION PROGRAM

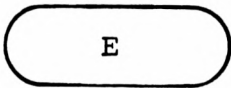
PROJECT FLOW CHART LEGEND



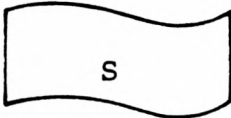
**FRAMEWORK:** The basis on which a future evaluation is to be built. It outlines what the evaluation is likely to entail and describes the information and data that are to be collected prior to and during the assessment. It is required for new initiatives and for greatly altered programs.



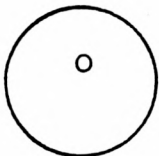
**ASSESSMENT:** The front-end planning phase of program evaluation. It involves analysing the program and its environment, identifying specific questions for a subsequent evaluation study, methodological approaches to answer those questions, and option packages for Senior Management decision.



**EVALUATION STUDY:** The formal examination of specified evaluation issues, in accordance with terms of reference based on the option selected by Senior Management.



**STRATEGY:** An evaluation strategy examines all the elements within a complex component to determine the optimal sequencing of evaluation activities within that component. It also indicates the common issues and policy concerns throughout the component and suggests how an overview analysis can be effected.



**OVERVIEW:** This may be required where a component comprises relatively discrete sub-components. It permits a review of common issues on a cumulative basis.



**RENEW CYCLE:** Treasury Board policy 1977-47, which authorizes program evaluation, calls for federal programs to be evaluated on a regular cycle. Renew cycle implies that a component has already been subjected to an evaluation cycle and indicates that a second or subsequent evaluation cycle is to begin.

EVALUATION COMPONENT

- Project Title

1981-82

1982-83

1983-84

1984-85

1985-86

1986-87

1987-88

- Communications

S

- Exhibits and publications

F



EVALUATION COMPONENT

- Project Title	1981-82	1982-83	1983-84	1984-85	1985-86	1986-87	1987-88
- Communications			S				
- Exhibits and publications				F			

PROPOSED ANNUAL EVALUATION PLAN

1983-84

ADMINISTRATION PROGRAM

A. Projects Active in 1982-83 to be Completed in 1983-84

1. Communication evaluation (strategy)
2. Exhibits and Publications (evaluation)

Proposed Evaluation Plan 1983-84 ( October 1982)

EVALUATION PROJECTS BY PROGRAM AND ACTIVITY	PROGRAM EVALUATION COMPONENT REFERENCE	\$(m)	TYPE	Contracting Budget \$(k) 1983-84	*** P.Y. 83-84	Schedule		Remarks
						*Start	**Completed	
<u>ADMINISTRATION PROGRAM</u>								
A.1 Communication Evaluation Strategy	Program Administration	1.5	S	30	0.1	April '83	July '83	Evaluation work requested by D.G. of Communications Dependent on results of strategy.
A.2 Exhibits and Publications	Program Administration		E	40	0.1	July '83	Feb. '84	
				70	0.2			

Total Administration Program Contracting Budget: \$/0,000

\*Terms of Reference signed off by Responsible Assistant Deputy Minister

\*\*Final report submitted to Principal Contact(s)

\*\*\*Professional staff time on Direct Project Management

Program Financial Data based on 1981-82 Main Estimates

A - assessment E - evaluation O - other F - framework S - strategy



Proposed Evaluation Plan 1983-84 ( October 1982)

EVALUATION PROJECTS BY PROGRAM AND ACTIVITY	PROGRAM EVALUATION COMPONENT REFERENCE	\$(m)	TYPE	Contracting Budget \$(k) 1983-84	*** P.Y. 83-84	Schedule		Remarks
						*Start	**Completed	
<u>ADMINISTRATION PROGRAM</u>								
A.1 Communication Evaluation Strategy	Program Administration	1.5	S	30	0.1	April '83	July '83	Evaluation work requested by D.G. of Communications Dependent on results of strategy.
A.2 Exhibits and Publications	Program Administration		E	40	0.1	July '83	Feb. '84	
				70	0.2			

Total Administration Program Contracting Budget: \$/0,000

\*Terms of Reference signed off by Responsible Assistant Deputy Minister

\*\*Final report submitted to Principal Contact(s)

\*\*\*Professional staff time on Direct Project Management

Program Financial Data based on 1981-82 Main Estimates

A - assessment E - evaluation O - other F - framework S - strategy

PART B  
INDIAN AND INUIT AFFAIRS PROGRAM  
FIVE-YEAR EVALUATION PLAN  
1983-88

Flow Chart

1983-88

INDIAN AND INUIT AFFAIRS PROGRAM

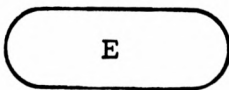
PROJECT FLOW CHART LEGEND



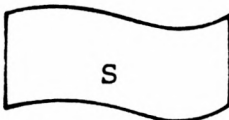
FRAMEWORK: The basis on which a future evaluation is to be built. It outlines what the evaluation is likely to entail and describes the information and data that are to be collected prior to and during the assessment. It is required for new initiatives and for greatly altered programs.



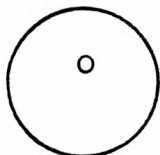
ASSESSMENT: The front-end planning phase of program evaluation. It involves analysing the program and its environment, identifying specific questions for a subsequent evaluation study, methodological approaches to answer those questions, and option packages for Senior Management decision.



EVALUATION STUDY: The formal examination of specified evaluation issues, in accordance with terms of reference based on the option selected by Senior Management.



STRATEGY: An evaluation strategy examines all the elements within a complex component to determine the optimal sequencing of evaluation activities within that component. It also indicates the common issues and policy concerns throughout the component and suggests how an overview analysis can be effected.



OVERVIEW: This may be required where a component comprises relatively discrete sub-components. It permits a review of common issues on a cumulative basis.



RENEW CYCLE: Treasury Board policy 1977-47, which authorizes program evaluation, calls for federal programs to be evaluated on a regular cycle. Renew cycle implies that a component has already been subjected to an evaluation cycle and indicates that a second or subsequent evaluation cycle is to begin.



PLANNING ELEMENT

INDIAN & INUIT AFFAIRS PROGRAM

EVALUATION COMPONENT

- Project Title

1981-82

1982-83

1983-84

1984-85

1985-86

1986-87

1987-88

I PROGRAM ADMINISTRATION

1. PROGRAM ADMINISTRATION AND MANAGEMENT

- Indian Commission of Ontario

- Canada/Newfoundland Native Peoples' Agreements

II RESERVES AND TRUSTS

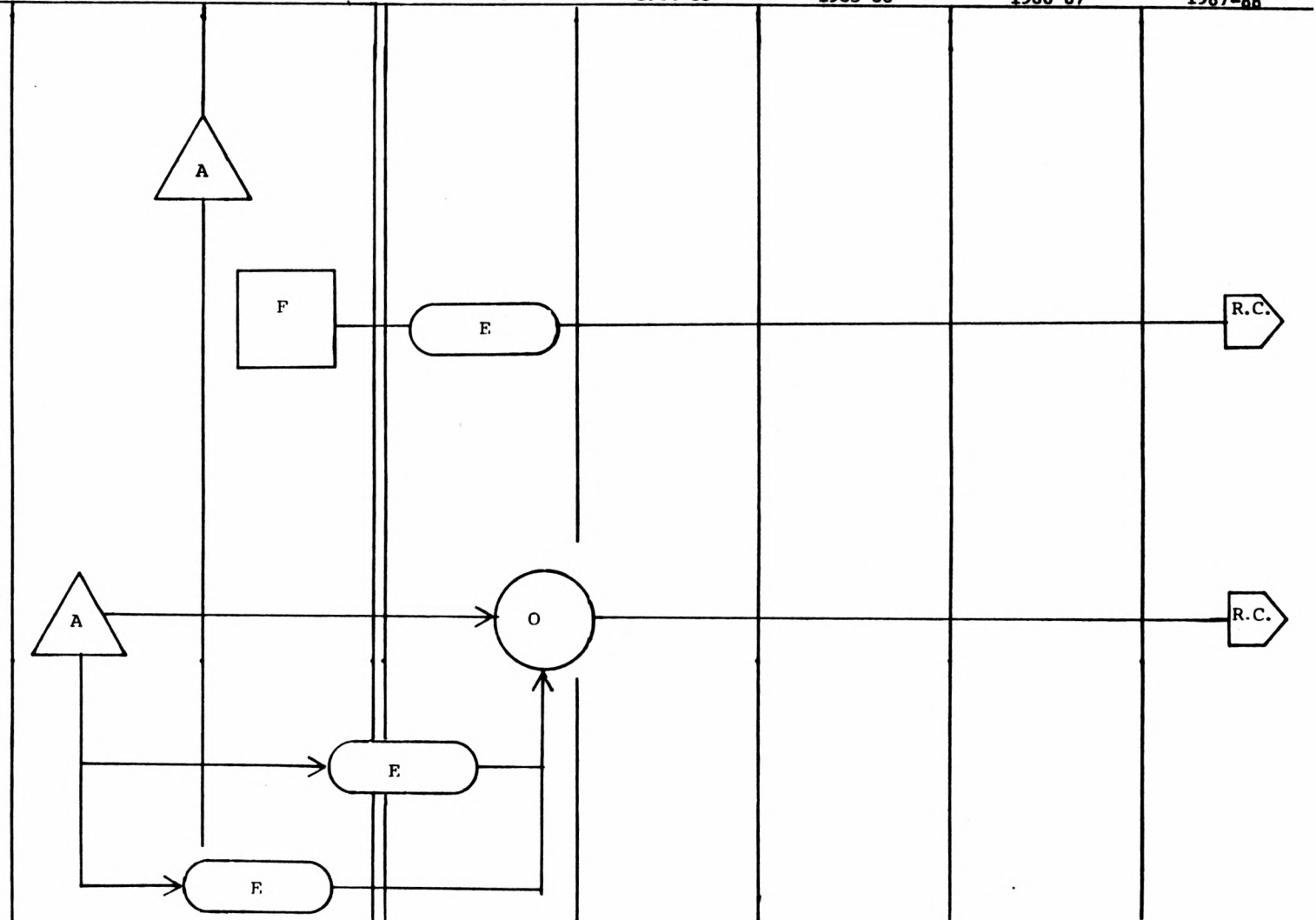
- Indian Interest

2. LANDS AND RESOURCES

- Band Interest

3. MEMBERSHIP AND STATUTORY REQUIREMENTS

- Individual Indian Interest



EVALUATION COMPONENT

- Project Title

1981-82

1982-83

1983-84

1984-85

1985-86

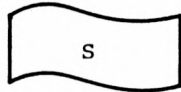
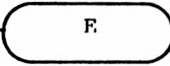
1986-87

1987-88

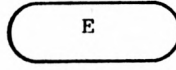
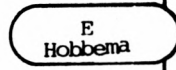
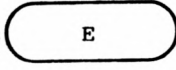
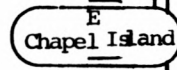
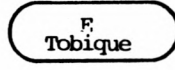
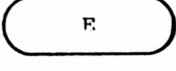
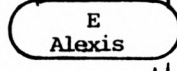
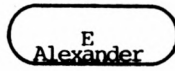
III. EDUCATION

4. ELEMENTARY/SECONDARY EDUCATION

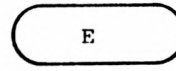
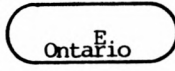
- Instruction



- Band-level evaluations



- Regional Evaluations



- Education Committees/  
Boards



- B 3 -

PLANNING ELEMENT

I N D I A N & I N U I T A F F A I R S P R O G R A M

EVALUATION COMPONENT

- Project Title

1981-82

1982-83

1983-84

1984-85

1985-86

1986-87

1987-88

5. EDUCATIONAL FACILITIES

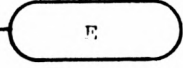
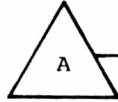
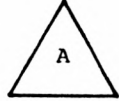
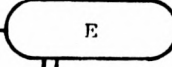
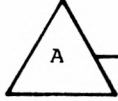
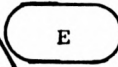
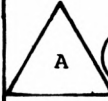
6. CONTINUING EDUCATION

-Post-secondary

- Adult education

7. CULTURAL SERVICES

- Cultural enrichment



- R - A -

EVALUATION COMPONENT

- Project Title

1981-82

1982-83

1983-84

1984-85

1985-86

1986-87

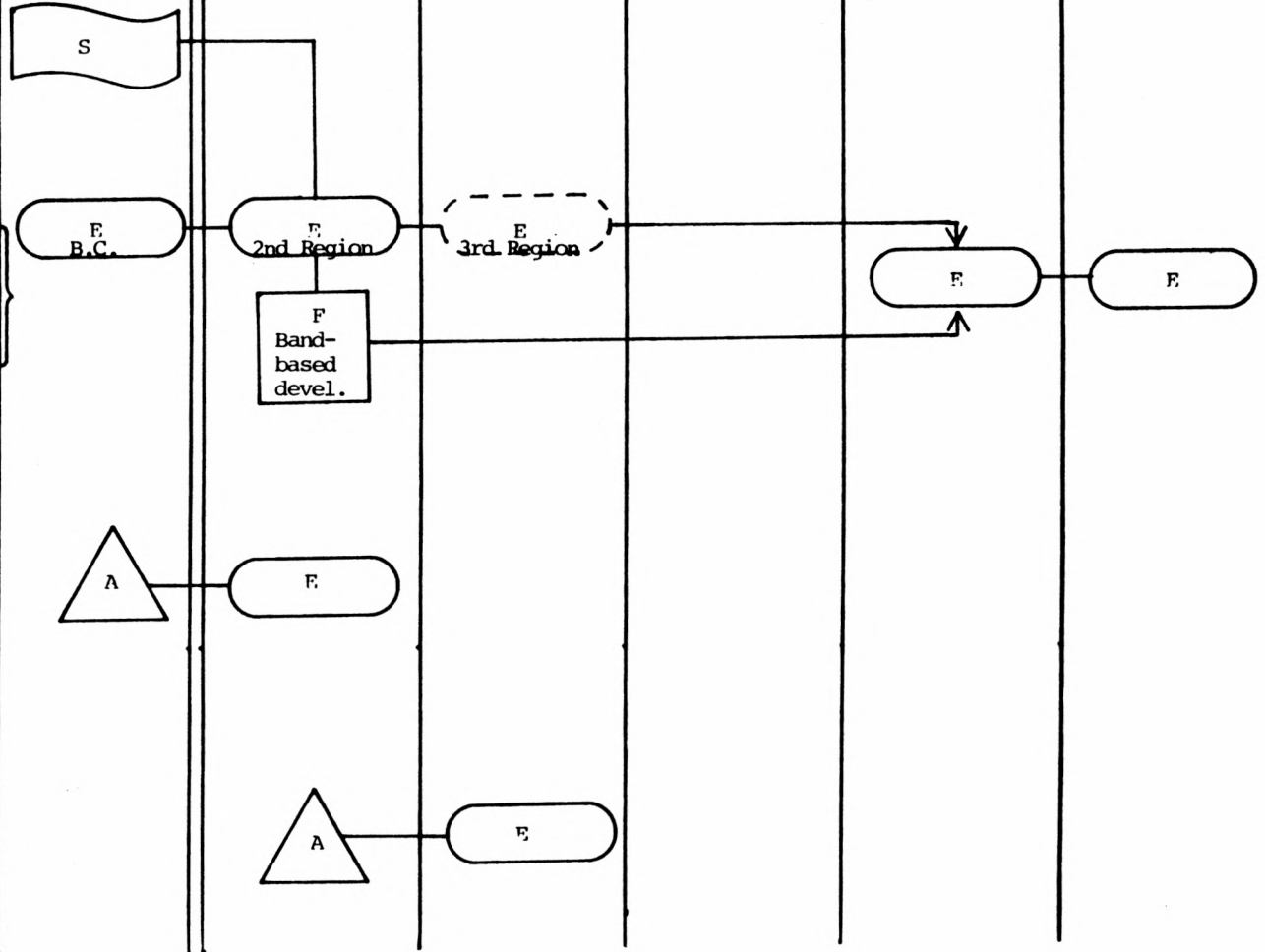
1987-88

IV ECONOMIC AND EMPLOYMENT DEVELOPMENT

8. BAND ECONOMIC DEVELOPMENT

- Planning

- Socio-economic development





EVALUATION COMPONENT

- Project Title

1981-82

1982-83

1983-84

1984-85

1985-86

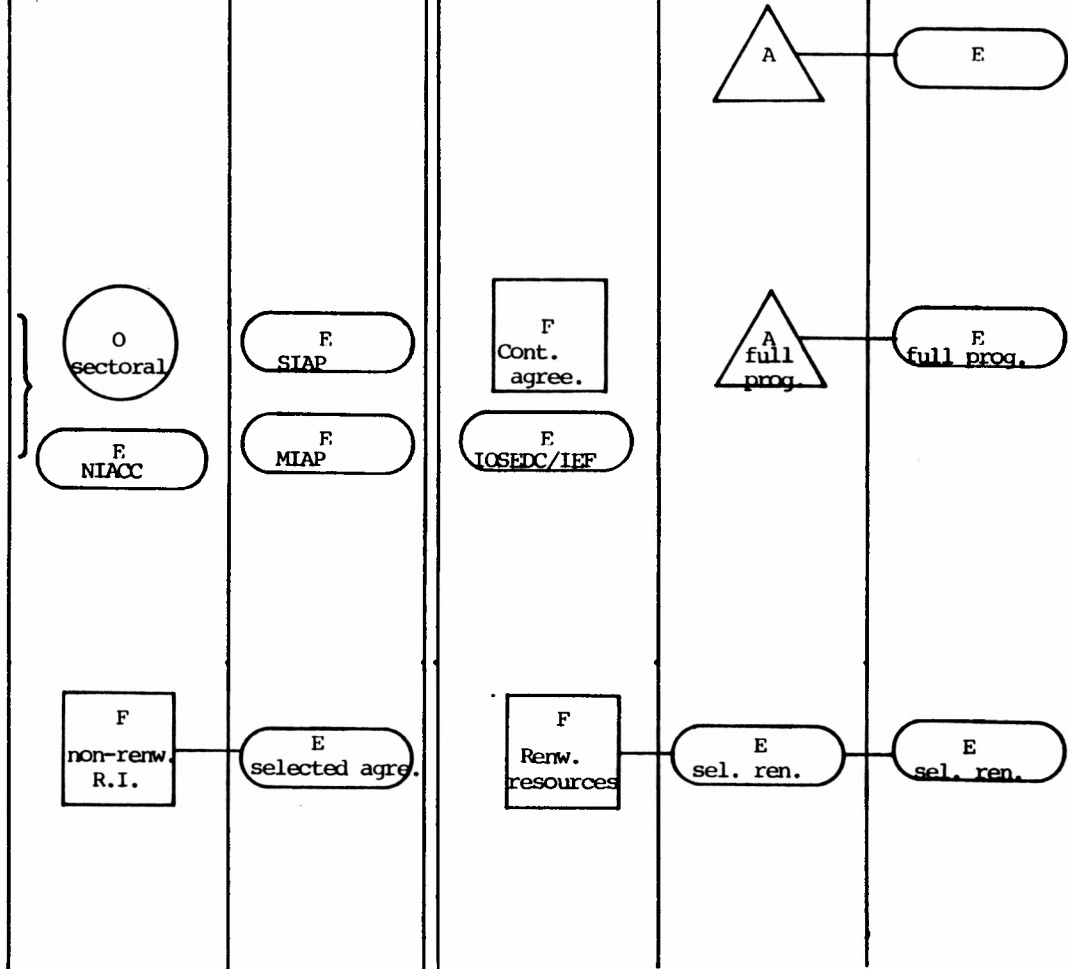
1986-87

1987-88

- Employment development

9. INSTITUTIONAL DEVELOPMENT

10. RESOURCE IMPACTS



EVALUATION COMPONENT

- Project Title

1981-82

1982-83

1983-84

1984-85

1985-86

1986-87

1987-88

V. SOCIAL SERVICES

- Overview of Social Services

11. INCOME MAINTENANCE

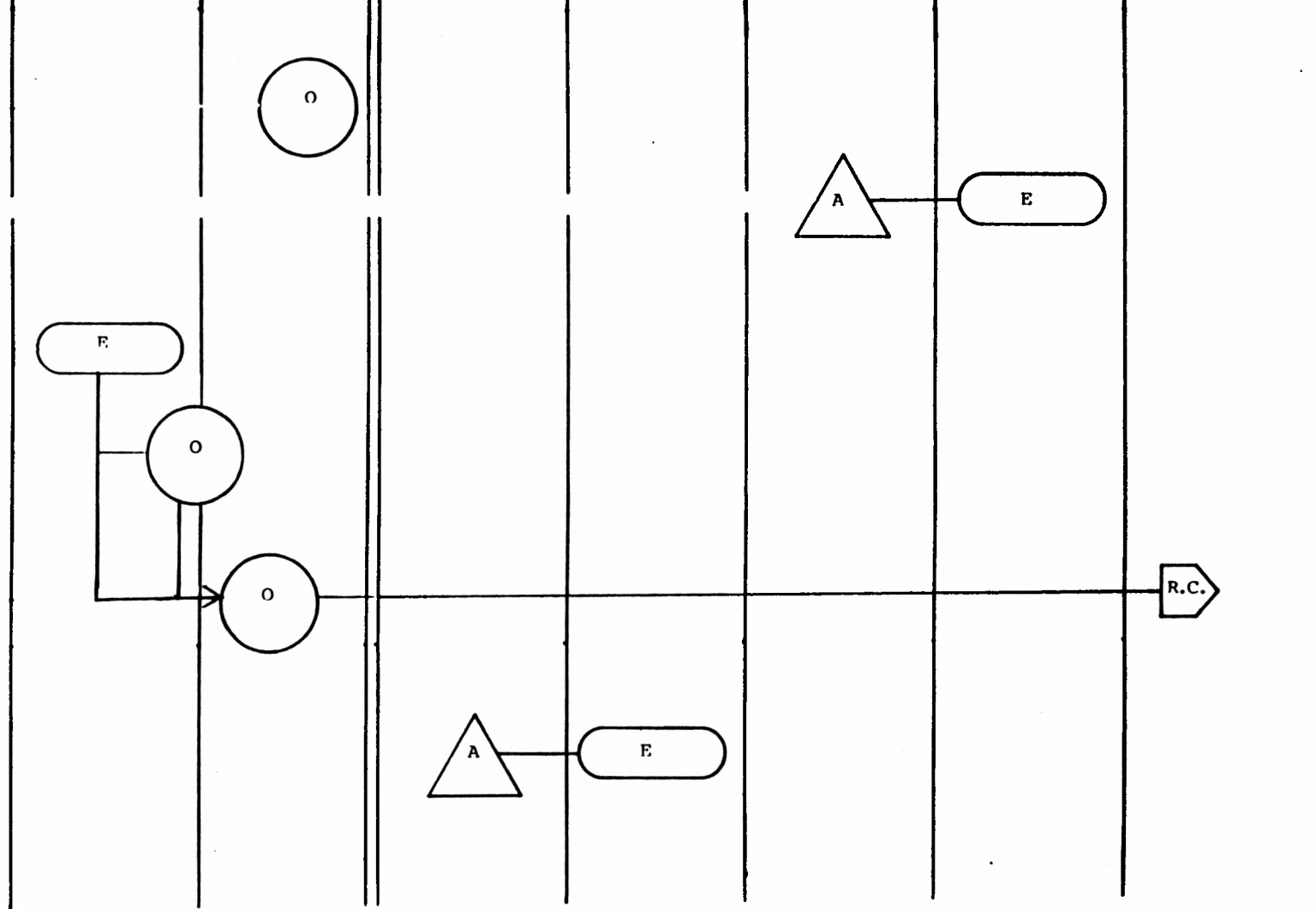
12. FAMILY AND CHILDREN SERVICES

- Québec Child Welfare

- B.C. Indian Child welfare

- National overview of child welfare

- Manitoba child welfare



EVALUATION COMPONENT

- Project Title

1981-82

1982-83

1983-84

1984-85

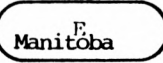
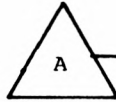
1985-86

1986-87

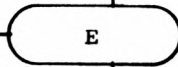
1987-88

13. ADULT CARE AND REHABILITATION

- Adult care & rehabilitation

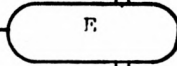


14. COMMUNITY SOCIAL SERVICES

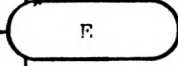
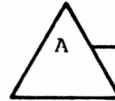


15. HOUSING

- On-reserve



- Off-reserve



- B - 8 -

EVALUATION COMPONENT

- Project Title

1981-82

1982-83

1983-84

1984-85

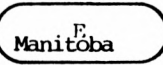
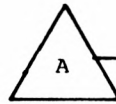
1985-86

1986-87

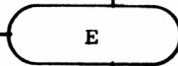
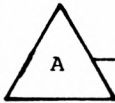
1987-88

13. ADULT CARE AND REHABILITATION

- Adult care & rehabilitation

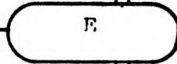
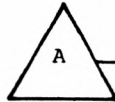


14. COMMUNITY SOCIAL SERVICES

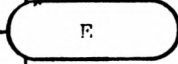
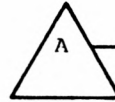


15. HOUSING

- On-reserve



- Off-reserve



- B - 8 -

EVALUATION COMPONENT

- Project Title

1981-82

1982-83

1983-84

1984-85

1985-86

1986-87

1987-88

16. COMMUNITY SERVICES

- Québec Amerindian Policing

E

- Ontario Indian Policing

E

- Overview: Indian Policing

O

- Fire protection

A

F

17. COMMUNITY INFRASTRUCTURE

A

F

R.C.

- Cda./Alta./Sask. Northlands Agreements

E

- B-2 -



PLANNING ELEMENT

INDIAN & INUIT AFFAIRS PROGRAM

EVALUATION COMPONENT

- Project Title

1981-82

1982-83

1983-84

1984-85

1985-86

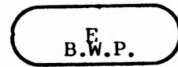
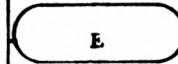
1986-87

1987-88

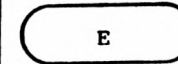
VII BAND GOVERNMENT

19. BAND GOVERNMENT

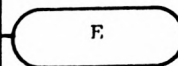
- Band Government  
Development



19. BAND MANAGEMENT DEVELOPMENT



20. BAND TRAINING



1  
D  
1  
0  
1

PROPOSED EVALUATION PLAN

1983-84

1983-84 Evaluation Plan Summary

This summary of 1983-84 evaluation projects is set out on a priority basis with currently active projects presented first followed by outstanding evaluation requirements as set out in the 1982-83 Annual Evaluation Plan. Closing out the list of 1983-84 evaluation projects are new evaluation initiatives or extensions of currently active projects.

INDIAN AND INUIT AFFAIRS PROGRAM

A. Projects Active in 1982-83 to be Completed in 1983-84

1. Reserves and Trusts - Band Interest (evaluation).
2. Post-school Education (evaluation).
3. Adult Care and Rehabilitation (evaluation).
4. On-Reserve Housing (evaluation).
5. National Overview of Indian Policing (overview).
6. Band-level Evaluation - Chapel Island (evaluation).
7. Band-level Evaluation - Alexis (evaluation).

B. 1983-84 Follow-on Projects to 1982-83 Plan

1. Canada/Nfld. Native Peoples' Agreements (evaluation).
2. Reserves and Trusts - Indian Interest (overview).
3. Cultural Enrichment (evaluation).
4. Band-level evaluations (evaluation).
5. Elementary/Secondary Instruction (strategy).
6. Band Economic Development (2nd region) (evaluation).
7. Planning (evaluation).
8. Child Welfare Agreement - Manitoba (assessment).
9. Child Welfare Agreement - Manitoba (evaluation).
10. Band Government Development (evaluation).
11. Community Infrastructure - evaluation.
12. Community Social Services (evaluation).

C. 1983-84 Projects Pursuant to 1983-88 Plan

1. Socio-economic Development (assessment).
2. Band Economic Development (overview/framework).
3. Institutional Development (framework).
4. Renewable Resources (framework).
5. Off-reserve Housing (assessment).
6. Off-reserve Housing (evaluation).
7. Educational Capital Facilities (assessment).
8. Educational Capital Facilities (evaluation).

D. New Initiatives and Extensions

1. Regional-Initiated (evaluation).
2. IOSED and IEF (evaluation).

TABLE 1: Proposed Evaluation Plan 1983-84 ( October 1982)

EVALUATION PROJECTS BY PROGRAM AND ACTIVITY	PROGRAM EVALUATION COMPONENT REFERENCE	\$(m)	TYPE	Contracting Budget \$(k) 1983-84	*** P.Y. 83-84	Schedule		Remarks
						*Start	**Completed	
<u>INDIAN AND INUIT AFFAIRS PROGRAM</u>								
<u>Program Administration</u>								
B.1 Canada/Nfld. Native Peoples' Agreements Reserves and Trusts	Program Administration	5	E	15 15	0.1 0.1	Nov. '83	March '	
A.1 Reserves and Trusts Band Interest	Lands and Resources	4.7	E	30	0.3	Jan. '83	July '83	
B.2 Reserves and Trusts Indian Interest	Lands and Resources/Membership and Statutory Requirements	11.9	O	30 60	0.2 0.5	Aug. '83	June '84	
<u>Education</u>								
C.7 Educational Capital Facilities	Educational Facilities	54.7	A	5	0.1	May '83	Aug. '83	
C.8 Educational Capital Facilities	Educational Facilities	54.7	E	75	0.1	Oct. '83	Mar. '84	Dependent on assessment
B.3 Cultural Enrichment Evaluation	Cultural Services	6.5	E	60	0.2	June '83	Dec. '83	Dependent on assessment
B.4 Band-level Evaluations	Elementary/Secondary Education		E	30 x 3	(.1x3)	unavailable at present		
A.6 Band-level Evaluation - Chapel Island	Elementary/Secondary Education		E	10	0.1	Nov. '82	June '83	(\$20K in 1982-83)
A.7 Band-level Evaluation - Alexis Band	Elementary/Secondary Education		E	10	0.1	Nov. '82	May '83	(\$20K in 1982-83)
D.1 Regional-Initiated Evaluation	Elementary/Secondary Education		E	50	0.1	unavailable at present		
B.5 Elementary/Secondary Instruction	Elementary/Secondary Education	193	S	20	0.2	Sept. '83	Dec. '83	
A.2 Post-school Education	Continuing Education	32.5	E	25	0.1	Jan. '83	July '83	(Dependent on assessment)
				345	1.3			
<u>Economic and Employment Development</u>								
B.6 Band Economic Development (2nd region)	Band Economic Development	30.0	E	40	0.1	April '83	Sept. '83	Dependent on results of evaluation of B.C. Region.
B.7 Planning	Band Economic Development	4.5	E	50	0.1	April '83	Sept. '83	
C.1 Socio-Economic Development	Band Economic Development	9.6	A	20	0.1	April '83	June '83	
C.2 Band Economic Development Framework for Band-based evaluation	Band Economic Development	30.0	O/F	20	0.1	Oct. '83	Dec. '83	
C.3 Institutional Development - Framework for evaluating individual institutions	Institutional Development	12.6	F	20	0.1	Oct. '83	Dec. '83	
C.4 Renewable Resources	Resource Impacts/Band Economic Devl.	7	F	20	0.1	Jan. '84	March '84	
D.2 IOSED AND IEF evaluation	Institutional Development	0.5	E	25	0.1	April '84	Oct. '84	
				195	0.7			

\*Terms of Reference signed off by Responsible Assistant Deputy Minister

\*\*Final report submitted to Principal Contact(s)

\*\*\*Professional staff time on Direct Project Management

Program Financial Data based on 1981-82 Main Estimates.

A - assessment E - evaluation O - other F - framework S - strategy



TABLE 1: Proposed Evaluation Plan 1983-84 (October 1982)

EVALUATION PROJECTS BY PROGRAM AND ACTIVITY	PROGRAM EVALUATION COMPONENT REFERENCE	\$(m)	TYPE	Contracting Budget \$(k) 1983-84	*** P.Y. 83-84	Schedule		Remarks
						*Start	**Completed	
<u>Social Services</u>								
A.3 Adult Care and Rehabilitation	Adult Care and Rehabilitation	4.6	E	40	0.5	Dec. '82	June '83	Dependent on Assessment
B.12 Community Social Services	Community Social Services	5.2	E	20	0.5	Sept. '83	June '84	
B.8 Child Welfare Agreement - Manitoba	Family and Children Services	3.7	A	20	0.2	June '83	Dec. '84	Dependent on results of Assessment
B.9 Child Welfare Agreement - Manitoba	Family and Children Services	3.7	O	75	0.2	June '84	Dec. '84	
				155	1.4			
<u>Community Infrastructure and Services</u>								
B.11 Community Infrastructure Evaluation	Community Infrastructure	62.0	E	50	0.1	Mar. '83	Aug. '83	Dependent on results of assessment
A.4 On-Reserve Housing	Housing	74.6	E	10	0.1	Oct. '82	June '83	
A.5 National Overview of Indian Policing	Community Services		O	10	0.2	Dec. '82	May '83	Dependent on assessment
C.5 Off-Reserve Housing	Housing	9.9	A	30	0.2	May '83	Aug. '83	
C.6 Off-Reserve Housing	Housing	9.9	E	60	0.2	Jan. '84	May '84	
				160	0.8			
<u>Band Government</u>								
B.10 Band Government Development	Band Support	44.7	E	40	0.1	Apr. '83	July '83	
				40	0.1			

\*Terms of Reference signed off by Responsible Assistant Deputy Minister

\*\*Final report submitted to Principal Contact(s)

\*\*\*Professional staff time on Direct Project Management

Total I.I.A.P. Contracting Budget: \$970,000 and 4.9 P.Y.

Program Financial Data based on 1981-82 Main Estimates.

A - assessment E - evaluation O - other F - framework S - Strategy

REVISED EVALUATION PLAN

1982-83

INDIAN AND INUIT AFFAIRS PROGRAM

A. Currently Active Projects to be Completed in 1982-83

1. Indian Commission of Ontario (assessment).
2. Child Welfare Review, B.C. (other).
3. National Child Welfare Review (evaluation).
4. Adult Care and Rehabilitation (assessment).
5. Community Social Services (assessment).
6. Band Government Development (assessment).
7. Québec Amerindian Policing (evaluation).
8. Individual Indian Interest - Reserves and Trusts (evaluation).

B. 1982-83 Follow-On Projects to 1981-82 Plan

1. Canada/Nfld. Native Peoples Agreements (framework).
2. Post-School Education (assessment).
3. Post-School Education (evaluation).
4. Elementary/Secondary Instruction (evaluation).
5. Band-level Education Projects (evaluation).
6. Band-level Evaluation - Hobbema (evaluation).
7. Cultural Enrichment in Indian Education (assessment).
8. Ontario Indian Policing (evaluation).
9. Band Training (evaluation).
10. Community Infrastructure and Services (assessment).
11. Resource Development Impacts (evaluation).

C. 1982-83 Projects Pursuant to 1981-86 Plan

1. Band Interest - Reserves and Trusts (evaluation).
2. SIAP/MIAP Indian Agricultural Corporations (evaluation).
3. Band Economic Development - B.C. (evaluation).
4. National Overview of Indian Policing (other).
5. Adult Care and Rehabilitation (evaluation).

D. New Initiatives and Extensions

1. National Overview of Social Services (evaluation).
2. Regional Evaluation (Ontario) - L.C.I.B. (evaluation).
3. Indian Economic Development (strategy/framework).
4. Community Planning (assessment).
5. On-Reserve Housing (evaluation).

TABLE 2: Annual Evaluation Plan 1982-83 (revised September 30, 1982)

EVALUATION PROJECTS BY PROGRAM AND ACTIVITY	PROGRAM EVALUATION COMPONENT REFERENCE	\$(M)	TYPE	Contracting Budget \$(K) 1982-83	*** P.Y. 82-83	Schedule		Remarks
						* Start	** Completed	
<u>INDIAN AND INUIT AFFAIRS PROGRAM</u>								
<u>Program Administration</u>								
A.1 Indian Commission of Ontario	Program Admin. and Management	0.5	A	15	0.2	Aug. '81	June '82	(\$35 k in 1981-82) Completed Awaiting authority to proceed from coordinating Committees
B.1 Canada/Nfld. Native Peoples' Agreements	Program Administration	5.0	F	10	0.1	Oct. '82	Feb. '83	
				25	0.2			
<u>Reserves and Trusts</u>								
A.8 Reserves and Trusts - Individual Indian Interest	Membership and Statutory Requirements	7.2	E	41	0.2	Feb. '82	Sept. '82	Draft final report received.
C.1 Reserves and Trusts - Band Interest	Lands and Resources	4.7	E	20	0.3	Jan. '83	July '83	(\$40K in 1983-84)
				61	0.5			
<u>Education</u>								
B.2 Post-school Education	Continuing Education	26.7	A	In-house	0.2	April '82	Oct. '82	(\$50 K in 1983-84)
B.3 Post-school Education	Continuing Education	26.7	E	25	0.2	Jan. '83	July '83	
B.7 Cultural Enrichment in Indian Education	Elementary/Secondary Education	6.5	A	(in-house)	0.1	Nov. '82	March '83	
D.2 Regional Evaluation (Ontario)	Elementary/Secondary Education		E	50	0.1	June '82	Nov. '82	
B.4 Elementary/Secondary Instruction	Elementary/Secondary Education	258.7	E	50	0.2	June '82	Jan. '83	
B.5 Band-level Evaluations: - Alexis Band	Elementary/Secondary Education		E	30	0.1	Nov. '82	May '83	
- Chapel Island	Elementary/Secondary Education		E	20	0.1	Nov. '82	June '83	(\$10K in 1983-84)
B.6 - Hobbema Four Bands	Elementary/Secondary Education		E	20	0.1	Jan. '82	Aug. '82	(\$12 k in 1981-82) Completed
				195	1.1			
<u>Economic and Employment Development</u>								
D.3 Economic Devl. Evaluation Strategy	Economic Development		S/F	20	0.1	April '82	July '82	Completed
C.3 Band Econ. Devl. (B.C. Region)	Band Economic Development	30.0	E	60	0.2	May '82	Jan. '83	Bands requested to participate slow in responding
C.2 Sask. & Man. Indian Agricultural Corps	Economic Development Institutions	5.0	E	40	0.1	Oct. '82	Feb. '83	SIAP - final report received.
B.11 Resource Development Impacts	Resource Impacts	3.0	E	15	0.1	Nov. '82	March '83	
D.4 Community Planning	Band Economic Development	4.5	A	20	0.1	Aug. '82	Nov. '82	
				155	0.6			

\*Terms of Reference signed off by Responsible Assistant Deputy Minister

\*\*Final report submitted to Principal Contact(s)

\*\*\*Professional staff time on Direct Project Management

Program Financial Data based on 1981-82 Main Estimates.

A - assessment E - evaluation F - framework S - strategy O - other

EVALUATION PROJECTS BY PROGRAM AND ACTIVITY	PROGRAM EVALUATION COMPONENT REFERENCE	\$(m)	TYPE	Contracting Budget \$(k) 1982-83	*** P.Y. 82-83	Schedule		Remarks
						*Start	** Completed	
<u>Social Services</u>								
A.2 Child Welfare Review, B.C.	Family and Children Services	8.3	O	5.2	0.1	April '81	June '82	(\$33 k in 1981-82) Completed
A.4 Adult Care & Rehabilitation	Adult Care and Rehabilitation	4.6	A	(in-house)	0.2	March '82	Jan. '83	
A.3 National Child Welfare Review	Family and Children Services	34.0	E	(in-house)	0.5	March '82	Oct. '82	
D.1 National Overview of Social Services	Income Maintenance, Family and Children Services, Adult Care, Rehab. Com., S.S.	221.0	E	(in-house)	0.4	Sept. '82	March '83	
A.5 Community Social Services	Community Social Services	4.2	A	(in-house)	0.5	March '82	Sept. '82	
C.5 Adult Care & Rehabilitation	Adult Care and Rehabilitation	4.6	E	20	0.3	Dec. '82	June '83	(Dependent on Assessment)
				25.2	2.0			
<u>Community Infrastructure and Services</u>								
A.7 Québec Amerindian Policing	Community Services	2.5	E	74.5	0.2	Jan. '82	Nov. '82	Project on schedule
B.8 Ontario Indian Policing	Community Services	2.2	E	72.7	0.2	May '82	Dec. '82	Project on schedule
C.4 National Overview of Indian Policing	Community Services		O	15	0.2	Dec. '82	May '83	
B.10 Community Infrastructure	Community Infrastructure	62.0	A	25	0.1	Oct. '82	Dec. '82	
D.5 On-Reserve Housing	Housing	75.9	E	25	0.1	Oct. '82	June '83	
				212.2	0.8			
<u>Band Government</u>								
A.6 Band Government Development	Band Management Development	18.7	A	25	0.2	Dec. '81	Oct. '82	Spring break-up delayed field work.
B.9 Band Training	Band Training	2.6	E	50	0.1	May '82	March '83	An additional \$2,000 from the program
				75	0.3			

\*Terms of Reference signed off by Responsible Assistant Deputy Minister

\*\*Final Report Submitted to Principal Contact(s)

\*\*\*Professional staff time on Direct Project Management

Total I.I.A.P. Contracting Budget: \$748,400 and 5.6 P.Y.

Program Financial Data based on 1981-82 Main Estimates.

A - assessment E - evaluation F - framework S - strategy O - other

1 P-10 -



PROGRAM EVALUATION COMPONENT PROFILES

INDIAN AND INUIT AFFAIRS  
PROGRAM EVALUATION  
COMPONENT STRUCTURE

Components 1 - 20

PROGRAM ADMINISTRATION PLANNING ELEMENT

1. Program Administration and Management

RESERVES AND TRUSTS PLANNING ELEMENT

2. Lands and Resources
3. Membership and Statutory Requirements

EDUCATION PLANNING ELEMENT

4. Elementary/Secondary Education
5. Educational Facilities
6. Continuing Education
7. Cultural Services

ECONOMIC DEVELOPMENT PLANNING ELEMENT

8. Band Economic Development
9. Economic Development Institutions
10. Resource Impacts

SOCIAL SERVICES PLANNING ELEMENT

11. Income Maintenance
12. Family and Children Services
13. Adult Care and Rehabilitation
14. Community Social Services

COMMUNITY INFRASTRUCTURE AND SERVICES PLANNING ELEMENT

15. Housing
16. Community Services
17. Community Infrastructure

BAND GOVERNMENT PLANNING ELEMENT

18. Band Support
19. Band Management Development
20. Band Training



1. Program Administration



PROGRAM ADMINISTRATION ACTIVITY  
INDIAN AND INUIT AFFAIRS PROGRAM

<u>Program Evaluation Component</u>	<u>PY</u>	<u>1981-82 Annual Expenditures (\$'000)</u>		
		<u>O &amp; M</u>	<u>Capital</u>	<u>G + C</u>
Program Administration and Management	954	80,200	2,900	6,100
TOTAL	954	80,200	2,900	6,100

PROGRAM EVALUATION COMPONENT PROFILE

1 PROGRAM ADMINISTRATION AND MANAGEMENT

PART A:

BASIC DESCRIPTION

MANDATE:

- Appropriation Acts.

OBJECTIVE:

- To provide effective management and administration in respect of all aspects of the Indian and Inuit Affairs Program and its functional Planning Elements.

DESCRIPTION:

- The performance of administrative tasks and responsibilities in all provinces and territories respecting the Indian and Inuit Affairs Program, including overall general and functional policy direction and related analyses, administrative support and selected agreements covering a number of subject areas.

ESTIMATES PROGRAM:

- Program Administration Planning Element Activity Management and Service Delivery Planning Variables of all Functional Planning Elements in the Indian and Inuit Affairs Program.

COMPONENT RESOURCES:

(1981-82 Actual expenditures \$M)

O & M (Vote 5)	80.2
Capital (Vote 10)	<u>2.9</u>
G & C (Vote 15)	<u>6.1</u>
Total	<u>89.2</u>
P.Y. (81-82)	<u>954</u>



1 PROGRAM ADMINISTRATION AND MANAGEMENT

PART B:

ELEMENTS AND STRUCTURE

ACTIVITIES:

- Program Administration Planning Element and Activity Management and Service Delivery Planning Variables in:
  - i) Reserves and Trusts
  - ii) Education
  - iii) Economic Development
  - iv) Social Services
  - v) Community Infrastructure and Services
  - vi) Band Government

OUTPUTS:

- Program management decisions and various administrative supports and services.

IMPACTS & EFFECTS:

- Program management direction

COMPONENT LOGIC:

- Program administration and management provides the authoritative organizational basis and means of providing overall program management direction and essential administrative requirements and support.

1 PROGRAM ADMINISTRATION AND MANAGEMENT

PART C:

EVALUATION STATUS

PRIORITY:

- Low

EVALUABILITY:

- Issues for this component are generally more amenable to internal audit or management improvement reviews than program evaluation approaches and methods.

POTENTIAL  
BENEFITS:

- Minimal from program evaluation projects.

EVALUATION  
HISTORY:

- DIAND Interventions in Support of Indian and Inuit People, 1979

EVALUATION  
STRATEGY:

- No specific evaluation undertakings scheduled for 1982-83. In 1983-84 evaluation in the communications area will be undertaken.

RESERVES AND TRUSTS ACTIVITY

INDIAN AND INUIT AFFAIRS PROGRAM

RESERVES AND TRUSTS

INDIAN AND INUIT AFFAIRS PROGRAM

<u>Program Evaluation Component</u>	<u>PY</u>	<u>1981-82 Actual Expenditures (\$'000)</u>		
		<u>O &amp; M</u>	<u>Capital</u>	<u>G + C</u>
Lands and Resources	98	3,600	300	800
Membership and Statutory Requirements	33	410	-	6,800
		<hr/>		
TOTAL	131	4,010	300	7,600



2. Lands and Resources



2 LANDS AND RESOURCES

PART A:

BASIC DESCRIPTION

MANDATE:

- To fulfill the Minister's statutory and trust responsibilities for the administration of reserve and surrendered lands, and the estates of infant, mentally incompetent and deceased Indians; to administer associated land-based resources; to negotiate and/or implement treaties and agreements affecting Indians; and to resolve Indian land title problems and disputes.

OBJECTIVE:

- To ensure that Canada fulfils its obligations and responsibilities to Indian people respecting Indian interests in Indian Reserves, surrendered and crown lands and associated land-based resources, including individual Indian interests in estates and reserve land allotments.

DESCRIPTION:

- Includes the maintenance of Indian Lands Registers, the provision of information on interests in Indian lands and the administration of activities involving individual Indian and Indian band interests in Indian lands and associated land-based resources. Includes matters concerning individual Indian interests in estates and reserve land allotments.

ESTIMATES PROGRAM:

- Reserves and Trusts Planning Element  
Indian and Inuit Affairs Program.

COMPONENT RESOURCES:

O & M	(Vote 5)	3.6
Capital	(Vote 10)	<u>.3</u>
G & C	(Vote 15)	<u>.8</u>
Total		<u>4.7</u>
P.Y. (81-82)		<u>98</u>

## 2 LANDS AND RESOURCES

### PART B:

### ELEMENTS AND STRUCTURE

#### ACTIVITIES:

- Administering provisions of the Indian Act and other Acts and Agreements dealing with Indian lands and land-based resources, including:
  - i) land management-leases and permits, individual Indian interests, processing surrenders, acquisition & disposals, surveys and transfer of authorities to bands;
  - ii) estate administration for deceased Indians, mentally incompetent Indians and infant Indians;
  - iii) maintenance of Indian Lands Registry;
  - iv) land entitlements - disputes, enquiries and federal-provincial agreements;
  - v) land-based resources - inventories, analysis, monitoring, protection, and advice and management.

#### OUTPUTS:

- i) Authoritative information respecting Indian lands and associated land-based resources, Indian land interests and related statistics;
- ii) the management and administration of individual and Indian band interests in Indian lands and associated land-based resources;
- iii) revenues and royalties from surrenders of Indian lands and development of land-based resources.

#### IMPACTS & EFFECTS:

- General agreement that Canada's specific obligations and responsibilities in respect of the administration and management of Indian lands and land-based resources, including individual Indian estates land allotments and revenues and royalties as provided for under the Indian Act and other Acts and Agreements, are adequately met.

## 2 LANDS AND RESOURCES

PART B: (Cont'd)

### ELEMENTS AND STRUCTURE

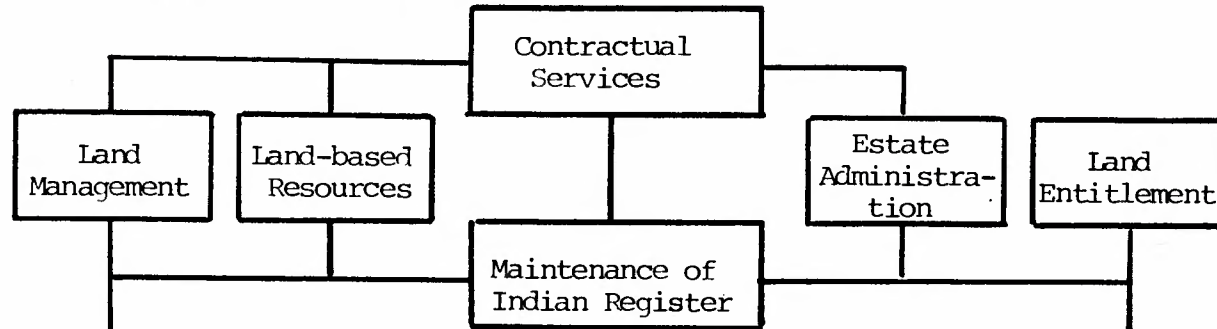
#### COMPONENT LOGIC

- The Indian Lands Registry system is a common feature in all transactions and activities involving Indian lands and associated land-based resources.
  
- The effective administration and management of Indian lands and associated land-based resources is an important source of capital and income to many Indian individuals and Indian bands and in some instances a major factor in Indian band economic development. The administration of individual Indian estates, moreover, has a number of unique and distinct features.

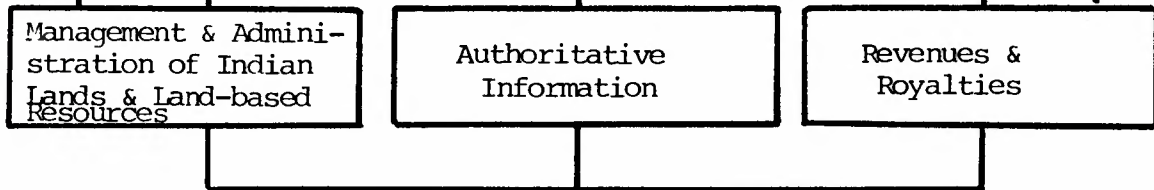
PART C:

COMPONENT LOGIC DIAGRAM

ACTIVITIES:



OUTPUTS:



IMPACTS & EFFECTS:

General agreement that Canada's specific obligations & responsibilities in respect of the admin. & mgt. of Indian lands & land-based resources, including individual Indian estates, land allotments & revenues & royalties as provided for under the Indian Act & other Acts & Agts. are adequately met.

OBJECTIVES:

To ensure that Canada fulfils its obligations & responsibilities to Indian people respecting Indian interests in Indian Reserves, surrendered & crown lands & associated land-based resources, including individual Indian interests in estates & reserve land allotments.

PART D:

EVALUATION STATUS

PRIORITY:

- Requires attention in response to general OCG requirements and criticisms respecting service levels in processing land transactions.

EVALUABILITY:

- Considered feasible in light of existing base of well-defined administrative records and recent internal audit and information system development studies.

POTENTIAL  
BENEFITS:

- Improved Indian lands and land-based resource records and systems will improve land administration service levels, lower costs in other program areas and increase revenues and royalties to individual Indian and Indian bands.

EVALUATION  
HISTORY:

- Performance Measurement Review - BMCS, 1977.  
Land Management - Sechelt, FY78-79  
Reserves and Trusts Activity Evaluation Assessment -  
In-house, FY81-82.

EVALUATION  
STRATEGY:

- An in depth evaluation study of Reserves and Trusts individual Indian and band interests, in that order, to be followed by a synthesis study of the overall Indian interest.



3. Membership and Statutory Requirements



PROGRAM EVALUATION COMPONENT PROFILE

3 MEMBERSHIP & STATUTORY REQUIREMENTS

PART A:

BASIC DESCRIPTION

MANDATE:

- To administer the sections of the Indian Act concerning Indian membership, Indian band government, payments under treaty or similar agreements, and trust funds.

OBJECTIVE:

- To ensure that Canada's obligations and responsibilities to Indian people respecting Indian membership, Indian band government, payments under treaty or similar agreements, and trust funds are fully met.

DESCRIPTION:

- Includes the maintenance of the Indian Register, the provision of band lists, and the administration of activities concerning Indian membership, Indian band government, payments under treaty or similar agreements, and trust funds. Operational tasks are performed both at Ottawa and various Regional, District and Indian band offices.

ESTIMATES

PROGRAM:

- Reserves and Trusts Planning Element  
Indian and Inuit Affairs Program

COMPONENT

RESOURCES:

(1981-82 Actual  
expenditures \$M)

O & M (Vote 5)	<u>.41</u>
Capital (Vote 10)	<u>          </u>
G & C (Vote 15)	<u>6.8</u>
Total	<u>7.2</u>
P.Y. (81-82)	<u>33</u>

### 3 MEMBERSHIP & STATUTORY REQUIREMENTS

#### PART B:

#### ELEMENTS AND STRUCTURE

#### ACTIVITIES:

- Administering provisions of the Indian Act concerning:
  - i) Indian membership and the Indian Register
  - ii) Special individual Indian trust funds
  - iii) Indian band councils and band government
  - iv) Individual Indian minor and Indian trust funds
  - v) Existing treaty obligations

Performance of the duties of the Deputy District Registrar of Indian Vital Events in B.C.

#### OUTPUTS:

- i) Certification of Indian Status and Provision of authoritative information respecting Indian membership, Indian band membership and related statistics.
- ii) The administration of individual and Band trust funds.
- iii) Certification of Indian Band government matters.
- iv) Payments under treaty and similar agreements.

#### IMPACTS & EFFECTS:

- General agreement that Canada's specific obligations and responsibilities in respect of Indian membership, Indian band government, payments under treaty or similar agreements, and trust funds as provided for under the Indian Act are being adequately met.

#### COMPONENT LOGIC:

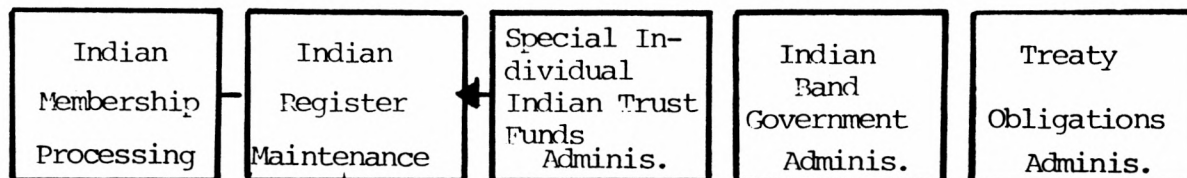
- Indian and Indian band membership are often a basis for payments under treaty or similar agreements, the administration of individual Indian and Indian band funds and as a basis for other benefits provided by Canada. Administrative activities related to Indian band government are more or less distinct from other activities.

MEMBERSHIP AND STATUTORY REQUIREMENTS

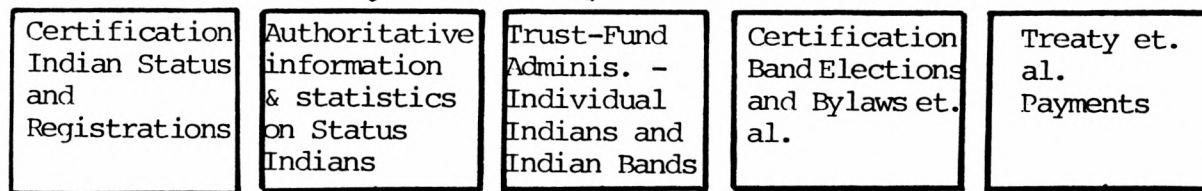
PART C:

COMPONENT LOGIC DIAGRAM

ACTIVITIES:



OUTPUTS:



IMPACTS & EFFECTS:

General agreement that Canada's specific obligations and responsibilities in respect of Indian membership, Indian Band government, payments under treaties or similar agreements, and trust funds as provided for under the Indian Act, are being adequately met.

OBJECTIVES:

To ensure that Canada's obligations and responsibilities to Indian people respecting Indian membership, Indian band government, payments under treaty or similar agreements, and trusts funds are fully met.

3 MEMBERSHIP AND STATUTORY REQUIREMENTS

PART D:

EVALUATION STATUS

PRIORITY:

- Requires attention in response to general OCG requirements and criticisms respecting service levels in processing membership transactions.

EVALUABILITY:

- Considered feasible in light of well-defined administrative records and recent internal audit and information system development studies.

POTENTIAL  
BENEFITS:

- Improved Indian membership data and statistical services will improve services in other program areas.

EVALUATION  
HISTORY:

- Performance Measurement Review - BMCS, 1977 Reserves and Trusts Activity Evaluation Assessment - In-house, FY 81-82.

EVALUATION  
STRATEGY:

- An indepth evaluation study of Reserves and Trusts individual Indian and band interests in that order, to be followed by a synthesis study of the overall Indian interest.



EDUCATION ACTIVITY

INDIAN AND INUIT AFFAIRS PROGRAM .

EDUCATION

INDIAN AND INUIT AFFAIRS PROGRAM

<u>Program Evaluation Component</u>	<u>PY</u>	<u>1981-82 Actual Expenditures (\$'000)</u>		
		<u>O &amp; M</u>	<u>Capital</u>	<u>G C</u>
Elementary/ Secondary Education	1430	137,000	500	121,200
Educational Facilities	-	15,400	16,800	22,500
Continuing Education	-	-	-	28,600
Cultural Services	-	-	-	6,500
		<hr/>		
TOTAL	1451	158,900	43,300	178,800



4. Elementary/Secondary Education



PROGRAM EVALUATION COMPONENT PROFILE

4 ELEMENTARY/SECONDARY EDUCATION

PART A:

BACKGROUND

MANDATE:

- Indian Act R.S.C. 1952, Sections 114-123, qualified by Section 4(3).

OBJECTIVE:

- To assist and support Indians and Inuit in achieving access to education programs and services which are responsive to their needs and aspirations and consistent with the concept of Indian control of education.

DESCRIPTION:

- Provision of funding and provision of instructional supplies and services and of appropriate services ancillary to instruction for eligible students at the kindergarten, elementary, and secondary levels.
- Provision of elementary/secondary education may be direct, through federally-operated schools, or indirect, through Band-operated schools or the provincial school systems.

ESTIMATES

PROGRAM:

- Education Activity  
Indian and Inuit Affairs Program.

COMPONENT

RESOURCES:

(1981-82 Actual  
expenditures \$M)

O & M (Vote 5)	137.0
Capital (Vote 10)	<u>.5</u>
G & C (Vote 15)	<u>121.2</u>
Total	<u>258.7</u>
P.Y. (81-82)	<u>1430</u>



4 ELEMENTARY/SECONDARY EDUCATION

PART B:

ELEMENTS AND STRUCTURE

ACTIVITIES:

- Provides elementary and secondary instruction and instructional supplies.
- Funds elementary and secondary instruction and instructional supplies through Indian Bands and the provinces.
- Funds special educational supplies and services including: native language instructors, native curriculum enrichment and other services and materials which enrich the school environment.
- Provides or funds guidance services.
- Provides or funds student support services.
- Provides or funds maintenance of federally and Band-operated school facilities.
- Funds and advises school committees and education authorities.

OUTPUTS:

- Students attending schools.
- Special educational supplies and services.
- Employment of native teachers and paraprofessionals.
- Social, academic, and career-related guidance.
- Employment for Indian counsellors.
- Allowances, living quarters, and transportation provided.
- Schools maintained.
- School Committees established and operating.

PART B: (Cont'd)

ELEMENTS AND STRUCTURE

IMPACTS &  
EFFECTS:

- Increased student retention.
- Decreased student absenteeism.
- Culturally-relevant curricula.
- Improved student academic achievement.
- Increased post-school opportunities.
- Increased cultural knowledge.
- Increased pride in heritage.
- Increased parental participation and local control.

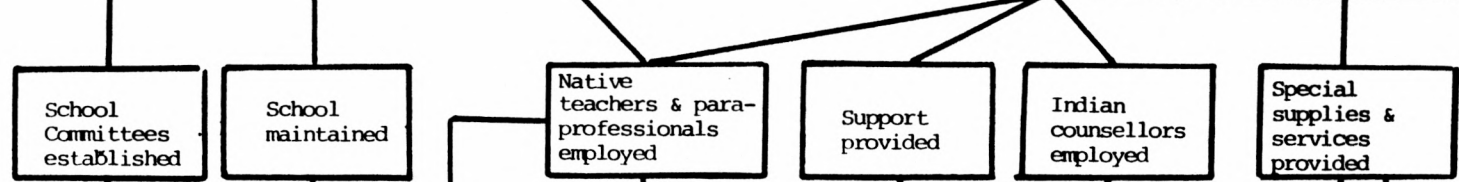
COMPONENT  
LOGIC:

- On the following page a diagram is provided to show the main aspects of the component logic. Only intended impacts and effects are shown.

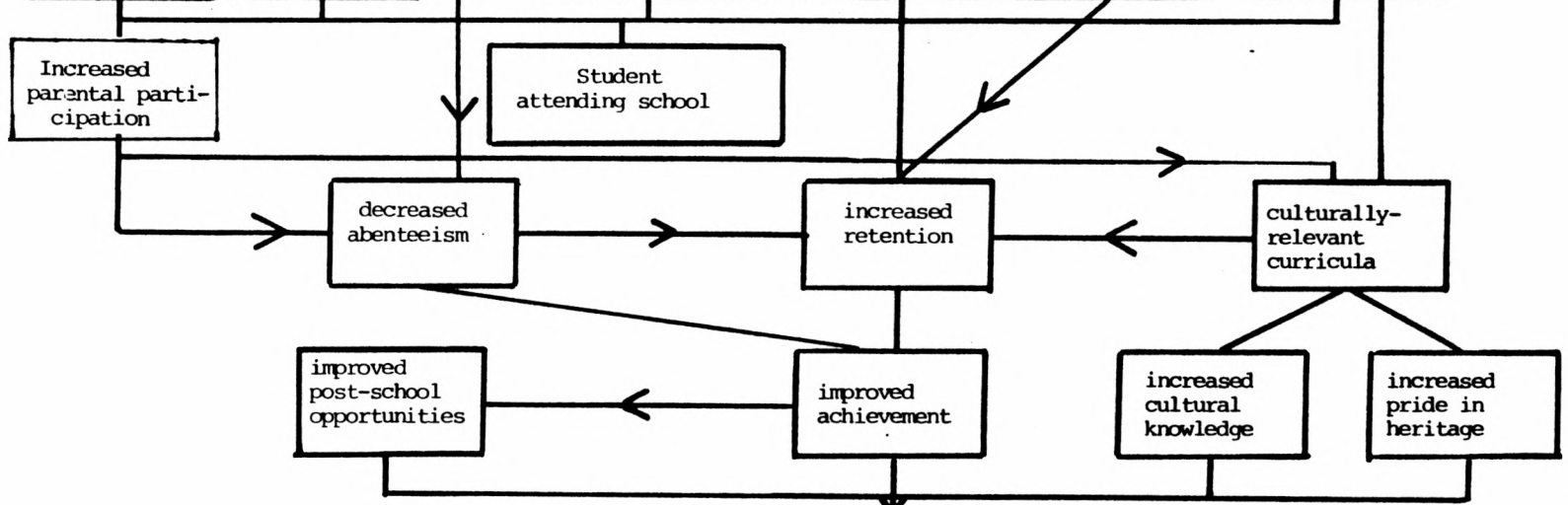
ACTIVITIES:



OUTPUTS:



IMPACTS & EFFECTS:



OBJECTIVES:

To assist and support Indian and Inuit in having access to education programs and services which are responsive to their needs and aspirations and consistent with the concept of Indian control of education

PART D:

EVALUATION STATUS

PRIORITY:

- The Education Activity as a whole has a high priority; this component is very highly rated because of its magnitude in terms of resources, its policy linkage to other DINA objectives, and its importance to the Indian people.

EVALUABILITY:

- Major block to conducting a full effectiveness evaluation is the lack of indicators of effective instruction which are acceptable to both the Department and the Indian people.

Agreements with provinces, in their present form, do not provide for DIAND - initiated evaluation endeavours. Slightly over half of status Indian children attend schools of the provincial system.

POTENTIAL BENEFITS:

- Program is particularly visible due to policy of Indian Control of Indian Education and various modes of delivery.
- Education is increasingly seen by Indian leaders as a high priority for future generations.
- Firm information on factors contributing to effective delivery of education required for program management decision-making.

EVALUATION HISTORY:

- No effectiveness evaluation of any appreciable scope has been undertaken.
- Study resulting in a plan for evaluation in Indian education completed in 1978.
- National Education Operations Review, completed in 1981, identified management and operational problems.
- Evaluation Assessment of Education Committees and Boards (1982).
- Several Band-level school evaluations have been undertaken.
- Evaluation Assessment of Instruction, 1982, proposes an evaluation study on selected areas for 1982.

.../2



4 ELEMENTARY/SECONDARY EDUCATION

PART D: (CONT'D)

EVALUATION STRATEGY:

- The main elements of this program component - instruction and the development of special curricula or modified versions of provincial curricula - are being addressed first. Particularly important is the development of school and program standards and indicators of effective instruction. An evaluation project being undertaken in 1982 is focussing on these areas. Any future effectiveness evaluation of instruction depends on the development of these standards and indicators.
- The previously-mentioned 1982 evaluation project will develop procedures for a consistent approach to individual on-reserve school evaluations in both federal and Band-operated situations.

5. Educational Facilities

PROGRAM EVALUATION COMPONENT PROFILE

5 EDUCATIONAL FACILITIES

PART A:

BASIC DESCRIPTION

MANDATE:

- To provide educational facilities to serve Indian community requirements.  
Legislative basis: Indian Act, Sec. 114(2); Appropriation Acts.

OBJECTIVE:

- To assist and support Indian communities to design, construct and maintain, or to cooperate therein with provincial and local authorities in respect of education facilities serving Indian community requirements.

DESCRIPTION:

- The component includes the provision of both financial and technical support in respect of the provision of adequate educational facilities serving reserve communities. The facilities can be either departmentally or band operated or through contractual arrangements with provincial and/or local authorities.

ESTIMATES

PROGRAM:

- Community Infrastructure and Services Activity - Indian and Inuit Affairs Program.

COMPONENT RESOURCES:

(1981-82 Actual expenditures \$M)

O & M (Vote 5)	15.4
Capital (Vote 10)	16.8
G & C (Vote 15)	22.5
Total	54.7
P.Y. (81-82)	



## 5 EDUCATIONAL FACILITIES

### PART B:

### ELEMENTS AND STRUCTURE

#### ACTIVITIES:

- Analyses educational facilities needs;
- provides technical assistance in planning, design, construction, and maintenance of the facilities;
- provides financial resources for the facilities;
- implements and maintains standards and inspections for the construction of new facilities and maintenance of them;
- trains bands in the management of their own construction projects.

#### OUTPUTS:

- Schools;
- teacherages;
- student residences.

#### IMPACTS & EFFECTS:

- Provision of adequate educational facilities where Indian children can obtain an education comparable to that of other Canadians;
- job creation;
- improved management skills.

#### COMPONENT LOGIC:

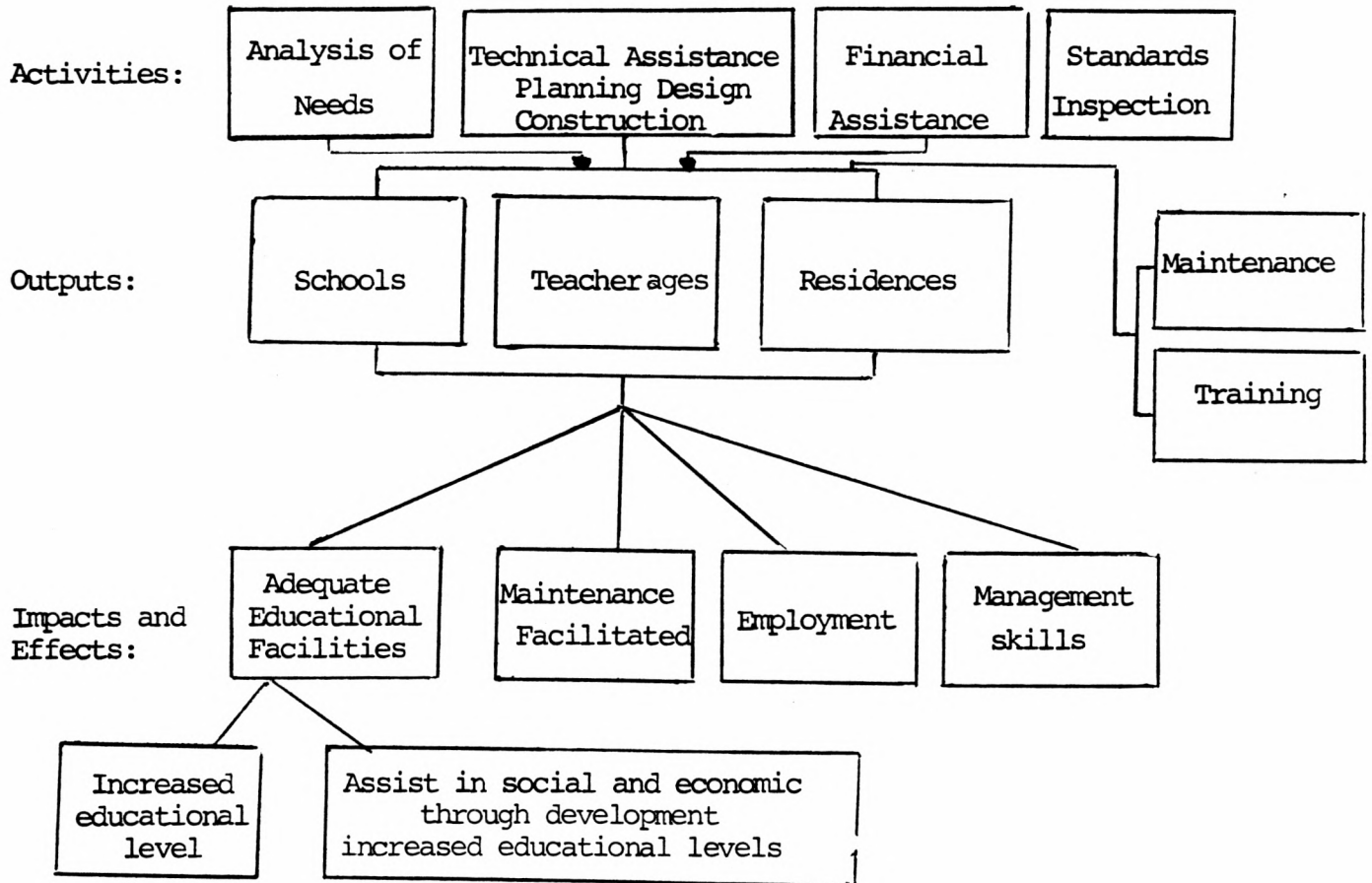
- There are some 80,000 Indian children in federal band or provincially operated schools. Old facilities must be replaced and new facilities added to the rising population in the school system. Standards defining the scope of the facilities are necessary as well as an assurance that the facilities meet the needs and maintenance is facilitated.
- to the extent that Indian people undertake the construction or participate in it, the acute unemployment problem on most reserves is alleviated, at least on a temporary basis.



5 EDUCATIONAL FACILITIES

PART C:

COMPONENT LOGIC DIAGRAM



Objective: To assist and Support Indian Communities to design, construct and maintain, or to cooperate therein with provincial and local authorities in respect of education facilities serving Indian community requirements.

5 EDUCATIONAL FACILITIES

PART D:

EVALUATION STATUS

PRIORITY:

- Low. The Internal Audit Branch has done work in the Capital Program. The Technical Services and Contracts Branch is planning a functional audit of this program component.

EVALUABILITY:

- Objectives are clear and measurable. Data exist and methodology for evaluation can be developed.

POTENTIAL  
BENEFITS:

- Low in view of functional audit that is being undertaken.

EVALUATION  
HISTORY:

- No departmental effectiveness evaluation has been done to date.

EVALUATION  
STRATEGY:

- An evaluation assessment and evaluation study will be undertaken in 1983/84.



6. Continuing Education

PROGRAM EVALUATION COMPONENT PROFILE

6 CONTINUING EDUCATION

PART A:

BACKGROUND

MANDATE:

- T.B. Minute #752408 (October 1977), pSEAP.
- T.B. Minute #781127 (April 1982) C.A.E.
- T.B. Minute authorizing contributions to Bands.

OBJECTIVE:

- To assist and support Indians and Inuit in obtaining post-school education which is responsive to their needs and aspirations.

DESCRIPTION:

- Provision of financial assistance to Indian and Inuit students for tuition, supplies, and in the case of post-secondary students, living costs. The two programs encompassed by this evaluation component are the Post-Secondary Education Assistance Program (university/professional) and Community Adult Education.

ESTIMATES PROGRAM:

- Education Activity  
Indian and Inuit Affairs Program

COMPONENT RESOURCES:

(1981-82 Actual expenditures \$M)

O & M (Vote 5)	_____
Capital (Vote 10)	_____
G & C (Vote 15)	_____
Total	_____ 28.6
P.Y. (81-82)	_____ 21



## 6 CONTINUING EDUCATION

### PART B:

### ELEMENTS AND STRUCTURE

#### ACTIVITIES:

- Determines eligibility of students.
- Provides tuition funds or other instructional funds.
- Provides funds for instructional supplies.
- Provides funds for maintenance and housing assistance for post-secondary students and their dependents.
- Funds daily or seasonal transportation.
- Provides or funds counselling services.
- Funds community libraries.

#### OUTPUTS:

- Tuition costs provided.
- Funds provided for supplies, and in the case of post-secondary students, for maintenance and housing.
- Funds provided for transportation.
- Indian counsellors employed.
- Units of counselling provided.
- Libraries operated in reserve communities.

#### IMPACTS & EFFECTS:

- Acquisition of post-secondary and adult education.
- Increase knowledge, skills, abilities.
- Increase employability and economic self-sufficiency.
- Contribute to community development.
- Reduce drop-out rate.
- Reduce absenteeism.
- Increase ability to cope with personal pressures arising from new academic and work environments.

6 CONTINUING EDUCATION

PART B: (Cont'd)

ELEMENTS AND STRUCTURE

- More appropriate decisions regarding academic and other training choices.

COMPONENT LOGIC:

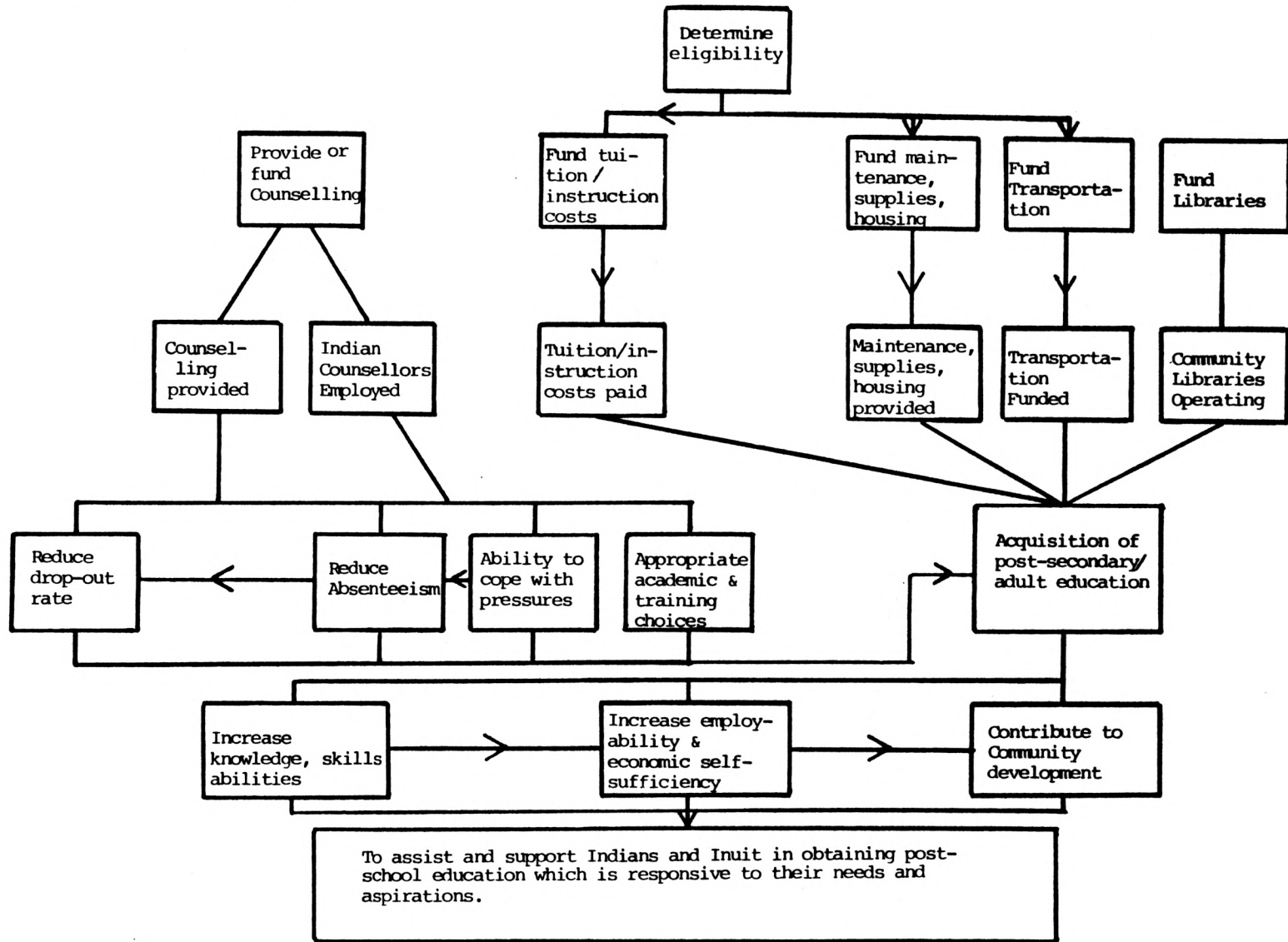
- The diagram in Part C of this profile displays the main aspects of the program evaluation component. Unintended impacts and effects are not shown.

ACTIVITIES:

OUTPUTS:

IMPACTS & EFFECTS:

OBJECTIVES:



## 6 CONTINUING EDUCATION

### PART D:

### EVALUATION STATUS

#### PRIORITY:

- The Education Activity as a whole has a high priority. Within the continuing education component, the Post-Secondary Education Assistance Program, through which university and professional education are provided, has the highest priority and accounts for the bulk of the funds allocated to post-school education. Recent request from Treasury Board for an evaluation.

#### EVALUABILITY:

- Objectives may require clarification. Impacts and effects pose some measurement difficulties. The Continuing Education Information System contains quantitative data which would assist evaluation endeavours.

#### POTENTIAL BENEFITS:

- P.S.E.A.P. is a highly visible, politically sensitive program seen by Indian people and the Department to have great importance. Indian-sensitive and native studies programs in universities are seen to have particular value by the Indian people. Enrolment of Indian people in universities has increased significantly in recent years, thus placing heavy demands on funds.

#### EVALUATION HISTORY:

- No effectiveness evaluations of any scope have been conducted.
- A review of P.S.E.A.P. (also known as "E12") was undertaken by Treasury Board in 1977.
- An evaluation of the Department's system for projecting university enrolment and annual costs was completed in 1979.
- In 1981, an evaluation assessment was carried out on the Adult Education Program.

#### EVALUATION STRATEGY:

- An evaluation assessment of P.S.E.A.P. is underway at this time. It will outline an approach to evaluating this program. An evaluation of Adult Education has been postponed until program managers re-assess the direction of the program.



7. Cultural Services

PROGRAM EVALUATION COMPONENT PROFILE

7 CULTURAL SERVICES

PART A:

BACKGROUND

MANDATE:

- TB Minutes #753033 (Dec. 1977) and #635419 (Jan. 1965)

OBJECTIVE:

- To assist and support Indians and Inuit in preserving, developing and expressing their cultural identity, with emphasis upon native languages.

DESCRIPTION:

- Provision of grants for the support of Indian and Inuit cultural development projects and programs.
- Funding of cultural education centres established and operated by Indian and Inuit people.
- Funding and other assistance in setting up Indian art displays.

ESTIMATES

PROGRAMS:

- Education Activity  
Indian and Inuit Affairs Program

COMPONENT  
RESOURCES:

(1981-82 Actual  
expenditures \$M)

O & M (Vote 5)	<u>-</u>
Capital (Vote 10)	<u>-</u>
G & C (Vote 15)	<u>6.5</u>
Total	<u>        </u>
P.Y. (81-82)	<u>-</u>



7 CULTURAL SERVICES

PART B:

ELEMENTS AND STRUCTURE

ACTIVITIES:

- Assesses proposals/applications.
- Provides grants to individuals, groups or organizations as assistance in research, preservation, promotion and expression of traditional and contemporary forms of culture.
- Provides funding for the establishment and operation of Cultural Education Centres.
- Provides advice and assistance in operation of Centres.
- Funds and other assistance for the display of Indian art.

OUTPUTS:

- Grants awarded.
- Projects undertaken.
- Establishment of individual Cultural Centres.
- Appropriate activities conducted by Centres.
- Displays of art.

IMPACTS &  
EFFECTS:

- Increase non-native exposure to Indian and Inuit cultures.
- Preserve Indian and Inuit cultures.
- Increase development and promotion of Indian and Inuit Art.
- Increase cultural awareness and skills of Indian/Inuit people.
- Acquire linguistic competence in traditional languages.

7 CULTURAL SERVICES

PART B: (Cont 'd)

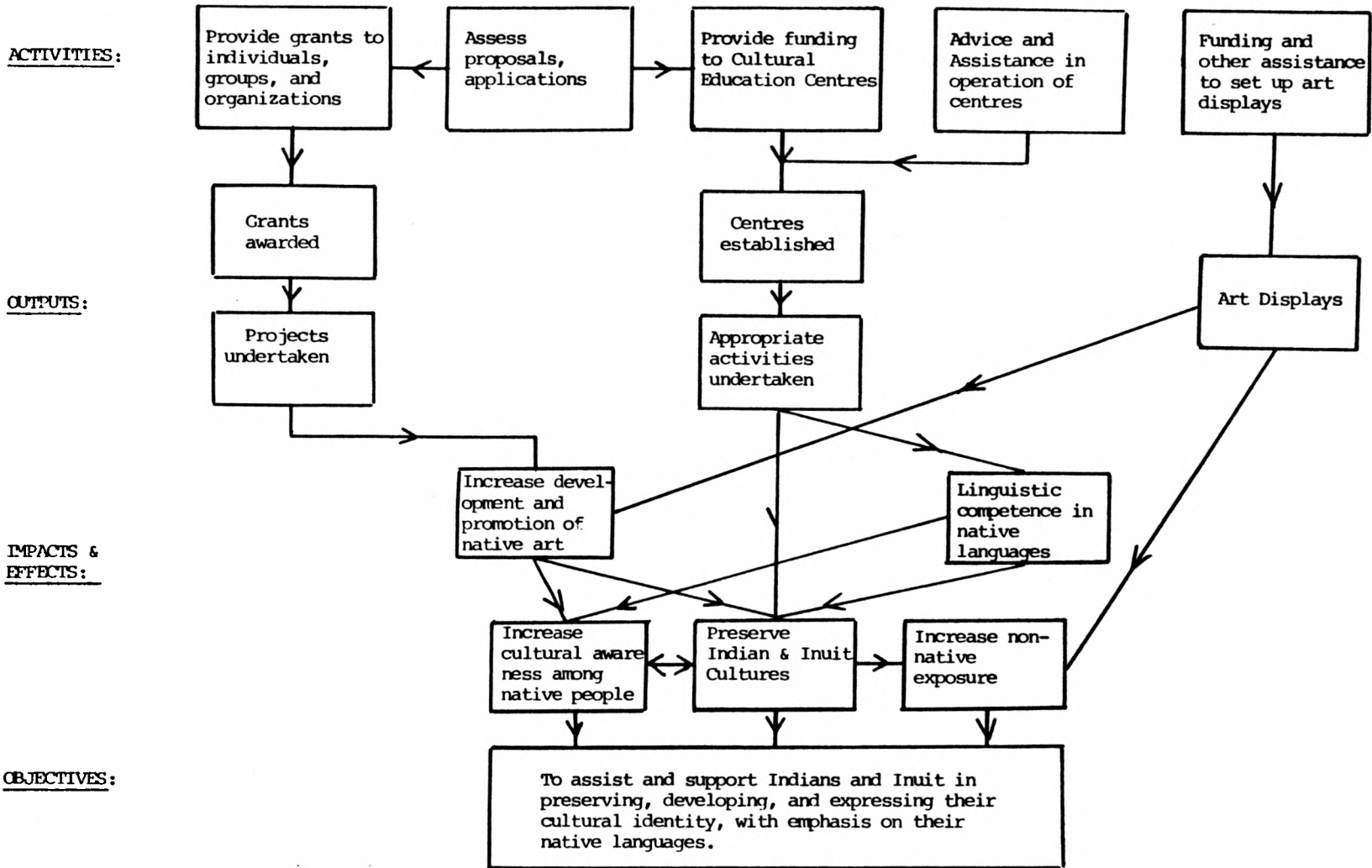
ELEMENTS AND STRUCTURE

COMPONENT

LOGIC:

- The accompanying diagram displays the main relationships constituting the component logic. The impacts and effects shown are those which are intended as program outcomes. Possible unintended effects and impacts have not yet been identified. The diagram itself is a tentative one in that this component has not yet been the subject of an evaluation assessment in which the elements and relationships could be verified.





7 CULTURAL SERVICES

PART D:

EVALUATION STATUS

PRIORITY:

While a high priority is assigned to the Education Activity as a whole, this evaluation component has been assigned a low priority for evaluation at this time. The low priority stems from its relatively low level of funding and the fact that evaluation projects have addressed this component fairly recently.

EVALUABILITY:

Measurement of impacts and effects will pose difficulties both in terms of indicator development and methodology for attributing causality to Departmental activities.

POTENTIAL BENEFITS:

These programs are particularly important to Indian people because of their cultural focus, and the opportunities in this respect they are meant to create. Evaluation can improve the Department's role in supporting Indians to achieve their cultural goals.

EVALUATION HISTORY:

Cultural Education Centres - Independent administrative efficiency and effectiveness evaluation undertaken in 1978, as well as various task force evaluations (descriptive and process) in 1976.

Grants Program: financial review undertaken in 1979.

EVALUATION STUDY:

Strategy not developed at this time. Priority low because of recent evaluation undertakings on elements of the Component.



ECONOMIC AND EMPLOYMENT DEVELOPMENT ACTIVITY

INDIAN AND INUIT AFFAIRS PROGRAM



ECONOMIC AND EMPLOYMENT DEVELOPMENT ACTIVITY

INDIAN AND INUIT AFFAIRS PROGRAM

<u>Program Evaluation Component</u>	<u>1981-82 Actual Expenditures (\$'000)</u>		
	<u>PY</u>	<u>O &amp; M</u>	<u>G &amp; C</u>
Band Economic Development	188	4,700	29,200
Institutional Development	17.5	400	14,500
Resource Impacts	8	200	1,800
	<hr/>		
TOTAL	213.5	5,300	45,500



8. Band Economic Development

PROGRAM EVALUATION COMPONENT PROFILE

8 BAND ECONOMIC DEVELOPMENT

PART A:

BASIC DESCRIPTION

MANDATE:

- To provide for improved economic self-sufficiency of Indian people by: contributing to the development of plans to direct Band economic development, assisting in the development and maintenance of Indian owned and managed businesses; providing work opportunity programs in certain designated areas; and providing for the acquisition of job skills and access to mainstream employment. Legislative basis: The Appropriation Acts.

OBJECTIVE:

- To provide for increased occupational opportunities and improved economic self-sufficiency of Indians and Inuit people through community-based programming.

DESCRIPTION:

- The component involves the provision of financial assistance and technical counselling to support community-based planning activities, Indian and Inuit owned and managed business ventures, socio-economic projects providing work opportunities on reserve, and initiatives providing access to employment for Indian and Inuit people.

ESTIMATES

PROGRAM:

- Economic and Employment Development Activity - Indian and Inuit Affairs Program.

COMPONENT

RESOURCES:

(1981-82 Actual expenditures \$M)

O & M (Vote 5)	<u>4.7</u>
Capital (Vote 10)	<u>-</u>
G & C (Vote 15)	<u>29.2</u>
Total	<u>33.9</u>
P.Y. (81-82)	<u>188</u>



8 BAND ECONOMIC DEVELOPMENT

PART B:

ELEMENTS AND STRUCTURE

ACTIVITIES:

- Provides funds and technical assistance for socio-economic planning at the community, sub-regional and regional levels;
- provides funds to contract consulting services to support socio-economic development, business development activities, and employment opportunity planning;
- provides funds for the development of economic strategies as requested in Band Work Process program;
- provides equity financing for viable business enterprises and socio-economic development projects;
- provides business viability analysis and supplies loans and loan guarantees;
- assists in job placement and Outreach programs;
- establishes training-on-the-job and job creation programs and administers Federal Summer Project Services.

OUTPUTS:

- Community development plans;
- advisory service contracts;
- agreements with Indian and Inuit individuals, Bands, Tribal Councils and organizations to provide or participate in socio-economic and employment development initiatives;
- contributions in support of economic development;

8 BAND ECONOMIC DEVELOPMENT

PART B: (Cont'd)

ELEMENTS AND STRUCTURE

OUTPUTS:

- loans and loan guarantees in support of Indian owned and managed businesses;
- agreements with other federal government departments to provide employment development programs for Indian and Inuit people;
- community and socio-economic development initiatives;
- Indian owned and managed business enterprises;
- employment development projects.

IMPACTS & EFFECTS:

i) Direct  
1st level:

- jobs on-reserve
- jobs off-reserve for Indians
- improved management skills
- improved social conditions
- improved community facilities (other programs, such as the community infrastructure program, have a more direct effect on this outcome)

2nd level:

- development of a socio-economic base on reserve
- increased income for Indians
- access to the mainstream economy for Indians.

ii) Indirect (not shown on logic diagram)

- reduced symptoms of dependency and reduced evidence of social pathology.
- reduced expenditures on social assistance and social maintenance programs.



8 BAND ECONOMIC DEVELOPMENT

PART B: (Cont'd)

ELEMENTS AND STRUCTURE

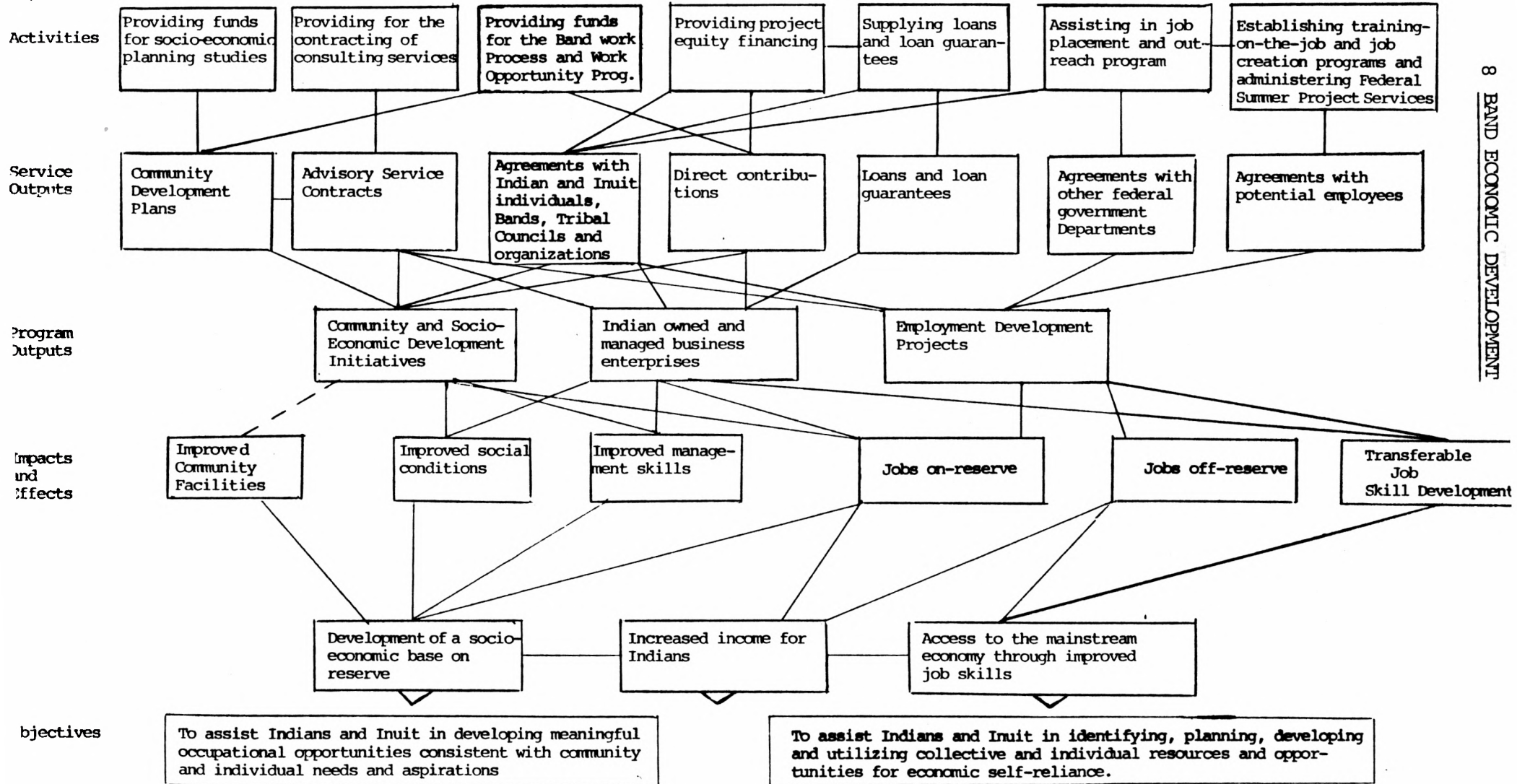
COMPONENT

LOGIC:

- The component logic is shown on the accompanying chart. The service outputs (those outputs which are directly controllable by the Department) result in the program outputs of business development, socio-economic development and employment development initiatives. Socio-economic development planning is viewed as a service output in this logic flow since planning will likely precede and inform socio-economic and employment development activities. The program outputs will provide jobs, employment experience, and job skills while contributing to an improvement of social conditions on reserve. It should be noted that, wherever possible, the program component attempts to assist in the creation of self-sustaining business enterprises. Improved community facilities are a spin-off benefit resulting from job creation socio-economic projects designed to provide short term employment on reserve. Other programs, such as the community infrastructure program, are designed with the specific objective of improving community facilities on reserve.
  
- Two of the major sub-objectives of the Department are to assist with the development of employment opportunities in accord with the plans and aspirations of Indian and Inuit people and to assist in the achievement of economic self-reliance by Indian and Inuit people. The desired effects of this component should lead to the development of a socio-economic base on reserve and access to the mainstream economy by Indian and Inuit people. In turn, these outcomes are linked directly with the Departmental sub-objectives.

PART C: COMPONENT LOGIC DIAGRAM

BAND ECONOMIC DEVELOPMENT



PART D:

EVALUATION STATUS

PRIORITY:

In light of the emphasis on a community-based approach to economic development in the Cabinet document currently up for approval, the Band economic development component is important. The Terms of Reference for an evaluation of the Band economic development component for the B.C. region have been approved.

EVALUABILITY:

An evaluation strategy of the component has been prepared. Although the program objectives in the formal program statements are now relatively clear and discrete, it will likely be difficult to match projects to programs due to the changing emphasis in economic development over the past decade. In the context of an evaluation, it will likely be difficult to isolate program effects from outside influences on economic development.

POTENTIAL  
BENEFITS:

Evaluations of the Band economic development component will prove invaluable in identifying successful approaches for future economic development initiatives. This will be particularly important if increased funding is provided to the component with approval of the Cabinet document.

EVALUATION  
HISTORY:

A portion of the socio-economic development planning variable in band economic development was examined in the evaluation of the channelling of social assistance funds through Band Work Process and Work Opportunity Programs, conducted in 1981. No evaluations have been done in the economic or employment development areas of the component in the past three years.

EVALUATION  
STRATEGY:

An evaluation strategy for the component was developed in the context of a strategy for the full economic development activity. An evaluation of the band economic development in the B.C. Region will be conducted in 1982-83.



9. Economic Development Institutions



PROGRAM EVALUATION COMPONENT PROFILE

9 ECONOMIC DEVELOPMENT INSTITUTIONS

PART A:

BASIC DESCRIPTION

MANDATE:

- To assist Indian initiatives in the development of institutional structures for Indian managed economic development by the support of Indian managed economic development and financial institutions.  
Legislative basis: Indian Act R.S.C. 1952, C149 and the Appropriation Acts.

OBJECTIVE:

- To provide occupational opportunities in accordance with Indian needs and aspirations and contribute to Indian self-sufficiency by assisting with Indian initiatives to establish institutional structures for Indian economic development.

DESCRIPTION:

- This component involves the provision of technical advice and financial assistance for the establishment and maintenance of Indian designed and managed economic development and financial institutions.

ESTIMATES

PROGRAM:

- Economic and Employment Development Activity.

COMPONENT

RESOURCES:

(1981-82 Actual  
expenditures \$M)

O & M (Vote 5)	<u>.4</u>
Capital (Vote 10)	<u>-</u>
G & C (Vote 15)	<u>14.5</u>
Total	<u>14.9</u>
P.Y. (81-82)	<u>17.5</u>

9 ECONOMIC DEVELOPMENT INSTITUTIONS

PART B:

ELEMENTS AND STRUCTURE

ACTIVITIES:

- Provides for consultant services in support of Indian institutions;
- provides funds and technical support to Indian and Inuit institutions providing developmental services to Indian individuals and organizations;
- provides funds and technical support to Indian institutions providing financial services to Indian individuals and organizations.

OUTPUTS:

i) Service Outputs

- advisory service contracts
- contributions
- agreements with Indian individuals, bands and organizations regarding support to be provided to developmental and financial institutions.

ii) Program Outputs

- Indian managed developmental institutions
- Indian managed financial institutions
  - which provide, depending on their focus, either singly or in combination:
    - economic development policy for their clients
    - product research and development
    - marketing, management, and technical advisory support
    - coordination of government funds and provision of a conduit for them

9 ECONOMIC DEVELOPMENT INSTITUTIONS

PART B: (Cont'd)

ELEMENTS AND STRUCTURE

OUTPUTS:

- bonding of Indian contractors
- equity and long term financing for Indian ventures
- investment counselling services
- liaison between Indian people and conventional financial institutions.

IMPACTS & EFFECTS:

- establishment and continuing existence of Indian and Inuit owned and managed businesses on-reserve and in response to opportunities off-reserve
- resulting in:
  - jobs on-reserve
  - jobs off-reserve
- resulting in:
  - development of a socio-economic base on-reserve
  - increased income for Indians
  - access to mainstream economy through Indian owned businesses and acquisition of job skills.

COMPONENT LOGIC:

- The component logic is shown on the accompanying chart. The program outputs of the component are Indian initiated and managed developmental and financial institutions. These institutions provide a range of services to Indian and Inuit individuals and organizations, depending on their particular focus. The major output of these institutions is the development and support of Indian owned and managed businesses. In turn, Indian and Inuit businesses will create jobs, both on and off reserve, and provide for the development of job and business management skills at the Band level. The desired outcome of this process is directly equivalent to the desired outcome

## 9 ECONOMIC DEVELOPMENT INSTITUTIONS

PART B: (Cont 'd)

### ELEMENTS AND STRUCTURE

COMPONENT  
LOGIC:

of Band economic development: increased income for Indians and Inuit and provision of improved access to the mainstream economy for Indians. A desired indirect effect of this component (not shown on the logic diagram) is reduced reliance on social assistance and evidence of improved social conditions (less crime, fewer family breakdowns).

- Two of the major sub-objectives of the Department are to assist in the development of employment opportunities in line with the needs and aspirations of Indian and Inuit people and to assist in the achievement of economic self-sufficiency by Indian and Inuit people. The desired effects of this component, like the Band Development component, are linked directly to the Departmental sub-objectives.



ECONOMIC DEVELOPMENT INSTITUTIONS

Activities

Provides for consultant services in support of Indian and Inuit institutions

Provides funds and technical support to Indian institutions providing developmental services

Provides funds and technical support to Indian and Inuit controlled financial institutions

Service Outputs

Advisory Service Contracts

Direct contributions

Agreements with Indian bands and organizations with respect to support to be provided to developmental and financial institutions

Program Outputs

Note: dotted box indicates services which may be provided by Indian institutions

Indian and Inuit owned and managed developmental institutions

Indian and Inuit owned and managed financial institutions

Economic Development policy Development

Product research and development

Opportunity identification and economic development promotion at band level

Marketing, management, and technical advisory support

Co-ordination and conduit of government funds to Indian individuals and organizations

Bonding of Indian contractors

Equity and long term financing for Indian ventures

Investment counselling services

Impacts and Effects

Establishment and continuing existence of Indian and Inuit owned and managed businesses on-reserve and in response to opportunities off-reserve

Improved management skills

Jobs on-reserve

Jobs off-reserve

Development of a socio-economic base on-reserve

Increased income for Indians

Access to the mainstream economy through Indian owned businesses and acquisition of job skills

Objectives

To assist Indians and Inuit people in developing meaningful occupational opportunities consistent with their community and individual needs

To assist Indian and Inuit in identifying, planning developing and utilizing collective and individual resources and opportunities for economic self-reliance

- B-79 -

PART C :

COMPONENT LOGIC DIAGRAM

PART D:

EVALUATION STATUS

PRIORITY:

Indian and Inuit economic development has been identified as a major priority by the Department, as is indicated in the major policy thrust in the Cabinet document currently under consideration. Indian initiated and managed institutions have acted as the primary delivery mechanism for Indian economic development and are proposed as a major development focus in the new policy paper. Accordingly, this component is a high priority for evaluation. Also, evaluation requirements are written into the funding agreements with Indian and Inuit institutions. The Saskatchewan and Manitoba Agricultural Corporations will be evaluated in 1982-83.

An overview of the full component was undertaken in 1981-82. It is expected that an evaluation of the full component will not be desirable for 2-3 years while program policies and strategies are implemented.

EVALUABILITY:

Evaluation approaches to the institutional development component was considered in the overall evaluation strategy for the economic development activity. Due to the clarity of objectives, evaluations are readily conducted for Indian institutions established prior to 1976. Evaluation of institutions formed after 1976 will not be feasible until measureable objectives are in place.

The conclusions of the institutional Overview would seem to indicate that an evaluation of the full component is not practical at this time.

POTENTIAL BENEFITS:

Evaluations of the component will be useful in determining optimal approaches to Indian controlled and managed economic development.

EVALUATION HISTORY:

All of development and financial institutions established prior to 1976 have been evaluated during the past three years. An overview of the full component was conducted in 1981.

EVALUATION STRATEGY:

The institutional development component was considered in the overall evaluation strategy for the economic development activity. The Saskatchewan and Manitoba Indian Agricultural Corporations will be evaluated in 1982-83 in accordance with the three-year evaluation cycle for these institutions.



10. Resource Impacts



PROGRAM EVALUATION COMPONENT PROFILE

10 RESOURCE IMPACTS

PART A:

BASIC DESCRIPTION

MANDATE:

- To assist Indian and Inuit people in utilizing major resource development economic opportunities and in ensuring that the negative effects of development projects are minimized.
- Legislative basis: Indian Act R.S.C. 1952, C149 and the Appropriation Acts.

OBJECTIVE:

- To support the participation of Indian bands in economic opportunities available through resource development and identify and coordinate the mitigation of negative environmental and socio-economic impacts arising from major resource development.

DESCRIPTION:

- The component involves the planning and coordination of federal strategies to support Indian and Inuit initiatives in the area of resource development and the provision of financial and technical assistance to Bands in support of their efforts to deal with the negative impacts of major resource development.

ESTIMATES

PROGRAM:

- Economic and Employment Development Activity

COMPONENT RESOURCES:

(1981-82 Actual expenditures \$M)

O & M (Vote 5)	<u>.2</u>
Capital (Vote 10)	<u>-</u>
G & C (Vote 15)	<u>1.8</u>
Total	<u>2.0</u>
P.Y. (81-82)	<u>8.0</u>



## 10 RESOURCE IMPACTS

### PART B:

### ELEMENTS AND STRUCTURE

#### ACTIVITIES:

- Identifies and monitors resource development;
- provides technical and financial support to Indian bands to organize and plan their responses to major resource development.

#### OUTPUTS:

- National plans and strategies to resource development impacts;
- community plans and strategies to resource development impacts;
- organized interventions in resource development hearings;
- Band-initiated negotiations with the government and developer;
- leading to:
  - tri-party agreements between the affected Indian Band(s), the developer and government
- with outputs as follows:
  - appropriate training and employment packages;
  - Indian owned and operated business ventures benefiting from resource development;
  - required infrastructure and socio-economic projects, as negotiated;
  - appropriate compensation to mitigate negative effects of development;
  - action and monitoring the mitigation of negative environmental impacts;
  - equity participation and/or resource revenue sharing, if included in the agreement.

#### IMPACTS & EFFECTS:

- Jobs at the resource development site;
- jobs in Indian owned and operated businesses;
- transferable job skill development;
- management skill development;
- minimal negative environmental impacts;

PART B: (Cont 'd)

ELEMENTS AND STRUCTURE

IMPACTS & EFFECTS:

- improved social conditions on reserves;
- improved community facilities;
- increased income for Indians;
- resulting in:
  - development of an appropriate socio-economic base on reserve;
  - access to the mainstream economy for Indians and Inuit.

COMPONENT LOGIC:

- The component logic chart is shown on the following page. The first level of outputs in this component are plans and strategies relating to resource development, interventions into regulatory hearings and Band-initiated negotiations with various levels of government and the companies involved in the resource development projects. The completion of this stage is expected to result in a tri-party agreement between the Band, the developer and appropriate levels of government which will ensure the provision of benefits and mitigative measures identified as appropriate and desirable in the negotiating period. In turn, the outputs flowing from agreements are likely to include training and employment programs, business ventures, compensation, resource revenue sharing, and actions to mitigate the negative impacts of resource development. The desired outcomes of this co-ordinated response are those targetted by other economic development initiatives: provision of a socio-economic base on reserve and access to the mainstream economy for Indians and Inuit people. These outcomes will be achieved through desired effects such as jobs, job and management skill development, and conservation and enhancement of the environment on the reserve. The desired outcomes are linked directly to the Departmental sub-objectives.

Activities

Identification and monitoring of resource developments

Provision of technical and financial support to Indian bands to organize and plan appropriate responses to major resource developments

Outputs

National Plans and Strategies

Community Plans and Strategies

Organized interventions in resource development hearings

Band-initiated negotiations with government and developers

Tri-party agreements respecting benefits and mitigation measures

AS NEGOTIATED

Training and employment programs

Indian owned and operated businesses

Required infrastructure and socio-economic projects

Compensation

Measure to mitigate environmental damage

Equity participation and/or revenue sharing

Impacts and Effects

Transferable Job skill development

Jobs at the resource development site

Jobs in Indian owned and operated businesses

Management skill Development

Improved income for Indians

Minimal negative environment damage

Improved social Conditions

Improved community facilities

Access to the mainstream economy

Development of a socio-economic base on reserve

Objectives

To assist Indians and Inuit in developing meaningful occupational opportunities consistent with their needs and desires

To assist Indians and Inuit in identifying, planning, developing, and utilizing collective and individual resources and opportunities for economic self-reliance

10 RESOURCE IMPACTS

PART D:

EVALUATION STATUS

PRIORITY:

Given that resource development impacts was recently established and provided with \$2 million in 1981-82 and \$3 million in 1982-83, it is suggested that the Department considers the program a priority area. An evaluation of several selected resource impacts agreements is scheduled for 1982-83.

EVALUABILITY:

This component was examined in the overall evaluation strategy for the economic development activity. The objectives for the program component are clear and an evaluation framework for Resource Impacts was completed in 1981-82. It should be noted that the impetus for the program is beyond the control of the Department (e.g. resource developments such as Alsands, and Cold Lake are now not proceeding).

POTENTIAL  
BENEFITS:

Evaluation of the resource development impacts component will be useful in determining appropriate approaches toward ensuring that economic benefits accrue to Indian communities situated in the vicinity of major resource development.

EVALUATION  
HISTORY:

An evaluation framework of the Resource Development Impacts program was completed in March 1982.

EVALUATION  
STRATEGY:

A strategy for the evaluation of this component, was considered in the overall strategy for the economic development activity. It is suggested that the Resource Impacts issue be expanded to include instances where impacts are related to renewable resource development as well as those arising from non-renewable development.



SOCIAL SERVICES ACTIVITY

INDIAN AND INUIT AFFAIRS PROGRAM

SOCIAL SERVICES

INDIAN AND INUIT AFFAIRS PROGRAM

<u>Program Evaluation Component</u>	<u>1981-82 Actual Expenditures (\$'000)</u>		
	<u>PY</u>	<u>O &amp; M</u>	<u>G &amp; C</u>
Income Maintenance	66	16,600	150,200
Family & Children Services	-	24,200	10,700
Adult Care & Rehabilitation	-	8,300	3,900
Community Social Services	1	300	3,900
	<hr/>		
TOTAL	67	49,400	166,800



11. Income Maintenance



PROGRAM EVALUATION COMPONENT PROFILE

11 INCOME MAINTENANCE

PART A:

BASIC DESCRIPTION

MANDATE:

- Appropriation Acts and various TB Minutes.

OBJECTIVE:

- To assist and support Indians and Inuit to meet their requirements for social assistance support.

DESCRIPTION:

- The provision or arrangement for the provision of income support to Indians and Inuit qualifying for social assistance.

ESTIMATES

PROGRAM:

- Social Services Activity  
Indian and Inuit Affairs Program

COMPONENT

RESOURCES:

(1981-82 Actual  
expenditures \$M)

O & M (Vote 5)	<u>16.6</u>
Capital (Vote 10)	<u>          </u>
G & C (Vote 15)	<u>150.2</u>
Total	<u>166.8</u>
P.Y. (81-82)	<u>66</u>



11 INCOME MAINTENANCE

PART B:

ELEMENTS AND STRUCTURE

ACTIVITIES:

- Provides for payment of social assistance benefits for income support to Indian people in need who are unable to secure gainful employment or who are unable to work for social or health reasons.

Through mechanisms such as Work Opportunity Program and Band Work Process, some of these monies are used as wages in direct employment projects on reserves.

Covers special needs requirements such as fuel, rental payments, children with relatives' support.

OUTPUTS:

- Payments issued to those eligible.
- People counselled.
- Employment (jobs) created.

IMPACTS & EFFECTS:

- Immediate income support to those who have no income alternative.

Employment preparation and referral of those individuals who are employable.

Development of employment goals for those previously/temporarily on social assistance.

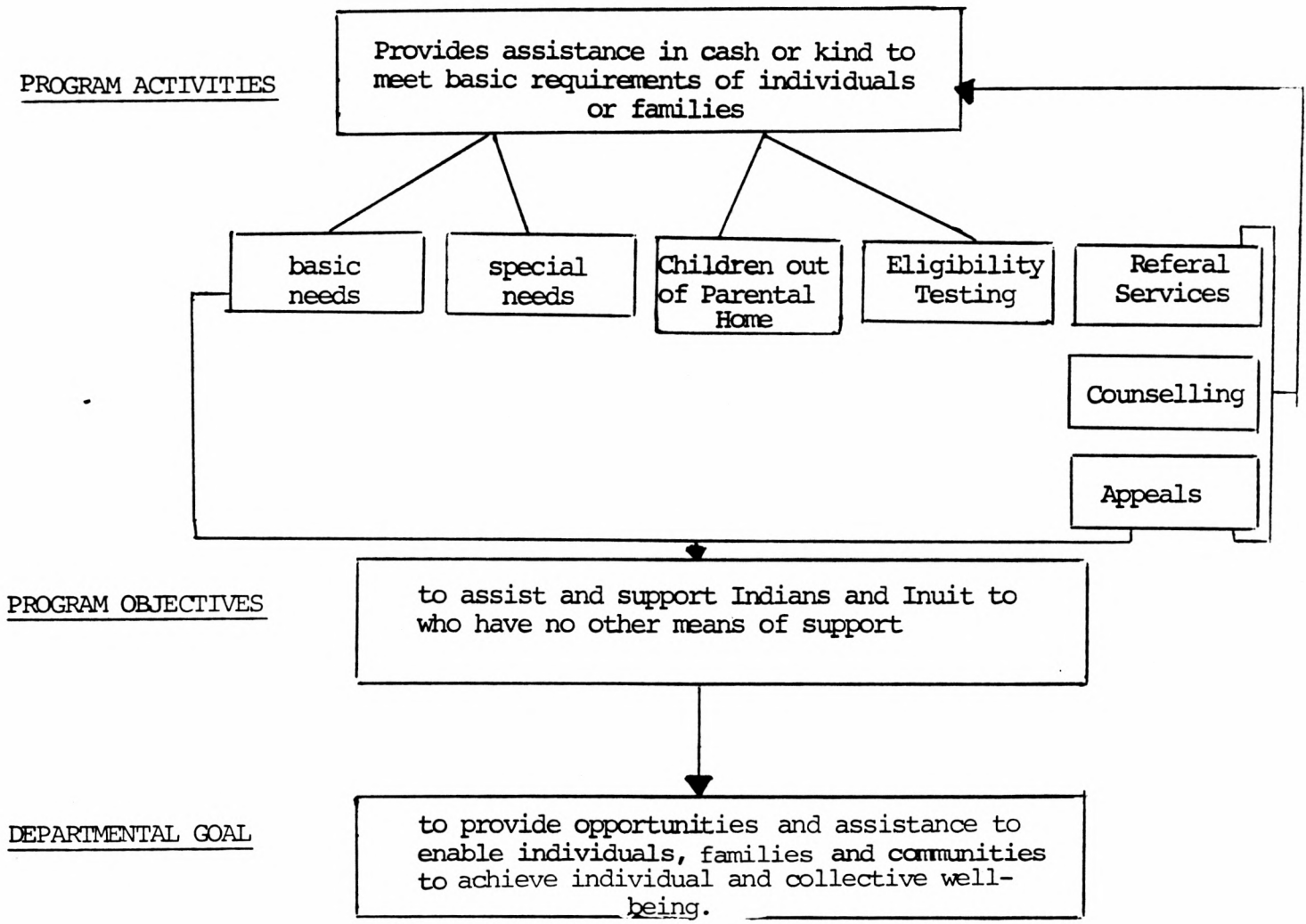
COMPONENT LOGIC:

- There is considerable regional variation in service delivery.
- See attached logic diagram.

11 INCOME MAINTENANCE

PART C:

COMPONENT LOGIC DIAGRAM



11 INCOME MAINTENANCE

PART D:

EVALUATION STATUS

PRIORITY:

- Immediate senior management (Executive Planning Committee designed) priority for implementation of earlier completed reviews.

EVALUABILITY:

- Purpose and intent of program is clear but the objectives are general in nature; program review has clarified program operations, procedures and scope. No reliable national data base in place, and definitions are variable across Regions.

POTENTIAL  
BENEFITS:

- High impact program, very visible, often the principal source of income for major segments of Indian communities. Much concern expressed by Indian leadership about negative impacts of this program in light of the desire to achieve socio-economic development.

EVALUATION  
HISTORY:

- Program review completed in 1980-81 including formative research of "developmental" applications of social assistance funds. Also study of community/individual factors affecting use of social assistance.

EVALUATION  
STRATEGY:

- Program review completed monitoring of implementation plans continues. Program will be included in the national overview of social services to be completed in 1982-83.



12. Family and Children Services



PROGRAM EVALUATION COMPONENT PROFILE

12 FAMILY AND CHILDREN SERVICES

PART A:

BASIC DESCRIPTION

MANDATE:

- Various TB Minutes and Appropriation Acts.

OBJECTIVE:

- To reduce the incidence of Indian child abuse and neglect;
- to reduce the number of Indian children in care;
- to effect the return of Indian children to Indian communities;
- to support the needs of Indian children in their parental homes.

DESCRIPTION:

- The provision for costs of Child Welfare Services for Indian children where there is neglect or potential neglect and costs of maintenance and supervision of those children placed in child care facilities by provincial authorities, Children's Aid Societies and authorized departmental or band staff.

ESTIMATES

PROGRAM:

- Social Services Activity  
Indian and Inuit Affairs Program

COMPONENT

RESOURCES:

(1981-82 Actual  
expenditures \$M)

O & M (Vote 5)	24.2
Capital (Vote 10)	-
G & C (Vote 15)	10.7
Total	34.9
P.Y. (81-82)	

12 FAMILY AND CHILDREN SERVICES

PART B:

ELEMENTS AND STRUCTURE

ACTIVITIES:

- Provides financial assistance for service to children placed in homes other than their own, as well as adoption services, and protection services.

OUTPUTS:

- Provision of placement protection and adoption services.

IMPACTS & EFFECTS:

- Intended impacts are to prevent neglect and abuse of children, reduce the number of Indian children in care, and return Indian children to their communities.
- Unintended effects include the disproportionately high numbers of Indian children in care, wide variations in service among regions, lack of involvement of Indian people, inadequate and inappropriate services, and high costs of program.

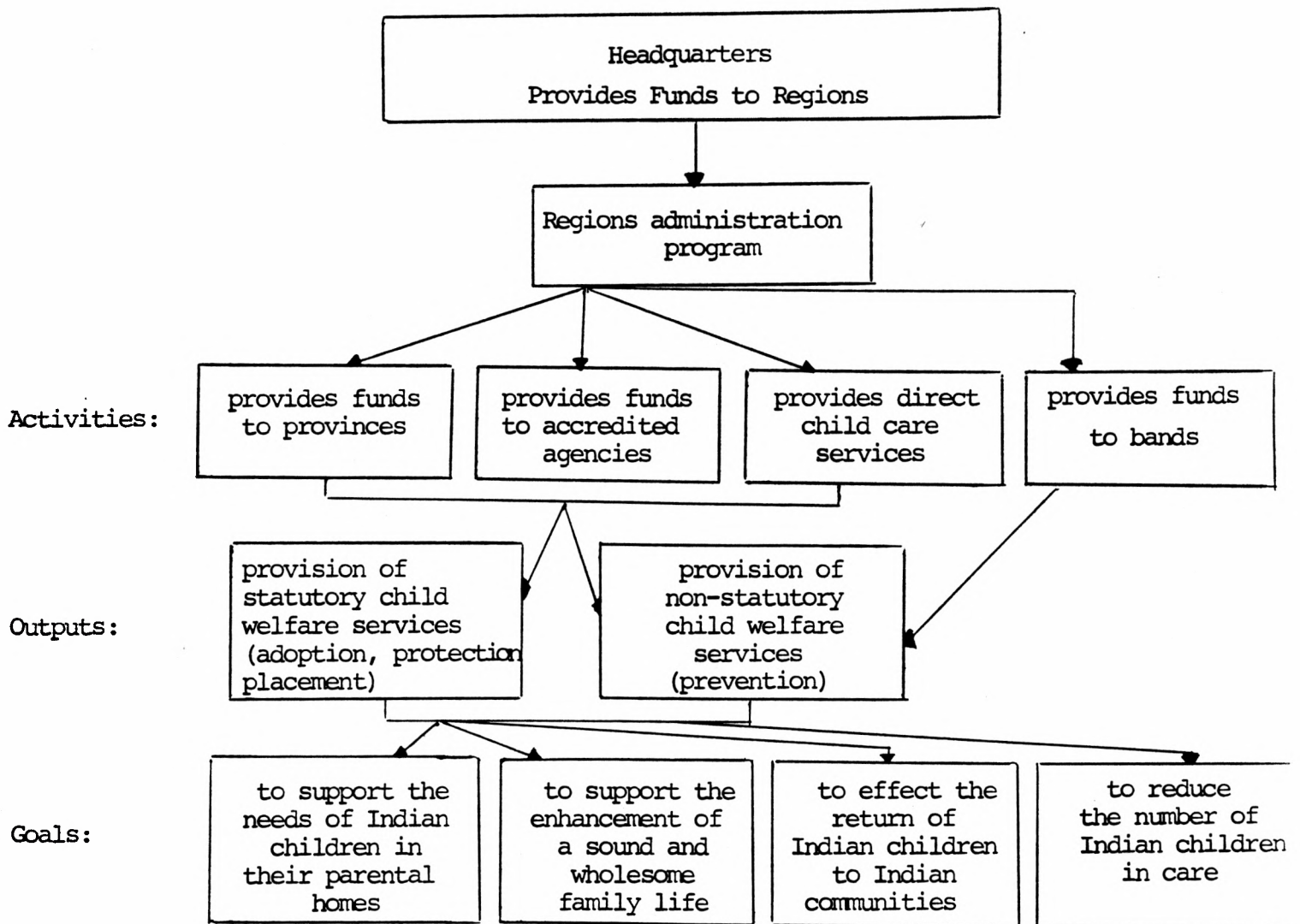
COMPONENT LOGIC:

- There is significant variation in delivery mechanisms, from region to region. Although this model represents how the program should operate "ideally", in fact, little non-statutory services are provided. The goals which are outlined have not been achieved. The unintended impacts and effects of the program include high numbers of Indian children in care and the break-up of Indian families. The problems of this program are closely linked to the critical socio-economic conditions of Indian communities.

12 FAMILY AND CHILDREN SERVICES

PART C:

COMPONENT LOGIC DIAGRAM



12 FAMILY AND CHILDREN SERVICES

PART D:

EVALUATION STATUS

PRIORITY:

- High priority program for evaluation in view of relatively large expenditures, as well as concerns of Indian people about unintended effects of program. Evaluation is needed to comply with Treasury Board requirements and respond to request from Program Support in 1979.

EVALUABILITY:

- Objectives are clear but general in nature. Impacts are multi-faceted and difficult to isolate. Methodologies have been developed.

POTENTIAL BENEFIT:

- A relatively large program in money terms with high visibility.

EVALUATION HISTORY:

- An effectiveness evaluation has been performed on the Quebec program as well as a program developmental exercise in B.C. A national overview has been completed.

EVALUATION STRATEGY:



13. Adult Care and Rehabilitation

PROGRAM EVALUATION COMPONENT PROFILE

13 ADULT CARE & REHABILITATION

PART A:

BASIC DESCRIPTION

MANDATE:

- Appropriation Acts.

OBJECTIVE:

- To provide care and services for aged, disabled Indians.
- To gain, regain, maintain maximum degree of social, physical and mental well-being.
- To assist handicapped Indian and Inuit persons to overcome or compensate for their handicap.

DESCRIPTION:

- The provision for the costs in homes and institutions for the care and related services of aged or disabled Indians and Inuit (adult care).
- The provision for the costs of special training or services aimed at assisting handicapped Indians and Inuit to improve their conditions (rehabilitation).

ESTIMATES

PROGRAM:

- Social Services Activity  
Indian and Inuit Affairs Program

COMPONENT  
RESOURCES:

(1981-82 Actual  
expenditures \$M)

O & M (Vote 5)	<u>8.3</u>
Capital (Vote 10)	<u>-</u>
G & C (Vote 15)	<u>2.0</u>
Total	<u>10.3</u>
P.Y. (81-82)	<u>5</u>

13 ADULT CARE AND REHABILITATION

PART B:

ELEMENTS AND STRUCTURE

ACTIVITIES:

- Provides financial assistance for services to aged and disabled persons, and special training or services to physically, emotionally or socially handicapped Indian and Inuit persons.

OUTPUTS:

- Operation and maintenance of care and rehabilitation institutions for the care of the aged or handicapped persons.
- Establishment and operation of special training or care services for handicapped persons.

IMPACTS & EFFECTS:

- Enhanced social, physical and mental well-being of aged and disabled persons.

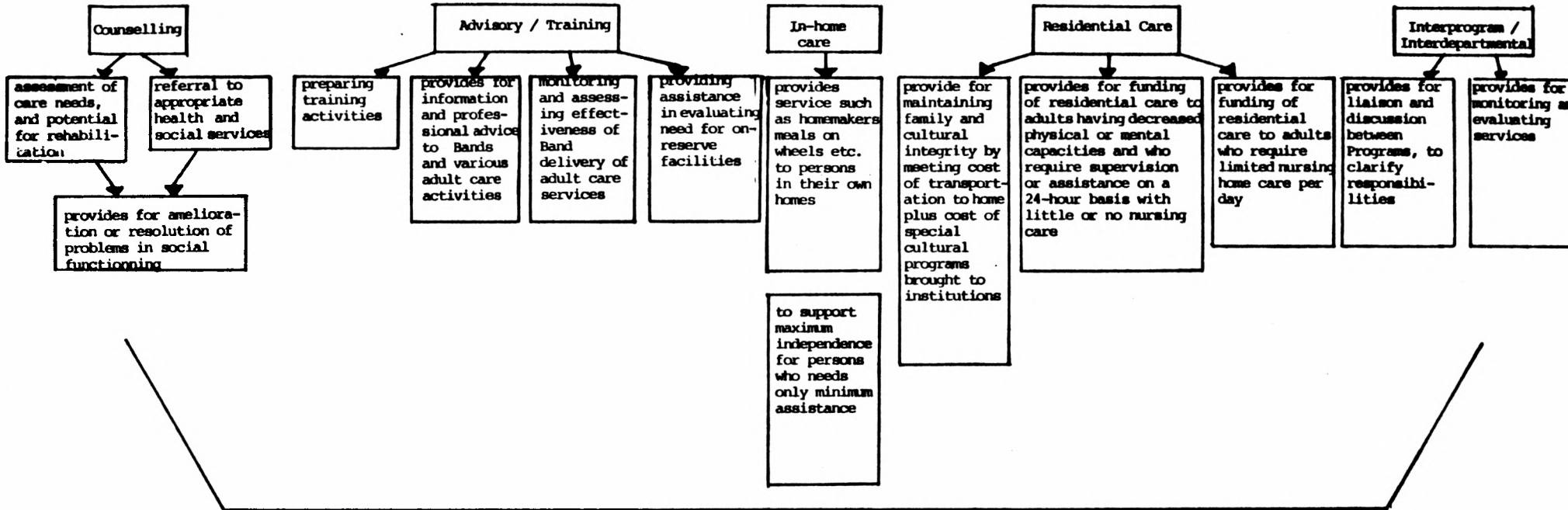
COMPONENT LOGIC:

- Component Logic Diagram for adult care services, based on a completed evaluation assessment, is final. Diagram for rehabilitation services is preliminary, based on information from M.I.P. Evaluation Assessment of this program is scheduled for Fall 1982.



ADULT CARE

ACTIVITIES SERVICES

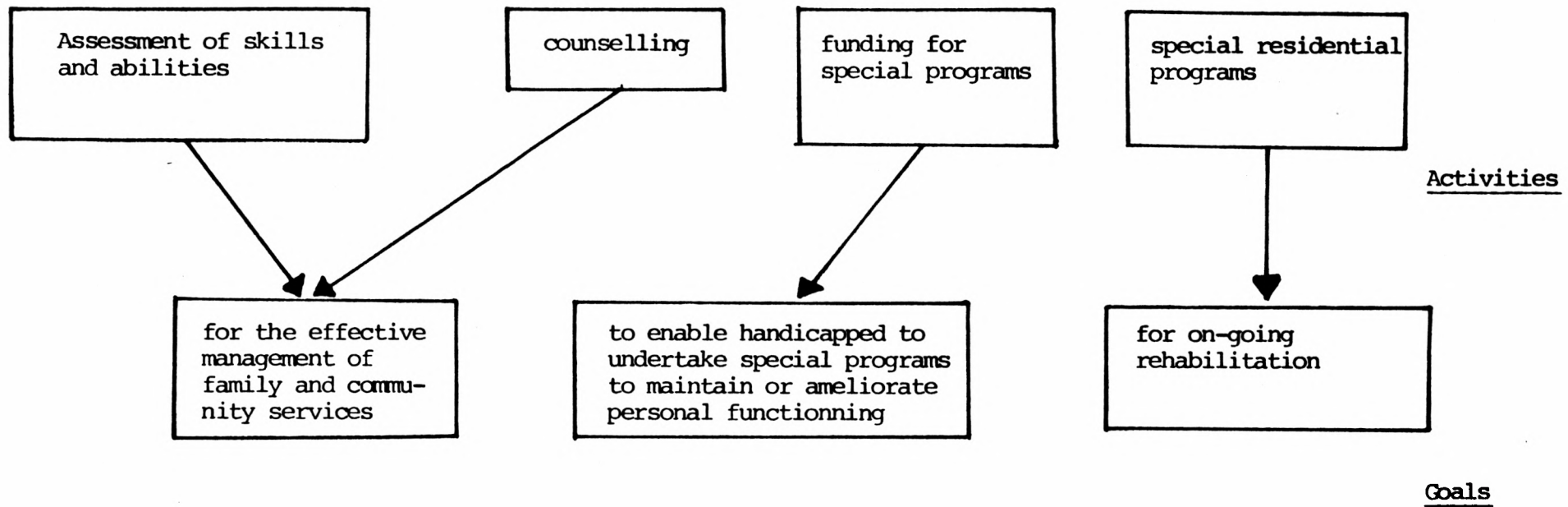


GOALS

OBJECTIVES



Rehabilitation - Physically, Mentally and Socially Handicapped



PART D :

EVALUATION STATUS

- Evaluation is required in compliance with Treasury Board commitments.
  
- Evaluability
  - Objective is clear. Impacts are multifaceted. Data base needs improvements - is inaccurate and varies from region to region. Adult Care program has been subjected to an evaluation assessment with evaluation options and methodologies outlined.
  
- Potential Benefit
  - An important but a relatively small program in money terms.
  
- Evaluation History
  - Evaluation assessments have been prepared on the adult care program. Evaluation assessment of rehabilitation program will be performed shortly.
  
  
  
  
  
  
  
  
  
  
- Evaluation strategy
  - Proceed with evaluation assessments of all programs in component subsequent to evaluations of social assistance and child care programs.

14. Community Social Services



PROGRAM EVALUATION COMPONENT PROFILE

14 COMMUNITY SOCIAL SERVICES

PART A:                      BACKGROUND

- MANDATE:                      - Appropriation Acts.
- OBJECTIVE:                    - To facilitate voluntary community social action and service projects.
- DESCRIPTION:                - The provision for the cost incurred by the staff of Social Development of DIAND and Band Councils to design and deliver local social services of a primary preventative perspective.
- ESTIMATES PROGRAM:            - Social Services Planning Element Activity, Community-Based Planning variables include: Day-Care, Drop-in-Centres, Homemakers and Community-Based Services - community services. Indian and Inuit Affairs Program.

COMPONENT RESOURCES:  
(1981-82 Actual expenditures \$M)

O & M (Vote 5)	<u>.3</u>
Capital (Vote 10)	<u>-</u>
G & C (Vote 15)	<u>3.9</u>
Total	<u>4.2</u>
P.Y. (81-82)	<u>1</u>



14 COMMUNITY SOCIAL SERVICES

PART B:

ELEMENTS AND STRUCTURE

ACTIVITIES:

- Provides funding, advice and assistance for the establishment of: Day-Care, Drop-In Centres, Homemakers and Community Services.

OUTPUTS:

- Establishment, operation and maintenance of local social service projects of a primary preventative perspective.

IMPACTS & EFFECTS:

- Prevent individual and family breakdown through early identification of social problems and their resolution.

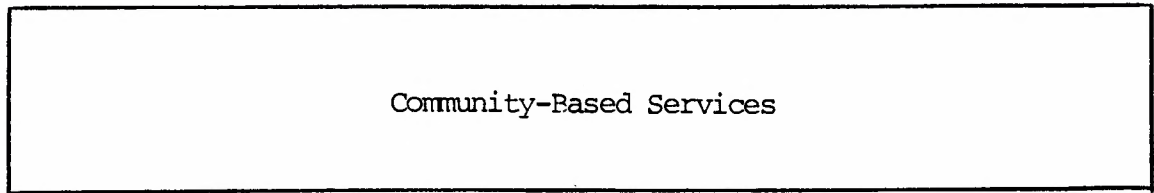
COMPONENT LOGIC:

- Program administration and management provides the organizational base through which Community-Based Services are provided with the direction and essential administrative requirements and support.

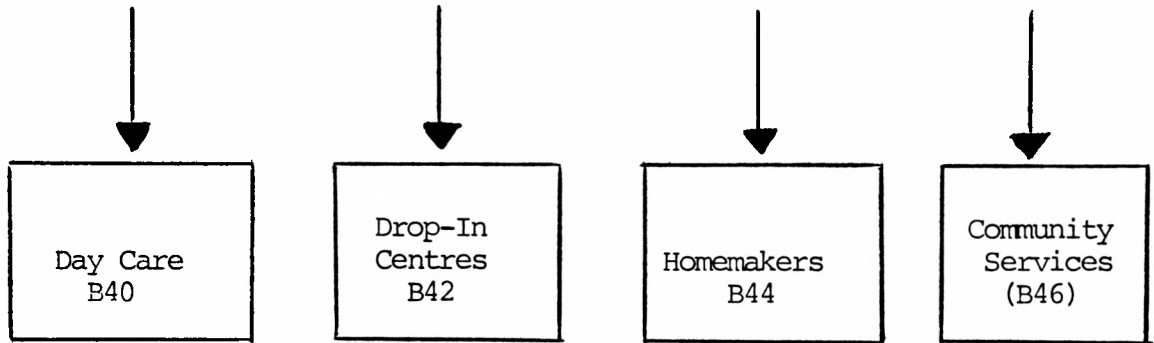
14 COMMUNITY SOCIAL SERVICES

PART C: COMPONENT LOGIC DIAGRAMS

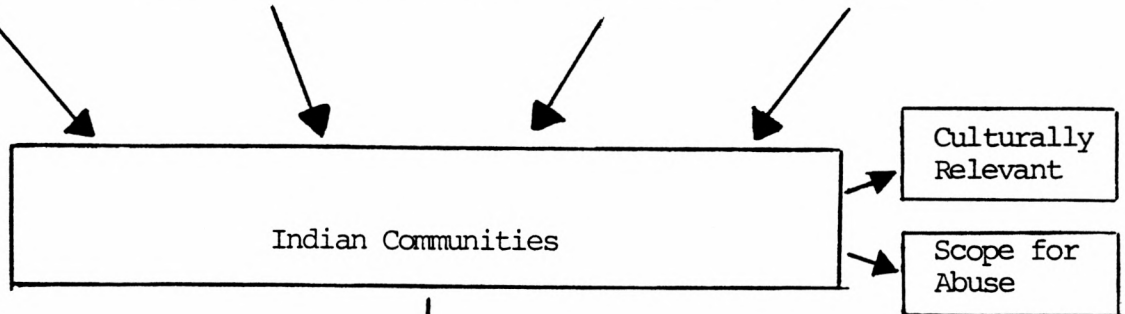
ACTIVITY



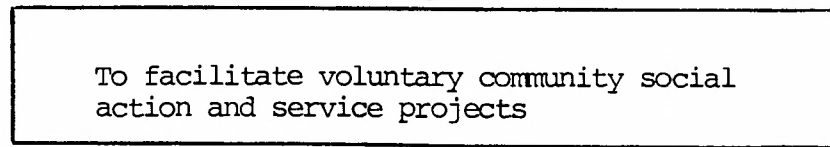
OUTPUTS



IMPACTS AND EFFECTS



OBJECTIVE



DAY CARE

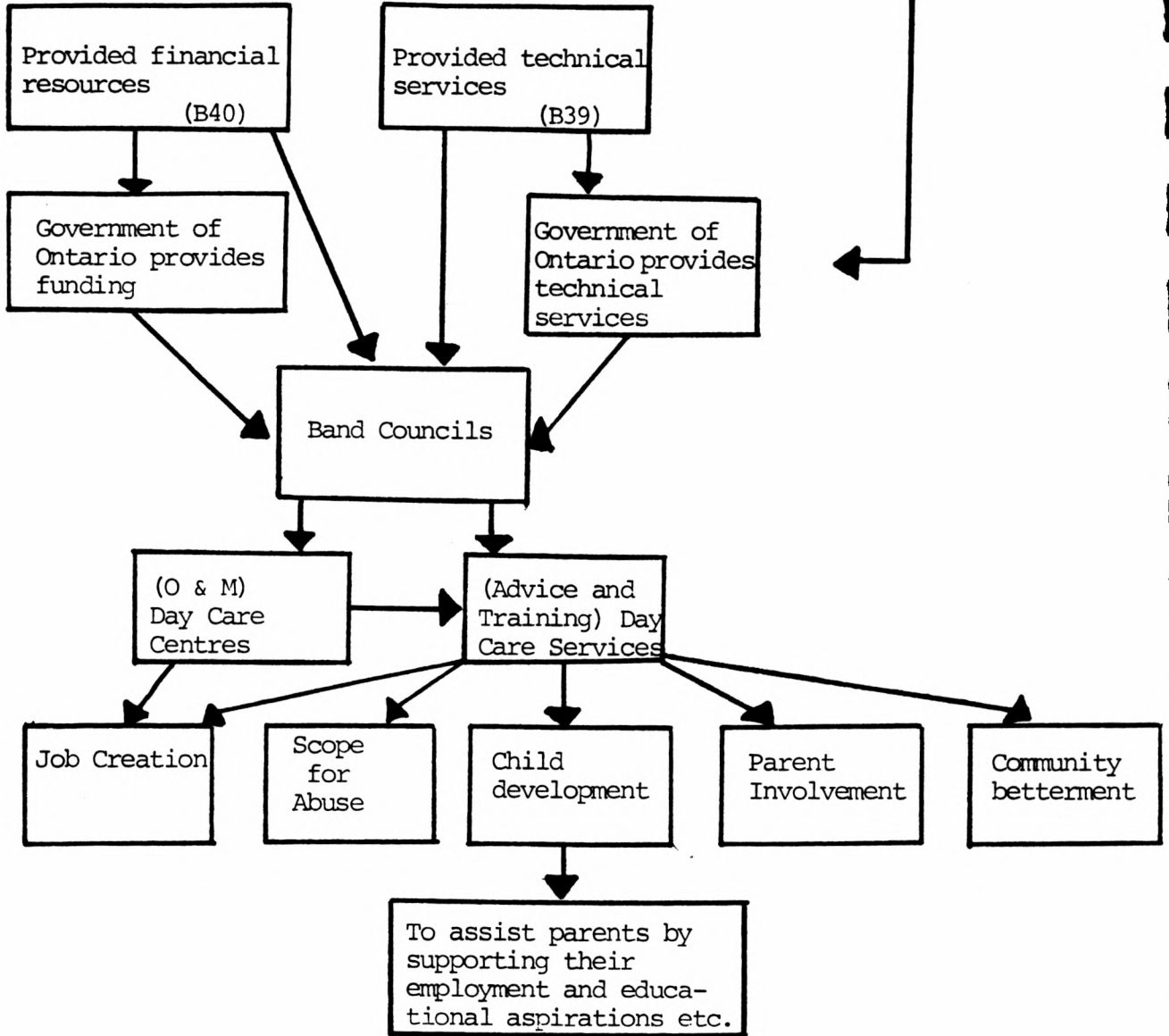
ACTIVITY

INPUT

OUTPUTS

IMPACTS AND EFFECTS

OBJECTIVE



DROP-IN CENTRES

ACTIVITY

INPUT

Provide financial services  
(B42)

Provides technical services  
(B41)

Band Councils

(O & M)  
Drop-In-Centres

(Advice & Training  
Drop-In-Centres  
Services

Job  
Creation

Provides  
opportunity  
to partici-  
pate in  
social acti-  
vities

Contains  
potential  
social  
problem

Community  
Betterment

To enhance and  
strengthen family and  
extended family  
relationships

OUTPUTS

IMPACTS AND  
EFFECTS

OBJECTIVE



HOMEMAKERS SERVICES

ACTIVITY

INPUT

Financial Services  
(B44)

Technical Services  
(B43)

Ontario Gov't provides financial services

Ontario and Québec provide technical services

Band Councils

OUTPUTS

Homemakers Service program

Voluntary Services section

Service Projects

IMPACTS AND EFFECTS

job creation

Reaction to paid workers

Unify volunteers

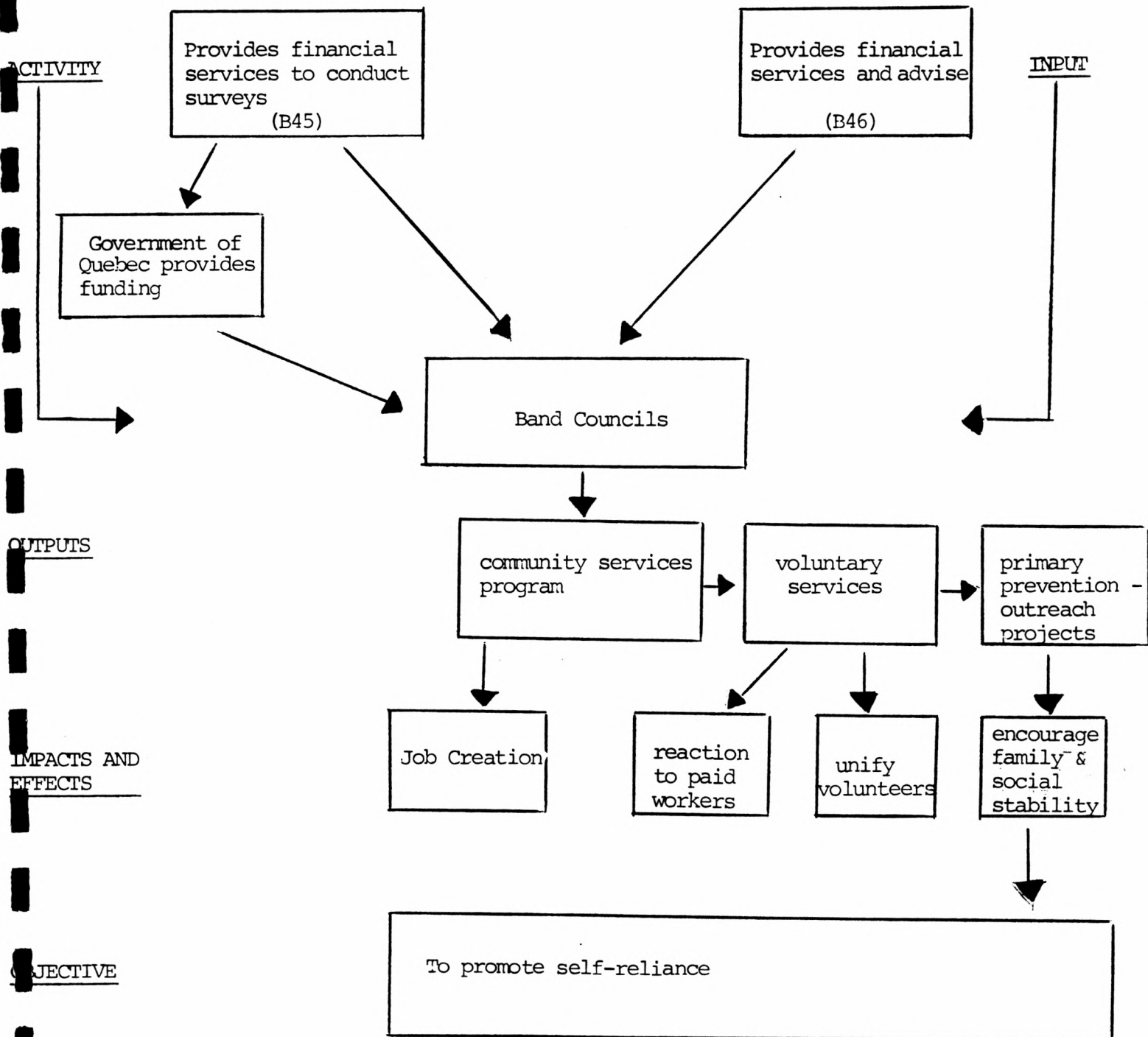
Provide opportunity to utilize projects

Community betterment

OBJECTIVE

To provide relevant information, service and informal advice to target population

COMMUNITY SOCIAL SERVICES



14 COMMUNITY SOCIAL SERVICES

PART D

EVALUATION STATUS

PRIORITY:

- High
- Proceed with an effectiveness study of the program.

EVALUABILITY:

- Objective is clear. Evaluation issues are conducive to proceed with a study. Methodologies for the evaluation are developed.

POTENTIAL  
BENEFITS:

- High visibility. The program addresses Indian self-development initiatives.

EVALUATION  
HISTORY:

- Three evaluation options were developed that would address many of the issues identified in the assessment. The options are:
  1. To evaluate the adequacy of Community-Based services in light of DIAND's developmental strategy for Indian people.
  2. To evaluate the appropriateness of Community-Based Services, in light of DIAND's devolution strategy.
  3. To postpone the Evaluation Study for Community-Based Services, because the program has not matured.

EVALUATION  
STRATEGY:

The evaluation assessment recommends proceeding with the evaluation study of Option one above in 1983/84 with particular emphasis on the day care, homemakers and community services elements in the component.



COMMUNITY INFRASTRUCTURE AND SERVICES ACTIVITY  
INDIAN AND INUIT AFFAIRS PROGRAM



COMMUNITY INFRASTRUCTURE AND SERVICES ACTIVITY

INDIAN AND INUIT AFFAIRS PROGRAM

<u>Program Evaluation Component</u>	<u>PY</u>	<u>1981-82 Actual Expenditures (\$'000)</u>		
		<u>O &amp; M</u>	<u>Capital</u>	<u>G &amp; C</u>
Housing	-	100	2,400	73,400
Community Services	10	4,600	1,400	11,600
Community Infrastructure	85	2,400	10,500	49,300
		<hr/>		
TOTAL	95	7,100	14,300	134,300

15. Housing

PROGRAM EVALUATION COMPONENT PROFILE

15 HOUSING

PART A:

BASIC DESCRIPTION

MANDATE:

- To assist Indian people to acquire adequate shelter both on and off-reserve based on the following authorities:
  - Treasury Board Minute 753252  
OC-PC 1980-504  
Treasury Board Minute 776928 dated May 1981  
Agreement - CMHC and DIAND dated February 1, 1977  
Treasury Board Minute 741103 dated February 26, 1976  
Departmental Circular No. 57 dated June 11, 1973  
Treasury Board Minute 779181 dated October 16, 1980  
OC-PC 1980-2753 dated October 16, 1980  
OC-PC 1980-810 dated March 26, 1981  
OC-PC 1973-4033 dated December 1973.

OBJECTIVE:

- To assist and support Indian people living both on and off-reserve to acquire adequate housing.

DESCRIPTION:

- Provision of financial housing subsidies to assist bands in improving Indian housing conditions.

Funding coordination, with other DIAND programs and extra-departmental programs including (CMHC) approved loans, other governmental funding and native contributions (i.e. labour, capital, sweat equity).

Increasing the bands' role in the planning, management and delivery of housing according to construction standards, through financing and technical advice.

Direct delivery of housing units to bands that lack the delivery capacity themselves.

The provision of housing loans to qualified Indian people living off-reserve.

15 HOUSING

PART A: (Cont'd)

BASIC DESCRIPTION

ESTIMATES

PROGRAM:

- Community Infrastructure and Services  
Activity Indian and Inuit Affairs Program.

COMPONENT

RESOURCES:

(1981-82 Actual  
expenditures \$M)

O & M (Vote 5)	<u>.1</u>
Capital (Vote 10)	<u>2.4</u>
G & C (Vote 15)	<u>73.4</u>
Total	<u>75.9</u>
P.Y. (81-82)	<u>-</u>



15 HDUSING

PART B (Cont 'd):

ELEMENTS AND STRUCTURE

OUTPUTS:

"J-Circulars", training programs and other program communication products.

Information and expert technical advice.

Ministerial loan guarantees.

Mortgages.

Other support.

IMPACTS & EFFECTS:

- Elimination of substandard housing through renovation and maintenance.

Supply of adequate housing units (removal of housing backlog within foreseeable future; e.g. 7 years).

Assistance to Indians in planning, building and managing their own houses.

Assistance in the coordination of Indian housing inputs.

DIAND, CMHC and other government, and band contributions.

Development of Indian housing skills.

Job creation.

COMPONENT LOGIC:

- Housing is a major objective of the Program and the government generally. The complexity of this component is increased by the involvement of other federal departments.

See attached component logic diagram.

15 HOUSING

PART B:

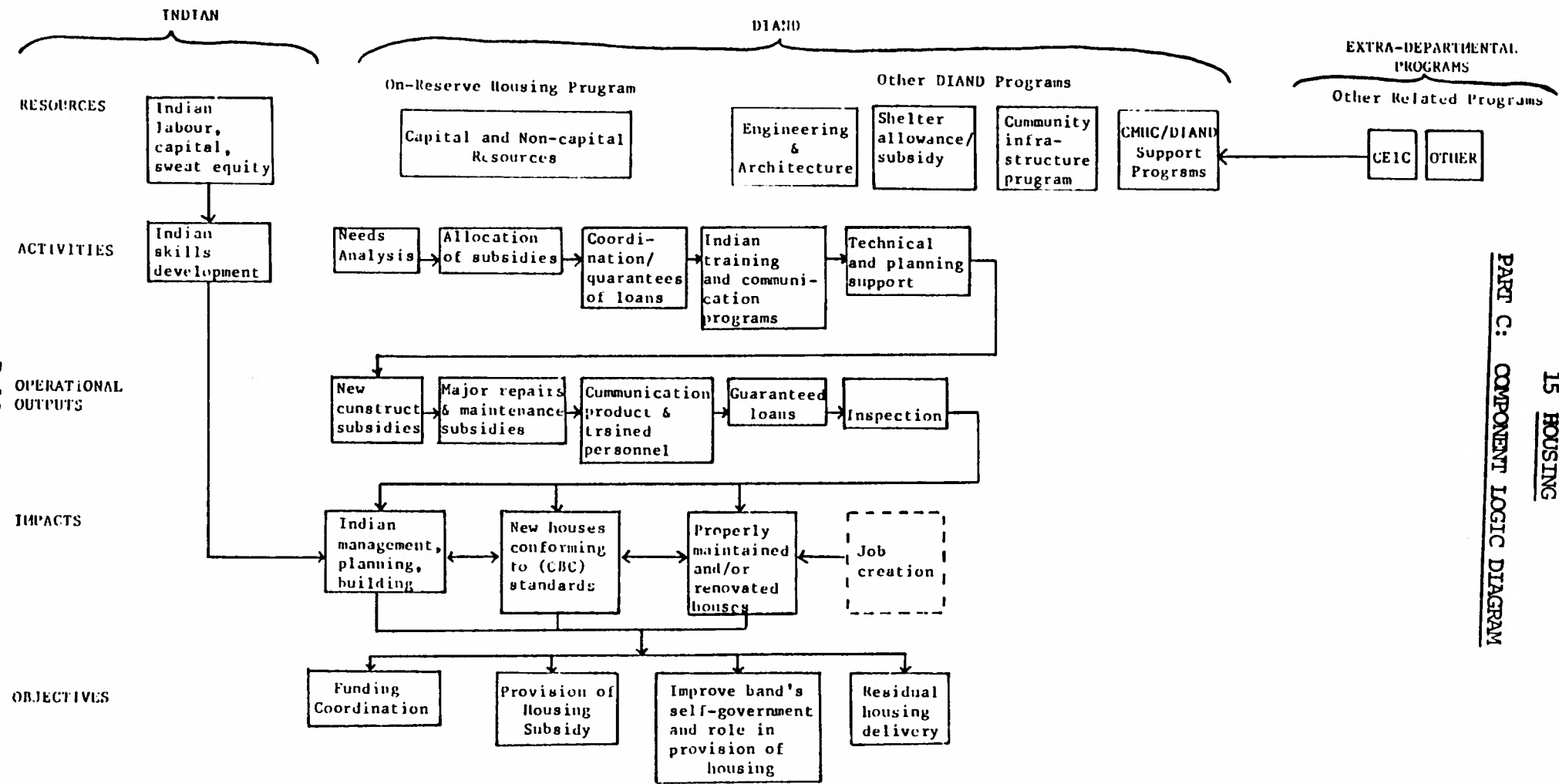
ELEMENTS AND STRUCTURE

ACTIVITIES:

- Implementation and maintenance of standards and inspections for purposes of increasing house longevity.  
  
Training of bands, individuals in management skills to encourage band management housing.  
  
Analysis of housing needs.  
  
Encouragement/coordination of CMHC approved loans.  
  
Coordination/communication regarding other DIAND, Governmental and Indian housing resources.  
  
Provision of technical assistance in planning and construction.  
  
Provision of operations and maintenance support for maintenance and minor repairs.  
  
Subsidization and encouragement for the development of community plans.  
  
Provision of ministerial guarantees for approved loans.  
  
Allocation of DIAND subsidies to Region.  
  
Provision of research and demonstration projects.  
  
Provision of mortgages for housing off-reserve.

OUTPUTS:

- Capital subsidies (of up to \$22,700 per unit plus a transportation allowance of up to \$7,000 per new dwelling Unit) for new construction.  
  
Subsidy (of up to \$10,000 per unit) for major repairs.  
  
One unit constructed or repaired per subsidy.



- B-121 -

PART C: COMPONENT LOGIC DIAGRAM

15 HOUSING

15 HOUSING

PART D:

EVALUATION STATUS

PRIORITY:

- An evaluation assessment was completed in February 1982 for the On-Reserve Housing Program. The Off-Reserve Program is of low priority since it is a relatively small program in money terms and has been working fairly well.

EVALUABILITY:

- Objectives for the Off-Reserve Program are clear and to a large extent measureable. The Evaluation Assessment identified the need for clarification of the objectives prior to evaluation.

POTENTIAL  
BENEFITS:

- It is anticipated that an evaluation will be undertaken in about 12-18 months time. The Program will have been made more evaluable and will have been operating under its new mandate for sufficient duration to obtain meaningful results.

EVALUATION  
HISTORY:

- On-Reserve evaluation assessment 1981.

EVALUATION  
STRATEGY:

An evaluation will be undertaken after the evaluability of the component is improved. This will be in either late 1983 or in 1984-85.



16. Community Services

PROGRAM EVALUATION COMPONENT PROFILE

16 COMMUNITY SERVICES

PART A:

BASIC DESCRIPTION

MANDATE:

- Sections 73 and 81 Indian Act: fire protection investigation and inspection TB authority: policing services  
Appropriation Acts: 1) fire protection facilities and equipment acquisition, operations and maintenance; 2) recreation facilities and special events.

OBJECTIVE:

- To assist and support Indian and Inuit communities to obtain adequate and appropriate fire protection, recreation, policing and similar protection and prevention services.

DESCRIPTION:

- The provision of fire protection and fire inspection services to Indian and Inuit communities directly; fire fighting facilities and equipment and their maintenance and operation and recreation facilities directly and indirectly via contribution agreements; and on-reserve policing services and special recreation programming via contribution agreements.

ESTIMATES

PROGRAM:

- Community Infrastructure and Services Planning Element  
Indian and Inuit Affairs Program.

COMPONENT

RESOURCES:

(1981-82 Actual expenditures \$M)

O & M (Vote 5)	4.6
Capital (Vote 10)	1.4
G & C (Vote 15)	11.6
Total	17.6
P.Y. (81-82)	10



16 COMMUNITY SERVICES

PART B:

ELEMENTS AND STRUCTURE

ACTIVITIES:

The performance of tasks and funding respecting the provision of goods and services specified in the Directory of Services, Indian and Inuit Affairs Program grouped into the following Planning Variables:

- i) fire protection and safety
- ii) recreation
- iii) policing
- iv) other protection and prevention

OUTPUTS:

1. Fire fighting facilities and equipment and recreational parks.
2. Fire protection and safety services.
3. Recreational services and special events.
4. Policing services.
5. Other protection and prevention services.

IMPACTS & EFFECTS:

Reduced incidence and severity of fire, crime and other negative conditions on reserves.

Improved Indian attitudes and practices respecting safety of persons and property on reserves.

Improved recreational experiences.

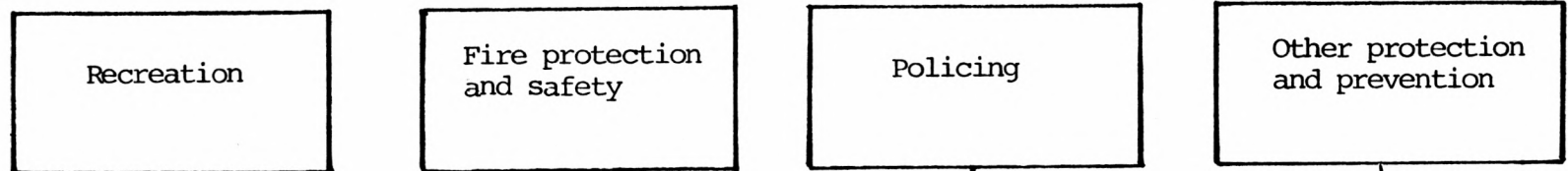
COMPONENT LOGIC:

Fire, police and related protective facilities, equipment and services are provided to reserve communities either directly, through arrangements with provinces and municipalities or via contribution agreements with Indian bands or groups of bands. Funding in respect of recreational parks and special outdoor events further enhances the positive effects of improved Indian and Inuit community safety and security of persons and property.

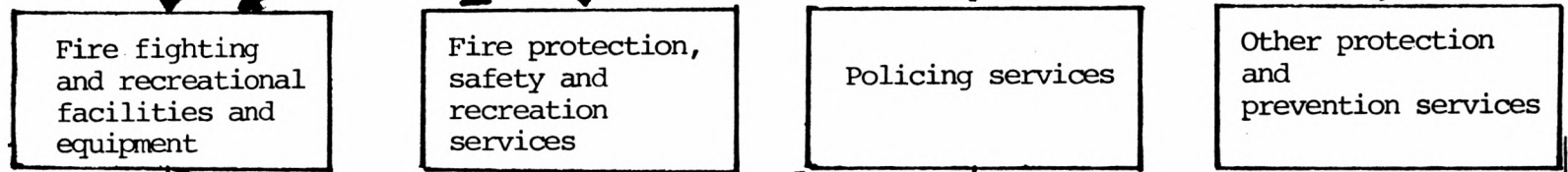
PART C:

COMPONENT LOGIC DIAGRAM

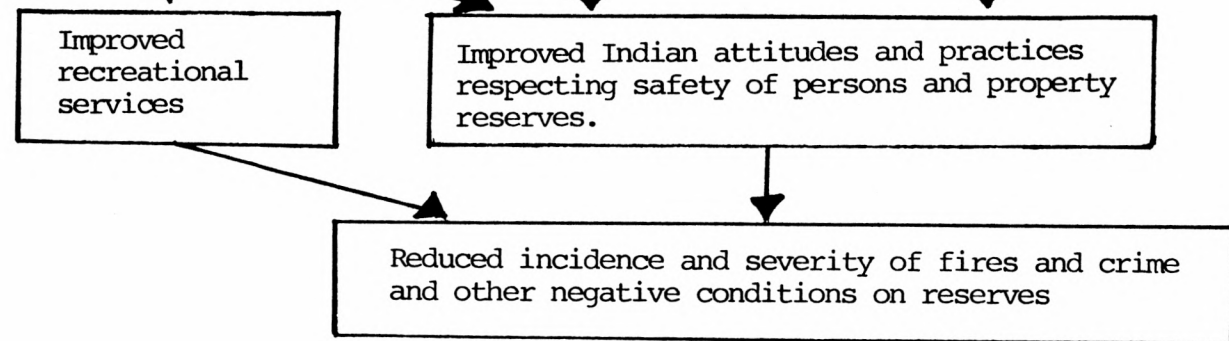
ACTIVITIES:



OUTPUTS:



IMPACTS AND EFFECTS:



OBJECTIVES:

To assist and support Indians and Inuit communities to meet their requirements in community services pertaining to the safety and security of persons and property on reserves and the greater access to outdoor recreational facilities and experiences.



PART D:

EVALUATION STATUS

PRIORITY:

The evaluation of policing programs is currently of high priority in support of current undertakings respecting a national Indian policing policy review. Fire prevention, related protection and recreation programs are low priority.

EVALUABILITY:

Objectives, activities and their impacts and effects are clear and straightforward for fire prevention and policing programs and services.

Recreational program outcomes are more difficult to establish.

POTENTIAL  
BENEFITS:

Recent program interests in overall Indian policing policy suggest evaluation products in this area would be timely and directly useful to rationalize Indian policing arrangements across Canada.

EVALUATION  
HISTORY:

1. Evaluation: Indian Special Constable Program (Option 3b): 1977-78.
2. Evaluation: Dakota Ojibway Tribal Council Policing: 1978-80.
3. Recreation Program Review: 1978-79.
4. Evaluation: Amerindian Police Program: 1981-
5. Evaluation: Ontario Indian Police Program: 1981-

EVALUATION  
STRATEGY:

To complete the evaluation assessment and study of the Amerindian Police Program and Ontario Indian Police Program during 1982 and proceed with a national Indian policing overview analysis immediately thereafter within the context of the national Indian Policing Policy review.



17. Community Infrastructure

PROGRAM EVALUATION COMPONENT PROFILE

17 COMMUNITY INFRASTRUCTURE

PART A:

BASIC DESCRIPTION

MANDATE:

Appropriation Acts.

OBJECTIVE:

- To assist and support Indian and Inuit communities to construct and maintain the following types of capital facilities:
  - Roads and Bridges;
  - Sanitation Services;
  - Water Systems;
  - Electrification;
  - Municipal Services;
  - Community Buildings;
  - Special Requirements.

DESCRIPTION:

- The provision of financial and technical assistance and support in respect of the construction and upkeep of the capital facilities of the type described above.
- To increase the band's role in the planning, management and delivery of the capital facilities.

ESTIMATES

PROGRAM:

- Community Infrastructure and Services Activity  
Indian and Inuit Affairs Program

COMPONENT  
RESOURCES:

(1981-82 Actual  
expenditures \$M)

O & M (Vote 5)	<u>2.4</u>
Capital (Vote 10)	<u>10.5</u>
G & C (Vote 15)	<u>49.3</u>
Total	<u>62.2</u>
P.Y. (81-82)	<u>85</u>



17 COMMUNITY INFRASTRUCTURE

PART B:

ELEMENTS AND STRUCTURE

ACTIVITIES:

- Analysis of community needs;
- provision of technical and financial assistance in the planning design, construction and maintenance of the facilities;
- implementation and maintenance of standards and inspections for the construction of the new facilities and maintenance of them;
- training of bands in managing their own construction projects.

OUTPUTS:

- Roads and bridges;
- sewage and water purification and distribution systems;
- diesel generating plants, land lines and hydro-electric facilities;
- contributions for municipal services provided by local governments;
- community buildings, arenas, band halls;
- erosion control, etc.

IMPACTS &  
EFFECTS:

- Improved transportation system;
- improved level of health;
- improved lighting in homes;
- physical facilities to allow social, cultural and recreational development;
- creation of jobs and fostering skill development and self-government.



17 COMMUNITY INFRASTRUCTURE

PART B: (Cont'd)

ELEMENTS AND STRUCTURE

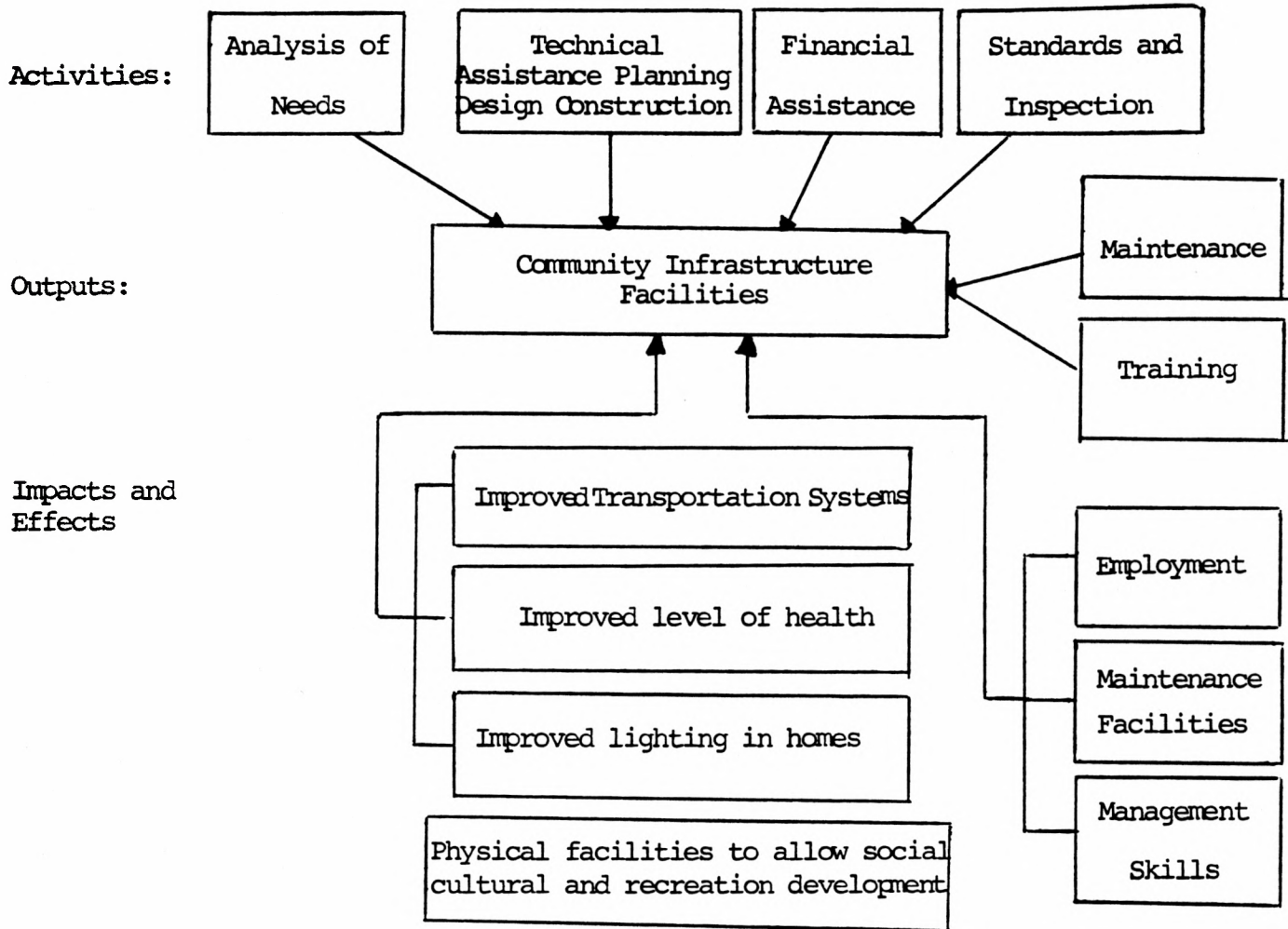
COMPONENT  
LOGIC:

- In most communities there are basic infrastructure requirements to improve community health and to facilitate economic and social development. Grouping these basic requirements into a single component allows for a broader look of total community development with respect to essential services.

See attached component logic diagram.

PART C:

COMPONENT LOGIC DIAGRAM



Objectives: To assist and support Indian people to acquire an adequate community infrastructure.

PART D:

EVALUATION STATUS

PRIORITY:

- Low. The Internal Audit Branch has done work in the Capital Program. The Technical Services and Contracts Branch is planning a functional audit of the water and sanitation program.

EVALUABILITY:

- Objectives are relatively clear and measurable. Data exist and methodology for evaluation can be developed.

POTENTIAL  
BENEFITS:

- Low in view of audits that are being done.

EVALUATION  
HISTORY:

- An evaluation of electrical services in eighteen Manitoba communities was done in 1980.

EVALUATION  
STRATEGY:

- An evaluation assessment will be undertaken in 1982-83 to identify evaluation options. (\$25,000).



BAND GOVERNMENT ACTIVITY  
INDIAN AND INUIT AFFAIRS PROGRAM



BAND GOVERNMENT ACTIVITY  
INDIAN AND INUIT AFFAIRS PROGRAM

<u>Program Evaluation Component</u>	<u>PY</u>	<u>1981-82 Actual Expenditures (\$'000)</u>		
		<u>O &amp; M</u>	<u>Capital</u>	<u>G &amp; C</u>
Band Support	10	100	-	44,600
Band Management Development	54	2,100	100	16,500
Band Training	-	-	-	2,600
		<hr/>		
TOTAL	64	2,200	100	63,700



18. Band Support



PROGRAM EVALUATION COMPONENT PROFILE

18 BAND SUPPORT

PART A: BASIC DESCRIPTION

MANDATE: The administration and management of local government by local Indian and Inuit people.  
Legislative basis: Appropriation Acts.

OBJECTIVE: - To assist Indian and Inuit Councils to maintain local government and operate local government administration.

DESCRIPTION: - (i) Core Funding Planning Element  
Provides funds to defray costs of Band Council expenses directly related to Band Council business. Included are travel and allowances for chiefs and councils. Not included are costs attributable to operation of local services or overhead.

(ii) Overhead Planning Element

Provides funds to Bands and, where applicable, District Councils to employ personnel in general support of band council activities and service programs rather than for specific programs e.g. Band managers, receptionists, clerks. This includes salaries, benefits, and travel expenses, but excludes those costs attributable directly to programs.

ESTIMATES

PROGRAM: - Band Government Activity  
Indian and Inuit Affairs Program

COMPONENT RESOURCES:

(1981-82 Actual expenditures \$M)	O & M (Vote 5)	<u>.1</u>
	Capital (Vote 10)	<u>-</u>
	G & C (Vote 15)	<u>44.6</u>
	Total	<u>44.7</u>
	P.Y. (81-82)	<u>10</u>

PART B:

ELEMENTS AND STRUCTURE

ACTIVITIES:

- Provides financial grants to Indian and Inuit Councils to support their political structure.
- Provides financial contributions for the administration of programs such as education and social assistance.

OUTPUTS:

- Establishment of local government offices.
- Local administration of an increasing number of programs.

IMPACTS & EFFECTS:

- Increased community awareness of local government.

Improved Band operations.

Reduction on DINA PY's.

Increased self-government.

COMPONENT LOGIC:

- Effective local government is dependent on the political structure and the administrative capacity at the local level. This component brings together the planning elements which are prerequisites to the social and administrative advancement of local communities.

See attached component logic diagram.



PART C:

COMPONENT LOGIC DIAGRAM

Activities:

Financial  
Grants

Overhead  
Contributions

Outputs:

Establishment of  
political body

Establishment of  
Administrative  
Capacity

Impacts and  
Effects:

Increased self-  
government

Improved Band  
Operations

Increased community awareness  
of local government

Reduction in  
DINA PY's

18 BAND SUPPORT

PART D:

EVALUATION STATUS

PRIORITY:

- An evaluation strategy for the Band Government Activity was developed in 1981-82. An evaluation assessment is underway for the following elements: Core Funding, Overhead; Management Support Services; and Activity Administration.

EVALUABILITY:

- The evaluation assessment will test methodologies and comment on the evaluability of the four planning elements.

POTENTIAL  
BENEFITS:

- High. The evaluation assessment will provide input towards a cabinet documents being prepared in Band Support, Band Employee Benefits as well as new Indian self-government legislation.

EVALUATION  
HISTORY:

- No effectiveness evaluations done to date.

EVALUATION  
STRATEGY:

- Dependent on outcome of evaluation assessment.



19. Band Management Development

PROGRAM EVALUATION COMPONENT PROFILE

19 BAND MANAGEMENT DEVELOPMENT

PART A:

BASIC DESCRIPTION

MANDATE:

To provide advice and support for the development of community-based planning and to obtain Indian and Inuit input into policy development.

OBJECTIVE:

- To foster the development of community-based planning and management of programs.
- To provide support for Indian and Inuit people for consultation and policy development purposes.

DESCRIPTION:

- This Program Component has three planning elements as follows:

1) Management and Support Services

Supports Indian groups in acquiring professional planning, management personnel and administration assistance for a variety of program and related activities.

2) Planning

Provides direct technical support, or financial support to community groups to gather socio-economic opportunities and constraints; to develop options, priorities and promote the adoption of a series of comprehensive statements outlining specific community development objectives, goals and strategies and resources required to achieve community growth and self-sufficiency.

3) Consultation and Policy Development

Provides financial support to offset income lost and expenses when attending meetings with DIAND, provincial, territorial or municipal officials, or Indian bands or associations.



19 BAND MANAGEMENT DEVELOPMENT

PART A: (Cont'd)      BASIC DESCRIPTION

ESTIMATES

PROGRAM:

- Band Government - Indian and Inuit Affairs Program

COMPONENT

RESOURCES:

(1981-82 Actual expenditures \$M)

O & M (Vote 5)	<u>2.1</u>
Capital (Vote 10)	<u>.1</u>
G & C (Vote 15)	<u>16.5</u>
Total	<u>18.7</u>
P.Y. (81-82)	<u>54</u>

19 BAND MANAGEMENT DEVELOPMENT

PART B:

ELEMENTS AND STRUCTURE

ACTIVITIES:

- Financial and technical assistance for Management and Support Services, Planning and Consultation and Policy Development planning elements.

OUTPUTS:

- Advisory services to bands.
- Community plans.
- Training services.
- Indian participation in policy development.

IMPACTS & EFFECTS:

- Accelerated Band-based community development.
- Greater acceptability of new programs through direct involvement in their creation.

COMPONENT LOGIC:

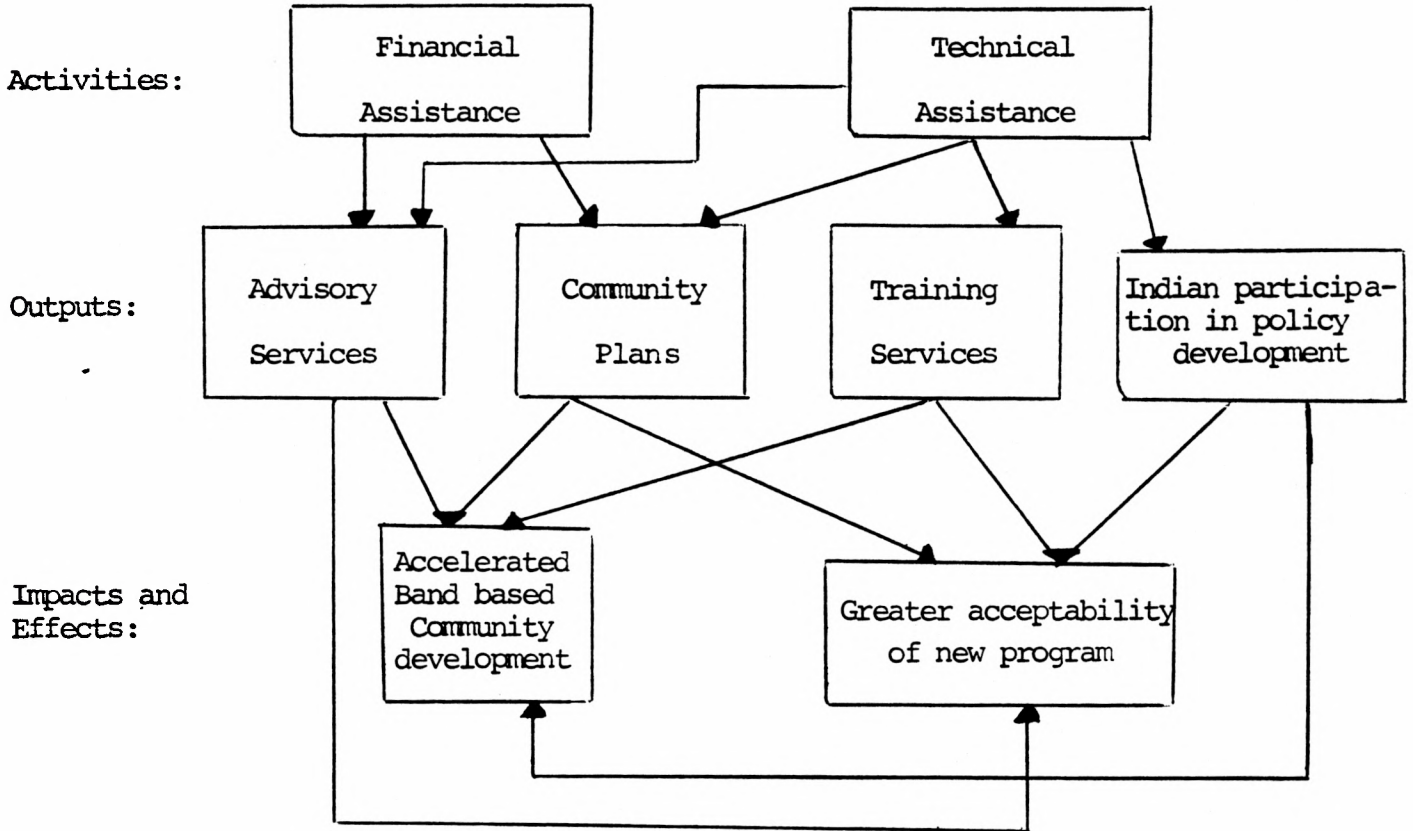
- The activities provide support to the basic political and administration cadre provided by the Band Support Component. It includes direct program delivery aspects. It is therefore, a catch-all of those aspects, which while crucial to management do not fall directly into the other major categories.

See attached component logic diagram.

19 BAND MANAGEMENT DEVELOPMENT

PART C:

COMPONENT LOGIC DIAGRAM



Objective: To foster the development of Community-based planning and management of programs as well as providing input to development of new policies.

19 BAND MANAGEMENT DEVELOPMENT

PART D:

EVALUATION STATUS

PRIORITY:

- An evaluation assessment is currently underway for the Management Support planning element (together with Core Funding, Overhead and Band Government Activity Administration).

EVALUABILITY:

- Objectives are not clear. The development of evaluation methodologies and program impact indicators could be difficult.

POTENTIAL  
BENEFITS:

- Low, given difficulty in establishing adequate evaluation indicators.

EVALUATION  
HISTORY:

- No effectiveness evaluation has been conducted to date.

EVALUATION  
STRATEGY:

- It will be dependent on results of potential evaluation assessment referred to above.



20. Band Training



PROGRAM EVALUATION COMPONENT PROFILE

20 BAND TRAINING

PART A:

BASIC DESCRIPTION

MANDATE:

- TB Minutes 775575, 769454 and 725973.

OBJECTIVE:

- To promote band self-government through the development of human resources at the band level with emphasis on skills and knowledge for leadership and management. To support all such activities to maximize the effectiveness of appropriate training. To give functional direction to band training, including monitoring and assessment, leadership in the development of appropriate management processes, and policy coordination nationally.

DESCRIPTION:

- To develop Band leadership and management expertise through the provision of skills and knowledge training for chiefs, Band councils, Band administrative staff, recognized Band committees and general Band membership to support the development and maintenance of effective Band management processes.

ESTIMATES

PROGRAM:

- Band Government Activity  
Indian and Inuit Affairs Program

COMPONENT

RESOURCES:

(1981-82 Actual  
expenditures \$M)

O & M (Vote 5)	-
Capital (Vote 10)	-
G & C (Vote 15)	2.6
Total	2.6
P.Y. (81-82)	-

20 BAND TRAINING

PART B:

ELEMENTS AND STRUCTURE

ACTIVITIES:

The component comprises the Administration Unit, or Training Operations Division and the Training Development/Advisory Division of Band Training and Advisory Services Directorate.

- Activities include:
- support for the transfer of program and authorities to Bands;
- professional support to those involved in the development or delivery of Band training for Indian people or for training of Departmental operational staff;
- national coordination in the promotion of cooperation between those involved in training across Canada;
- provision of human and financial resources in support of Band training;
- provision nationally of functional direction to the Band Training Program.

OUTPUTS:

- Assistance to Bands in identifying and meeting their training requirements.
- A forum for the exchange of training ideas.
- Promotional pamphlets; National Training Summary Report; Band Training Guidelines.
- Direct delivery of training courses for specific Band needs.
- Training packages; professional information in support of training.

PART B: (Cont'd)

ELEMENTS AND STRUCTURE

OUTPUTS:

- Financial assistance e.g. training allowances.
- Counselling and assistance.

IMPACTS & EFFECTS:

- Accelerated acquisition of management expertise by Band members;
- improved/increased access for Bands to training-related information and training methods and materials suited to Indian needs;
- cost-effective delivery strategies for Band training;
- improved communication among DIAND staff, Indians and provincial training institution faculty;
- increased employment skills, knowledge, earning power and job satisfaction among Indians; decreased personal dependence on social assistance.

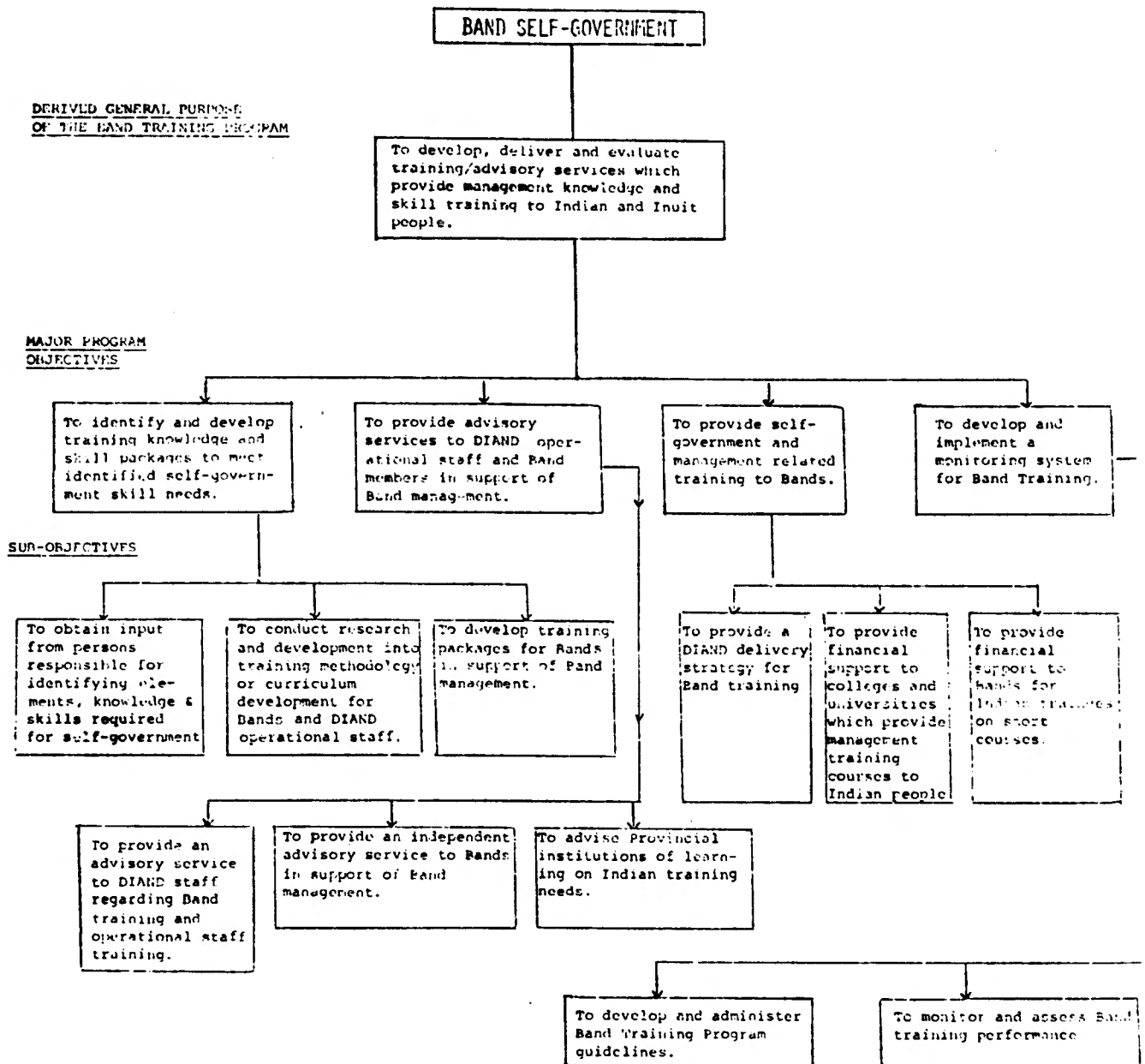
The following four charts are extracted from the evaluation assessment report.

COMPONENT LOGIC:

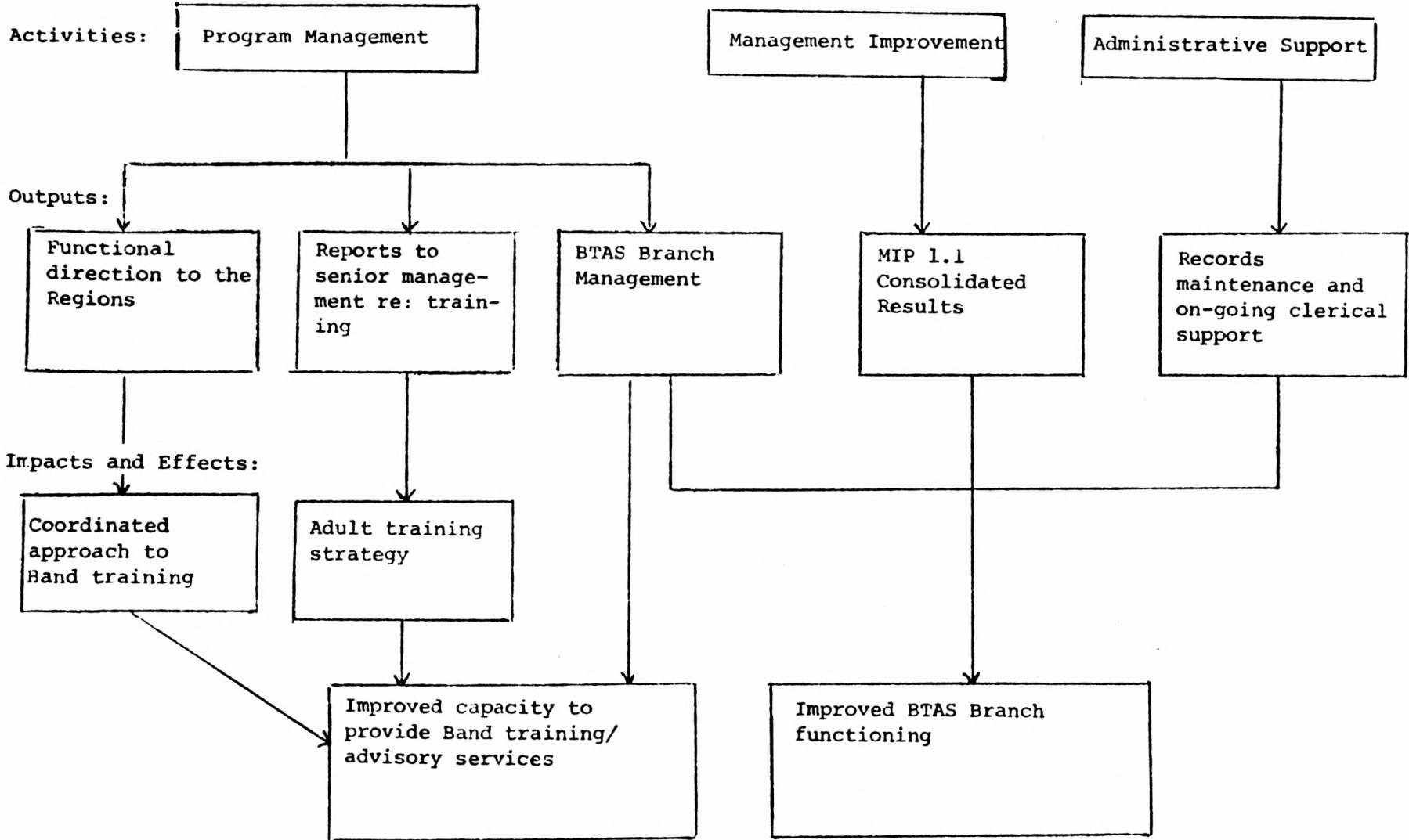
- Chart 1 shows the contribution of the Band Training component to the Band self-government objective. Charts 2, 3 and 4 show the structure of the various elements of this component (2: Administration Unit, 3: Training Operations Division, 4: Training Development/Advisory Division).



Derived Band Training Program Objectives



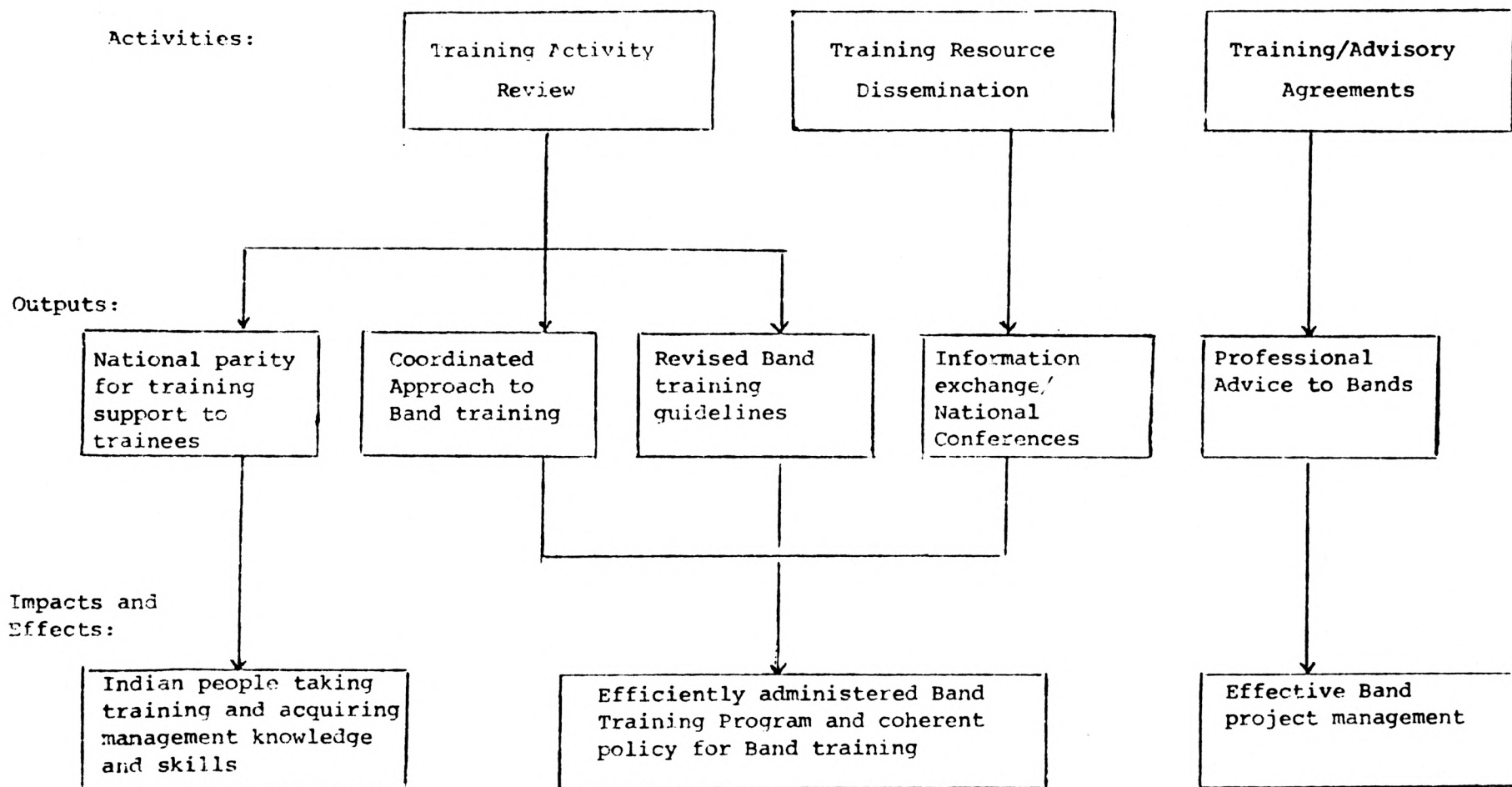
Structure



Administration Unit

CHART 2

Structure



Activities:

Training Activity Review

Training Resource Dissemination

Training/Advisory Agreements

Outputs:

National parity for training support to trainees

Coordinated Approach to Band training

Revised Band training guidelines

Information exchange/National Conferences

Professional Advice to Bands

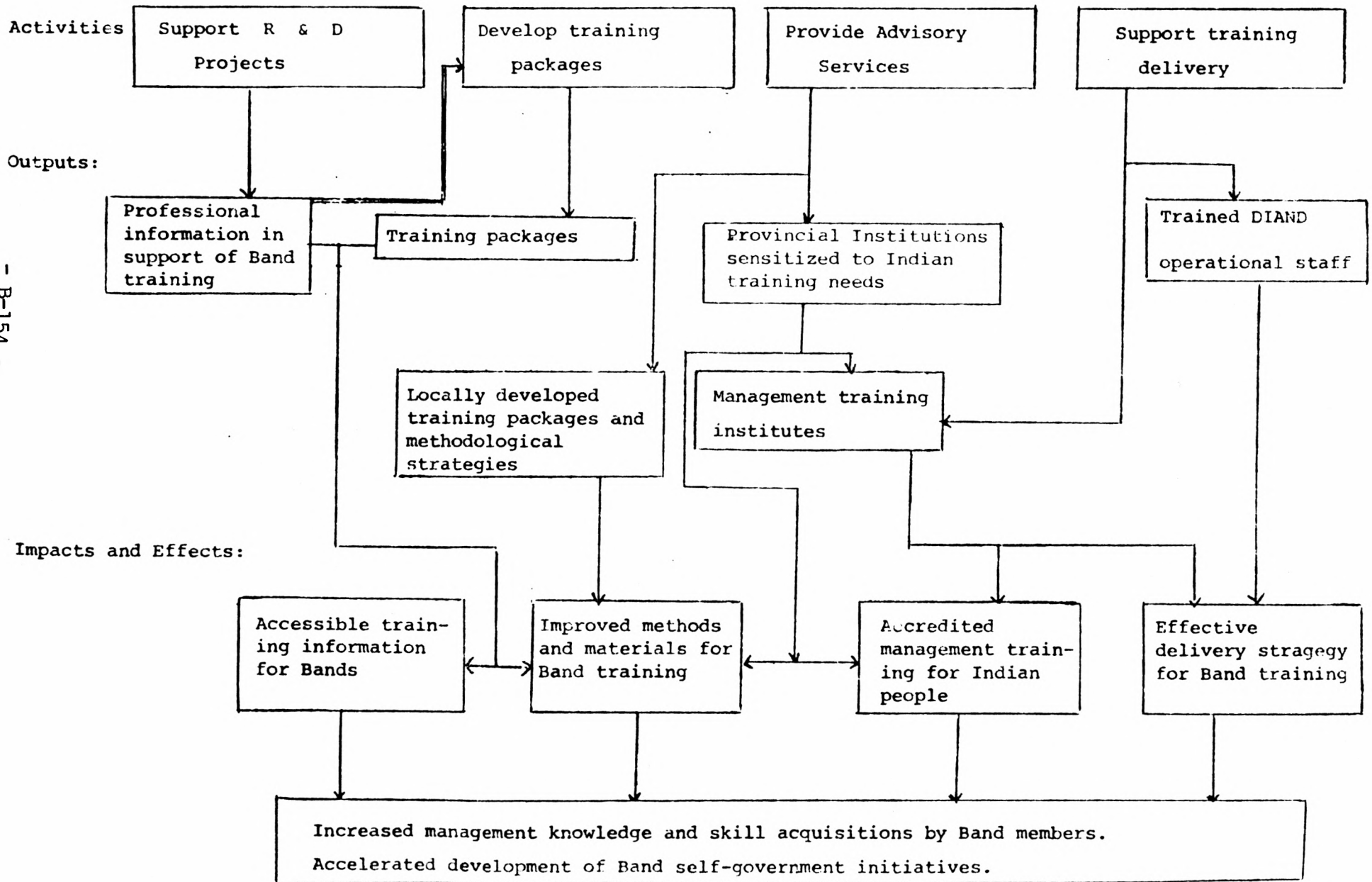
Impacts and Effects:

Indian people taking training and acquiring management knowledge and skills

Efficiently administered Band Training Program and coherent policy for Band training

Effective Band project management

Structure





20 BAND TRAINING

PART D:

EVALUATION STATUS

PRIORITY:

- High priority is assigned to the evaluation study to meet Treasury Board requirements for an evaluation study to be completed fiscal year 1982-83 before further funds are allocated to the Program, and to make best use of the results of the evaluation assessment.
- Training for self-government corresponds with recent DIAND policy direction and the Beaver Report recommendation.

EVALUABILITY:

- The evaluation assessment report states clearly the objectives, demonstrates the logic linkages between objectives and outputs and effects, and lists the issues. However, it may prove difficult to measure the management capabilities of Bands and to determine the contribution of Band Training activities to those capabilities.

POTENTIAL  
BENEFITS:

- High in terms of the development of skills necessary for self-government.

EVALUATION  
HISTORY:

- Evaluation assessment completed January 1982.

EVALUATION  
STRATEGY:

- To make the results of the evaluation study useful for the national, regional and band levels, the study will examine in detail a minimum of six case studies, representing two bands in each of three regions, and will also examine band training in general.

PART C

NORTHERN AFFAIRS PROGRAM  
FIVE-YEAR EVALUATION PLAN  
1983-88

October 1982

Part C

## NORTHERN AFFAIRS PROGRAM

### FIVE-YEAR EVALUATION PLAN 1983-84 TO 1987-88

#### 1 INTRODUCTION

1.1 Part C presents the proposed five-year evaluation plan for the Northern Affairs Program for the period 1983-84 to 1987-88 as follows:

- (i) Project Flow Chart 1983-88
- (ii) Table 1: Proposed Evaluation Plan 1983-84
- (iii) Table 2: Revised Evaluation Plan 1982-83
- (iv) Program Evaluation Component Profiles

1.2 During this five-year period, all NAP evaluation components will be subject to some form of evaluation activity. In particular, 15 evaluation projects will be active during the fiscal year 1983-84. Several of these are continuations or follow-ups of evaluation initiatives started in 1982-83; the remainder are pursuant to the 1983-88 Evaluation Plan. Some of the evaluation studies that have been scheduled are dependent on the results of evaluation assessments, which may recommend that no further work be done.

#### 2 REVIEW OF 1982-83 EVALUATION PLAN

2.1 The 1982-83 Evaluation Plan has been revised to reflect the new NAP evaluation component structure (see 3. below). It now sets out 15 projects in the Northern Affairs Program. As of November 1982, four have been completed and five are underway. Two projects are dependent on the results of assessments that are currently underway and four are frameworks for new initiatives.

#### 3 REVISIONS TO NAP EVALUATION COMPONENT STRUCTURE

3.1 The evaluation component structure for the Northern Affairs Program has been revised to reflect the results of the strategic and operational planning process, recent changes in the Program itself, and the results of an evaluation strategy carried out of old evaluation component 13, Social Research, Economic Planning and Territorial Relations.

- 3.2 The original 13 components have been aggregated upward to produce seven new components with a total of 21 sub-components.
- 3.3 The philosophy behind the revisions was to bring the NAP evaluation component structure more in line with the OCG Guide on the Program Evaluation Function, which defines a program evaluation component as a group of activities with a common objective or set of related objectives suitable for evaluation purposes. Moreover, the new components can now be more clearly identified with the 1972 National Objectives for the North and the Strategic Plan Objectives, both of which are stated in relatively broad terms.
- 3.4 Given the nature of the activities, three components (Environmental Protection, Assessment and Review, Northern Economic Development and Northern Science and Research Support) cut across organizational lines. However, the need to reflect common objectives was considered to be more important than to observe organizational structure.
- 3.5 Evaluation activity for two sub-components (Canada Oil and Gas Lands Administration and the Environmental Studies Revolving Fund) has been coordinated with both Energy, Mines and Resources and the Canada Oil and Gas Lands Administration to reflect the joint EMR-DIAND responsibility in this area and to avoid duplication of effort.
- 3.6 Certain activities have been excluded from this Evaluation Plan because they are not considered amenable to evaluation activity. These include:
- transfer payments to the territorial governments: payments are based on formulae approved by Treasury Board; the activity is essentially administrative leaving no "program" to evaluate;
  - loans to the territorial governments for capital projects or for re-lending to municipalities for capital projects; contributions to the territorial governments for hospital and medical care of Indians and Inuit in the Yukon and Northwest Territories and for low-income rental purchase housing for status Indians in the Yukon: program delivery is the responsibility of the territorial governments; departmental activities are more amenable to internal audit; and
  - personnel, administration, program support and the Commissioners' Offices: these functions are more amenable to internal audit, management review or O&M studies.



- 3.7 The Communications Function has been centralized and is now covered in Part A, Administration Program. Included in this are the NAP publications Annual Northern Expenditure Plan, Government Activities in the North and North/Nord magazine.

4 **LINKAGES**

- 4.1 Although program evaluation is a discrete function, it is an element of the Department's overall management review and monitoring system.
- 4.2 To ensure that program evaluation activities reflect the overall management process, the Evaluation Plan has taken into account the results of MIP (Northern), the operational and strategic planning processes and the work of the Departmental Audit Branch. Further, the NAP evaluation component structure has been revised to tie it more closely to the Department's Strategic Plan Objectives, as well as to the 1972 National Objectives for the North.
- 4.3 The Evaluation Branch will maintain its liaison activities with the MIP, planning and audit functions to ensure that the Evaluation Plan continues to reflect current priorities of the Department, and to ensure no duplication of effort.
- 4.4 At the same time, evaluation activities are designed to provide timely information for the purpose of decision making at the highest level. They are intended not only to optimize the value of evaluation results for operational management purposes but also to aid policy and program development.

5 **PROPOSED 1983-84 TO 1987-88 FIVE-YEAR EVALUATION PLAN**

- 5.1 The Five-year Evaluation Plan has been compiled following extensive consultation with both Senior Management and individual program managers in NAP.
- 5.2 Evaluation priorities have been assigned on the basis of the requirements of senior Program Management as well as the practical requirement to complete currently active projects, the continuation of work as a result of evaluation frameworks and assessments, and the opportunity to benefit from work on related sub-components.
- 5.3 For many components, the evaluation activity scheduled for 1983-84 and 1984-85 is the first to which that component has been subjected. However, program evaluation is a cyclical function based on a three to five-year cycle.

This aspect is reflected in the later years of the five-year plan by the term "renew cycle".

6 **EVALUATION RESOURCES**

- 6.1 The revised 1982-83 NAP Evaluation Plan identifies a requirement of \$146,200 contract funding and 2.1 person-years in Evaluation Branch professional staff time on direct project management. The respective figures for 1983-84 are \$240,000 and 2 person-years. In addition, NAP staff time will be required particularly with respect to the development of frameworks. It should be understood that not all projects can start on schedule due to external constraints and that external consulting costs can only be estimated at this time.

7 **COMPONENT PROFILES**

- 7.1 A profile has been prepared for each component, tying it into the National Objectives for the North and the Strategic Plan objectives. Where a component is multi-faceted, profiles have also been prepared for each sub-component.
- 7.2 Each profile details a component's mandate, objectives, activities, outputs, impacts and effects and provides a logic diagram that shows visually the linkages between these elements. The profile also details evaluation status and priority.
- 7.3 The component profiles are based on interviews with NAP program managers and on available documentation such as Cabinet Memoranda and Discussion Papers, the Estimates, Treasury Board Minutes and the Operational Plan. The input of program managers has been particularly useful in preparing profiles for new initiatives.

8 **IMPLEMENTATION**

- 8.1 The recently amended Departmental Evaluation Policy states:

6.1.3 Within four months of the tabling of an evaluation study, the relevant Program Manager and ADM (or ADMs) will develop and table an Evaluation Implementation Action Plan. These Plans will be approved by the relevant Program ADM.

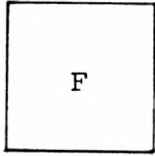
- 8.2 The Director, Program Support, has been designated as the centre in the Northern Affairs Program responsible for coordinating and monitoring follow-up to the Evaluation Implementation Action Plans.
- 8.3 The Evaluation Branch, Corporate Policy, will report regularly to the Departmental Audit and Evaluation Committee on the status of Evaluation Implementation Action Plans.
- 8.4 To date there has not been an opportunity to test this policy with respect to the Northern Affairs Program. The first component that will be subject to this process is the Arctic Cooperatives Development Program.



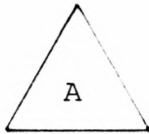
PROJECT FLOW CHART  
1983-88



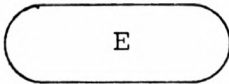
PROJECT FLOW CHART LEGEND



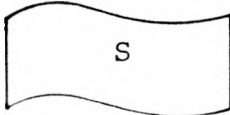
**FRAMEWORK:** The basis on which a future evaluation is to be built. It outlines what the evaluation is likely to entail and describes the information and data that are to be collected prior to and during the assessment. It is required for new initiatives and for greatly altered programs.



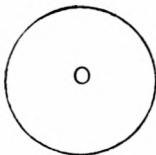
**ASSESSMENT:** The front-end planning phase of program evaluation. It involves analysing the program and its environment, identifying specific questions for a subsequent evaluation study, methodological approaches to answer those questions, and option packages for Senior Management decision.



**EVALUATION STUDY:** The formal examination of specified evaluation issues, in accordance with terms of reference based on the option selected by Senior Management.



**STRATEGY:** An evaluation strategy examines all the elements within a complex component to determine the optimal sequencing of evaluation activities within that component. It also indicates the common issues and policy concerns throughout the component and suggests how an overview analysis can be effected.



**OVERVIEW:** This may be required where a component comprises relatively discrete sub-components. It permits a review of common issues on a cumulative basis.



**RENEW CYCLE:** Treasury Board policy 1977-47, which authorizes program evaluation, calls for federal programs to be evaluated on a regular cycle. Renew cycle implies that a component has already been subjected to an evaluation cycle and indicates that a second or subsequent evaluation cycle is to begin.

PROJECT FLOW CHARTS 1983-88

These charts show the scheduling of evaluation activities over the five-year period 1983-84 to 1987-88. Further details are contained in Part D of the individual component and sub-component profiles.

NORTHERN AFFAIRS PROGRAM

PLANNING ELEMENT

EVALUATION COMPONENT

- Project Title

1981-82

1982-83

1983-84

1984-85

1985-86

1986-87

1987-88

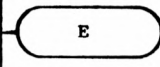
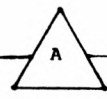
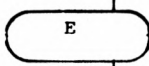
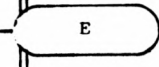
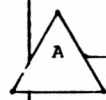
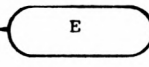
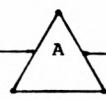
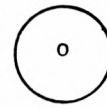
RENEWABLE RESOURCES

-Land Management

-Water Resource Management

-Forest Resource Management

-Forest Fire Control

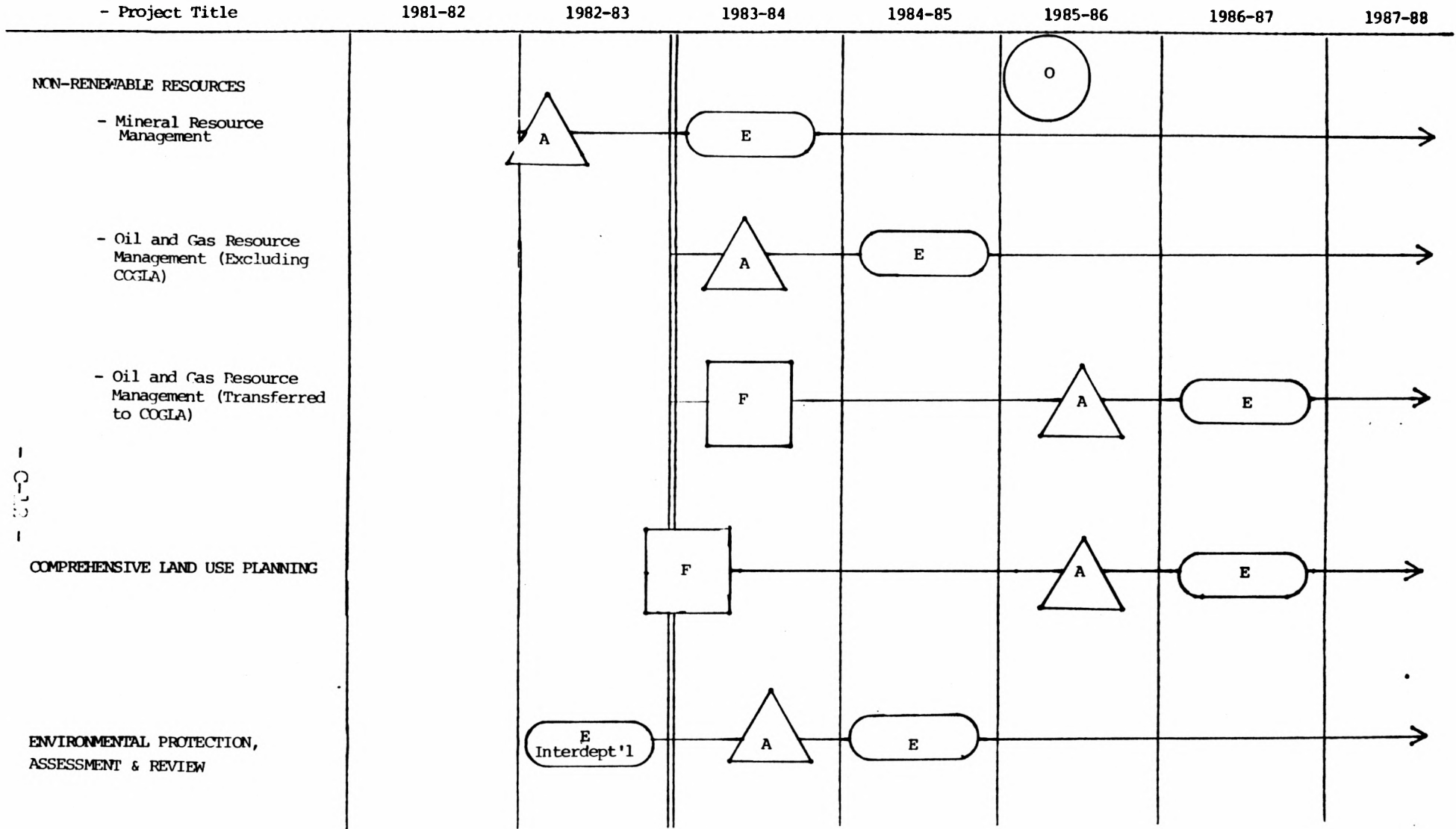


- C-11 -

NORTHERN AFFAIRS PROGRAM

PLANNING ELEMENT

EVALUATION COMPONENT



- C-113 -

NORTHERN AFFAIRS PROGRAM

PLANNING ELEMENT

EVALUATION COMPONENT

- Project Title

1981-82

1982-83

1983-84

1984-85

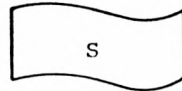
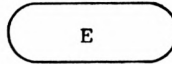
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1986-87

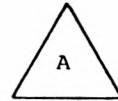
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NORTHERN ECONOMIC DEVELOPMENT

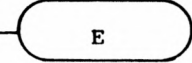
- Arctic Cooperatives Development Program



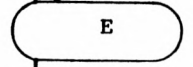
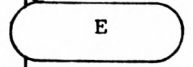
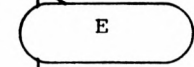
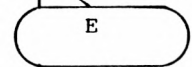
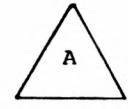
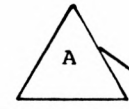
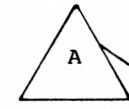
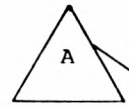
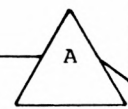
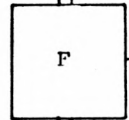
- Inuit Economic Development (Excluding CNP)



- Norman Wells Project



- Economic Development Agreements



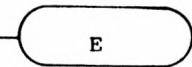
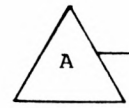
- Energy Subsidy Programs



- Native On-the-Job Training and Support Services



- Northern Roads



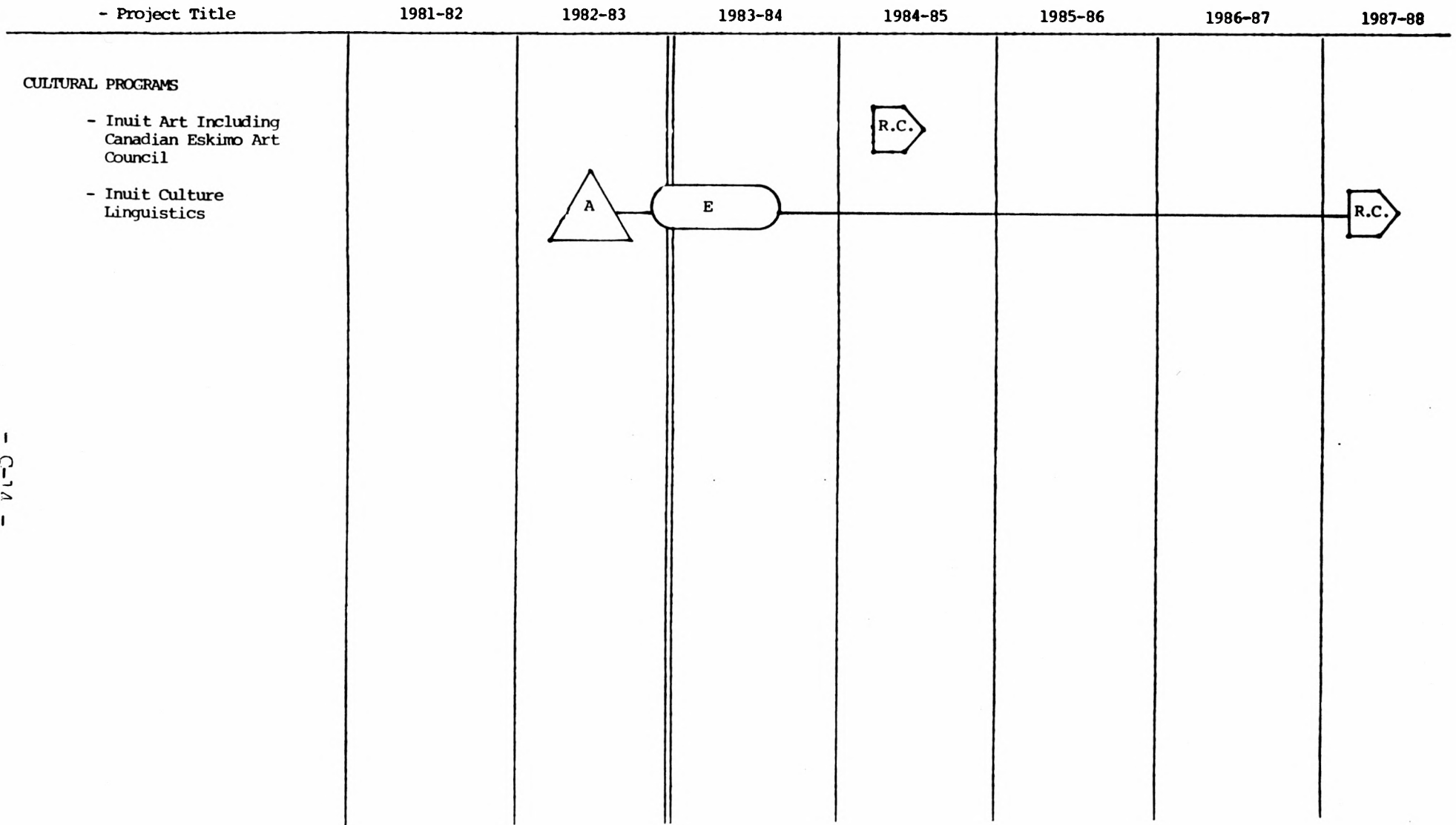
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NORTHERN AFFAIRS PROGRAM

PLANNING ELEMENT

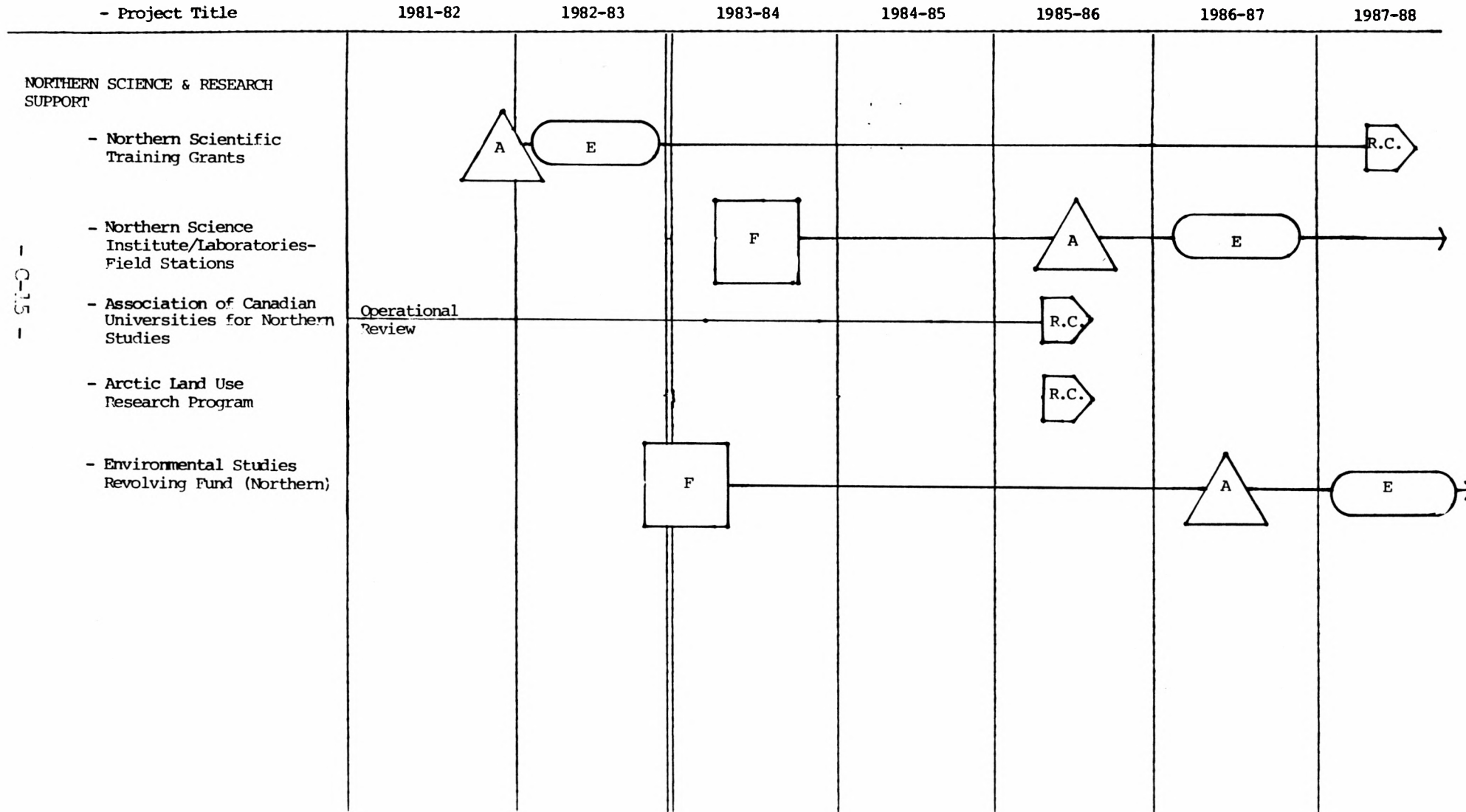
EVALUATION COMPONENT



NORTHERN AFFAIRS PROGRAM

PLANNING ELEMENT

EVALUATION COMPONENT





PROPOSED EVALUATION PLAN  
1983-84

NORTHERN AFFAIRS PROGRAM

A. Projects Started in 1982-83 to be Completed in 1983-84

1. Water Resource Management (evaluation)
2. Comprehensive Land Use Planning (framework)
3. Economic Development Agreements (framework)
4. Inuit Culture and Linguistics (evaluation)
5. Environmental Studies Revolving Fund (Northern) (framework)

B. 1983-84 Follow-on Projects to 1982-83 Plan

1. Land Management (evaluation)
2. Mineral Resource Management (evaluation)
3. Economic Development Agreements (assessment)
4. Economic Development Agreements (evaluation)

C. 1983-84 Projects Pursuant to 1983-88 Plan

1. Oil and Gas Resource Management (Excluding COGLA) (assessment)
2. Oil and Gas Resource Management (Transferred to COGLA) (framework)
3. Environmental Protection, Assessment and Review (assessment)
4. Inuit Economic Development (Excluding CDP) (assessment)
5. Native On-the-Job-Training and Support Services (assessment)
6. Northern Science Institute/Laboratories-Field Stations (framework)



TABLE 1: Proposed Evaluation Plan 1993-84 (October 1982).

EVALUATION PROJECTS BY PROGRAM AND ACTIVITY	PROGRAM EVALUATION COMPONENT REFERENCE	\$(m)	TYPE	Contracting Budget \$(k) 1983-84	*** P.Y.	SCHEDULE		REMARKS
						*Start	**Completed	
<b>NORTHERN AFFAIRS PROGRAM</b>								
B.1 Land Management	Renewable Resources	3.5	E	55.0	0.2	June '83	Dec. '83	Dependent on assessment
A.1 Water Resource Management	Renewable Resources	3.9	E	25.0	0.1	Dec. '82	June '83	Plus \$20k and 0.2 P.Y. in 82-83
				80.0	0.3			
B.2 Mineral Resource Management	Non-Renewable Resources	4.3	E	55.0	0.3	April '83	Oct. '83	Dependent on assessment
C.1 Oil & Gas (Excluding COGLA)	Non-Renewable Resources	0.6	A	15.0	0.2	June '83	Dec. '83	
C.2 COGLA	Non-Renewable Resources	4.1	F	(in-house)	0.2	April '83	July '83	New activity; in conjunction with EMR and COGLA; requires NAP staff support
				70.0	0.7			
A.2 Comprehensive Land Use Planning	Comprehensive Land Use Planning	N/A	F	(in-house)	0.1	Dec. '82	May '83	New activity; plus 0.1 P.Y. in 82-83; requires NAP staff support
				-	0.1			
C.3 Environmental Protection, Assessment & Review	Environmental Protection, Assessment & Review	0.7	A	30.0	0.1	Oct. '83	Mar. '84	
				30.0	0.1			
C.4 Inuit Economic Development (Excl.CDP)	Northern Economic Development	1.9	A	20.0	0.1	Apr. '83	Aug. '83	Delayed pending results of NAP study on financial aspects of CDP
A.3 Economic Development Agreements	Northern Economic Development	N/A	F	(in-house)	0.1	Jan. '83	May '83	New activity; plus 0.1 P.Y. in 82-83; requires NAP staff support
B.3 Economic Development Agreements	Northern Economic Development	N/A	A	10.0	0.1	Sept. '83	Jan. '84	On-going activities dependent on program activities
B.4 Economic Development Agreements	Northern Economic Development	N/A	E	5.0	0.1	Mar. '84	July '84	Plus \$15 k and 0.1 P.Y. in 84-85
C.5 Native QJT & Support Services	Northern Economic Development	1.9	A	10.0	0.1	Feb. '84	July '84	Renew cycle; plus \$10k and 0.1 P.Y. in 84-85
				45.0	0.5			
A.4 Inuit Culture & Linguistics	Cultural Programs	3.3	E	10.0	0.1	Feb. '83	June '83	Plus \$20.0 and 0.1 P.Y. in 82-83; dependent on assessment
				10.0	0.1			
C.6 Insitute/Labs-Field Stations	Northern Science & Research Support	0.6	F	(in-house)	0.1	May '83	Aug. '83	New activity; dependent on establishment of institute - if not established, Labs-Field stns. require assessment
A.5 Environmental Studies Revolving Fund	Northern Science and Research Support	N/A	F	5.0	0.1	Nov. '82	May '83	Plus \$5k and 0.1 P.Y. in 82-83
				5.0	0.2			

\*Terms of Reference signed off by Responsible Assistant Deputy Minister

\*\*Final report submitted to Principal Contact(s)

\*\*\*Professional staff time on Direct Project Management

Program Financial Data based on 1982-83 Main Estimates.

F - Framework A - Assessment E - Evaluation

Total NAP Contracting Budget \$240,000



REVISED EVALUATION PLAN  
1982-83

**NORTHERN AFFAIRS PROGRAM**

**A. Currently Active Projects to be Completed in 1982-83**

1. Forest Resource Management (evaluation)
2. Northern Scientific Training Grants Program (assessment)
3. Social Research, Economic Planning and Territorial Relations (strategy)
4. Water Resource Management (assessment)
5. Mineral Resource Management (assessment)

**B. 1982-83 Follow-on Projects to 1981-82 Plan**

1. Northern Scientific Training Grants Program (evaluation)
4. Water Resource Management (evaluation)

**C. 1982-83 Projects Pursuant to 1981-86 Plan**

2. Inuit Culture and Linguistics (assessment)
3. Inuit Culture and Linguistics (evaluation)
4. Land Management (assessment)

**D. New Initiatives**

1. Comprehensive Land Use Planning (framework)
2. Environmental Assessment and Review Process (interdepartmental evaluation)
3. Norman Wells Project (framework)
4. Economic Development Agreements (framework)
5. Environmental Studies Revolving Fund (Northern) (framework)

**Note:**

B.2 and B.3 have been deleted following the restructuring of the NAP components.

B.5 and C.1 have been delayed.



TABLE 2: Annual Evaluation Plan 1982-83 (revised September 30, 1982)

EVALUATION PROJECTS BY PROGRAM & ACTIVITY	PROGRAM EVALUATION COMPONENT REFERENCE	\$(M)	TYPE	CONTRACTING BUDGET \$(K) 1982-83	P.Y. 82-83	Schedule		Remarks
						* START	** COMPLETED	
<b>NORTHERN AFFAIRS PROGRAM</b>								
C.4 Land Management	Renewable Resources	3.5	A	(in-house)	0.3	Oct. '82	Mar. '83	
A.4 Water Resource Management	Renewable Resources	3.9	A	12.0	0.2	Mar. '82	Sept. '82	Completed; awaiting debriefing
B.4 Water Resource Management	Renewable Resources	3.9	E	30.0	0.2	Dec. '82	Aug. '83	Plus \$25K and 0.1 P.Y. in 83-84
A.1 Forest Resource Management	Renewable Resources	1.4	E	7.5	0.1	Oct. '81	Sept. '82	Plus \$40K and 0.2 P.Y. in 81-82
				49.5	0.8			
A.5 Mineral Resource Management	Non-Renewable Resources	4.3	A	(in-house)	0.3	Mar. '82	Feb. '83	Completion date delayed due to other priorities
				--	0.3			
D.1 Comprehensive Land Use Planning	Comprehensive Land Use Planning	N/A	F	10.0	0.1	Dec. '82	June '83	New activity; plus 0.1 P.Y. in 83-84; requires NAP staff support
				10.0	0.1			
D.2 Environmental Assessment and Review Process	Environmental Protection, Assessment & Review	0.7	E	(in-house)	0.1	May '82	July '82	Interdepartmental study; not in 81-82 Plan; DIAND participation completed
				--	0.1			
D.3 Norman Wells	Northern Economic Development	N/A	F	10.0	0.1	Nov. '82	Mar. '83	New activity; requires NAP staff support
D.4 Economic Development Agreements	Northern Economic Development	N/A	F	(in-house)	0.1	Jan. '83	May '83	New activity; plus 0.1 P.Y. in 83-84; requires NAP staff support
				10.0	0.2			
C.2 Inuit Culture & Linguistics	Cultural Programs	3.3	A	10.7	0.1	May '82	Oct. '82	
C.3 Inuit Culture & Linguistics	Cultural Programs	3.3	E	20.0	0.1	Feb. '83	June '83	Plus \$10.0 and 0.1 P.Y. 83-84; Dependent on assessment
				30.7	0.2			

\* Terms of Reference Signed off by Responsible ADM  
 \*\* Final Report Submitted to Principal Contact(s)  
 \*\*\* Professional Staff Time on Direct Project Management

Program Financial Data Based on 1981-82 Main Estimates

A - assessment    E - evaluation    F - framework    S - strategy



TABLE 2: Annual Evaluation Plan 1982-83 (revised September 30, 1982)

EVALUATION PROJECTS BY PROGRAM & ACTIVITY	PROGRAM EVALUATION COMPONENT REFERENCE	\$(M)	TYPE	CONTRACTING BUDGET \$(K) 1982-83	**** P.Y. 82-83	Schedule		Remarks
						*START	**COMPLETE	
A.2 Northern Scientific Training Grants	Northern Science & Research Support	0.6	A	5.0	0.1	Nov. '81	Apr. '82	Plus \$10K and 0.1 P.Y. 81-82
B.1 Northern Scientific Training Grants	Northern Science & Research Support	0.6	E	30.0	0.1	June '82	Jan. '83	
D.5 Environmental Studies Revolving Fund	Northern Science & Research Support	N/A	F	5.0	0.1	Nov. '82	May '83	New activity; requires NAP staff support; plus \$5K and 0.1 P.Y. in 83-84
A.3 Social Research, Economic Planning and Territorial Relations	Various Activities (old component structure)	N/A	S	40.0	0.3			
				6.0	0.1	Feb. '82	June '82	Plus \$2.6K and 0.1 P.Y. in 81-82

- \* Terms of Reference Signed off by Responsible Assistant Deputy Minister
- \*\* Final report submitted to Principal Contact(s)
- \*\*\* Professional staff time on Direct Project Management

Total N.A.P. Contracting Budget \$146,200

Program Financial Data based on 1981-82 Main Estimates

F - Framework A - Assessment E - Evaluation S - Strategy

PROGRAM EVALUATION COMPONENT PROFILES



## NORTHERN AFFAIRS PROGRAM

### COMPONENT PROFILES

#### 1 RENEWABLE RESOURCES

- 1.1 Land Management
- 1.2 Water Resource Management
- 1.3 Forest Resource Management
- 1.4 Forest Fire Control

#### 2 NON-RENEWABLE RESOURCES

- 2.1 Mineral Resource Management
- 2.2 Oil and Gas Resource Management (Excluding COGLA)
- 2.3 Oil and Gas Resource Management (Transferred to COGLA)

#### 3 COMPREHENSIVE LAND USE PLANNING

#### 4 ENVIRONMENTAL PROTECTION, ASSESSMENT AND REVIEW

#### 5 NORTHERN ECONOMIC DEVELOPMENT

- 5.1 Arctic Cooperatives Development Program
- 5.2 Inuit Economic Development (Excluding CDP)
- 5.3 Norman Wells Project
- 5.4 Economic Development Agreements
- 5.5 Energy Subsidy Programs
- 5.6 Native On-the-Job Training and Support Services
- 5.7 Northern Roads

#### 6 CULTURAL PROGRAMS

- 6.1 Inuit Art including the Canadian Eskimo Art Council
- 6.2 Inuit Culture and Linguistics

#### 7 NORTHERN SCIENCE AND RESEARCH SUPPORT

- 7.1 Northern Scientific Training Grants Program
- 7.2 Northern Science Institute/Laboratories-Field Stations
- 7.3 Association of Canadian Universities for Northern Studies
- 7.4 Arctic Land Use Research Program
- 7.5 Environmental Studies Revolving Fund (Northern)



1 RENEWABLE RESOURCES



PROGRAM EVALUATION COMPONENT PROFILE

1 RENEWABLE RESOURCES

PART A: BASIC DESCRIPTION

MANDATE: - RSC 1970, C. I-7, S. 4(b) gives the Minister of IAND responsibility for the Yukon and Northwest Territories, and their resources and affairs; S. 6 gives him the control, management and administration of all Crown lands in the two Territories except those under the responsibility of any other Minister prior to October 1, 1966.

OBJECTIVES: - To maintain and enhance the northern environment with due consideration to economic and social development.  
- To encourage viable economic development within regions of the northern Territories so as to realize their potential contribution to the national economy and the material well-being of Canadians.

DESCRIPTION: - This component comprises four sub-components related to the management and protection of northern renewable resources, namely land, water and forests, and to forest fire control.

ESTIMATES PROGRAM: - Northern Affairs Program.

<u>COMPONENT RESOURCES:</u> (1982-83 Estimates)	O & M	24,015.0
	Capital	1,390.0
	G & C	---
	TOTAL	25,405.0

P.Y. 204

- Includes District and Field operations; however, these figures have been excluded from the individual sub-components because of the difficulty in allocating them.
- Excludes figures allocated to "Administration".

1 **RENEWABLE RESOURCES**

**PART B:**

**ELEMENTS AND STRUCTURE**

**ACTIVITIES:**

- Detailed activities are shown in each sub-component. Generally they fall into the following categories:
  - Develop and revise policy, procedures and legislation.
  - Provide policy advice.
  - Administer the legislation including the issuance of authorizations, the collection of revenue, and monitoring, enforcement and inspection activities.
  - Conduct resource-related research and maintain inventories to meet policy and operational needs.

**OUTPUTS:**

- Policy, procedures and legislative amendments and advice.
- Resource-use authorizations; revenue; inspections.
- Studies, reports, inventories.

**IMPACTS & EFFECTS:**

- Orderly and regularized disposition and use of renewable resources.
- Informed government, industry and public.
- Increased data base for improved decision making and disposition of the resources.
- Reduction of adverse environmental and socio-economic impacts.

**COMPONENT LOGIC:**

- See individual sub-component profiles.

**PART C:**

- See individual sub-component profiles.

1 RENEWABLE RESOURCES

PART D: EVALUATION STATUS

PRIORITY: - Medium.

EVALUABILITY: - To be determined during the assessments and evaluations of the individual sub-components.

POTENTIAL BENEFITS:

- Evaluation of issues that are common to the sub-components.
- Improved coordination of the delivery of renewable resource services to industry and public.
- More effective and comprehensive approach by the Department with respect to renewable resource management.

EVALUATION HISTORY: - See individual sub-component profiles.

EVALUATION STRATEGY: - Assessment of the three resource management sub-components (1.1, 1.2, 1.3) to be completed before the overview of the entire component is begun.

PROGRAM EVALUATION COMPONENT PROFILE

1 RENEWABLE RESOURCES

1.1 Land Management

PART A:

BASIC DESCRIPTION

MANDATE:

- The Territorial Lands Act provides for the sale, lease or other disposition of Crown lands in the Yukon and Northwest Territories and for the making of relevant regulations. Regulations made pursuant to the Act include Territorial Lands Regulations, Territorial Quarrying Regulations, Territorial Timber Regulations and Territorial Land Use Regulations. The Public Lands Grants Act and Land Titles Act also refer.

OBJECTIVES:

- To develop plans and policies for the management and disposition of territorial land, taking into account market circumstances, environmental sensitivity, and implications for traditional use by native people.
- To ensure that land use practices conform to acceptable standards of environmental protection based on relevant scientific knowledge of the effects of proposed land uses.

DESCRIPTION:

- The Land Management Division administers surface rights and environmental regulations for 3.9 million km<sup>2</sup> of Crown lands in the North.

ESTIMATES PROGRAM:

- Northern Affairs Program.

COMPONENT RESOURCES:  
(1982-83 Estimates)

O & M	3,241.2
Capital	249.0
G & C	---

TOTAL 3,490.2

P.Y. 50

- Includes Lancaster Sound Coordination.
- Does not include District or Field operations.



1.1 Land Management

PART B:

ELEMENTS AND STRUCTURE

ACTIVITIES:

- Develop, update and interpret policy, procedures and legislation in respect of land disposition, use and conservation.
- Administer the disposition of surface interests in territorial lands, including the collection of revenue.
- Regulate the use of lands through environmental terms and conditions.
- Provide support and technical advice to the Land Use Advisory Committees.
- Register past and ongoing land use operations.
- Maintain land use inventories.
- Provide project-specific baseline resource data.

OUTPUTS:

- Legislative amendments, policies, procedures, functional direction, advice.
- Land use permits, leases, agreements for sale, easements.
- Compliance inspections of land use operations.
- Revenue collected.
- Land use plans; studies, reports, maps, inventories; project-specific baseline data.
- Information and advice disseminated to government, industry and public.

IMPACTS &  
EFFECTS:

- Orderly and regularized disposition, development and use of land.
- Provision of land to individual northern citizens.
- Prompt identification of land use conflicts.
- More informed government and public.

1.1 Land Management

IMPACTS &  
EFFECTS:  
(cont'd)

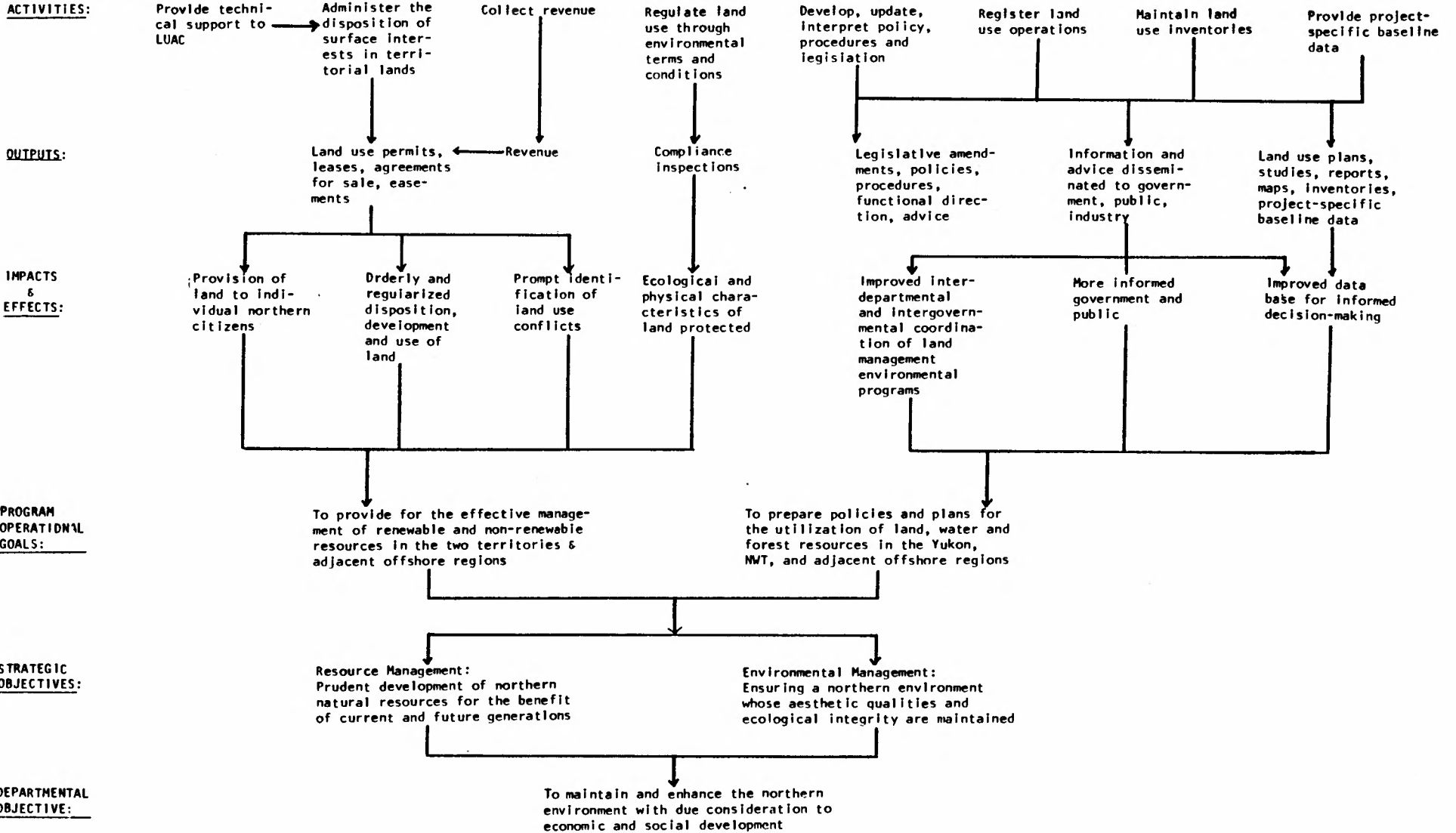
- Improved data base for informed decision making.
- Improved interdepartmental and intergovernmental coordination of land management environmental programs.
- Protection of the ecological and physical characteristics of lands.

COMPONENT  
LOGIC:

- The preliminary component logic diagram (Part C) displays the linkages between the activities, outputs, impacts and effects and the objectives. Its accuracy will be tested during the assessment phase.

PART C: COMPONENT LOGIC DIAGRAM (PRELIMINARY)

1.1 Land Management



1.1 Land Management

PART D:

EVALUATION STATUS

PRIORITY:

- Medium/high to benefit from the results of the evaluation of the related renewable resource sub-components, water and forest, to permit overview of the entire component in 1984-85.

EVALUABILITY:

- The mandate appears to be precise; depends on the extent to which logical linkages can be made between the activities, outputs, impacts and effects and the objectives and goals.

POTENTIAL  
BENEFITS:

- Depends in part on the extent to which the program's impacts and effects can be isolated.
- The program has a high public profile given the requirement for a land use permit or land lease for virtually every operation in the North.
- The land disposition program has been largely decentralized over the past few years so that service is provided to the public through regional and district offices. Evaluation could clarify the situation.

EVALUATION  
HISTORY:

- None identified.

EVALUATION  
STRATEGY:

- Assessment scheduled for October 1983 - March 1983 with evaluation study to follow in 1983-84.



PROGRAM EVALUATION COMPONENT PROFILE

- 1 RENEWABLE RESOURCES
- 1.2 Water Resource Management

PART A:                    BASIC DESCRIPTION

MANDATE:                    - To manage the water resources of the North in accordance with the Northern Inland Waters Act and Regulations, the Arctic Waters Pollution Prevention Act and Regulations (for non-shipping activities) and the Dominion Water Power Act and Regulations (including hydro power developments on federal lands south of 60°).  
Departmental responsibilities under the Arctic Waters Pollution Prevention Act are established by SOR 71-219. In addition, there are interdepartmental agreements and Treasury Board Minutes related to construction and operation of hydrometric networks.

OBJECTIVES:                - To facilitate the conservation, development and use of the inland water resources of the northern territories and the offshore marine waters of the Canadian Arctic.

                                  - To ensure that water conservation and development practices and water use meet acceptable standards, including environmental protection and public safety.

DESCRIPTION:                - Water Resources staff protect and manage inland waters of the Yukon and Northwest Territories and arctic marine waters adjacent to the mainland and islands of the Canadian Arctic. They also manage the use of land and waters for hydro power developments on federal lands south of 60°.

ESTIMATES PROGRAM:                - Northern Affairs Program.

<u>COMPONENT RESOURCES:</u> (1982-83 Estimates)	O & M	3,825.5
	Capital	120.0
	G & C	---
	TOTAL	3,955.5
	P.Y.	32

- Does not includes District or Field Operations.

## 1.2 Water Resource Management

### PART B:

### ELEMENTS AND STRUCTURE

#### ACTIVITIES:

- Collect, research and interpret hydrological information, including the design of studies and the drafting of data collection agreements.
- Review and assess policy and legislation, draft amendments, policy and procedures.
- Review and process water use applications, including the collection of revenue.
- Monitor and inspect water use operations.
- Enforce terms and conditions pertaining to water use and water disposal.
- Provide technical support to the Territorial Water Boards.
- Coordinate the activities of all federal and territorial government agencies involved in water resource management.

#### OUTPUTS:

- Hydrological, meteorological, climatological and other related studies, baseline data collections, inventories and agreements.
- Comprehensive studies of water and related resources of major river basins in the North.
- Legislative amendments, policies, procedures, plans.
- Authorizations (NIWA), environmental operating conditions (AWPPA).
- Water use operations monitored and inspected for compliance with related terms and conditions; enforcement measures taken as appropriate.
- Technical and financial support to the Territorial Water Boards.

#### IMPACTS & EFFECTS:

- Regularized and orderly use, disposition and development of inland and offshore water resources.

## 1.2 Water Resource Management

IMPACTS &  
EFFECTS:  
(cont'd)

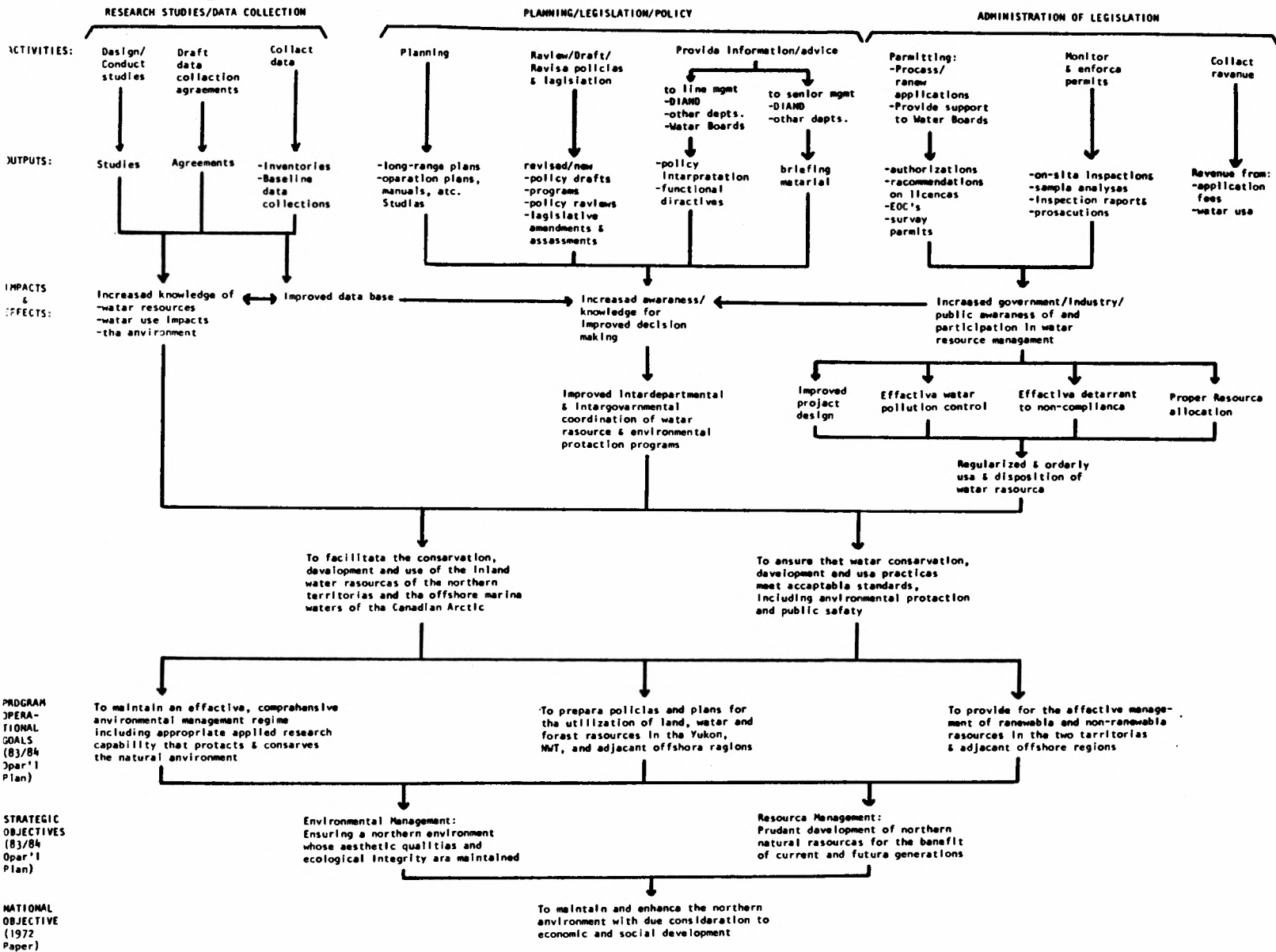
- Conservation and protection of the water resources.
- Reduction of environmental damage caused by development and use of water resources.
- Increased awareness and knowledge for improved decision-making.

COMPONENT  
LOGIC:

- The component logic diagram (Part C) was tested during the assessment and the causal linkages appear to be valid.

1.2 Water Resource Management

PART C: COMPONENT LOGIC DIAGRAM



- C-46 -



## 1.2 Water Resource Management

### PART D:

### EVALUATION STATUS

#### PRIORITY:

- High particularly in view of high public sensitivity, the debate over the status of water authorizations, the problems concerning placer mining use of water, and the environmental concerns connected with offshore drilling activities.
- Both the Northern Inland Waters Act and the Arctic Waters Pollution Prevention Act are under review.

#### EVALUABILITY:

- Good. The mandate is stated in legislation but may require further redefinition; objectives and goals are clearly stated and have been linked to activities, outputs, impacts and effects.

#### POTENTIAL BENEFITS:

- More precise and enforceable mandate and policy particularly with respect to the status of authorizations, and for governing the interrelationship between Departmental staff and the Territorial Water Boards. Clarification of roles where there is potential for overlap, duplication or conflict between various water-related legislation and other legislation.

#### EVALUATION HISTORY:

- Assessment began in March; draft final report completed in July 1982.

#### EVALUATION STRATEGY:

- Evaluation study scheduled to begin winter 1982 with completion early in 1983-84.
- A separate but complementary study of the Territorial Water Boards is scheduled to begin in the fall with completion early 1983. Water Resources staff will manage the study; its results, however, will be incorporated into the evaluation study of the component.

PROGRAM EVALUATION COMPONENT PROFILE

- 1 RENEWABLE RESOURCES
- 1.3 Forest Resource Management

PART A:                    BASIC DESCRIPTION

MANDATE:                    - The Territorial Lands Act regulates timber cutting.

OBJECTIVES:                - To manage the natural resources of the North and to stimulate economic development and employment opportunities for northern residents.

                                     - To advance the social and economic development of the Yukon and Northwest Territories with special emphasis on the needs of native northerners and the protection of the northern environment.

                                     - To contribute to the protection and enhancement of the northern environment.

DESCRIPTION:                - Includes the development of a knowledge base relating to the forest resource, forest management planning, timber rights disposal and harvesting regulations.

ESTIMATES PROGRAM:                - Northern Affairs Program.

<u>COMPONENT RESOURCES:</u> 1982-83 Estimates)	O & M	1,447.2
	Capital	---
	G & C	---
	TOTAL	1,447.2
	P.Y.	18

- Does not include District or Field Operations.

### 1.3 Forest Resource Management

#### PART B:

#### ELEMENTS AND STRUCTURE

#### ACTIVITIES:

- Manage the forests of the North.
- Compile timber inventories.
- Issue, administer and inspect timber permits.
- Review legislation and advise on policy.
- Compile and provide scientific and technical information.
- Carry out silviculture experiments and nursery work.

#### OUTPUTS:

- Permits and timber agreements.
- Inventories, including base maps, photography, forestry typing, field work, data compilations, computer programming and final compilation.
- Legislative and policy revisions.
- Information, reports and studies, scaling manual, aerial photo interpretation manual.

#### IMPACTS & EFFECTS:

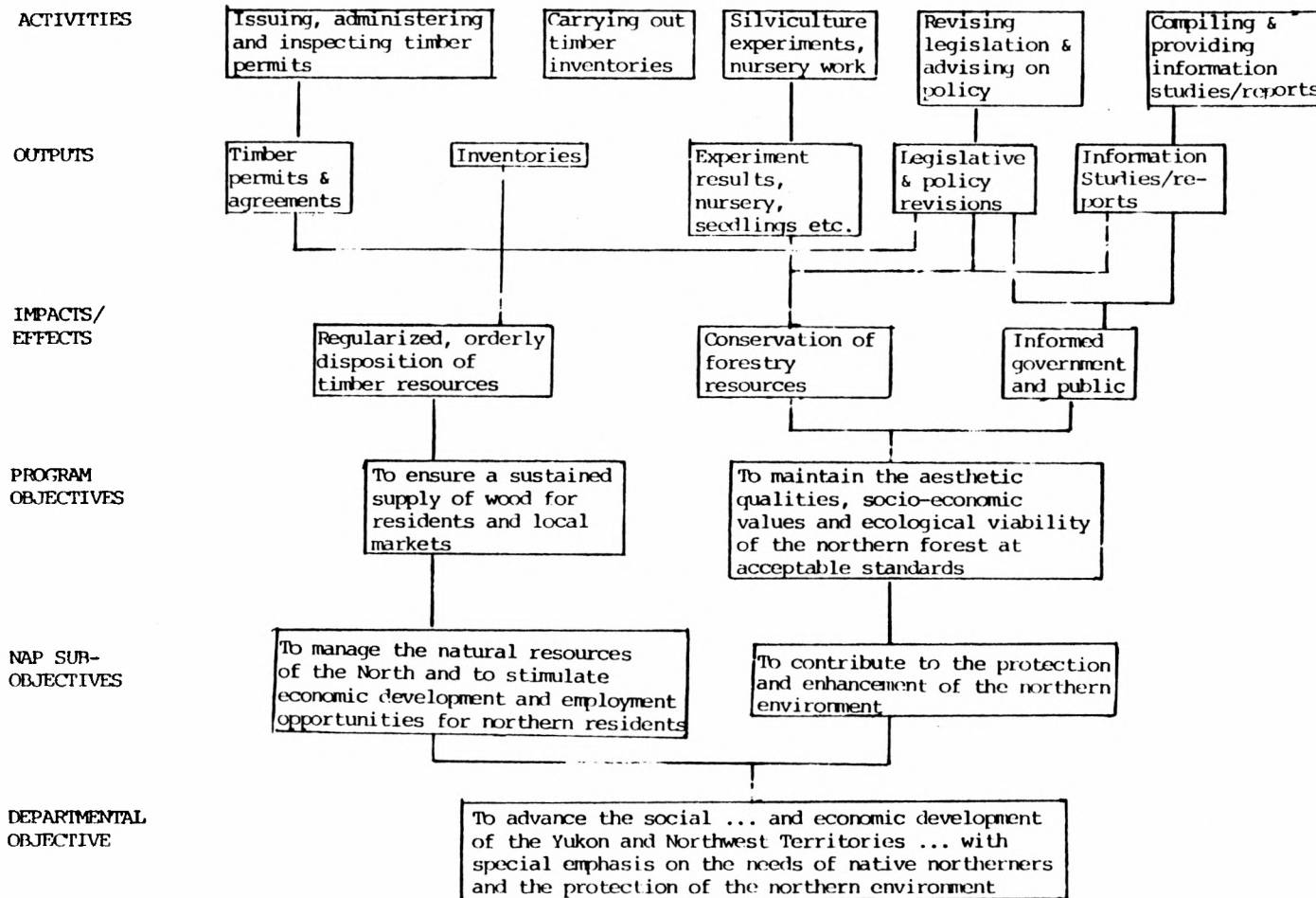
- Regularized and orderly disposition of northern timber resources.
- Conservation of forest resources.
- More informed government and public.

#### COMPONENT LOGIC:

- The northern forests are important both as a renewable resource and for sustaining other activities such as hunting and trapping and recreation. The management of the resource provides for both economic development opportunities and maintenance of the aesthetic qualities of the North.

PART C: COMPONENT LOGIC DIAGRAM

1.3 Forest Resource Management



- C-51 -



1.3 Forest Resource Management

PART D:

EVALUATION STATUS

PRIORITY:

- Evaluation underway to be completed in 1982-83.

EVALUABILITY:

- Considered to be evaluable.

POTENTIAL  
BENEFITS:

- Provides input to the development of new policies and legislation.

EVALUATION  
HISTORY:

- No previous evaluations. An evaluation assessment was done in 1981-82.

EVALUATION  
STRATEGY:

- Note priority above.

**PROGRAM EVALUATION COMPONENT PROFILE**

**1 RENEWABLE RESOURCES**

**1.4 Forest Fire Control**

**PART A:                    BASIC DESCRIPTION**

**MANDATE:**                    - The Yukon and Northwest Territories Fire Protection Ordinances, although territorial government legislation, are administered by the federal government as an integral component of renewable resource management in the North. Each ordinance includes authority for the conscription of men to fight forest fires, the closing of high fire hazard areas, the issuing of fire permits during the closed season, mandatory safety regulations for operations in a forested area and a system of penalties for contravention of the ordinance.

**OBJECTIVES:**                - To safeguard human life.  
                                     - To protect personal and public property.  
                                     - To safeguard natural resources for the use and enjoyment of the people.  
                                     - To reduce wildfire damage to a level consistent with present and future needs.

**DESCRIPTION:**              - Forest fire management is an integral part of northern renewable resource management. The fire program provides protection to communities, timber, power transmission and communications networks, recreation areas, watersheds, erosion-prone sites and community-oriented wildlife areas.

**ESTIMATES PROGRAM:**        - Northern Affairs Program.

<b><u>COMPONENT RESOURCES:</u></b> (1982-83 Estimates)	O & M	9,677.6
	Capital	1,021.0
	G & C	---
	TOTAL	10,698.6
	P.Y.	26

1.4 Forest Fire Control

COMPONENT  
RESOURCES:  
(1982-83  
Estimates)  
(cont'd)

- Human resources for fire suppression are hired on contract and are not reflected in direct estimates.
- Basic budget is supplemented by additional resources depending on the severity of the fire season. For example, due to a severe fire season in 1980-81, final expenditures amounted to \$19.6 million.

## 1.4 Forest Fire Control

### PART B:

### ELEMENTS AND STRUCTURE

#### ACTIVITIES:

- Establish and manage pre-suppression programs.
- Direct and monitor fire suppression activities.
- Design, develop and implement information gathering systems pertinent to wildlife management.
- Review, amend and administer Yukon and NWT Forest Protection Ordinances and Regulations.
- Provide interdepartmental and intergovernmental liaison and coordination on fire management policies and programs.

#### OUTPUTS:

- Fire-related standards and policies.
- Fire prevention and settlement protection plans.
- Fire detection systems and their evaluation.
- Fire-fighting activities.
- Conscription of fire-fighters.
- Training programs.

#### IMPACTS & EFFECTS:

- More effective fire detection and fighting system.
- More trained fire-fighting personnel.
- Human lives saved which might otherwise have been lost due to forest fires.
- Reduction of damage to personal and public property.
- Reduction of damage to natural resources (forests, wildlife, etc.).

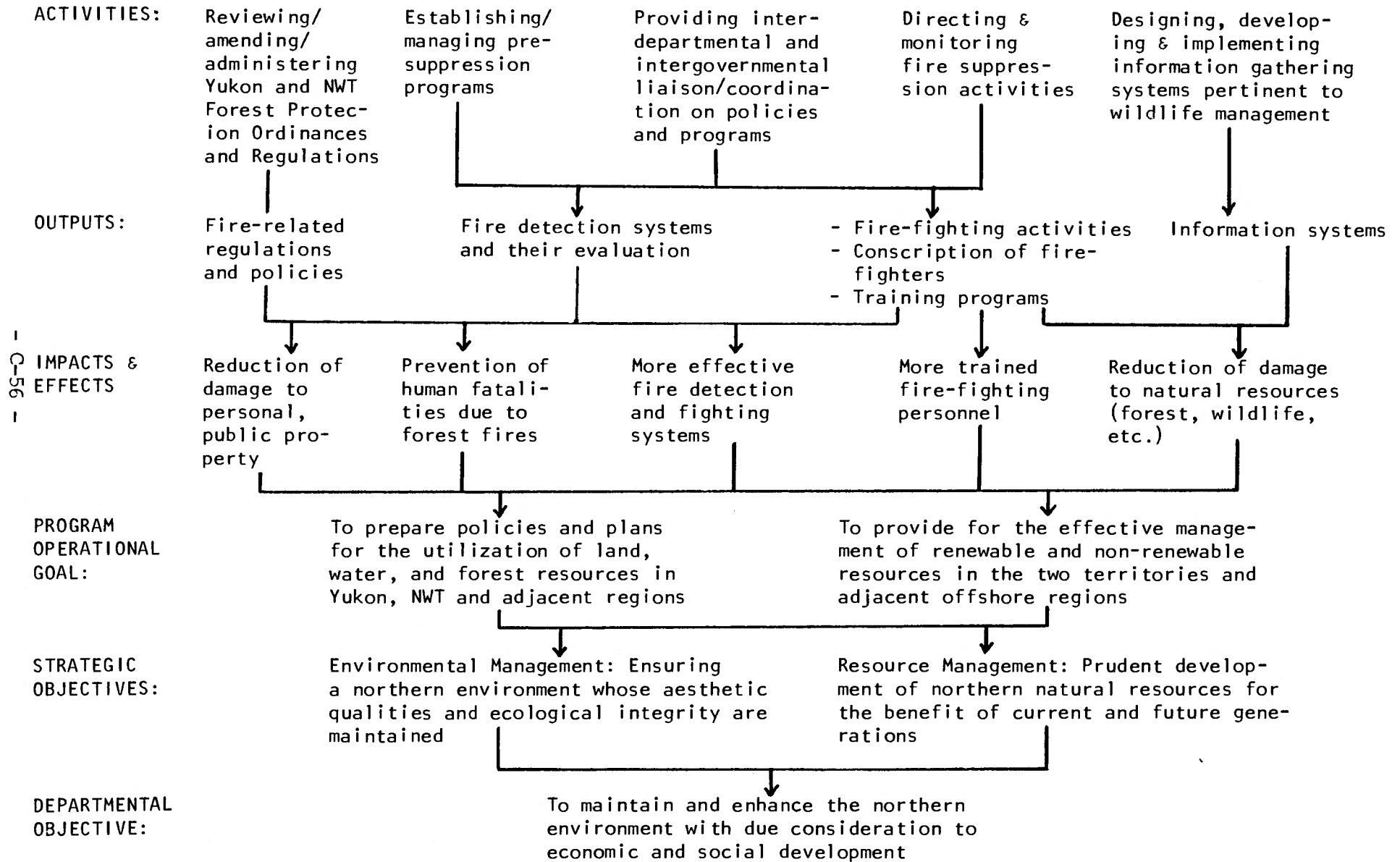
#### COMPONENT LOGIC:

- The preliminary component logic diagram (Part C) displays the major elements of this sub-component. The causal linkages will be tested during the assessment phase.



PART C: COMPONENT LOGIC DIAGRAM (PRELIMINARY)

1.4 Forest Fire Control



#### 1.4 Forest Fire Control

**PART D:**

**EVALUATION STATUS**

**PRIORITY:**

- Low/medium, given the recent introduction of the new Wildfire Management policy resulting from a review of fire-fighting operations and policy carried out in 1979-80.

**EVALUABILITY:**

- The sub-component has precise objectives, and several of the outputs can be quantified (e.g. number of fires fought, hectares covered). Thus the sub-component should be evaluable. However, the level of activity required varies from year to year depending on the severity of forest fires and may cause problems in determining the effectiveness of the program.

**POTENTIAL BENEFITS:**

- An assessment of the impact of changes resulting from the implementation of the new Wildfire Management policy.

**EVALUATION HISTORY:**

- Fire fighting operations and policy were reviewed in 1979-80 by a special fire review panel established by the Minister. A new Wildfire Management policy, incorporating the recommendations of the panel was approved by Cabinet in March 1981.

**EVALUATION STRATEGY:**

- Assessment scheduled for 1984-85.
- Evaluation study scheduled for 1985-86.



2 NON-RENEWABLE RESOURCES



PROGRAM EVALUATION COMPONENT PROFILE

2 NON-RENEWABLE RESOURCES

PART A:                    BASIC DESCRIPTION

MANDATE:                    - RSC 1970, C. I-7, S. 6(b) - the Minister of IAND shall administer all Acts, orders and regulations, not by law assigned to any other Minister, relating to any of the matters mentioned in section 4 or 5. (S. 4(b) covers the Yukon and Northwest Territories and their resources and affairs; S. 5(b) covers policies and programs to further economic development).

OBJECTIVES:                - To encourage viable economic development within regions of the northern Territories so as to realize their potential contribution to the national economy and the material well-being of Canadians.

                                  - To maintain and enhance the northern environment with due consideration to economic and social development.

DESCRIPTION:               - This component comprises three sub-components related to the management of non-renewable resources, namely mineral resource management, oil and gas resource management (excluding COGLA) and oil and gas resource management (transferred to COGLA).

ESTIMATES PROGRAM:       - Northern Affairs Program.

<u>COMPONENT RESOURCES:</u> (1982-83 Estimates)	O & M	8,531.0
	Capital	350.0
	G & C	<u>136.0</u>
	TOTAL	9,017.0
	P.Y.	165.5

- Includes Supplementary Estimates approved April 1982.
- Excludes figures allocated to "Administration".



2 NON-RENEWABLE RESOURCES

PART B:

ELEMENTS AND STRUCTURE

ACTIVITIES:

- Detailed activities are shown in each sub-component profile. Generally they fall into the following categories:
  - Develop and revise policy, procedures and legislation.
  - Provide policy advice.
  - Develop and monitor government-industry agreements.
  - Liaise with interested parties.
  - Administer the legislation including the issuance of authorizations, the collection of revenue, and monitoring, enforcement and inspection activities.
  - Conduct resource-related research and maintain inventories to meet policy and operational needs.

OUTPUTS:

- Policy, procedures and legislative amendments and advice.
- Government-industry agreements.
- Resource-use authorizations; revenue; inspections.
- Studies, reports, inventories.

IMPACTS & EFFECTS:

- Orderly and regularized disposition and use of non-renewable resources.
- Informed government, industry and public.
- Increased data-base for improved decision making and disposition of the resources.
- Reduction of adverse environmental and socio-economic impacts.

COMPONENT LOGIC:

- See individual sub-component profiles.

PART C:

- See individual sub-component profiles.

2      **NON-RENEWABLE RESOURCES**

**PART D:**                      **EVALUATION STATUS**

**PRIORITY:**                      - Medium.

**EVALUABILITY:**                - To be determined during the assessments of the individual sub-components.

**POTENTIAL BENEFITS:**                - Evaluation of issues that are common to the sub-components.  
- Improved coordination of the delivery of non-renewable resource services to industry and public.  
- More effective and comprehensive approach by the Department with respect to non-renewable resource management.

**EVALUATION HISTORY:**                - See individual sub-component profiles.

**EVALUATION STRATEGY:**                - Assessment of each sub-component to be completed before the overview of the entire component is begun.

**PROGRAM EVALUATION COMPONENT PROFILE**

**2 NON-RENEWABLE RESOURCES**

**2.1 Mineral Resource Management**

**PART A:                    BASIC DESCRIPTION**

**MANDATE:**                    - Relevant legislation includes: in the NWT: Canada Mining Regulations (under the Territorial Lands Act and Public Lands Grants Act); in the Yukon: Yukon Quartz Mining Act; Yukon Placer Mining Act; Yukon Blasting Ordinance; Yukon Mining Safety Ordinance; in both Territories: Territorial Coal Regulations; Territorial Dredging Regulations.

**OBJECTIVES:**                - To facilitate and promote exploration and development of mineral resources (including coal) in the Territories.  
- To ensure that mine workers have a safe working environment.

**DESCRIPTION:**                - Management of the non-renewable resources other than oil and gas in the Yukon and Northwest Territories is provided by the Mining Division and the Non-Renewable Resources Development Division at headquarters and by Regional staff. Responsibilities include the development of mineral policy and legislation, the definition of mineral potential including economic and financial analysis, project evaluation, negotiation of project agreements, administration of the legislation including the collection of mining royalties, and delivery of advice to the Minister, government agencies and the public on current and proposed exploration and mining developments.

**ESTIMATES PROGRAM:**                - Northern Affairs Program.

<b><u>COMPONENT RESOURCES:</u></b> (1982-83 Estimates)	O & M	3,844.5
	Capital	290.0
	G & C	<u>136.0</u>
	TOTAL	4,270.5
	P.Y.	75.5

## 2.1 Mineral Resource Management

### PART B:

### ELEMENTS AND STRUCTURE

#### ACTIVITIES:

- Develop and revise policy, procedures and legislation.
- Provide policy advice interdepartmentally and to industry and public.
- Conduct project assessments (e.g. Polaris, Nanisivik, Cyprus Anvil).
- Negotiate and monitor agreements with mining industry.
- Issue licences and leases for mineral exploration and development.
- Collect royalties.
- Monitor, inspect and enforce use of mineral resources to ensure compliance with legislation.
- Conduct property examinations on all active mineral explorations.
- Administer Prospectors' Assistance Terms and Conditions Order.
- Conduct economic and financial analyses and geophysical studies and surveys on mineral, placer mining and coal industries.
- Maintain inventories.
- Disseminate geological and mineral industry information to the industry and public through publications, sale of maps.
- Provide mining information and advice to northerners, particularly native people.
- Provide training in mine rescue, first aid, mine rescue equipment maintenance; conduct mine safety inspections.

#### OUTPUTS:

- Mining regulations and legislation amendments; policies; advice.



## 2.1 Mineral Resource Management

### OUTPUTS: (cont'd)

- Project assessments.
- Mining agreements.
- Mineral rights, licences and leases; royalty revenue.
- Compliance inspections; safety inspections, accident investigations.
- Grants to prospectors.
- Assay services.
- Economic, financial and geophysical studies, analyses, surveys, maps, inventories.

### IMPACTS AND EFFECTS:

- Increased data base for improved decision making and disposition of the resource.
- Increased level of mineral exploration and development.
- Orderly exploration and development of mineral resources.
- Maximizing benefits to northerners, particularly native people, arising from mineral development.
- Safer working environment in the mining industry.
- Protection of renewable resources.
- Informed government, industry and public, particularly native northerners.

### COMPONENT LOGIC:

- The preliminary component logic diagram (Part C) displays the linkages between the activities, outputs, impacts and effects and the objectives. Its accuracy will be tested during the assessment phase.

PART C: COMPONENT LOGIC DIAGRAM (PRELIMINARY)

2.1 Mineral Resource Management

ACTIVITIES:

Conduct research studies; analyses; compile industry data; maintain inventories

Develop, revise policies, procedures, legislation; advise on policy

Administer Prospector's Terms and Conditions Order

Conduct project assessments; negotiate agreements with mining industry

Issue, administer licences and leases for mineral exploration and development, collect royalty revenues

Monitor, inspect, enforce use of mineral resources

OUTPUTS:

Economic financial, geo-physical studies, analyses, surveys, maps, inventories

Mining regulations, legislative amendments, policies and policy advice

Grants to Prospectors

Project assessments; mining agreements

Mineral rights, licences, leases royalty revenues

Compliance inspections, safety inspections, accident investigations

IMPACTS & EFFECTS:

Increased data base for improved decision making and disposition of the resource

Informed government, public and industry

Increased level of mineral exploration and development

Orderly exploration and development of mineral resources

Protection of renewable resources

Safer working environment in mining industry

PROGRAM OPERATIONAL GOALS:

To maintain an effective, comprehensive environmental management regime including appropriate applied research capability that protects and conserves the natural environment

To prepare policies and plans which will encourage and provide for oil and gas and other mineral (mining) exploration and development in the Yukon, NWT and adjacent regions

To provide for the effective management of renewable and non-renewable resources in the two territories and adjacent offshore regions

STRATEGIC PLAN OBJECTIVES:

Environmental Management: Ensuring a northern environment whose aesthetic qualities and ecological integrity are maintained

Resource Management: Prudent development of northern natural resources for the benefit of current and future generations

DEPARTMENTAL OBJECTIVES:

To encourage viable economic development within regions of the Northern Territories so as to realize their potential contribution to the national economy and the material well-being of Canadians

To maintain and enhance the northern environment with due consideration to economic and social development

1  
C  
1

## 2.1 Mineral Resource Management

### PART D:

### EVALUATION STATUS

#### PRIORITY:

- High in view of high public visibility of the program in areas where mineral exploration and development is taking place and in view of increased level of activity particularly in placer mining in the Yukon.

#### EVALUABILITY:

- Several of the outputs are quantifiable e.g. number of leases, licences, number of reports, inspections, and the level of safety in mine operations. The sub-component appears to be evaluable.

#### POTENTIAL BENEFITS:

- Up-dated mining legislation for the Yukon Territory.
- Improved Department-industry relations, especially with respect to placer mining.
- Early assessment of benefits of new Northern Mineral Policy to be implemented summer 1982.

#### EVALUATION HISTORY:

- No comprehensive evaluation undertaken to date.
- Initial in-house research for the assessment has begun.

#### EVALUATION STRATEGY:

- Assessment scheduled for completion February 1983.
- Evaluation study scheduled for 1983-84.

PROGRAM EVALUATION COMPONENT PROFILE

2 NON-RENEWABLE RESOURCES

2.2 Oil and Gas Resource Management (excluding COGLA)

PART A:

BASIC DESCRIPTION

MANDATE:

- Relevant legislation includes: Canada Oil and Gas Act; Canada Oil and Gas Drilling and Production Regulations; Canada Oil and Gas Production and Conservation Act; Canada Oil and Gas Drilling Regulations and other technical regulations.

OBJECTIVES:

- To advise the Minister and senior management on oil and gas-related policy and activities.  
- To liaise with COGLA.

DESCRIPTION:

- Following the transfer of the administrative activities related to the management of the oil and gas resource to COGLA, the functions remaining in the Northern Affairs Program are essentially policy-related or advisory.

ESTIMATES PROGRAM:

- Northern Affairs Program.

COMPONENT RESOURCES:  
(1982-83 Estimates)

O & M	598.0
Capital	33.0
G & C	---
TOTAL	631.0
P.Y.	12.0



## 2.2 Oil and Gas Resource Management (excluding COGLA)

### PART B

### ELEMENTS AND STRUCTURE

#### ACTIVITIES:

- Provide advice to senior management.
- Develop and revise policy, procedures and legislation.
- Monitor level and pace of oil and gas exploration and development in the North.
- Maintain formal coordination and liaison process with COGLA.
- Monitor and review the administration of oil and gas licences issued by COGLA.
- Participate in technical and socio-economic assessments of major oil and gas projects.

#### OUTPUTS:

- Negotiation of socio-economic and environmental conditions relating to exploration agreements and programs.
- Assessment and approval of socio-economic and environmental conditions relating to drilling and development plans.
- Oil and gas-related policies and procedures.

#### IMPACTS & EFFECTS:

- Increased levels of oil and gas exploration and development.
- Conservation of oil and gas resources.
- Reduction of environmental damage caused by oil and gas exploration and development.
- Reduction of harm to the well-being of industry workers and the public.
- Increased industrial benefits arising from northern oil and gas projects for northerners and for Canadians generally.
- Increased development and use of northern entrepreneurial skills and northern native manpower.

2.2 Oil and Gas Resource Management (excluding COGLA)

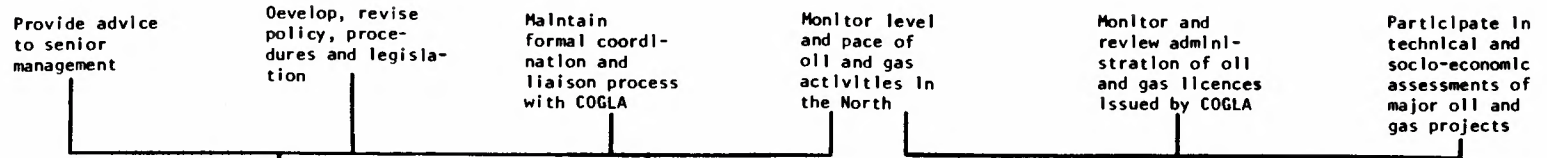
COMPONENT  
LOGIC:

- The preliminary component logic diagram (Part C) displays the linkages between the activities, outputs, impacts and effects and the objectives. Its accuracy will be tested during the assessment phase.

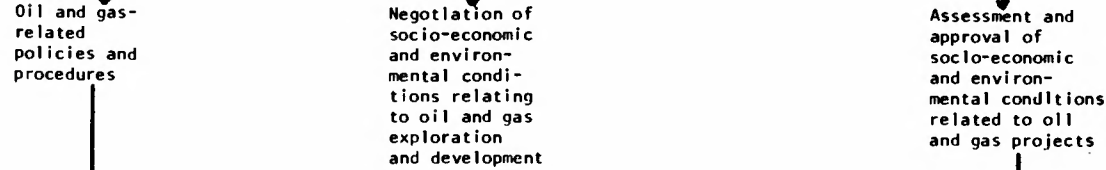
PART C: COMPONENT LOGIC DIAGRAM (PRELIMINARY)

2.2 Oil and Gas Resource Management (Excluding COGLA)

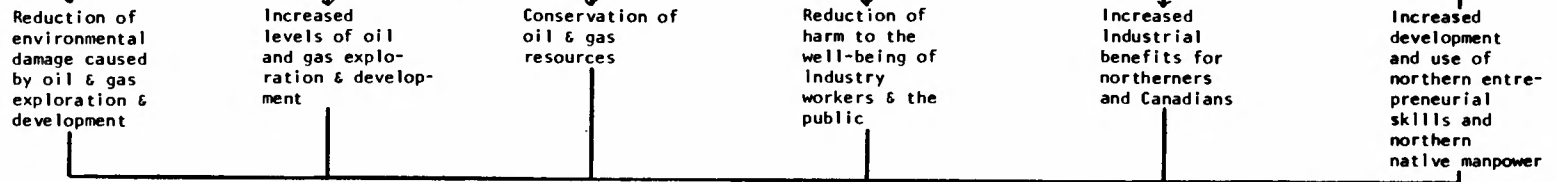
ACTIVITIES:



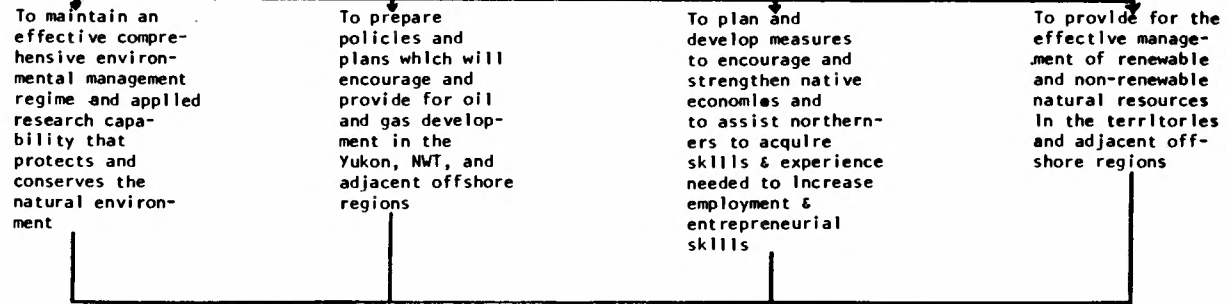
OUTPUTS:



INTENDED IMPACTS & EFFECTS:



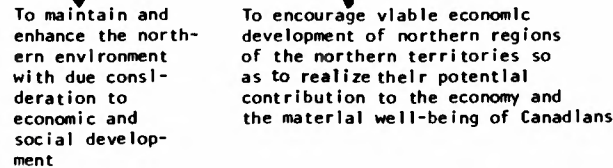
PROGRAM OPERATIONAL GOAL:



STRATEGIC PLAN OBJECTIVE:



DEPARTMENTAL OBJECTIVES:



- C-74 -

2.2 Oil and Gas Resource Management (excluding COGLA)

PART D

EVALUATION STATUS

PRIORITY:

- Medium, in view of the recent establishment of COGLA and the need for the restructured organization to settle.

EVALUABILITY:

- Many of the outputs are not quantifiable but require informed judgement to assess their effectiveness. Evaluability of the sub-component remains to be determined.

POTENTIAL BENEFITS:

- Clarification of relationship between DIAND, EMR and COGLA, particularly with regard to operational and policy matters.

EVALUATION HISTORY:

- No evaluation to date.

EVALUATION STRATEGY:

- Assessment scheduled for 1983-84.
- Evaluation study scheduled for 1984-85.
- Scheduling may depend on the strategy to be adopted in evaluating COGLA-NAP oil and gas activities.



## PROGRAM EVALUATION COMPONENT PROFILE

### 2 NON-RENEWABLE RESOURCES

#### 2.3 Oil and Gas Resource Management (transferred to COGLA)

##### PART A:

##### BASIC DESCRIPTION

##### MANDATE:

- Relevant legislation includes: Canada Oil and Gas Act; Canada Oil and Gas Drilling and Production Regulations; Canada Oil and Gas Production and Conservation Act; Canada Oil and Gas Drilling Regulations and other technical regulations.

##### OBJECTIVES:

- To facilitate and promote exploration and development of oil and gas resources in the Territories; to collect the "economic rents" associated with ownership of oil and gas rights.
- To ensure that oil and gas resources are conserved.
- To minimize environmental damage resulting from oil and gas exploration and development.
- To minimize hazards to the well-being of industry workers and the public in relation to oil and gas exploration and development.

##### DESCRIPTION:

- Subject to the Memorandum of Understanding and letter of Agreement executed respectively by the Ministers and Deputy Ministers of DIAND and of EMR, the Canada Oil and Gas Land Administration (COGLA) administers the Minister of IAND's responsibilities in respect of: the government's proprietary interest in northern oil and gas; the conduct of economic and geological appraisals of individual sites and the evaluation of oil and gas potential in the North; and the control of drilling and production techniques relating to pollution and safe gathering, storage and transmission of hydrocarbons from the territories and adjacent offshore areas.

##### ESTIMATES PROGRAM:

- Northern Affairs Program.

2.3 Oil and Gas Resource Management (transferred to COGLA)

<u>COMPONENT</u>	O & M	4,088.5
<u>RESOURCES:</u>	Capital	27.0
(1982-83	G & C	---
Estimates)		---
	TOTAL	4,115.5
	P.Y.	78.0

- Includes Supplementary Estimates approved April 1982.

## 2.3 Oil and Gas Resource Management (transferred to COGLA)

### PART B:

### ELEMENTS AND STRUCTURE

#### ACTIVITIES:

- Provide for the orderly disposition of oil and gas resources by negotiating exploration agreements with industry and crown corporations, reviewing and approving exploration, drilling and development plans; authorizing drilling of exploratory and development wells; establishing conditions under which oil and gas activities are to be conducted; collecting rents, royalties and fees; administering guarantee deposits.
- Enforce the terms and conditions of tenure by conducting environmental and engineering assessments and inspections.
- Coordinate oil and gas activities with provincial and territorial governments.
- Maintain oil and gas-related inventories.
- Collect and publish oil and gas industry-related information.

#### OUTPUTS:

- Licences, permits and leases issued; revenues collected.
- Exploration agreements and exploration programs negotiated including socio-economic and environmental conditions.
- Drilling and development plans assessed and approved with appropriate socio-economic and environmental conditions.
- Authorities for drilling and abandonment of wells.
- Enforcement of terms and conditions of tenure of oil and gas rights.
- Facility and site inspections and reports.
- Evaluations of potential oil and gas resources.
- Oil and gas resource information (reports, publications, etc.) available for use by government, public and industry.

2.3 Oil and Gas Resource Management (transferred to COGLA)

IMPACTS &  
EFFECTS:

- Consistent and balanced administration of the oil and gas resources of Northern Canada in respect of the National Energy Policy (Minister of EMR) and Northern Policy (Minister of IAND).
- Increased levels of oil and gas exploration and development.
- Maximization of industrial benefits arising from oil and gas projects for the North and for Canadians generally.
- Conservation of oil and gas resources.
- Reduction of environmental damage from oil and gas exploration and development.
- Reduction of harm to the well-being of industry workers and the public.

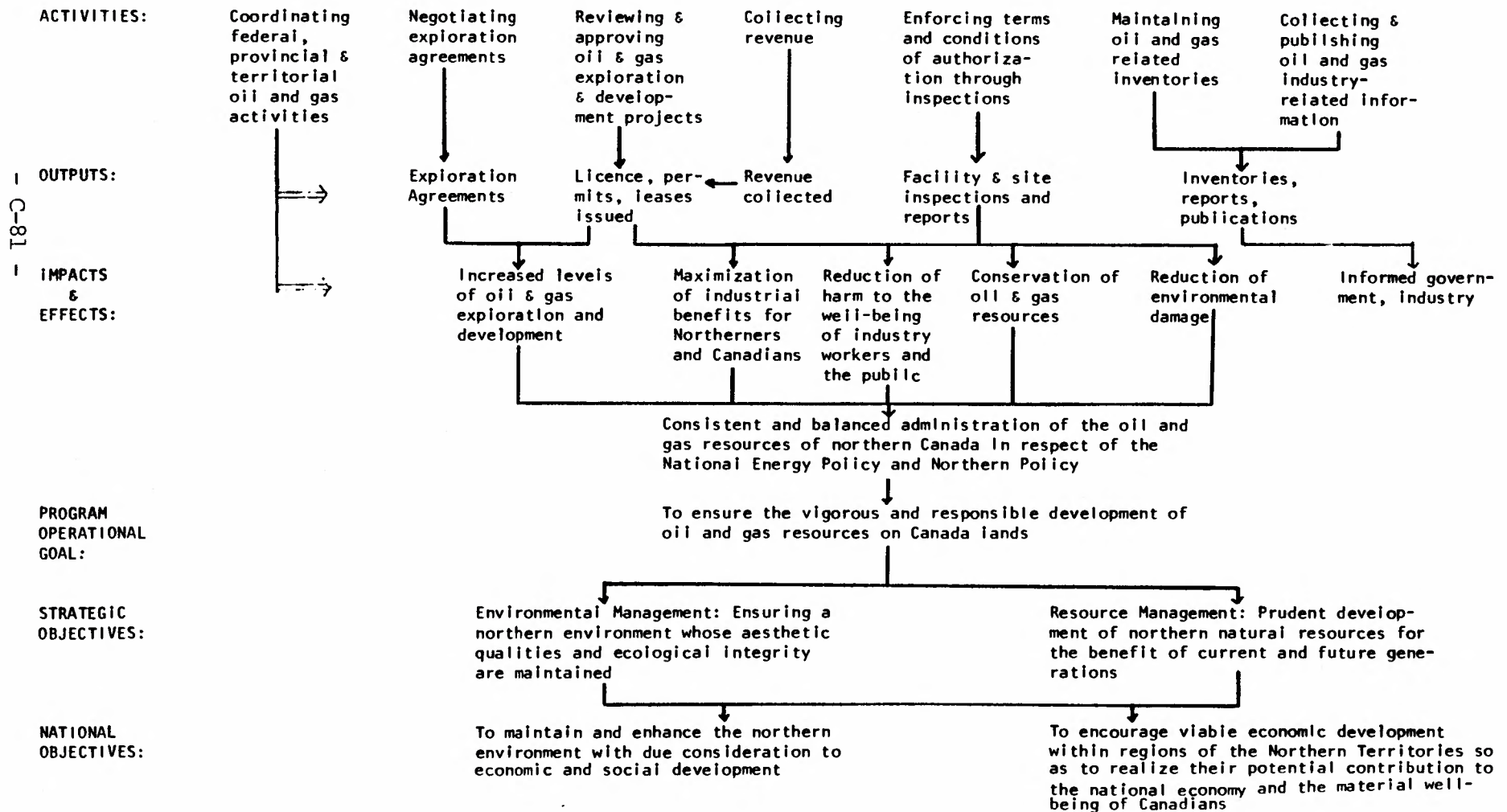
COMPONENT  
LOGIC:

- The preliminary component logic diagram (Part C) displays the linkages between the activities, outputs, impacts and effects and the objectives. Its accuracy will be tested during the assessment phase.



PART C: COMPONENT LOGIC DIAGRAM (PRELIMINARY)

2.3 Oil and Gas Resource Management (transferred to COGLA)



2.3 Oil and Gas Resource Management (transferred to COGLA)

PART D:

EVALUATION STATUS

PRIORITY:

- Medium in view of the recent establishment of COGLA and the need for the restructured organization to settle.
- Component has a high public profile in view of national energy issues and environmental concerns.

EVALUABILITY:

- Several of the outputs are quantifiable e.g. number of authorization issued and inspections carried out. The sub-component appears to be evaluable.

POTENTIAL  
BENEFITS:

- Ensuring the Minister's responsibilities are carried out by COGLA subject to the instruments establishing COGLA.
- Ensuring efficient use of scarce professional (oil and gas engineering) resources.

EVALUATION  
HISTORY:

- No evaluation to date.

EVALUATION  
STRATEGY:

- Developed in conjunction with EMR and COGLA.
- Framework scheduled for 1983-84.
- Assessment scheduled for 1985-86 with an evaluation study to follow in 1986-87.

3 COMPREHENSIVE LAND USE PLANNING



PROGRAM EVALUATION COMPONENT PROFILE

3 COMPREHENSIVE LAND USE PLANNING

PART A:

BASIC DESCRIPTION

MANDATE:

- RSC 1970, C. I-7, S. 4(b) gives the Minister of LAND responsibility for the Yukon and Northwest Territories resources; S. 6(a) gives him responsibility for the control, management and administration of all Crown lands in the Yukon and Northwest Territories except those under the responsibility of any other Minister prior to October 1, 1966.
- Northern Land Use Planning Policy approved by the Cabinet Committee on Social Development, July 15, 1981 (348-81 CD and 348-81 RD).
- TB Minute 781007, June 21, 1982.

OBJECTIVES:

- Improved management of and decision-making concerning land and resources (renewable and non-renewable, onshore and offshore) in the North by anticipating land use conflicts and resolving in advance the conflicting interests of the native people, developers, conservationists and others in the Yukon and Northwest Territories who use the resources.
- The establishment of a comprehensive regional land use planning system that ensures that land use planning is operated from and in the North.
- Coordination of all activities related to land and resource use planning in the North.

DESCRIPTION:

- The organization to implement the land use planning policy has three parts: an interdepartmental Land Use Policy Committee establishes priorities, provides overall direction and resolves issues; Land Use Planning Commissions operating in the North manage and direct planning activities in the Territories; an effective forum for public input and involvement will be established for each planning project.

ESTIMATES PROGRAM:

- Northern Affairs Program.



3 **COMPREHENSIVE LAND USE PLANNING**

**COMPONENT  
RESOURCES:**

- Resources for this project were not included in NAP 1982-83 Estimates.
- TB Minute 781007 authorizes new resources of \$4.7 million and 19 PYs to implement this program.
- Additional resources will have to be secured through a reallocation of NAP resources. The likely reallocation will be 9 PYs and associated salary costs within headquarters, 6 in the NWT and 5 in the Yukon.

### 3 COMPREHENSIVE LAND USE PLANNING

#### PART B:

#### ELEMENTS AND STRUCTURE

#### ACTIVITIES:

- Facilitate co-operation and participation among government agencies, both federal and territorial, native organizations and other northern interests, at the policy and operational level, as appropriate.
- Provide policy direction and advice.
- Direct the operation of planning.
- Carry out comprehensive land and resource use planning in the Territories.
- Provide appropriate mechanisms for public involvement in the planning process.

#### OUTPUTS:

- Comprehensive regional land use plans.
- Resource inventories and analyses.

#### IMPACTS & EFFECTS:

- Improved management of northern lands and resources.
- Resolution/avoidance of land and resource use conflicts.
- Improved use of government resources involved in the management of northern lands and resources.
- Increased public input into land use planning.
- Improved direction and procedures to assist industry in its activities in the North.

#### COMPONENT LOGIC:

- The preliminary component logic diagram (Part C) displays the linkages between the activities, outputs, impacts and effects and the objectives. Its accuracy will be tested during the development of a framework and the assessment phase.

PART C: COMPONENT LOGIC DIAGRAM (Preliminary)

3 Comprehensive Land Use Planning

ACTIVITIES:

Facilitate co-operation and participation among federal and territorial government agencies, native organizations and other northern interests

Provide policy direction and advice

Direct and conduct comprehensive land and resource use planning in Territories

Provide appropriate mechanisms for public involvement in planning process

OUTPUTS:

Resource inventories and analyses

Comprehensive regional land use plans

IMPACTS & EFFECTS:

Improved management of northern lands and resources

Resolution/avoidance of land and resource use conflicts

Improved use of government resources involved in management of northern lands and resources

Increased public input into land use planning

Improved direction and procedures to assist industry in its activities in the North

PROGRAM OPERATIONAL GOALS:

To maintain an effective, comprehensive environmental management regime including appropriate applied research capability that protects & conserves the natural environment

To prepare policies and plans for the utilization of renewable and non-renewable resources in the Yukon, NWT, and adjacent offshore regions

To provide for the effective management of renewable and non-renewable resources in the two territories & adjacent offshore regions

STRATEGIC OBJECTIVES:

**Environmental Management**  
Ensuring a northern environment whose aesthetic qualities and ecological integrity are maintained

**Resource Management:**  
Prudent development of northern natural resources for the benefit of current and future generations

DEPARTMENTAL OBJECTIVES:

To maintain and enhance the northern environment with due consideration to economic and social development

To encourage viable economic development within regions of the Northern Territories so as to realize their potential contribution to the national economy and the material well-being of Canadians

- C-1-1

3      **COMPREHENSIVE LAND USE PLANNING**

**PART D:**

**EVALUATION STATUS**

**PRIORITY:**

- High for development of an evaluation framework.
- Medium for assessment and evaluation study.

**EVALUABILITY:**

- The evaluability of this sub-component will be addressed in part by the establishment of an evaluation framework.

**POTENTIAL  
BENEFITS:**

- Ensuring compliance with the Cabinet policy on Northern Land Use Planning.
- Ensuring Northern Land Use Planning is fully implemented in the most cost-effective manner.

**EVALUATION  
HISTORY:**

- None to date because the activity is new.

**EVALUATION  
STRATEGY:**

- Development of an evaluation framework is scheduled for the period December 1982 to May 1983; this will require support from NAP staff.
- Assessment is scheduled for 1985-86 with an evaluation study to follow in 1986-87.



4 ENVIRONMENTAL PROTECTION, ASSESSMENT AND REVIEW

PROGRAM EVALUATION COMPONENT PROFILE

4 ENVIRONMENTAL PROTECTION, ASSESSMENT AND REVIEW

PART A:

BASIC DESCRIPTION

MANDATE:

- The term "environment" as used in this component has a very broad definition and includes not only bio-physical but also socio-economic and cultural aspects.
- The mandate for environmental protection stems from the legislation administered by DIAND relating to the North and its resources. Specific legislation is noted in components 1 and 2.
- The mandate for assessment and review derives from the 1973 and 1977 Cabinet Directives on the federal Environmental Assessment and Review Process.

OBJECTIVES:

- To maintain an appropriate environmental protection regime.
- To provide scientific knowledge, interpretation and advice in support of the Department's responsibilities regarding protection of the northern environment.
- To ensure that projects under the Department's jurisdiction conform to the requirements detailed in Cabinet's FEARO Directive.

DESCRIPTION:

- The Northern Environmental Protection (NEP) Branch coordinates, develops and recommends policies, strategies, plans and regulations for environmental protection in the Yukon and NWT and in the adjacent offshore regions, and sponsors applied research to support this role.
- The NEP Branch assesses the environmental impacts of major development projects and develops relevant policy, identifies needs and serves as the link between the Northern Affairs Program and the Federal Environmental Assessment and Review Office.
- Other branches in the Northern Affairs Program are responsible for determining the likely socio-economic impacts of projects under the Department's jurisdiction for inclusion in the EARP process.

4 ENVIRONMENTAL PROTECTION, ASSESSMENT AND REVIEW

DESCRIPTION:  
(cont'd)

- In addition, the two Regions are involved with the EARP process.

ESTIMATES  
PROGRAM:

- Northern Affairs Program.

COMPONENT  
RESOURCES:  
(1982-83  
Estimates)

O & M	547.0
Capital	---
G & C*	<u>62.0</u>
TOTAL	609.0

P.Y. 8

\* Intervenor funding to Canadian Arctic Resources Committee and Yukon Conservation Society.

- These figures do not include resources involved with the socio-economic or Regional input into this component.



4 ENVIRONMENTAL PROTECTION, ASSESSMENT AND REVIEW

PART B:

ELEMENTS AND STRUCTURE

ACTIVITIES:

- Provide assistance and guidance to Regional Offices and Regional Environmental Review Committees on matters related to environmental management.
- Provide advice to resource managers (water, lands, land use planning) and senior management on environmental matters.
- Monitor and encourage appropriate levels of applied environmental research (see also 7.4 ALUR).
- Implement the EARP for projects under DIAND's jurisdiction by assessing proposals, screening projects and advising proponents.

OUTPUTS:

- Environmental management assistance, guidance and advice to departmental staff.
- Departmental policies on environmental aspects of development projects.
- Research results and reports e.g. Baffin Island Oil Spill (BIOS) Project, harvest studies.
- Development proposals assessed; projects screened; proponents advised with respect to environmental and socio-economic requirements regarding proposed projects.

IMPACTS & EFFECTS:

- Informed government, industry and public.
- Protection of the environment.
- Resource development projects that take into consideration environmental and socio-economic concerns.

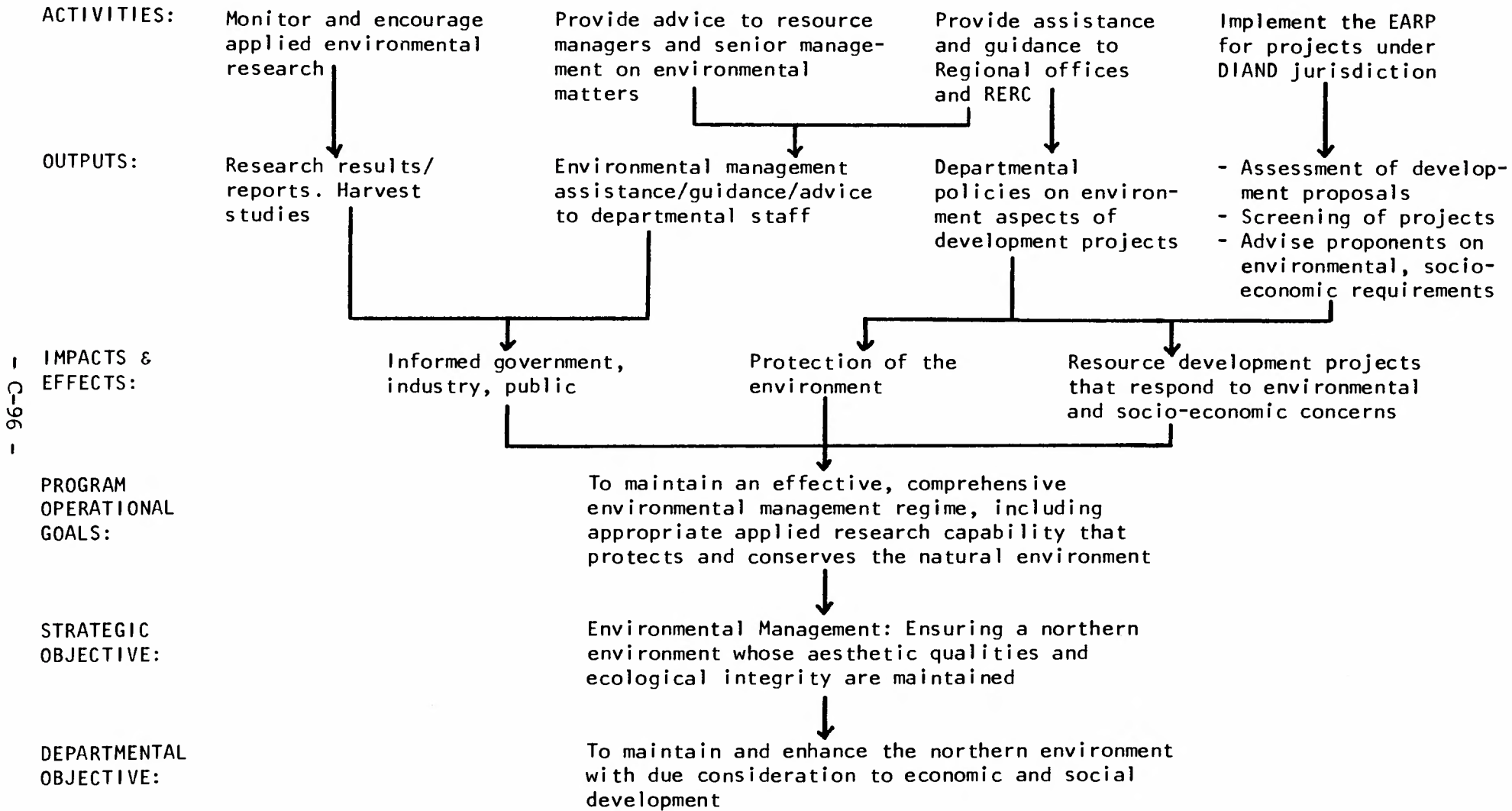
COMPONENT LOGIC:

- The preliminary component logic diagram (Part C) displays the major elements of this sub-component and their linkages. Its accuracy will be tested during the assessment phase.



PART C: COMPONENT LOGIC DIAGRAM (PRELIMINARY)

4 Environmental Protection, Assessment and Review



4 ENVIRONMENTAL PROTECTION, ASSESSMENT AND REVIEW

PART D:

EVALUATION STATUS

PRIORITY:

- High in view of problems surfaced during the recent interdepartmental study of the implementation of the EARP in selected federal departments.

EVALUABILITY:

- Before the assessment and review aspects of this component can be evaluated, further definition is required of the socio-economic and Regional input into the activity.

POTENTIAL  
BENEFITS:

- Ensuring that socio-economic aspects are given the same high profile as biophysical aspects.
- Ensuring a more comprehensive approach by NAP to implementing the EARP.

EVALUATION  
HISTORY:

- An interdepartmental study concerning the implementation of EARP in selected federal departments was completed summer 1982, for MSSD.

EVALUATION  
STRATEGY:

- Depending on the outcome of the MSSD study and any changes that may be made by the Cabinet Committee on Social Development, an assessment of the component has been scheduled for 1983-84 with an evaluation study to follow in 1984-85.



5 NORTHERN ECONOMIC DEVELOPMENT



PROGRAM EVALUATION COMPONENT PROFILE

5 NORTHERN ECONOMIC DEVELOPMENT

PART A: BASIC DESCRIPTION

MANDATE:

- RSC 1970, C. I-7, S. 4(b) gives the Minister of IAND responsibility for the Yukon and Northwest Territories and their resources and affairs; S. 4(c) gives him responsibility for Eskimo (Inuit) affairs; and S. 5(b) responsibility for undertaking, promoting and recommending policies and programs for the further economic and political development of the northern Territories.

OBJECTIVES:

- To provide for a higher standard of living, quality of life and equality of opportunity for northern residents by methods which are compatible with their own preferences and aspirations.
- To encourage viable economic development within regions of the northern Territories so as to realize their potential contribution to the national economy and the material well-being of Canadians.

DESCRIPTION:

- The component comprises seven sub-components relating to the cooperatives development program, other Inuit economic development programs, the Norman Wells project, economic development agreements between the government of Canada and the territorial governments, energy subsidy programs, native on-the-job training and support services, and northern roads.

ESTIMATES PROGRAM:

- Northern Affairs Program.

COMPONENT RESOURCES:  
(1982-83 Estimates)

O & M	2,676.8
Capital	19,400.0
G & C	<u>1,946.0</u>

TOTAL 24,022.8

P.Y. 23

- Includes figures for sub-components 5.2, 5.6 and 5.7.
- Figures for 5.1, 5.3, 5.4 and 5.5 are not available: see individual sub-component profiles.



5 NORTHERN ECONOMIC DEVELOPMENT

PART B: ELEMENTS AND STRUCTURE

- ACTIVITIES:
- Activities are varied and are described in detail in the individual sub-component profiles. Common elements include:
    - Provide funding for specific economic development projects, particularly to native organizations.
    - Provide native people with access to job skills, management and business expertise required in the wage economy.

- OUTPUTS:
- See the individual sub-component profiles.

- IMPACTS & EFFECTS:
- Overall strengthening of the northern economy.
  - Increased level of native business activity.
  - Higher income and employment levels among native people.

- COMPONENT LOGIC:
- See the individual sub-component profiles.

- PART C:
- See the individual sub-component profiles.

- PART D: EVALUATION STATUS
- A strategy to determine the most effective way in which to evaluate this component is scheduled for 1983-84. It will also review the need for an overview of the component when the frameworks and assessments of the individual sub-components have been completed.
  - In the meantime, evaluation activities are scheduled as detailed in the individual sub-component profiles.

PROGRAM EVALUATION COMPONENT PROFILE

5 NORTHERN ECONOMIC DEVELOPMENT

5.1 Arctic Cooperatives Development Program

PART A: BASIC DESCRIPTION

MANDATE: - TB Minute 746223 approved the Arctic Cooperatives Development Program for the period 1977-1982.

OBJECTIVE: - To improve the economic and socio-cultural conditions of northern native people through strong co-operatives that would aid the economy and serve as instruments for teaching basic organizational and managerial skills.

DESCRIPTION: - The Arctic Cooperatives Development Program is a major tool for improving financial stability in the North and for teaching native people management skills. The program is delivered by DIAND through contribution agreements with the two co-operative Federations, la Fédération des Co-opératives du Nouveau Québec and the Canadian Arctic Co-operatives Limited. It extends throughout the NWT and Northern Quebec.

ESTIMATES PROGRAM: - Northern Affairs Program.

COMPONENT RESOURCES: - Treasury Board authorization expired March 31, 1982. A new submission to the Board for funding for fiscal year 1982-83 is in process. Not included in 1982-83 Estimates.

5.1 Arctic Cooperatives Development Program

PART B:

ELEMENTS AND STRUCTURE

ACTIVITIES:

- Provide funding and bank loan guarantees to the two cooperative Federations through contribution agreements.
- Manage the Arctic Cooperatives Development Program.

OUTPUTS:

- Contributions and bank loan guarantees.
- 11 cooperatives in Northern Quebec and 41 in the NWT.
- Business and managerial training.

IMPACTS & EFFECTS:

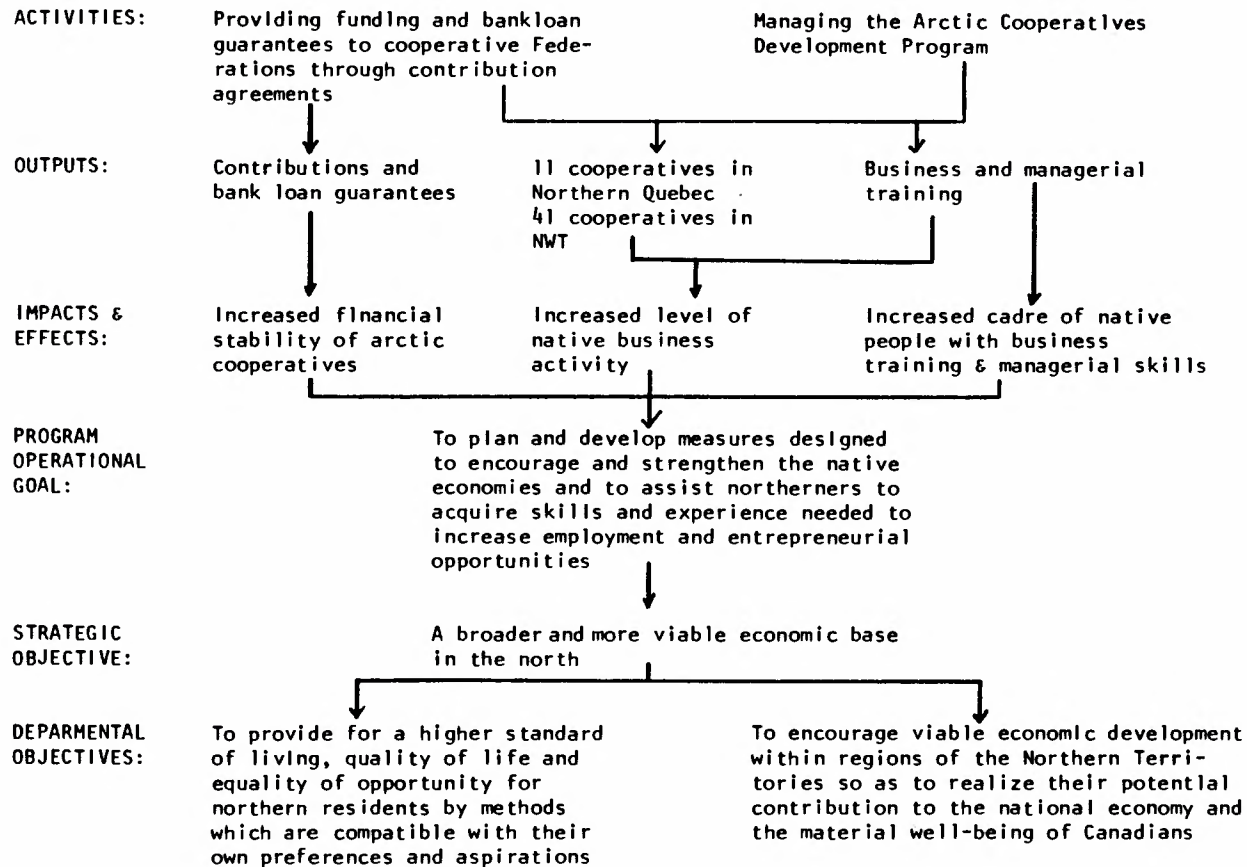
- Increased level of native business activity.
- Increased financial stability of arctic cooperatives.
- Increased cadre of native people with business training and managerial skills.

COMPONENT LOGIC:

- The preliminary component logic diagram (Part C) displays the main elements of the sub-component and shows the major relationships between activities, outputs, impacts and effects and objectives. Its accuracy has not been tested.

PART C: COMPONENT LOGIC DIAGRAM (PRELIMINARY)

5.1 Arctic Cooperatives Development Program





5.1 Arctic Cooperatives Development Program

**PART D:**

**EVALUATION STATUS**

**PRIORITY:**

- Low in view of the recently completed evaluation of the social and cultural impacts of the Program and the current study of its financial aspects.

**EVALUABILITY:**

- The social and cultural aspects of the Program are essentially not quantifiable; evaluation of these aspects must for the most part be judgemental. However, financial aspects can be quantified as well as the number of persons trained and the level of their training.

**POTENTIAL  
BENEFITS:**

- The Program is highly visible in northern communities. It is important in terms of the employment and income it generates and in increasing northern economic viability and stability.

**EVALUATION  
HISTORY:**

- TB Minute 746223 authorizing the Program expired March 31, 1982. Given the Northern Affairs Program requirement for evaluation results in preparing a new submission to the Branch, an evaluation assessment was not carried out. Instead, an evaluation of the social and cultural aspects of the program was commissioned. The NAP is carrying out an internal review of the financial aspects of the program.

**EVALUATION  
STRATEGY:**

- Further evaluation activity is dependent on the results of the financial study currently underway and on the extension of program activity.
- Assuming continued program activity, assessment has been scheduled for 1986-87 with an evaluation study to follow in 1987-88.

PROGRAM EVALUATION COMPONENT PROFILE

5 NORTHERN ECONOMIC DEVELOPMENT

5.2 Inuit Economic Development (Excluding CDP)

PART A:

BASIC DESCRIPTION

MANDATE:

- Eskimo Loan Fund established by vote 546, Appropriation Act No. 3, 1953; conditions approved by TB 768658, February 7, 1980.
- TB Minute 723271, December 1973.
- TB Minute 774347, September 1980.
- PC 1978-18, January 12, 1978.

OBJECTIVES:

- To improve the socio-cultural and economic conditions of native people in the North.
- To increase native people's self-reliance and independence from government funding and other assistance.

DESCRIPTION:

- Inuit economic development is promoted through economic development contributions and coordination of the Eskimo Loan Fund and loan guarantees for Inuit individuals and organizations.

ESTIMATES PROGRAM:

- Northern Affairs Program.

COMPONENT RESOURCES:  
(1982-83 Estimates)

O & M	---
Capital	---
G & C*	<u>1,946.0</u>
TOTAL	1,946.0
P.Y.**	---

\* Includes loans and guarantees. Figures represent authorized maximum amounts (non-budgetary) approved in prior years not subject to annual appropriation.

\*\* Programs are administered by staff of the Social and Cultural Development Division. Person-Year resources are not specifically assigned to this component.

5.2 Inuit Economic Development (Excluding CDP)

PART B:

ELEMENTS AND STRUCTURE

ACTIVITIES:

- Develop policy for, administer and coordinate the Eskimo Loan Fund, bank loan guarantees, and economic development contributions.

OUTPUTS:

- Inuit-related economic policy.
- Loans, loan guarantees and contributions.

IMPACTS &  
EFFECTS:

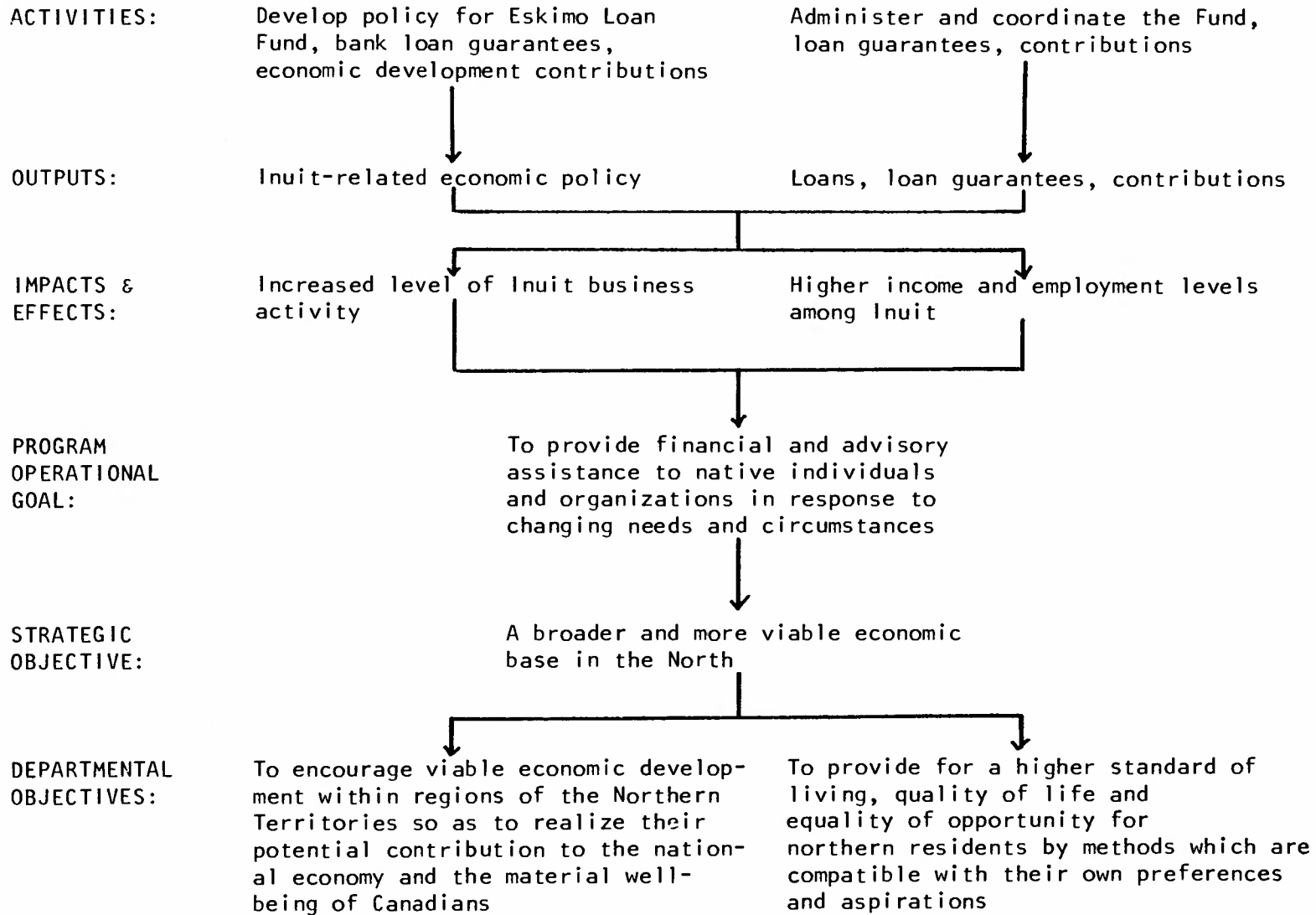
- Increased level of Inuit business activity.
- Higher income and employment levels among Inuit.

COMPONENT  
LOGIC:

- The preliminary component logic diagram (Part C) displays the linkages between the elements of this sub-component. Its accuracy will be tested during the assessment phase.

PART C: COMPONENT LOGIC DIAGRAM (PRELIMINARY)

5.2 Inuit Economic Development





5.2 Inuit Economic Development (Excluding CDP)

**PART D:**

**EVALUATION STATUS**

**PRIORITY:**

- High, to benefit from the recently completed evaluation of the CDP and an NAP study of the financial aspects of the CDP.

**EVALUABILITY:**

- To be determined during the assessment phase.

**POTENTIAL  
BENEFITS:**

- Examining whether the funding provided is achieving its purpose.

**EVALUATION  
HISTORY:**

- Administrative aspects of the Eskimo Loan Fund were reviewed in 1975. In addition, the Fund was audited by the Departmental Audit Branch in 1981-82.

**EVALUATION  
STRATEGY:**

- Given the recent work carried out in this area, the need for evaluation activity will be examined early in 1983.
- Assuming that evaluation is required, an assessment is scheduled for the period October 1982 to February 1983.

## PROGRAM EVALUATION COMPONENT PROFILE

### 5 NORTHERN ECONOMIC DEVELOPMENT

#### 5.3 Norman Wells Project

##### PART A:

##### BASIC DESCRIPTION

##### MANDATE:

- Cabinet Decision 350-81 RD, July 30, 1981, approved in principle the construction of the Norman Wells oil field expansion and pipeline project. The Minister of IAND was designated as the federal minister responsible for coordinating the regulation of the project and supporting government programs.
- Relevant legislation includes the Territorial Lands Act, Northern Inland Waters Act, and the Canada Oil and Gas Act.

##### OBJECTIVES:

- To ensure consistency and effectiveness in regulatory activities of different departments and agencies vis-à-vis project proponents.
- To facilitate the development and delivery of incremental support programs designed to mitigate socio-economic impacts and maximize benefits.

##### DESCRIPTION:

- The Norman Wells Project is the first major hydrocarbon transportation project to be implemented in the Canadian Arctic. Planning and implementation of regulatory activities and government support programs have been undertaken by various government departments, agencies, native groups and involved companies to minimize potentially adverse impacts, assist northerners in coping with the project, and maximize local benefits.
- A mechanism has been established in DIAND to coordinate regulation of the project during construction, and planning and delivery of supportive programs funded by DIAND. These programs include: training programs delivered through GNWT or CEIC; joint venture capital for Dene/Metis; community and social development; support for Dene/Metis planning and monitoring; transfer of funds to GNWT to deal with problems from "forced growth"; community advisory group.

##### ESTIMATES PROGRAM:

- Northern Affairs Program.

5.3 Norman Wells Project

COMPONENT  
RESOURCES:

- There are no resources for this sub-component allocated in the 1982-83 Estimates.

### 5.3 Norman Wells Project

#### PART B:

#### ELEMENTS AND STRUCTURE

#### ACTIVITIES:

- Liaise with federal departments, agencies, GNWT, responsible for regulatory or advisory activities and/or supporting government programs; liaise with concerned native organizations; provide information and advice.
- Coordinate and assess the regulatory activities of different departments and agencies (e.g. development of conditions attached to authorizations, review and approval of plans, compliance monitoring).
- Coordinate and assess the planning and delivery of government programs supporting the project.
- Participate in and facilitate problem-solving in the North with other federal departments, agencies, GNWT, native organizations.
- Administer incremental program funds distributed to federal departments, GNWT, native organizations and others.

#### OUTPUTS:

- Operational liaison with involved parties; information exchanges, negotiations, recommendations and advice.
- Integration of regulatory activities and supporting programs into project development.
- Assessments/evaluations of regulatory activities and supporting government programs in managing project.
- Participation in problem solving.
- Funding of supporting government programs.

#### IMPACTS & EFFECTS:

- Timely implementation and completion of the project.
- Mitigation of adverse impacts and alleviation of "forced growth" problems resulting from the project.
- Increased level of native business, employment, economic activity.
- Increased involvement of native organizations and communities in project planning and implementation.



5.3 Norman Wells Project

IMPACTS &  
EFFECTS:  
(cont'd)

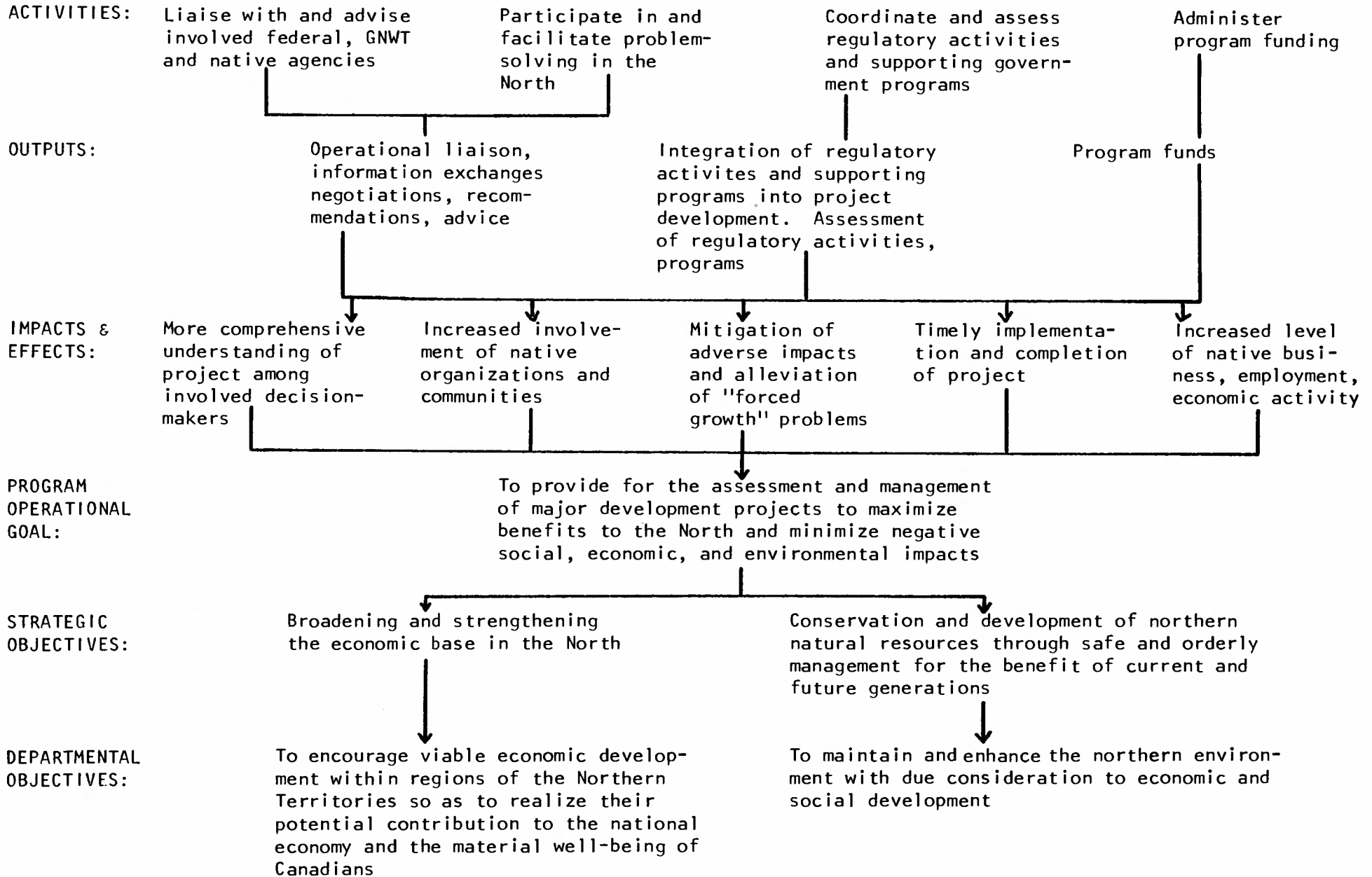
- More comprehensive knowledge/understanding of the project among involved decision-makers.

COMPONENT  
LOGIC:

- The preliminary component logic diagram (Part C) displays the linkages between the activities, outputs, impacts and effects and the objectives. Its accuracy will be tested during the framework and assessment phases.

PART C: COMPONENT LOGIC DIAGRAM (PRELIMINARY)

5.3 Norman Wells Project



### 5.3 Norman Wells Project

**PART D:**

**EVALUATION STATUS**

**PRIORITY:**

- High given that this project will likely be the prototype for other major resource developments in the North.

**EVALUABILITY:**

- To be determined during the framework and assessment phases.

**POTENTIAL  
BENEFITS:**

- Ensuring that the philosophy behind the Cabinet Document is observed and implemented.

**EVALUATION  
HISTORY:**

- None to date as activity is new.

**EVALUATION  
STRATEGY:**

- Framework scheduled for November 1982 to March 1983.
- Assessment scheduled for 1984-85 with an evaluation study to follow in 1985-86.

PROGRAM EVALUATION COMPONENT PROFILE

5 NORTHERN ECONOMIC DEVELOPMENT

5.4 Economic Development Agreements

PART A:

BASIC DESCRIPTION

MANDATE:

- Cabinet Decision 548-75-RD(1976), May 20, 1976.
- New Economic Development Agreements (EDAs) are being negotiated to replace the General Development Agreements (GDAs) that came into effect in 1977 in Yukon and 1979 in the NWT. The GDA is still in effect in the NWT; there is currently no GDA in effect in the Yukon. It is anticipated that the EDA for the NWT will be established in the fall, 1982, and in March 1983 for the Yukon.

OBJECTIVE:

- Coordination of and financial support for federal-territorial economic development activities in the context of an agreed statement of economic circumstances and opportunities.

DESCRIPTION:

- Negotiation, implementation and administration of two broad economic agreements with related subsidiary agreements, which provide for joint funding of economic development activities in identified programs. DIAND has the lead role; other participants (e.g. GNWT, GYT, and sector departments e.g. ITC, Agriculture) vary depending on the nature of the program. Delivery of the supported programs is provided either through the territorial governments or through one of the sector departments involved.

ESTIMATES  
PROGRAM:

- Northern Affairs Program.

COMPONENT  
RESOURCES:

- The budget for the NWT EDA is \$21 million over four years; DIAND will fund 90% of this. Initial estimate is \$2 million for 1982-83 but this amount may be adjusted in final negotiations.
- Funding for the Yukon EDA has not yet been determined.



## 5.4 Economic Development Agreements

### PART B:

### ELEMENTS AND STRUCTURE

#### ACTIVITIES:

- Negotiate the EDAs proper (one for each Territory), including development of the statement of economic circumstances and opportunities.
- Negotiate subsidiary agreements for priority sectors by identifying needs etc., and developing appropriate programs and subsidiary agreements to support those programs.
- Review and update annually the EDAs and subsidiary agreements.
- Provide policy reviews of the agreements and supported projects.
- Manage the agreements including the approval of projects under the programs supported.
- Administer and evaluate the implementation of the agreements.
- Administer the activity within DIAND.

#### OUTPUTS:

- Agreements, both EDAs and the subsidiary agreements.
- Programs supported.
- Financial support made available.
- Annual reviews.

#### IMPACTS & EFFECTS:

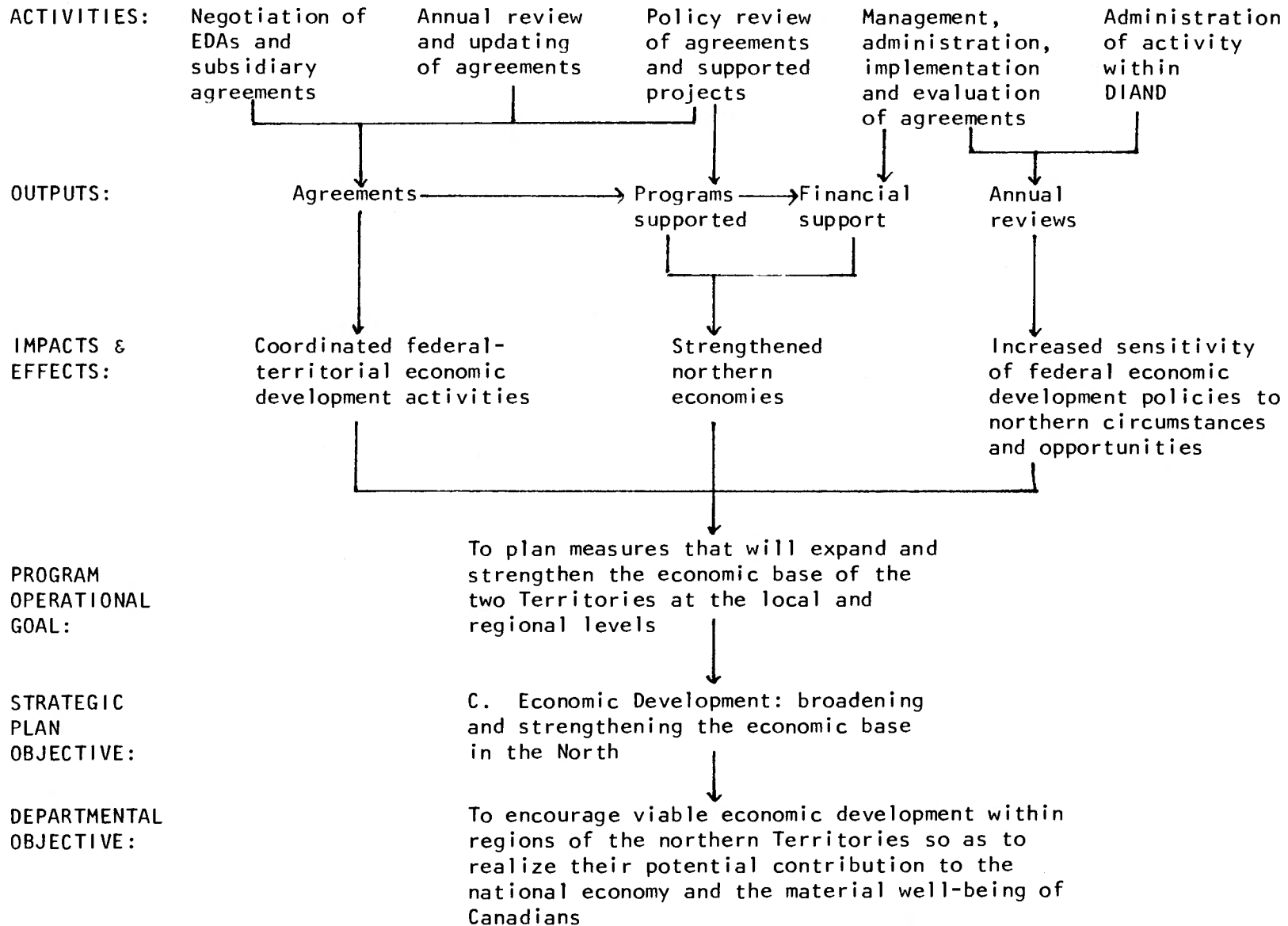
- Coordinated federal-territorial economic development activities.
- Strengthening of the northern economy.
- Increased sensitivity of federal economic development policies to circumstances and opportunities in the North.

#### COMPONENT LOGIC:

- A preliminary component logic diagram has been drafted (see Part C); its accuracy will be tested during the development of a framework and during the assessment process.

PART C: COMPONENT LOGIC DIAGRAM (PRELIMINARY)

5.4 Economic Development Agreements



## 5.4 Economic Development Agreements

### PART D:

### EVALUATION STATUS

#### PRIORITY:

- High for evaluation framework.
- Medium/high for assessment and evaluation given the level of funding involved.

#### EVALUABILITY:

- Requirements for evaluation of both the EDAs and the subsidiary agreements have been or are being built right into the agreements. However, the evaluability of this sub-component remains to be determined. This issue will be addressed in part by the establishment of an evaluation framework.

#### POTENTIAL BENEFITS:

- Increased/improved coordination and liaison between the federal and territorial governments.
- Ensuring that the monies to be made available are used to the best effect.

#### EVALUATION HISTORY:

- None to date because the activity in its revised form (EDAs as opposed to GDAs) is new and not yet fully in place.

#### EVALUATION STRATEGY:

- Development of an evaluation framework is scheduled for the period January to May 1983; this will require support from NAP staff.
- Assessment and evaluation study activities are scheduled as on-going activities and will vary from year to year depending on the nature of the programs supported by the subsidiary agreements.

PROGRAM EVALUATION COMPONENT PROFILE

5 NORTHERN ECONOMIC DEVELOPMENT

5.5 Energy Subsidy Programs

PART A:

BASIC DESCRIPTION

MANDATE:

- TB Minute 783646, August 5, 1982, extended funding of the Federal Power Support Program (FPSP), Commercial Rate Relief Program (CRRP) and Home Heating Oil Program (HHOP) until March 31, 1983.

OBJECTIVES:

- To design, implement and monitor programs for the implementation of the Northern Energy Strategy.
- FPSP: To subsidize domestic consumers outside the territorial capitals for the cost of the first 700 kWh of electric power used per month to the level in the respective territorial capital.
- CRRP: To subsidize small non-government commercial enterprises for the cost of the first 1500 kWh of electric power used per month.
- HHOP: To subsidize private residential consumers for the cost of the first 1500 gallons of home heating oil used per annum.

DESCRIPTION:

- These subsidies apply only to non-government consumers in the Yukon and Northwest Territories. Funding and planning are provided by DIAND but the programs are administered by the territorial governments.

ESTIMATES PROGRAM:

- Northern Affairs Program.

COMPONENT RESOURCES:

- Not included in 1982-83 Estimates; however the TB Minute authorizes a maximum of \$2.5 million in Supplementary Estimates.



## 5.5 Energy Subsidy Programs

### PART B:

### ELEMENTS AND STRUCTURE

#### ACTIVITIES:

- Review and analyse the program, develop policies and policy implications.
- Approve payments to the territorial governments for disbursement to recipients.

#### OUTPUTS:

- Policies, studies.
- Authorized subsidy payments.

#### IMPACTS & EFFECTS:

- Subsidization of consumer energy costs throughout both territories.
- Improved quality of life, standard of living.

#### COMPONENT LOGIC:

- The preliminary component logic diagram (Part C) shows the linkages between the major elements of the sub-component. Its accuracy will be tested in the assessment phase.



## 5.5 Energy Subsidy Programs

### PART D:

### EVALUATION STATUS

#### PRIORITY:

- Low.

#### EVALUABILITY:

- To be determined during the assessment phase.

#### POTENTIAL BENEFITS:

- Ensuring the subsidies reach those who are eligible.

#### EVALUATION HISTORY:

- A study carried out by the Bureau of Management Consultants analysed selected issues in respect of the Federal Power Support Program.

#### EVALUATION STRATEGY:

- DIAND is currently developing an energy strategy for northerners; it will, as part of its mandate, address the energy subsidy programs beyond 1981-82.
- Assuming continued activity of the program, an examination of the need for future evaluation activity is scheduled for 1984-85.

PROGRAM EVALUATION COMPONENT PROFILE

5 NORTHERN ECONOMIC DEVELOPMENT

5.6 Native On-the-Job Training and Support Services

PART A: BASIC DESCRIPTION

MANDATE: - TB Minute 770011, May 1980.

- OBJECTIVES:
- To further the education and skills of native northerners with a view to enhancing the long-term employability of students, opportunity for career advancement of the employed, and opportunity for employment of the unemployed.
  - To provide support services to native northerners in the South and to those in the North participating in programs of the Vocational Training Section.
  - To facilitate the placement of native northerners in pre-identified sources of employment.

DESCRIPTION: - The Vocational Training Section provides counselling services to northern native students, other native students and other native people in southern Canada. It administers an on-the-job training program and a summer student employment program, and arranges special training programs.

ESTIMATES PROGRAM: - Northern Affairs Program.

<u>COMPONENT RESOURCES:</u> (1982-83 Estimates)	O & M	1,927.6
	Capital	---
	G & C	---
	TOTAL	1,927.6
	P.Y.	10



## 5.6 Native On-the-Job Training and Support Services

### PART B:

### ELEMENTS AND STRUCTURE

#### ACTIVITIES:

- Administer an on-the-job training program and a summer student employment program.
- Arrange other special training programs and courses.
- Provide counselling and other support services to northern native students referred to southern Canada for education or training.
- Assist in employment placement.

#### OUTPUTS:

- Training agreements.
- Placement in schools, training positions and employment.
- Support services (social counselling, financial aid).

#### IMPACTS & EFFECTS:

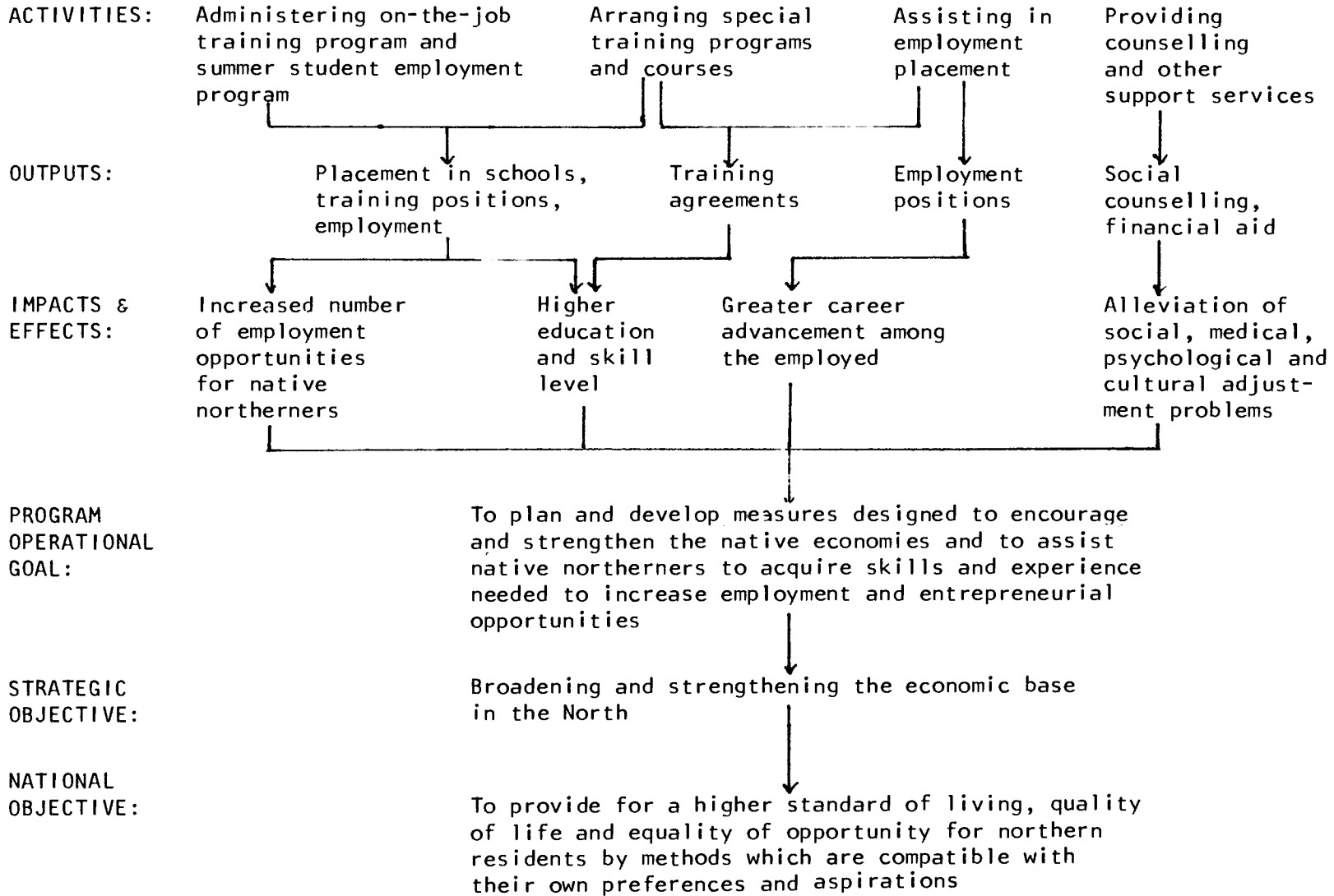
- Increased number of employment opportunities for native northerners.
- Higher education and skill levels.
- Greater career advancement among the employed.
- Alleviation of social, medical, psychological and cultural adjustment problems.

#### COMPONENT LOGIC:

- The preliminary component logic diagram (Part C) displays the major linkages between the elements of the sub-component. Its accuracy will be tested during the assessment phase.

PART C: COMPONENT LOGIC DIAGRAM (PRELIMINARY)

5.6 Native On-the-Job Training and Support Services



## 5.6 Native On-the-Job Training and Support Services

**PART D:**                    **EVALUATION STATUS**

**PRIORITY:**                - Medium.

**EVALUABILITY:**        - To be determined during assessment phase.

**POTENTIAL**                - Ensuring that the services provided are most  
**BENEFITS:**                suited to northern native requirements.  
  
- Ensuring that services are provided to eligible persons.

**EVALUATION**                - BMC evaluation completed in 1979.  
**HISTORY:**

**EVALUATION**                - Review evaluation cycle beginning in 1983-84;  
**STRATEGY:**                assessment scheduled to begin in 1983-84; evaluation to  
follow in 1984-85.  
  
- Process dependent on continuation of the program.

PROGRAM EVALUATION COMPONENT PROFILE

5 NORTHERN ECONOMIC DEVELOPMENT

5.7 Northern Roads

PART A: BASIC DESCRIPTION

MANDATE:

- Cabinet Decision December 21, 1971, on Northern Roads Policy (currently under review).
- TB Minutes 772751, November 1980, and 774367, December 1980.

OBJECTIVES:

- To plan, develop and implement the transportation infrastructure required to serve the inter-community, recreational and resource development needs of the two Territories.
- To plan and develop measures designed to encourage and strengthen the native economy and to assist natives to acquire skills and experience needed to increase their employment and entrepreneurial opportunities.
- To provide direction, advice, analysis, research, funding of client groups, planning and administrative services to facilitate and support the achievement of program goals.

DESCRIPTION:

- The Northern Roads and Airstrips Directorate is responsible for the construction and reconstruction of highways and roads north of 60°, for the maintenance of those roads for a 12-month period after construction, and for providing collector and resource access roads in the Territories. As well, it is responsible for implementing the Hire North program, which trains and assists northern native people in road construction.

ESTIMATES PROGRAM:

- Northern Affairs Program

<u>COMPONENT RESOURCES:</u> (1982-83 Estimates)	O & M	749.2
	Capital	19,400.0
	G & C	-----
	TOTAL	20,149.2
	P.Y.	13



5.7 Northern Roads

**PART B:**

**ELEMENTS AND STRUCTURE**

**ACTIVITIES:**

- Develop, revise and implement northern roads policy.
- Implement road construction and reconstruction programs.
- Implement, control and monitor the road incentives program.
- Develop and implement plans for the devolution of road reconstruction responsibilities to the territorial governments.
- Analyse and coordinate road-related activities in the North.
- Implement the Hire North program.
- Implement native road construction program in the Yukon.
- Provide direction, advice, analysis, research, funding of client groups, planning and administrative services to facilitate and support the achievement of northern roads policies.

**OUTPUTS:**

- Northern roads-related policies, programs; analyses; advice.
- Roads and highways built, reconstructed and maintained.
- Northern native people trained and assisted in road construction.
- Public meetings, "educational" materials for the northern public.

**IMPACTS &  
EFFECTS:**

- Improved access between the territories and provinces.
- Improved communication between communities.
- Increased exportation of goods and reduced operating costs.
- Increased tourism.
- Increased entrepreneurial and employment opportunities.

5.7 Northern Roads

IMPACTS &  
EFFECTS:  
(cont'd)

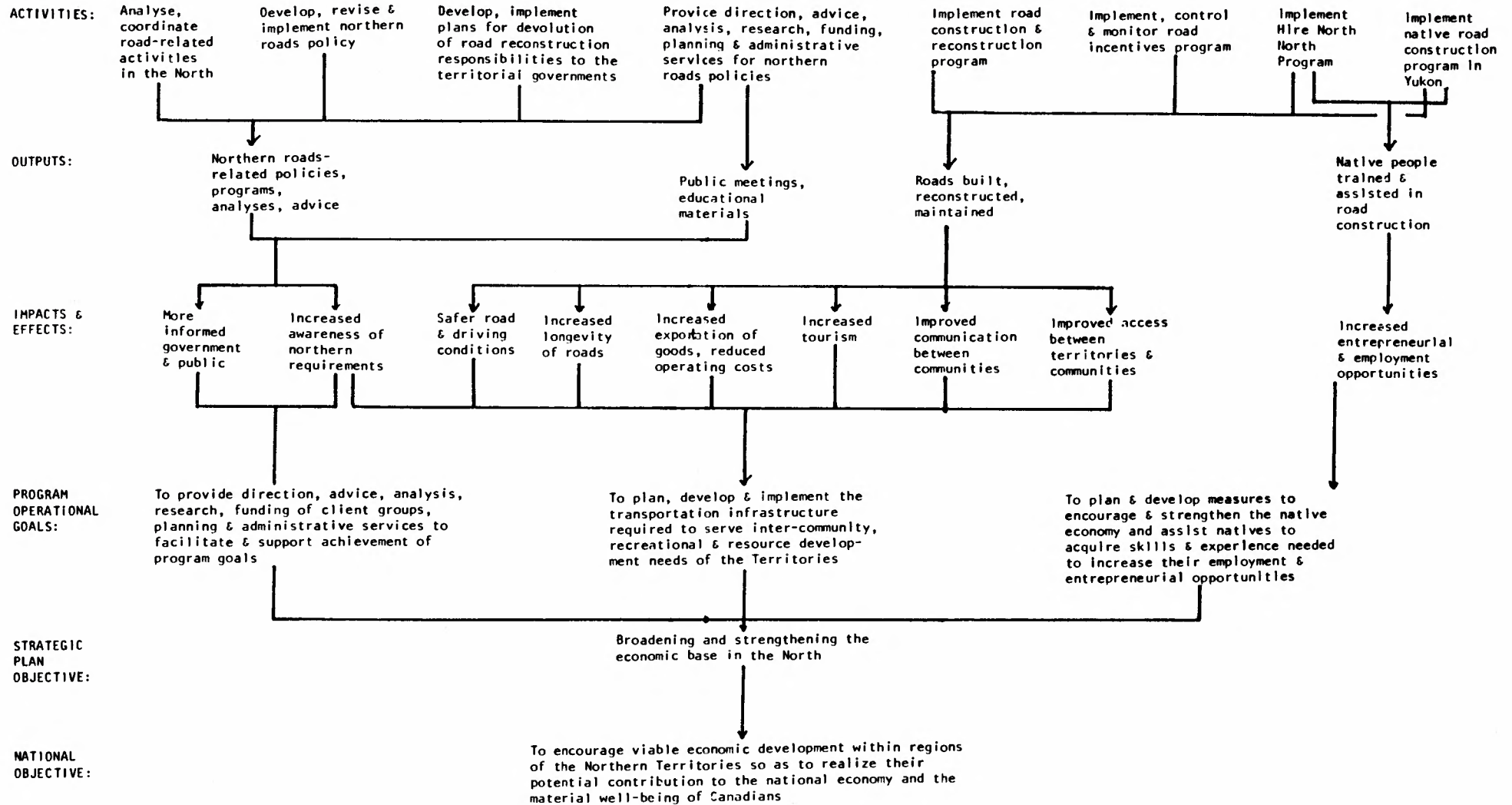
- Safer driving conditions and related facilities.
- Increased longevity of highways.
- More informed government and public.
- Increased awareness of northern, particularly native, requirements.

COMPONENT  
LOGIC:

- The preliminary component logic diagram (Part C) displays the linkages between the activities, outputs, impacts and effects and the objectives. Its accuracy will be tested during the assessment phase.

PART C: COMPONENT LOGIC DIAGRAM (PRELIMINARY)

5.7 Northern Roads



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5.7 Northern Roads

**PART D:**

**EVALUATION STATUS**

**PRIORITY:**

- Medium to allow the proposed new Northern Roads Policy to come into effect.

**EVALUABILITY:**

- The mandate appears to be precise. Evaluability depends on the extent to which causal linkages can be made between the various elements of the component; to be determined during the assessment phase.

**POTENTIAL  
BENEFITS:**

- Ensuring the new roads policy is being implemented.
- Ensuring the new policy and resultant programs are compatible with northern road requirements.

**EVALUATION  
HISTORY:**

- None to date because the activity was under consideration for transfer to the territorial governments. However, devolution of this activity is no longer an immediate priority.

**EVALUATION  
STRATEGY:**

- Assessment scheduled for 1984-85 with an evaluation study to follow in 1985-86.



6 CULTURAL PROGRAMS

PROGRAM EVALUATION COMPONENT PROFILE

6 CULTURAL PROGRAMS

PART A: BASIC DESCRIPTION

MANDATE: - RSC 1970, C. I-7, S. 4(s) gives the Minister of IAND responsibility for all matters within federal jurisdiction, not by law assigned to any other federal departments or agency, relating to Eskimo (Inuit) affairs.

OBJECTIVE: - To realize the potential contribution of the Northern Territories to the social and cultural development of Canada.

DESCRIPTION: - This component comprises two sub-components related to Inuit Art, including the Canadian Eskimo Art Council, and Inuit Culture and Linguistics.

ESTIMATES PROGRAM: - Northern Affairs Program.

<u>COMPONENT RESOURCES:</u> (1982-83 Estimates)	O & M	1,022.8
	Capital	---
	G & C	<u>2,704.0</u>
	TOTAL	3,726.8
	P.Y.	10



6 CULTURAL PROGRAMS

PART B:

ELEMENTS AND STRUCTURE

ACTIVITIES:

- Detailed activities are shown in each sub-component profile. Common elements include:
  - Support financially Inuit cultural programs and projects.
  - Promote and support Inuit cultural activities.
  - Provide specialized advice both to Inuit and to government and the public.

OUTPUTS:

- See individual sub-component profiles.

IMPACTS & EFFECTS:

- Increased awareness and appreciation of Inuit culture.
- Protection and development of Inuit culture.

COMPONENT LOGIC:

- See individual sub-component profiles.

PART C:

- See individual sub-components profiles.

PART D:

EVALUATION STATUS

- The need for a review of the component as a whole will be examined when the assessments of the sub-components are completed.

PROGRAM EVALUATION COMPONENT PROFILE

6 CULTURAL PROGRAMS

6.1 Inuit Art (Including Canadian Eskimo Art Council)

PART A:

BACKGROUND

MANDATE:

- TB 758123, July 19, 1978, authorizes funding of the Canadian Eskimo Art Council (CEAC).

OBJECTIVES:

- To encourage recognition of Inuit artists and distribution of their art on a national and international level.
- To facilitate the preservation and strengthening of Inuit art.

DESCRIPTION:

- The Inuit Art Section promotes the recognition of Inuit art and artists through exhibitions in Canada and abroad, making use of the Departmental Inuit Art collection, provides information on Inuit art and supports the Canadian Eskimo Art Council. The Council advises on the development of Inuit arts and crafts and assists Inuit artists in the protection of their copyright.

ESTIMATES PROGRAM:

- Northern Affairs Program.

COMPONENT RESOURCES:  
(1982-83 Estimates)

O & M	458.4
Capital	---
G & C	---
TOTAL	458.4
P.Y.	4



6.1 Inuit Art (Including Canadian Eskimo Art Council)

**PART B:**

**ELEMENTS AND STRUCTURE**

**ACTIVITIES:**

- Maintain and update a departmental Inuit art collection.
- Arrange exhibitions at home and abroad.
- Publish information on Inuit art and artists.
- Manage a definitive research and documentation centre on Inuit art.
- Provide financial assistance to CEAC.
- Provide professional and technical advice and assistance to Inuit artists through cooperatives.

**OUTPUTS:**

- Departmental Inuit art collection.
- Exhibits and projects promoting Inuit art and crafts.
- Newsletter "About Arts and Crafts" and other published information for public distribution.
- Financial support to CEAC.
- Developmental, professional and technical advice and assistance to Inuit artists.
- Research and documentation on Inuit art.

**IMPACTS & EFFECTS:**

- Increased access to and use of Departmental collection by art institutions at home and abroad.
- Strengthened information base on Inuit art.
- Increased awareness and appreciation of Inuit art in Canada and abroad.
- Improved technical and professional development of Inuit artists.
- Preservation, development and awareness of Inuit art by Canadians and others.

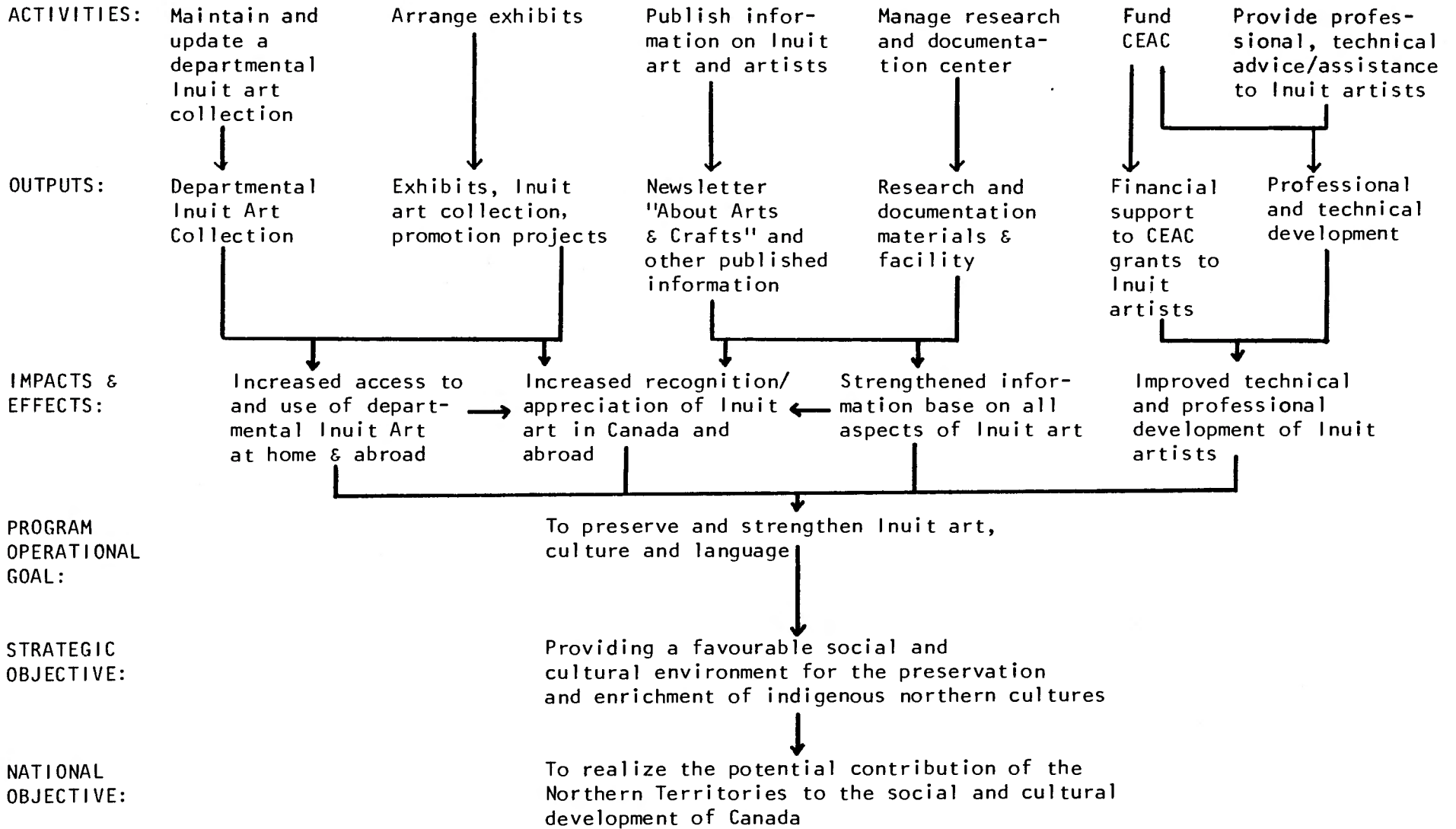
6.1 Inuit Art (Including Canadian Eskimo Art Council)

COMPONENT  
LOGIC:

- The preliminary component logic diagram (Part C) displays the linkages between the elements of the sub-component. Its accuracy will be tested during the assessment.

PART C: COMPONENT LOGIC DIAGRAM (PRELIMINARY)

6.1 Inuit Art Including Canadian Eskimo Art Council



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6.1 Inuit Art (Including Canadian Eskimo Art Council)

PART D:

EVALUATION STATUS

PRIORITY:

- Medium.

EVALUABILITY:

- To be determined during assessment.

POTENTIAL  
BENEFITS:

- Ensuring the activities achieve the objectives.

EVALUATION  
HISTORY:

- Evaluated in 1979.

EVALUATION  
STRATEGY:

- An assessment has been scheduled for 1984-85  
to be followed by an evaluation study in 1985-86.





**PROGRAM EVALUATION COMPONENT PROFILE**

**6 CULTURAL PROGRAMS**

**6.2 Inuit Culture and Linguistics**

**PART A:**

**BACKGROUND**

**MANDATE:**

- Cabinet Decision 735-71, July 15, 1971, refers to social services delivered to native people.
- TB 753033, December 15, 1977, authorizes the Cultural/Educational Centres Program.
- TB 759188, August 30, 1978, authorizes grants to Inuit individuals or organizations for the advancement of Inuit culture (Cultural Grants Program).
- TB 778367, August 6, 1981, authorizes contributions to Inuit associations to develop and provide an Inuit television and broadcasting service. Cabinet Decision 191-81, May 1981 also refers.

**OBJECTIVES:**

- Promote the maintenance and development of Inuit culture, values, and lifestyles.
- Facilitate the contemporary use of Inuktitut in its written forms and in various communications media of the North.

**DESCRIPTION:**

- The Culture and Linguistics Section of the Social and Cultural Development Division, Northern Affairs Program, is involved in the development of language materials; translation/interpretation and editorial services; production and distribution of Inuktitut magazine; promotion and support of Inuit culture and language projects and activities through the provision of grants and contributions.

**ESTIMATES PROGRAM:**

- Northern Affairs Program.

**COMPONENT RESOURCES:  
(1982-83 Estimates)**

O & M	564.4
Capital	---
G & C	<u>2,704.0</u>
TOTAL	3,268.4
P.Y.	6

## 6.2 Inuit Culture and Linguistics

### PART B:

### ELEMENTS AND STRUCTURE

#### ACTIVITIES:

- Develop language materials.
- Provide translation/interpretation and editorial services.
- Promote and support Inuit literature, music, and drama.
- Produce Inuktitut Magazine.
- Develop and support films, television programs and telecommunications.
- Administer grants and contributions in support of Inuit cultural endeavours.
- Administer cultural/educational centres program.
- Provide specialized advice.

#### OUTPUTS:

- Syllabic typewriting element, courses and manual.
- Dictionaries, grammars, etc.
- Translators and interpreters; translations.
- Written material in various orthographies.
- Inuktitut magazine and trained magazine production staff.
- Books, records, tapes and written music.
- Cultural grants.
- Support to the Inuit Broadcasting Corporation and Taqramiut Nipingat Inc.
- Contributions to the Inuit Cultural Institute, and Labrador Inuit Association Cultural/Educational Centre.
- Films, narrations, records and tapes; telecommunications projects; film-makers and film production centres.
- Specialized information and advice.

## 6.2 Inuit Culture and Linguistics

### IMPACTS & EFFECTS:

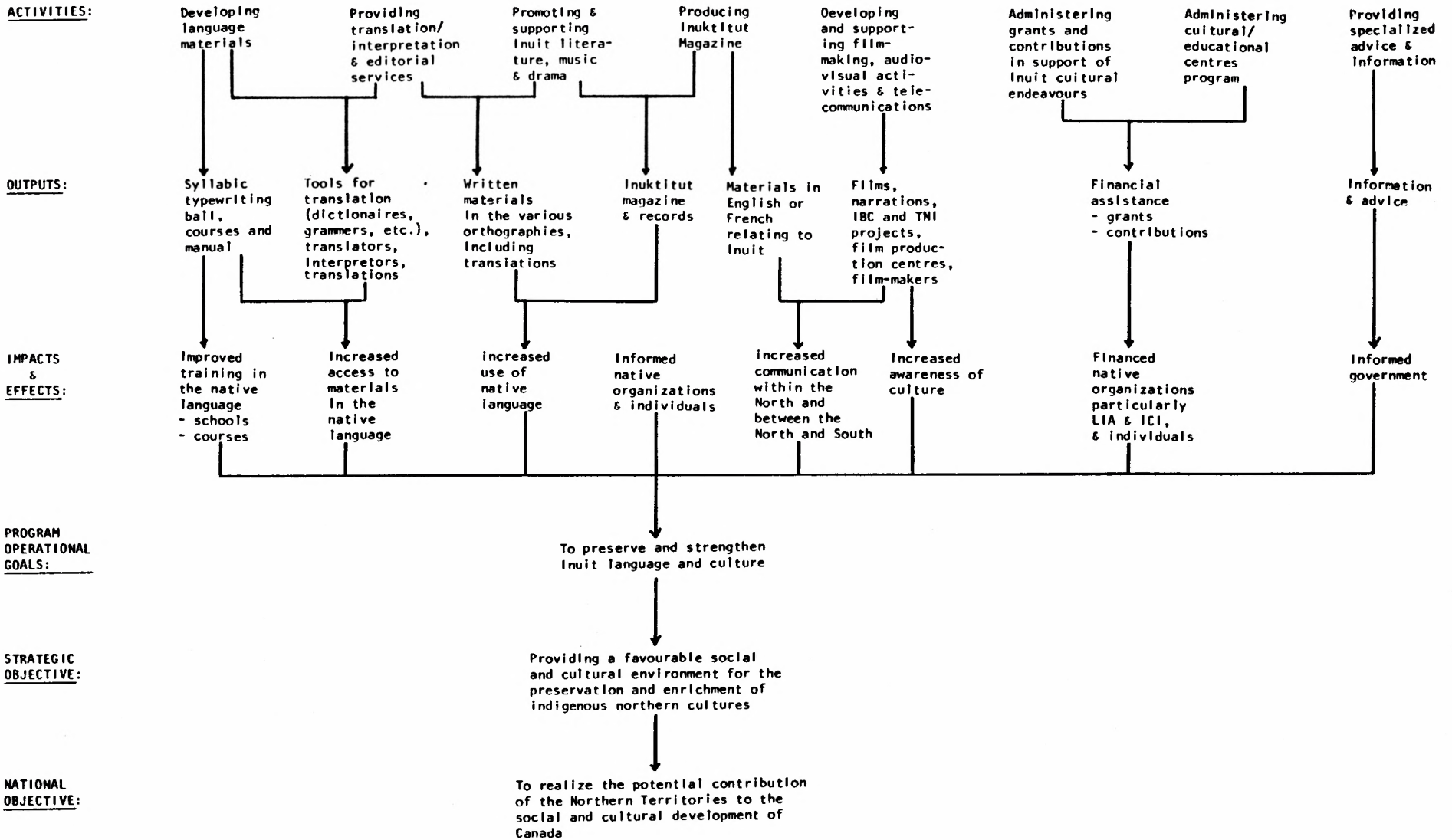
- Improved training in the native language.
- Increased access to materials in the native language; increased use of native language.
- Informed government, public (southern), native organizations and individuals in Canada and abroad with respect to Inuit culture and language.
- Increased awareness of Inuit culture.
- Increased communication within the North and between the North and South.
- Financed native organizations particularly ICI, LIA and individuals.

### COMPONENT LOGIC:

- The accuracy of the preliminary component logic diagram (Part C) is being tested during the current assessment.

PART C: COMPONENT LOGIC DIAGRAM (PRELIMINARY)

6.2 Inuit Culture and Linguistics



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## 6.2 Inuit Culture and Linguistics

### PART D:

### EVALUATION STATUS

#### PRIORITY:

- Assessment is currently underway.

#### EVALUABILITY:

- To be determined during the assessment.

#### POTENTIAL BENEFITS:

- Ensuring that the services meet Inuit requirements and are reaching the client group.

#### EVALUATION HISTORY:

- A detailed program component profile was drafted in 1981. It is being updated in the current assessment.

#### EVALUATION STRATEGY:

- Assessment began in May 1982 for completion in October 1982.

- Evaluation study is scheduled for the period February-June 1983.

7 NORTHERN SCIENCE AND RESEARCH SUPPORT

PROGRAM EVALUATION COMPONENT PROFILE

7 NORTHERN SCIENCE AND RESEARCH SUPPORT

PART A:

BASIC DESCRIPTION

MANDATE:

- RSC, C. I-7, S. 5(c) gives the Minister of IAND responsibility for fostering, through scientific investigation and technology, knowledge of the Canadian North and of the means of dealing with conditions related to its further development.

OBJECTIVES:

- The term "science" as used in this component has a broad definition and includes both the biophysical aspects as well as the social sciences and humanities.
- Given the broad area covered, this component may involve each of the seven National Objectives for the North.

DESCRIPTION:

- This component comprises the following five sub-components: Northern Scientific Training Grants, Northern Science Institute/Laboratories-Field Stations, Association of Canadian Universities for Northern Studies, Arctic Land Use Research Program, and the Environmental Studies Revolving Fund (Northern).

ESTIMATES PROGRAM:

- Northern Affairs Program.

COMPONENT RESOURCES:  
(1982-83 Estimates)

O & M	992.7
Capital	105.0
G & C	<u>775.0</u>
TOTAL	1,872.7

P.Y. 8

- Resources for the Environmental Studies Revolving Fund have not yet been determined.



7 **NORTHERN SCIENCE AND RESEARCH SUPPORT**

**PART B:**

**ELEMENTS AND STRUCTURE**

**ACTIVITIES:**

- Detailed activities are shown in each sub-component profile. Common elements include:
  - Identify research needs.
  - Provide funding for specific research projects.
  - Coordinate research and make results available.

**OUTPUTS:**

- Common elements include:
  - Funding.
  - Research, studies, reports.

**IMPACTS & EFFECTS:**

- Increased northern knowledge base.
- Improved data base for decision making.
- More informed government, public, industry.
- Increased financial support for northern research.

**COMPONENT LOGIC:**

- See individual sub-component profiles.

**PART C:**

- See individual sub-component profiles.

**PART D:**

**EVALUATION STATUS**

- The need for an assessment of the entire component will be reviewed when the frameworks and assessments of the individual sub-components have been completed.



PROGRAM EVALUATION COMPONENT PROFILE

7 NORTHERN SCIENCE AND RESEARCH SUPPORT

7.1 Northern Scientific Training Grants Program

PART A:

BACKGROUND

MANDATE:

- TB Minutes 701928, February 16, 1971 and 718558, February 21, 1973 are the basic authorities for the program.
- TB Minute 776480, June 25, 1981, authorizes the level of funding for the period 1982-83 to 1985-86.

OBJECTIVE:

- To support Canadian universities in training graduate scientists with northern experience and a commitment to northern work.

DESCRIPTION:

- The program is administered by Northern Social Research Division, DIAND on behalf of all federal departments with scientific interests in the Canadian North. The annual cycle involves the review by an interdepartmental Granting Committee of applications submitted by universities and the selection and funding of proposals.

ESTIMATES PROGRAM:

- Northern Affairs Program.

COMPONENT RESOURCES:  
(1982-83 Estimates)

O & M	---
Capital	---
G & C	<u>625.0</u>
TOTAL	625.0
P.Y.	---

7.1 Northern Scientific Training Grants Program

PART B:

ELEMENTS AND STRUCTURE

ACTIVITIES:

- Provide secretariat support for the interdepartmental Granting Committee.
- Carry out program planning, budgeting and development.
- Administer the application process (distribution of application forms, etc.) and the grants.

OUTPUTS:

- Grants to universities.

IMPACTS &  
EFFECTS:

- More trained graduate scientists with northern experience and a commitment to northern work in Canada.
- More Canadian universities with a focus on northern studies.
- More northern-related research.
- Increased financial support of northern scientific research by other agencies within and outside the federal government.

COMPONENT  
LOGIC:

- The two charts included in Part C are extracted from the assessment report completed in April 1982.

PART C: COMPONENT LOGIC DIAGRAM (CHART 1)

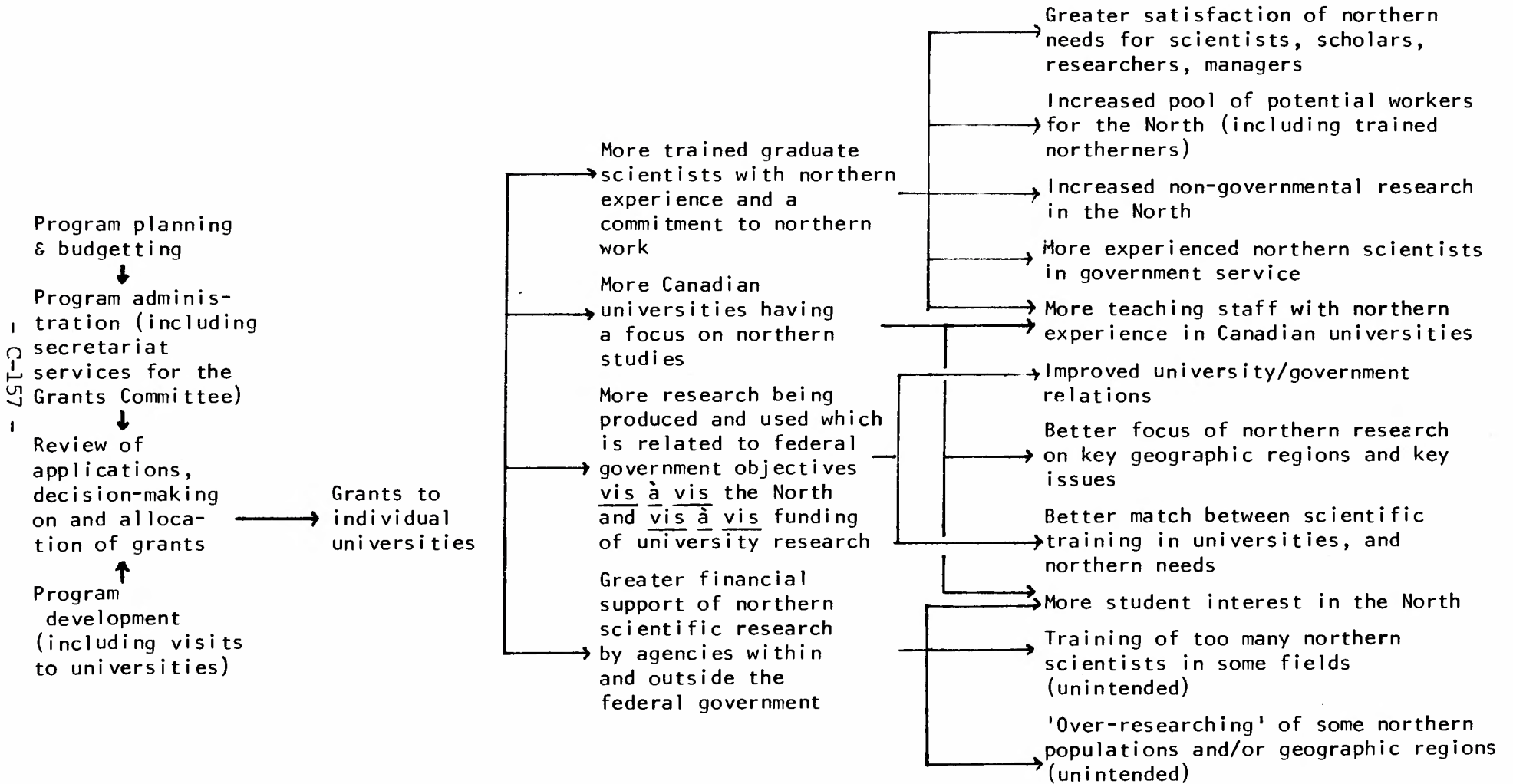
7.1 Northern Scientific Training Grants

MAIN ACTIVITIES

OUTPUTS

EXPECTED IMPACTS

POTENTIAL EFFECTS



Note: Arrows on this diagram are intended to show basic relationships, not to indicate strict cause and effect.

## 7.1 Northern Scientific Training Grants

## GOVERNMENT OF CANADA

Objectives vis à vis the North

1. To further the evolution of government in the Northern Territories
2. To provide for a higher standard of living, quality of life, and equality of opportunity for northern residents by methods which are compatible with their own preferences and aspirations
3. To realize the potential contribution of the Northern Territories to the social and cultural development of Canada
4. To encourage viable economic development within regions of the Northern Territories so as to realize their potential contributions to the national economy and the material well-being of Canadians
5. To maintain Canadian sovereignty and security in the North
6. To maintain and enhance the northern environment with due consideration to economic and social development
7. To develop fully the leisure and recreational opportunities in the Northern Territories

Objectives vis à vis Funding University Research

1. To support fundamental research in order to advance knowledge (providing the infrastructure needed to support more concerted programs and maintain the flexibility required to adapt to changing demands)
2. To support concerted research programs directed towards identified scientific goals within national priorities established through the political process
3. To develop trained research manpower which can participate in both concerted programs and feed into the economy

## DIAND (NORTHERN)

Priorities

1. Programs to give rapid effect to guidelines for social improvement
2. Programs to maintain and enhance the natural environment (ecological research, national parks, wildlife conservation, etc.)
3. Programs to encourage and stimulate the development of renewable resources, light industries and tourism, particularly those which create job and economic opportunities for native northerners
4. Programs to encourage and assist strategic projects (key to increased economic activity in the region or territory, with solid economic and social benefits) in the development of non-renewable resources and in which joint participation by government and private interests is generally desirable
5. Programs to provide necessary support for other non-renewable resource projects of recognized benefit to northern residents and Canadians generally

Strategic Plan Objective Related to Northern Research

1. General support to northern scientific research

Program Operational Goals Related to Northern Research

1. To make northern science and research more responsive to the needs and concerns of northerners
2. To provide direction, advice, analysis, research, funding of client groups, planning and administrative services to facilitate and support the advancement of Program Goals

## NORTHERN SOCIAL RESEARCH

Goals

1. To support the training of northern scientists and the development of scientific knowledge about the Canadian North
2. To formulate a northern science policy
3. To analyze and assess socio-economic, political, and other related developments in the foreign north in terms of their relevance to events in northern Canada, and to advise on related policy matters in support of Northern Program Objectives

## NORTHERN SCIENTIFIC TRAINING GRANTS

Program Objective

1. To support Canadian universities in training graduate scientists with northern experience and a commitment to northern work

Main Expected Impacts

1. More trained graduate scientists with northern experience and a commitment to northern work
2. More Canadian universities with a focus on Northern studies
3. More research produced and used which is related to federal government objectives vis à vis the North and vis à vis funding of university research
4. Greater financial support of northern scientific research by agencies within and outside the federal government



7.1 Northern Scientific Training Grants Program

PART D:

EVALUATION STATUS

PRIORITY:

- Evaluation study underway.

EVALUABILITY:

- The assessment completed in April 1982 demonstrated that the sub-component is evaluable.

POTENTIAL  
BENEFITS:

- Improving the application form distributed to universities to ensure easier capture of data for future evaluation.

- Improved policies and procedures for the Granting Committee to ensure consistency from year to year.

EVALUATION  
HISTORY:

- Assessment completed April 1982.

EVALUATION  
STRATEGY:

- Complete evaluation study that is currently underway.

- Review need for further evaluation in 1987-88.

PROGRAM EVALUATION COMPONENT PROFILE

7 NORTHERN SCIENCE AND RESEARCH SUPPORT

7.2 Northern Science Institute/Laboratories-Field Stations

PART A: BACKGROUND

MANDATE: - TB Minute 724896, December 14, 1973 authorizes the Igloolik Laboratory.

OBJECTIVES: - The provision of research facilities to assist government, university and industrial scientists and other researchers with a valid interest in northern science.

DESCRIPTION: - Through the Northern Social Research Division, the Department operates two northern scientific research centres, one in Inuvik in the Western Arctic, and the other in Igloolik in the Eastern Arctic. As well, it operates field stations in Yellowknife, Pond Inlet, Rankin Inlet and Churchill and at DEW Line sites.

- A proposal for a Northern Scientific Institution for the NWT has been prepared; a decision on whether to submit it to Cabinet for approval is not expected until early in 1983. If the Institution is approved, it will form part of this sub-component.

ESTIMATES PROGRAM: - Northern Affairs Program.

<u>COMPONENT RESOURCES:</u> (1982-83 Estimates)	O & M	458.7
	Capital	105.0
	G & C	<u>---</u>
	TOTAL	563.7
	P.Y.	6

## 7.2 Northern Science Institute/Laboratories-Field Stations

### PART B:

### ELEMENTS AND STRUCTURE

#### ACTIVITIES:

- Operate the laboratories and field stations (e.g. provide laboratory staff, maintain equipment).
- Provide research assistance to investigating scientists (e.g. take routine measurements during absence of scientists).
- Assist visiting scientists e.g. by locating local assistants.

#### OUTPUTS:

- Facilities, equipment and services available to researchers for both field and laboratory studies.

#### IMPACTS & EFFECTS:

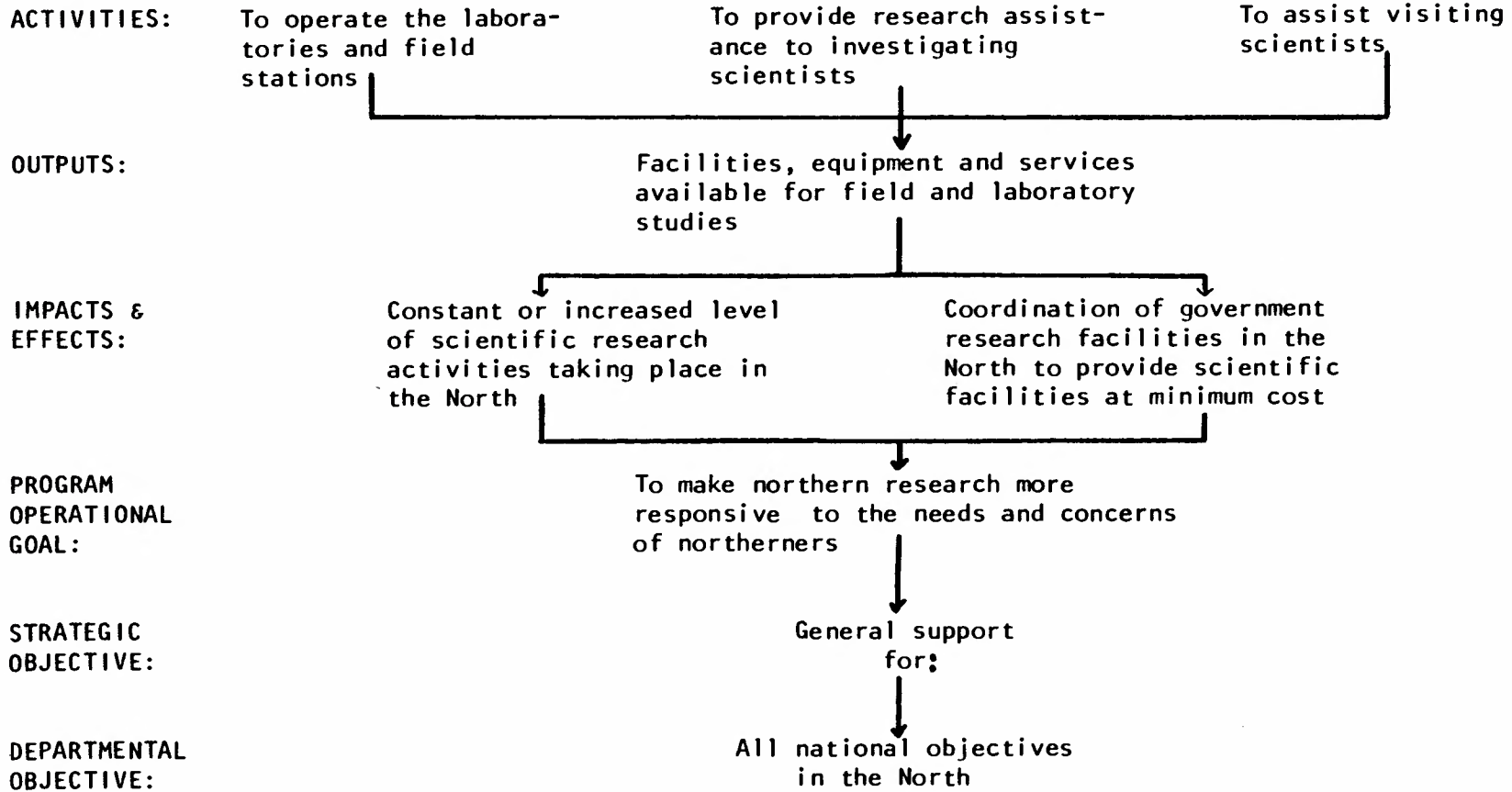
- Constant or increased level of scientific research activities taking place in the North.
- Coordination of government research facilities in the North to provide scientific facilities at minimum cost.

#### COMPONENT LOGIC:

- The preliminary component logic diagram (Part C) displays the major elements of the sub-component. The linkages will be tested during the framework and assessment phases.

PART C: COMPONENT LOGIC DIAGRAM (PRELIMINARY)

7.2 Northern Science Institute/Laboratories-Field Stations



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7.2 Northern Science Institute/Laboratories-Field Stations

PART D:

EVALUATION STATUS

PRIORITY:

- If the proposed Institute is established, high for framework.
- If the Institute is not established, medium for assessment of the remaining elements.

EVALUABILITY:

- To be determined during the framework and assessment phases.

POTENTIAL BENEFITS:

- Ensuring maximum use is made of existing and proposed northern-based research facilities.

EVALUATION HISTORY:

- The Inuvik and Igloolik laboratories and selected field stations (Yellowknife, Pond Inlet, Rankin Inlet, Churchill and Keewatin DEW Line sites) were reviewed by the Program in 1981-82.
- The Inuvik laboratory was also reviewed in 1976.

EVALUATION STRATEGY:

- Assuming the proposed Institute is established, a framework is scheduled for 1983-84 with an assessment in 1985-86 and evaluation study in 1986-87.
- If the Institute is not established, the assessment and evaluation of the remaining elements will be rescheduled for 1983-84 and 1984-85 respectively.

PROGRAM EVALUATION COMPONENT PROFILE

7 NORTHERN SCIENCE AND RESEARCH SUPPORT

7.3 Association of Canadian Universities for Northern Studies

PART A: BACKGROUND

MANDATE: - TB Minute 768369, December 28, 1979.

OBJECTIVES:

- Given the broad variety of disciplines represented on ACUNS, this sub-component may involve each of the seven National Objectives for the North.
- The objectives for ACUNS are: to strengthen and coordinate northern-related education, research and training at Canadian universities; involve northern residents in research; increase access to university knowledge and skills; organize conferences; and liaise with circumpolar research institutions overseas.

DESCRIPTION:

- The provision of funds, through the Northern Social Research Division, to the Association of Canadian Universities for Northern Studies. ACUNS is a voluntary association of 30 member universities concerned with advancing studies and research related to Canada's North.

ESTIMATES PROGRAM: - Northern Affairs Program.

<u>COMPONENT RESOURCES:</u> (1982-83 Estimates)	O & M	---
	Capital	---
	G & C	<u>150.0*</u>
	TOTAL	150.0
	P.Y.	---

\* includes \$50K approved as a budget transfer.

### 7.3 Association of Canadian Universities for Northern Studies

PART B:

ELEMENTS AND STRUCTURE

ACTIVITIES:

- Administer grants.

OUTPUTS:

- Grants.

IMPACTS &  
EFFECTS:

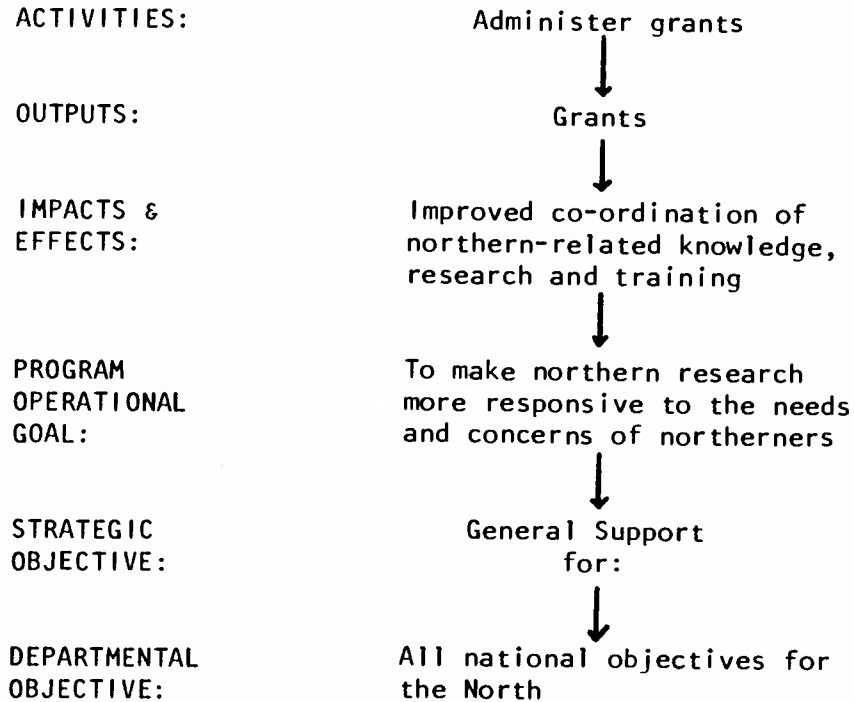
- Improved co-ordination of northern-related knowledge, research and training.

COMPONENT  
LOGIC:

- The component logic diagram (Part C) demonstrates the linkages between the elements of this sub-component.

PART C: COMPONENT LOGIC DIAGRAM (PRELIMINARY)

7.3 Association of Canadian Universities for Northern Studies





7.3 Association of Canadian Universities for Northern Studies

PART D:

EVALUATION STATUS

PRIORITY:

- Low in view of previous evaluation activity, the small value of the grant and the fact that the NAP's involvement is essentially administrative.

EVALUABILITY:

- An evaluation-type study of ACUNS completed in September 1980 noted discrepancies between the objectives for ACUNS and those of NAP.

POTENTIAL  
BENEFITS:

EVALUATION  
HISTORY:

- An in-house (NAP) evaluation of the value received from contributions to the ACUNS was completed September 1979.
- An evaluation-type study was completed September 1980.
- An organizational review of ACUNS was completed September 1981.

EVALUATION  
STRATEGY:

- The need for further assessment and evaluation is scheduled for examination in 1985-86.

PROGRAM EVALUATION COMPONENT PROFILE

7 NORTHERN SCIENCE AND RESEARCH SUPPORT

7.4 Arctic Land Use Research Program

PART A:                    BASIC DESCRIPTION

MANDATE:                - RSC C. I-7, S. 5(c).

OBJECTIVE:            - To provide DIAND with the applied research it requires to ensure scientifically sound regulations related to northern natural resources.

DESCRIPTION:        - The Environmental Protection Branch, supported by the Arctic Land Use Advisory Committee (comprising academic and industry representatives), contracts out and coordinates research studies to maintain appropriate levels of applied environmental research so that a broad base exists for the development of effective environmental terms and conditions.

ESTIMATES PROGRAM:        - Northern Affairs Program.

<u>COMPONENT RESOURCES:</u> (1982-83 Estimates)	O & M	534.0
	Capital	---
	G & C	---
	TOTAL	534.0
	P.Y.	2

#### 7.4 Arctic Land Use Research Program

**PART B:**

**ELEMENTS AND STRUCTURE**

**ACTIVITIES:**

- Provide support to the ALUR Advisory Committee.
- In conjunction with Advisory Committee, identify research needs.
- Contract out and coordinate studies.
- Publish and disseminate reports.
- Encourage implementation of reports' recommendations.

**OUTPUTS:**

- Studies and reports.
- Implementation of recommendations.

**IMPACTS &  
EFFECTS:**

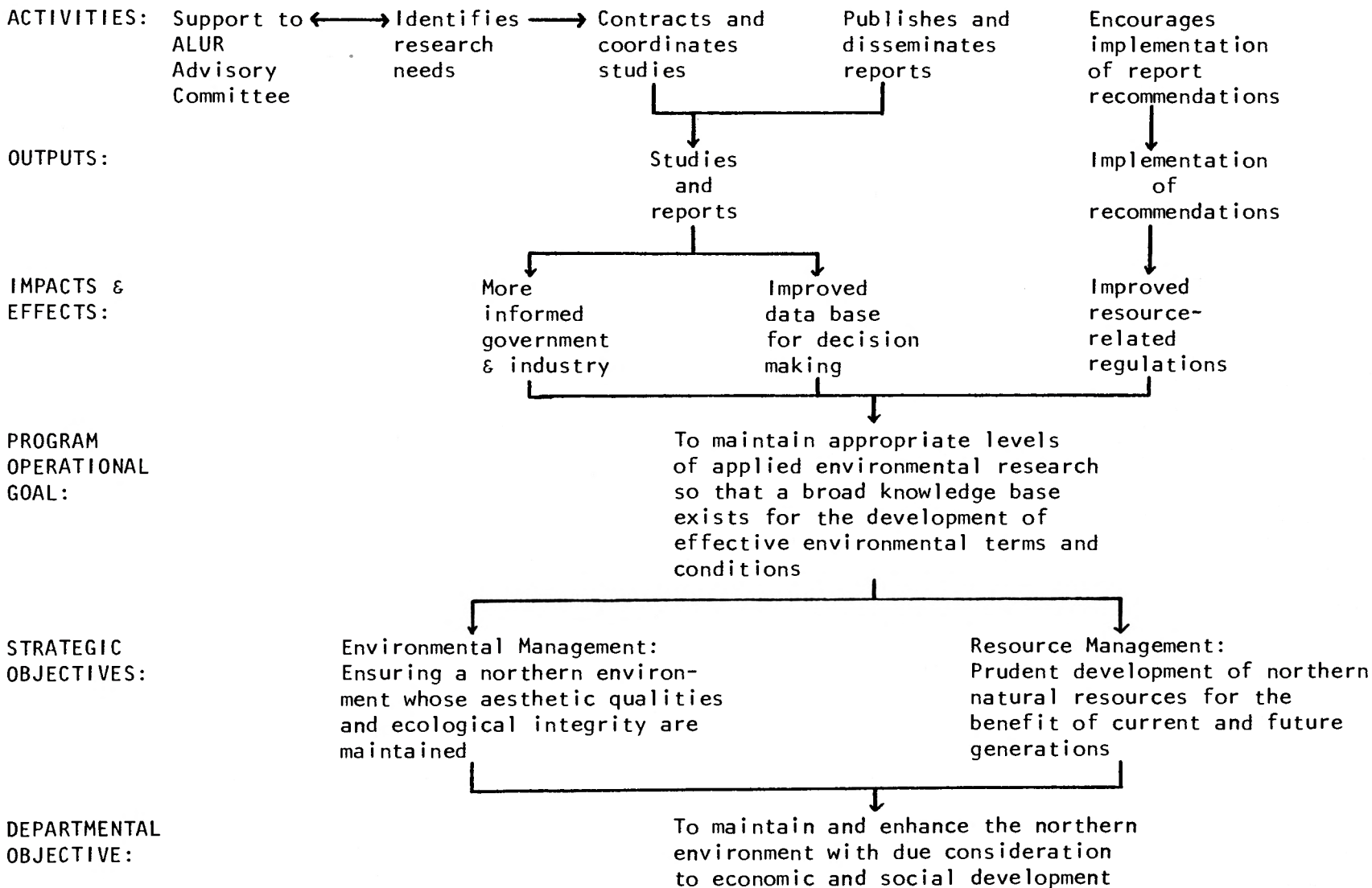
- More informed government and industry.
- Improved data base for decision making.
- Improved resource-related regulations.

**COMPONENT  
LOGIC:**

- The preliminary component logic diagram (Part C) displays the major elements and their linkages. Its accuracy will be tested during the assessment phase.

PART C: COMPONENT LOGIC DIAGRAM (PRELIMINARY)

7.4 Arctic Land Use Research Program



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#### 7.4 Arctic Land Use Research Program

**PART D:**                    **EVALUATION STATUS**

**PRIORITY:**                - Low.

**EVALUABILITY:**        - The 1978-79 evaluation noted a need to review the objectives. Some of the outputs (the reports) can be quantified. It would seem the sub-component is evaluable.

**POTENTIAL BENEFITS:**    - Ensuring that environmental aspects of resources regulations are appropriate, neither too lax (i.e. not protecting the environment) nor too strong (so as to prevent northern development).

**EVALUATION HISTORY:**    - The program was evaluated in 1978-79; most of the recommendations in that report have been implemented or have led to changes in the program.

**EVALUATION STRATEGY:**   - The need for further evaluation will be examined in 1985-86 with an evaluation scheduled for 1986-87.

**PROGRAM EVALUATION COMPONENT PROFILE**

**7 NORTHERN SCIENCE AND RESEARCH SUPPORT**

**7.5 Environmental Studies Revolving Fund (Northern)**

**PART A:**

**BASIC DESCRIPTION**

**MANDATE:**

- Canada Oil and Gas Act S. 49 (1.b) gives the Minister of IAND administrative responsibility for the Northern Environmental Studies Revolving Fund; the fund includes a sub-fund for each prescribed region in the area under the Minister's responsibility.

**OBJECTIVE:**

- To finance studies that will supplement the environmental and social information deemed necessary by the Minister of IAND to make resource-management decisions regarding the issuance of oil and gas rights and the authorization of exploration, development, production and transportation activities pursuant to the Canada Oil and Gas Act or any other act.

**DESCRIPTION:**

- The Fund will be used for national or northern regionally-related environmental and social studies. Examples of the former include the Eastern Arctic Marine Environmental Studies (EAMES) and the Offshore Labrador Biological Studies (OLABS). The Fund may also be used for generic process-type research cause-effect studies and for development studies on mitigative techniques.

**ESTIMATES  
PROGRAM:**

- Northern Affairs Program.

**COMPONENT  
RESOURCES:**

- Not yet determined.

## 7.5 Environmental Studies Revolving Fund (Northern)

### PART B:

### ELEMENTS AND STRUCTURE

#### ACTIVITIES:

- Review and select project proposals.
- Provide scientific advice/data to support project selection.
- Identify research needs and recommend project and program priorities.
- Implement and evaluate regional monitoring programs.
- Assess study results and recommend further action.
- Recommend funding of major projects to Advisory Board.
- (Advisory Board) Advise the Minister of LAND on Funding administration.

#### OUTPUTS:

- Studies relating to such areas as ecology, environmental monitoring technologies, socio-economic effects of hydrocarbon development activities on northerners, regional baseline data.
- Research and development in mitigative technology.

#### IMPACTS & EFFECTS:

- Increased understanding of ecological environmental conditions.
- Increased knowledge of socio-economic and environmental impacts resulting from resource development.
- Improved technology to assist in research/data collection activities.
- Improved data base and methodology for monitoring development activities in the North.
- Increased sensitivity of policies and legislation to balance between development and conservation.

#### COMPONENT LOGIC:

- The preliminary component logic diagram in Part C displays the main elements of the sub-component and shows the major relationships between activities, outputs, impacts and effects and objectives. Its accuracy has not been tested.

PART C: COMPONENT LOGIC DIAGRAM (PRELIMINARY)

7.5 Environmental Studies Revolving Fund

ACTIVITIES: Identify research needs and project/program priorities → Provide scientific advice to support project selection → Review/select proposals, recommend to Advisory Board → Monitor project management → Assess study results and recommend further action

OUTPUTS:

Funded studies

IMPACTS & EFFECTS:

Improved technology to assist in research/data collection activities

Increased understanding of ecological/environmental conditions

Increased knowledge of socio-economic and environmental impacts resulting from resource development

Improved data base and methodology for development activities in the North

Increased sensitivity of policies and legislation to balance between development and conservation

NATIONAL OBJECTIVE:

To maintain and enhance the northern environment with due consideration to economic and social development



7.5 Environmental Studies Revolving Fund (Northern)

PART D:

EVALUATION STATUS

PRIORITY:

- High for evaluation framework.
- Low for assessment and evaluation.

EVALUABILITY:

- The preliminary component logic diagram indicates that activities, outputs, impacts and effects can be plausibly linked to objectives; however those linkages remain to be tested during the framework and assessment phases.

POTENTIAL  
BENEFITS:

- Ensuring that the fund is operating effectively and that the results it produces are useful to and used by government and industry.

EVALUATION  
HISTORY:

- None to date because the activity is new and not yet fully in place.

EVALUATION  
STRATEGY:

- Development of an evaluation framework is scheduled for the period November 1982 - March 1983.
- Assessment is scheduled for 1986-87 with an evaluation study for 1987-88.

APPENDICES

-Departmental Evaluation Policy - June 1982

-D.A.E.C. Circular - February 1980

## DEPARTMENTAL EVALUATION POLICY

### DEPARTMENT OF INDIAN AFFAIRS AND NORTHERN DEVELOPMENT

#### 1. PURPOSE

This document is intended to set out the policy to guide the conduct of program evaluation within the Department of Indian Affairs and Northern Development.

#### 2. BACKGROUND

2.1 The Department formally established a program evaluation function in late 1976, recognizing the importance of assessing program effectiveness and improving accountability.

2.2 At the level of the Federal Government, Treasury Board Policy entitled "Evaluation of Programs by Departments and Agencies" (T.B. Circular 1977-47) states that all Federal Departments and Agencies are required to assess their programs periodically for effectiveness in meeting their objectives and the efficiency with which they are being administered.

Subsequent events, such as the strengthening of the Office of the Auditor General, the creation of the Office of the Comptroller General and the attention paid to the report of the Royal Commission on Financial Management and Accountability, have re-enforced the importance attached by the Government of Canada to the program evaluation function as an integral part of the management process and managerial accountability.

#### 3. DEFINITION

##### 3.1 PROGRAM EVALUATION

a. Program evaluation is the periodic, independent and objective review and assessment of a program or program components. It will determine, in light of present circumstances, the adequacy of objectives, designs and results both intended and unintended.

##### b. Results of Evaluations

The results of the evaluations can aid in:

- clarifying program objectives;

- changing the ways in which the programs are operated;
- reducing or eliminating programs, or aspects of programs which have become redundant or of low priority;
- identifying programs or aspects of programs which have increased in relative priority.

### 3.2 PROGRAM OR PROGRAM EVALUATION COMPONENT

A program or program evaluation component is a group of activities of a department or agency, usually related to a subset of a Program contained in the Main Estimates, which:

- has a common objective or set of related objectives established at the level of concern of deputy heads;
- contributes to the Department's long-term objectives;
- is of appropriate size and importance to be a focus of and support for program decision-making at the departmental level.

## 4. GENERAL STATEMENT OF POLICY

- 4.1 All programs of the Department will be evaluated periodically to determine their effectiveness in meeting their objectives and the efficiency of their operation, notwithstanding that administrative functions may be more appropriately dealt with through internal audits.
- 4.2 Program evaluations will be undertaken with the close cooperation and the participation of the management and users of the program.
- 4.3 Indian and Inuit people's participation in all the stages of the evaluation process is encouraged, especially in the Indian and Inuit Affairs Program.
- 4.4 The principal client of all evaluation exercises is the Deputy Minister who is responsible for the program evaluation function in the Department.
- 4.5 Any one evaluation will have a senior manager who is closer to the program as an ongoing contact who will be responsible for implementation of recommendations.



4.6 Prior to the implementation of any new or renewed program, an appropriate evaluation framework should be developed for conducting future evaluation.

5. OPERATIONAL PRINCIPLES

5.1 ROLES AND RESPONSIBILITIES

5.1.1 The Departmental Audit and Evaluation Committee

- a. Administrative Directive DRM 10-5 (Part 17, Section 1) issued in February 1980 provides that the Departmental Audit and Evaluation Committee is responsible to the Deputy Minister for program evaluation, for reviewing and approving five-year and annual program evaluation plans developed and for the progress of their implementation.
- b. The DAEC consists of the following members:
  - i) Deputy Minister (Chairman);
  - ii) Senior Assistant Deputy Minister, Finance and Management;
  - iii) Assistant Deputy Minister, Corporate Policy;
  - iv) Assistant Deputy Minister, Indian and Inuit Affairs;
  - v) Assistant Deputy Minister, Northern Affairs Program;
  - vi) Executive Director, Native Claims Office;
  - vii) Director General, Personnel.

It will meet quarterly or more frequently as required.

5.1.2 Evaluation Branch, Corporate Policy

- a. The authority of the DAEC to evaluation programs has been delegated to the Director, Evaluation Branch who reports to the Assistant Deputy Minister, Corporate Policy.
- b. The Director, Evaluation Branch, Corporate Policy, is responsible for:
  - i) identifying program components for evaluation purposes under the guidelines set by the Office of the Comptroller General;

- ii) developing program evaluation plans reflecting management priorities, central agencies' policies and guidelines and the needs of other interested parties and ensuring that progress in implementing these plans is reported regularly to the DAEC and the Deputy Minister;
- iii) managing individual evaluation projects based on the evaluation terms of reference which reflect the need and priorities of program managers, native and other user groups;
- iv) ensuring the quality of all evaluation assessment studies and program evaluation studies;
- v) endorsing or commenting upon recommendations based on program evaluations, and when appropriate, making additional recommendations reflecting departmental perspectives, for consideration by the Deputy Minister;
- vi) participating, when required, in program evaluations of an interdepartmental and intergovernmental nature;
- vii) facilitating the development of an evaluation capacity in Indian and Inuit communities and/or other relevant organizations;
- viii) developing evaluation frameworks for new or renewed programs;
- ix) exercising functional authority with respect to program evaluation in all areas throughout the Department.

### 5.1.3 Role or Program Managers

As an integral part of the overall management process, program evaluation can make an important contribution to formulating objectives, planning and priorities of programs. To ensure that this contribution is realized, the active participation of appropriate line managers is required in the following areas:

- i) the identification of programs and program components, and their objectives and intended results;
- ii) the planning and scheduling of program evaluations within evaluation plans;
- iii) the identification of issues to be considered and the establishment of program evaluation priorities;
- iv) the establishment of the terms of reference of program evaluations;

A close consultative relationship with program evaluation teams and the program manager is maintained by:

- providing staff for evaluation teams, when required and agreed to;
- reviewing interim and final program evaluation reports and commenting on the adequacy of the recommendations.

The manager is responsible for formulating an implementation action plan in response to evaluation recommendations and ensuring that follow-up actions are taken.

#### 5.1.4 Relationships with Performance Measurement and Internal Audit

- a. Performance measurement is required by Treasury Board (Circular 1976-25). It is primarily a line management responsibility to monitor the performance of program activities on an ongoing basis by developing indicators that measure operating efficiency.
- b. Departmental audit activities are defined in DRM 10-5, Part 17. Their primary concerns are with the economy, and efficiency policies and procedures promulgated internally or by the central agencies. Their subject matter is primarily program systems and management control whereas program evaluation focusses more on program structure, outputs and results.
- c. Program Evaluation is a formal and systematic assessment of the manner and extent to which programs or program components have achieved

their objectives. As a result policy and program development and management decisions making are facilitated.

- d. Departmental Internal Audit, and Program Evaluation functions maintain complementary relationships through the coordination of the DAEC.

## 5.2 BASIC ISSUES FOR EVALUATION

5.2.1 Through the authority of the DAEC, the Evaluation Branch, Corporate Policy will review and assess on a periodic basis departmental programs to evaluate:

- a) the continuant need and relevance of the programs in terms of stated government policy and objectives.
- b) the established objectives of the programs and their basis with respect to:
  - i) the nature and magnitude of the problems being addressed;
  - ii) the socio-economic and environmental factors on which the original programming was based; and
  - iii) the legislative basis on which the programs were formulated.
- c) the clarity and adequacy of program objectives.
- d) the adequacy and appropriateness of program designs.
- e) the results of the programs both intended and unintended, and
- f) the benefits and costs of existing and alternative program delivery systems.

5.2.2 Each individual program evaluation study will normally address the above issues; however, the scope of each evaluation project will be determined through an evaluation assessment study and the participation of the line management and other involved parties. The reason(s) for excluding any of these issues will be identified in the study.



### 5.3 IMPLEMENTATION OF EVALUATION PLAN

#### 5.3.1 Program Evaluation Plans

- a. Annual and five-year program evaluation plans will be developed by the Evaluation Branch for approval by the Deputy Minister, and submission to the Ministry of State for Social Development and to the Office of the Comptroller General. They will be implemented by the Evaluation Branch, and their progress will be reported periodically to the DAEC.
- b. These plans will describe and schedule each program or program component for evaluation according to its priority ranking. In addition, each program or program component not included in the plan will be noted explicitly along with the reason(s) for its exclusion. The human and financial resources required for each evaluation will be estimated and indicated in the program evaluation plan.
- c. As an integral part of the departmental management process, plans should reflect the Strategic Overviews and Operational Plans of the Department, and the concerns of the central agencies and relevant user groups.
- d. They will provide the Ministry of State for Social Development with an appreciation of when and whether forthcoming effectiveness studies may contribute to key resource allocation decisions.

#### 5.3.2 Evaluation Advisory Committee

- a. Program evaluations will be undertaken in close cooperation with the management and users of the program.
- b. In order to facilitate in a formal manner this cooperation and participation, an Advisory Committee may be structured for each evaluation study under the leadership of the Evaluation Branch. The function of this Committee will be:
  - to assist in the development of evaluation terms of reference;

- to advise on selection of an evaluation team;
- to review and advise on the project design;
- to monitor the actual conduct of the evaluation; and
- to review progress and final reports prepared by the evaluator.

#### 5.3.3 Terms of Reference for Program Evaluations

A set of Terms of Reference, a formal record of agreement between the client and the evaluators as to the scope and the nature of basic issues to be addressed, will be developed with assistance of an Evaluation Advisory Committee and documented and approved by Evaluation Branch for each program evaluation study and will be included in the final report of the study.

#### 5.3.4 Evaluation Assessment Studies

Evaluation assessment is the front-end planning part of program evaluation. It involves analysing the program and its environment, identifying the specific evaluation questions to be considered and determining the nature of, and extent to which these questions can be and will be addressed in a particular evaluation study. Such factors as the needs of the study's client, the resources available and possible evaluation methods are considered. The output, reported in an evaluation assessment report, includes a basis for the terms of reference for any subsequent evaluation study, or documented reasons for not undertaking such a study.

#### 5.3.5 Program Evaluation Report

Each program evaluation study will lead to i) a program evaluation report which will present the findings and conclusions prepared by an evaluation team and ii) a separate section which will contain recommendations for consideration and approval by the Deputy Minister.

#### 5.3.6 Evaluation Requirements for New Programs

The documentation related to any new or renewed program will be reviewed prior to the implementation of the program in order to ensure that an appropriate evaluation framework is included. The evaluation framework will contain a description of the program, possible evaluation designs, and a time frame for the conduct of the evaluation. The Program Evaluation Plan will be updated to reflect this addition.

### 5.4 DISTRIBUTION OF EVALUATION REPORTS

#### 5.4.1 Transmittal to the DAEC and the DM

Upon satisfactory completion of an evaluation assessment report or an evaluation study report, it will be distributed to the Deputy Minister, and other parties as may be considered appropriate within the Department.

#### 5.4.2 Availability to Other Parties

Following initial distribution, and after a period of review within the Department (which will vary for different reports), reports may be made available to parties outside the department indicating a relevant interest in them.

#### 5.4.3 Debriefing Sessions/Workshop

When desirable and/or requested, a debriefing session on the evaluation findings and conclusions will be held for Senior Management, program managers and other interested parties to promote understanding and discussion of conclusions and utilization of results.

### 6.1 IMPLEMENTATION OF EVALUATION RESULTS

6.1.1 The Deputy Minister as Chairman of the DAEC and as the principal client of all evaluation exercises approves recommendations made by the program evaluation study and their priorities for implementation, and ensures the establishment of an adequate monitoring process for implementation.

6.1.2 If the study relates to a single program, the responsible A.D.M. will approve recommendations and determine priorities for implementation.

- 6.1.3 Within four months of the tabling of an evaluation study, the relevant Program Manager and ADM (or ADMS) will develop and table an Evaluation Implementation Action Plan. These Plans will be approved by the relevant Program ADM.
- 6.1.4 A responsibility centre will be designated within each Program to coordinate and monitor follow-up to Evaluation Implementation Action Plans.
- 6.1.5 The Evaluation Branch will report regularly to the DAEC on the status of Evaluation Implementation Action Plans.

Evaluation Branch  
Corporate Policy  
June 1982



## POLITIQUE D'EVALUATION MINISTERIELLE

### MINISTÈRE DES AFFAIRES INDIENNES ET DU NORD CANADIEN

#### 1. OBJET

Le présent document vise à établir une politique qui servira de guide pour effectuer l'évaluation de programme au sein du ministère des Affaires indiennes et du Nord canadien.

#### 2. ETAT DE LA QUESTION

- 2.1 A la fin de 1976, le Ministère a établi formellement une fonction d'évaluation de programme, reconnaissant ainsi l'importance de déterminer l'efficacité des programmes et d'améliorer l'imputabilité.
- 2.2 Au niveau du gouvernement fédéral, la politique du Conseil du Trésor intitulée "Evaluation de programme effectuée par les ministères et organismes" (Circulaire 1977-47 du C.T.) stipule que tous les ministères et organismes fédéraux doivent évaluer périodiquement leurs programmes afin d'examiner leur capacité d'atteindre les objectifs et le rendement de leur administration.

Des événements ultérieurs, tels que le renforcement du Bureau du vérificateur général, la création du Bureau du contrôleur général et l'attention accordée au rapport de la Commission royale sur la gestion financière et l'imputabilité ont démontré l'importance accrue que le Gouvernement du Canada attache à la fonction d'évaluation de programme et tant que partie intégrante du processus de gestion et d'imputabilité de la direction.

#### 3. DEFINITION

##### 3.1 EVALUATION DE PROGRAMME

- (a) L'évaluation de programme consiste en un examen et une appréciation d'un programme ou d'éléments d'un programme, effectués de façon périodique, indépendante et objective. Elle permettra de déterminer, à la lumière des circonstances du moment, si les objectifs, les plans et les résultats, prévus ou non, sont appropriés.

(b) Résultats des évaluations

- clarifier les objectifs des programmes;
- modifier l'exécution des programmes;
- réduire ou éliminer des programmes ou des parties de programmes qui font double emploi ou n'ont qu'une faible priorité;
- identifier les programmes ou les parties de programmes dont la priorité s'est accrue.

3. COMPOSANTES DE PROGRAMME OU PROGRAMME

Un programme ou une composante de programme est un groupe de ressources et d'activités d'un ministère ou d'un organisme, habituellement relié à une subdivision d'un programme prévu au Budget des dépenses, et qui:

- vise un objectif commun ou une série d'objectifs connexes établi au niveau des sous-chefs;
- contribue à l'atteinte des objectifs à long terme du Ministère;
- est de taille ou d'importance suffisante pour devenir un centre d'intérêt et un appui à la prise de décisions concernant le programme au niveau ministériel.

4. ENONCE GENERAL DE LA POLITIQUE

- 4.1 Tous les programmes du Ministère seront évalués périodiquement pour déterminer leur capacité d'atteindre leurs objectifs du fonctionnement.
- 4.2 Les évaluations de programme seront entreprises avec la collaboration étroite et la participation de la direction et des usagers du programme.
- 4.3 On encourage la participation des Indiens et des Inuit à toutes les étapes du processus d'évaluation, particulièrement au Programme des Affaires indiennes et inuit.
- 4.4 Le principal client de toutes les évaluations est le Sous-ministre, qui est responsable de la fonction de l'évaluation de programme au sein du Ministère.

- 4.5 Chaque évaluation devra faire appel à un cadre supérieur qui connaît bien le programme et qui sera chargé de la mise en oeuvre des recommandations.
- 4.6 Avant de mettre en oeuvre un programme nouveau ou modifié il faudrait élaborer un cadre d'évaluation approprié qui sera suivi pour l'évaluation ultérieure.

## 5. PRINCIPES OPERATIONNELS

### 5.1 ROLES ET RESPONSABILITES

#### 5.1.1 Le Comité de vérification et d'évaluation du Ministère

- (a) La directive administrative MRM 10-5 (Partie 17, Section 1), publiée en février 1980, stipule que le Comité de vérification et d'évaluation du Ministère doit s'en rapporter au Sous-ministre de l'évaluation de programme, de la révision et de l'approbation des plans annuels et quinquennaux d'évaluation et de l'évolution de leur mise en oeuvre.
- (b) Le Comité de vérification et d'évaluation de programme se compose des membres suivants:
  - i) le Sous-ministre (président);
  - ii) le Sous-ministre adjoint principal, Finances et Gestion;
  - iii) le Sous-ministre adjoint, Orientations générales;
  - iv) le Sous-ministre adjoint, Programme des affaires indiennes et inuit;
  - v) le Sous-ministre adjoint, Programmes des affaires du Nord;
  - vi) le Directeur délégué, Bureau des revendications autochtones;
  - vii) le Directeur général, Personnel.

Le Comité se réunira tous les trois mois ou plus souvent, au besoin.

5.1.2 Direction de l'évaluation, Orientations générales

- (a) La responsabilité du C.V.E.M. d'évaluer les programmes a été déléguée au Directeur de l'Evaluation, qui se rapporte au Sous-ministre adjoint, Orientations générales.
- (b) Il revient au Directeur de l'Evaluation, Orientations générales:
  - i) déterminer les éléments de programme à évaluer, conformément aux lignes directrices établies par le Bureau du contrôleur général;
  - ii) d'élaborer des plans d'évaluation de programme tenant compte des priorités de la direction, des lignes directrice et des orientations des organismes centraux ainsi que des besoins des autres parties intéressées, et de faire en sorte que le C.V.E.M. et le Sous-ministre soient tenus au courant régulièrement de l'évolution de la mise en oeuvre de ces plans;
  - iii) de gérer des projets d'évaluation individuels sur les attributions pour l'évaluation et tenant compte des besoins et des priorités des gestionnaires des programmes, des autochtones et des autres groupes d'utilisateurs;
  - iv) d'assurer la qualité de toutes les études de préparation de l'évaluation et des études d'évaluation de programme;
  - v) d'appuyer ou de commenter les recommandations fondées sur les évaluations de programme et, s'il y a lieu, de faire des recommandations additionnelles tenant compte des perspectives du Ministère, qui seront étudiées par le Sous-ministre;
  - vi) de participer, au besoin, aux évaluations de programme à l'échelle interministérielle ou intergouvernementale;
  - vii) de faciliter la mise sur pied d'un service d'évaluation dans les collectivités indiennes et inuit ou d'autres organismes pertinents;
  - viii) d'élaborer des cadres d'évaluation pour les programmes nouveaux ou modifiés;
  - ix) d'exercer un pouvoir fonctionnel en ce qui concerne l'évaluation de programme, dans tous les secteurs du Ministère.



### 5.1.3 Rôle des gestionnaires de programme

En tant que partie intégrante du processus global de gestion, l'évaluation de programme peut apporter une contribution importante à la formulation des objectifs, à la planification et à l'établissement des priorités des programmes. Pour assurer cette contribution, les chefs hiérarchiques appropriés doivent participer activement aux étapes suivantes:

- i) la détermination des programmes et des éléments de programme, ainsi que des objectifs et des résultats prévus de ceux-ci;
- ii) la planification et le calendrier d'exécution des évaluations de programme, dans le cadre des plans d'évaluation;
- iii) la détermination des questions à être étudiées et l'établissement des priorités en matière d'évaluation de programme;
- iv) l'établissement des attributions d'évaluation de programme.

Un rapport consultatif étroit est maintenu avec les équipes d'évaluation de programme et le gestionnaire de programme en:

- fournissant du personnel aux équipes d'évaluation, lorsque demandé et approuvé;
- étudiant les rapports provisoires et finals d'évaluation de programme et en commentant sur la suffisance des recommandations.

Il revient au gestionnaire de formuler un plan de mise en oeuvre répondant aux recommandations de l'évaluation, et d'assurer que les travaux complémentaires de celles-ci sont effectués.

### 5.1.4 Relations avec la mesure de la performance et la vérification interne

- (a) Le Conseil du Trésor exige la mesure de la performance (Circulaire 1976-25). Il s'agit avant tout d'une responsabilité des chefs hiérarchiques consistant à contrôler le rendement des activités des programmes de façon continue en déterminant des indicateurs qui permettent de mesurer l'efficacité de fonctionnement.

- (b) Les activités de vérification du Ministère sont définies dans la MRM 10-5, Partie 17. Elles consistent principalement à vérifier la rentabilité et l'efficacité d'une fonction particulière et de voir si l'on se conforme aux politiques et aux procédures établies, quelles soient internes ou qu'elles proviennent des organismes centraux. Elles portent surtout sur le contrôle de la gestion et des systèmes des programmes, tandis que l'évaluation de programme est plutôt centrée sur la structure, les réalisations et les résultats des programmes.
- (c) L'évaluation de programme est une évaluation formelle et systématique de la mesure et de la façon dont on a atteint les objectifs des programmes ou des composantes de programme. L'évaluation a pour but de faciliter l'élaboration des orientations et des programmes et les prises de décisions de la direction.
- (d) Les fonctions de vérification interne du Ministère et celle d'évaluation de programme entretiennent des relations complémentaires par la coordination du C.V.E.M.

## 5.2 QUESTIONS PRINCIPALES D'EVALUATION

5.2.1. Sous l'autorité du C.V.E.M., la Direction de l'évaluation, Orientations générales, passera les programmes du Ministère en revue périodiquement, afin d'évaluer:

- (a) la cohérence et le besoin continu des programmes face aux politiques et aux objectifs gouvernementaux;
- (b) les objectifs reconnus des programmes et leurs fondements touchant:
  - i) la nature et la portée des problèmes qui constituent ces programmes;
  - ii) les facteurs socio-économiques et environnementaux ayant contribué à leur élaboration;
  - iii) les cadres législatifs les entourant.
- (c) la clarté des objectifs des programmes;
- (d) la suffisance et l'utilité des plans de programmes;
- (e) leurs résultats prévus autant qu'imprévus, et
- (f) les avantages et les coûts entourant les systèmes de livraison existants ou alternatifs.

- 5.2.2. Chaque évaluation de programme abordera normalement les questions ci-dessus; cependant, la portée de chaque projet d'évaluation sera déterminée par une étude préparatoire à l'évaluation, avec la participation des chefs hiérarchiques et des autres partis touchés. On identifiera, dans cette étude, la (les) raison(s) pour laquelle (lesquelles) certaines de ces questions furent exclues.

### 5.3 MISE EN OEUVRE DU PLAN D'EVALUATION

#### 5.3.1. Plans d'évaluation de programme

- (a) La Direction de l'évaluation élaborera des plans annuels et quinquennaux d'évaluation de programme, qui devront être approuvés par la Sous-ministre et présentés au ministère d'Etat au Développement social et au Bureau du Contrôleur général. Ces plans seront mis en oeuvre par la Direction de l'évaluation, et le C.V.E.M. sera mis au courant périodiquement de leur évolution.
- (b) Dans ces plans, on décrira et on établira le calendrier d'évaluation pour chaque programme ou composante de programme, par ordre de priorité. De plus, on notera chaque programme ou composante de programme qui n'a pas été inclus dans le plan, avec les raisons de son exclusion. Les ressources humaines et financières nécessaires à chaque évaluation seront estimées et indiquées dans le plan d'évaluation de programme.
- (c) En tant que partie intégrante du processus de gestion du Ministère, les plans devraient tenir compte des vues d'ensemble stratégiques et des plans opérationnels du Ministère, ainsi que les préoccupations des organismes centraux et des groupes d'utilisateurs touchés.
- (d) Ces plans indiqueront au ministère d'Etat au Développement social si et à quel moment des études d'efficacité pourraient contribuer aux décisions importantes concernant l'affectation des ressources.

#### 5.3.2 Comité consultatif d'évaluation

- (a) Les évaluations de programme seront entreprises en collaboration étroite avec la direction et les usagers du programme.

(b) Pour faciliter de manière formelle cette coopération et cette participation, on peut mettre sur pied pour chaque étude d'évaluation un comité consultatif, sous l'autorité de la Direction de l'évaluation. Ce comité aura pour fonctions:

- d'aider à l'élaboration des attributions pour chaque évaluation;
- de conseiller sur le choix de l'équipe d'évaluation;
- d'étudier et de conseiller sur le plan du projet;
- de contrôler l'évaluation; et
- d'étudier les rapports provisoires et final rédigés par l'évaluateur.

#### 5.3.3 Attributions pour l'évaluation de programme

Pour chaque étude d'évaluation, des attributions à l'évaluation consistant d'un accord formel entre le client et les évaluateurs sur la portée et la nature des questions fondamentales à aborder, seront déterminées avec l'aide d'un comité consultatif d'évaluation. Ces attributions seront appuyées et approuvées par la Direction de l'évaluation, et figureront dans le rapport final de l'étude.

#### 5.3.4 Etudes préparatoires à l'évaluation

L'étude préparatoire à l'évaluation est la première partie de l'évaluation de programme, qui consiste à la planification. Il s'agit d'analyser le programme et son environnement, de déterminer les questions précises à considérer dans l'évaluation, et d'établir dans quelle mesure et de quelle façon ces questions pourront et seront abordées dans le cadre d'une étude d'évaluation. On tient compte de facteurs tels que les besoins du client de l'étude, les ressources disponibles et les méthodes d'évaluation possibles. Le résultat de ce processus, c'est-à-dire le rapport de l'étude préparatoire à l'évaluation, sert de base pour déterminer les attributions relativement à toute étude d'évaluation ultérieure, ou comprend les raisons, avec documentation à l'appui, de ne pas entreprendre d'étude.



5.3.5 Rapport d'évaluation de programme

Chaque étude d'évaluation de programme sera suivie i) d'un rapport d'évaluation de programme qui présentera les résultats et les conclusions rédigés par une équipe d'évaluation, formée de personnel du Ministère ou de membres de groupes de consultation et ii) d'un document distinct contenant des recommandations qui seront soumises à l'étude et à l'approbation du Sous-ministre.

5.3.6 Exigence en matière d'évaluation pour les nouveaux programmes

Il faudra réviser la documentation relative aux programmes nouveaux ou modifiés avant la mise en œuvre de ceux-ci, pour s'assurer que l'on y a inclus un cadre d'évaluation approprié. Celui-ci comprendra une description du programme, des plans possibles d'évaluation et des limites temporelles à l'intérieur desquelles devrait être effectuée l'évaluation. Le plan d'évaluation de programme sera mis à jour pour tenir compte de cet ajout.

5.4 DISTRIBUTION DES RAPPORTS D'EVALUATION

5.4.1 Envoi au C.V.E.M. et au Sous-ministre

Le rapport de l'étude préparatoire à l'évaluation et le rapport d'étude d'évaluation, une fois terminés de façon satisfaisante, seront remis au Sous-ministre, ainsi qu'aux autres personnes appropriées au sein du Ministère.

5.4.2 Distribution à d'autres personnes

Après la distribution initiale, et une fois terminée la période d'examen au sein du Ministère (qui variera pour chaque rapport), les rapports pourront être mis à la disposition de personnes de l'extérieur du Ministère exprimant un intérêt pertinent.

5.4.3 Réunions ou ateliers d'information

Lorsqu'il y a lieu ou sur demande, on organisera une réunion d'information sur les résultats et les conclusions de l'évaluation à l'intention de la haute direction, des gestionnaires de programmes ou des autres parties intéressées, pour favoriser la compréhension et la discussion des conclusions et l'utilisation des résultats.

6.1 MISE EN OEUVRE DES RESULTATS DE L'EVALUATION

- 6.1.1 Il revient au Sous-ministre, à titre de président du C.V.E.M. et de principal client de toutes les évaluations, d'approuver les recommandations présentées à la suite d'une étude d'évaluation d'un programme et les priorités de mise en oeuvre, ainsi que d'assurer la création d'un processus approprié de contrôle de la mise en application.
- 6.1.2 Si l'étude touche un seul programme, le Sous-ministre adjoint responsable approuvera les recommandations et déterminera les priorités de mise en oeuvre.
- 6.1.3 En dedans de quatre mois de la date de présentation d'une étude d'évaluation, le gestionnaire responsable du Programme et le SMA (ou les SMA) devront élaborer et déposer un plan d'action de mise en oeuvre des recommandations. Ces plans seront approuvés par le SMA responsable.
- 6.1.4 Un centre de responsabilité sera désigné pour chaque Programme afin de coordonner et de surveiller le suivi des plans d'action de mise en oeuvre des recommandations.
- 6.1.5 La Direction de l'évaluation présentera des rapports périodiques au C.V.E.M. sur l'évolution des plans d'action de mise en oeuvre des recommandations.

Direction de l'évaluation  
Orientations générales  
Juin 1982

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## Departmental Audit and Evaluation Committee

February 1980

File: A-1165-100

### 1. Background

1.1. A review of Departmental requirements for internal audit and review and program evaluation has led to the creation of a new committee called the Departmental Audit and Evaluation Committee.

### 2. Responsibilities

2.1. The responsibilities of the Committee are clearly defined in the Administrative Directives DRM 10-5 Part 17 Section 1. Section 1 also lists the objectives and composition of the Committee.

### 3. Reporting Authority

3.1. The Audit and Evaluation Committee is responsible to the Deputy Minister.

Deputy Minister,

## Comité de vérification et d'évaluation du Ministère

Février 1980

Dossier: A-1165-100

### 1. État de la question

1.1. Une étude des exigences du Ministère relativement à la vérification interne et à la révision ainsi qu'à l'évaluation des programmes a donné le jour à un nouveau comité nommé le Comité de vérification et d'évaluation du Ministère.

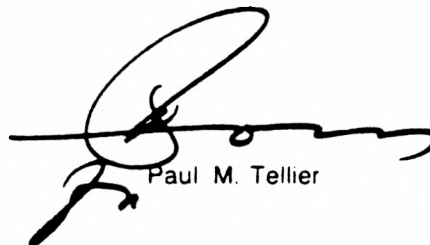
### 2. Responsabilités

2.1. La section 1, partie 17 des Directives administratives MRM 10-5 décrit clairement les responsabilités du comité, ses objectifs et sa composition.

### 3. Rapports hiérarchiques

3.1. Le Comité de vérification et d'évaluation rend compte au Sous-ministre.

Le Sous-ministre.



Paul M. Tellier





## Part 17

# Departmental Audit

### Section 1

## Departmental Audit and Evaluation Committee

### Related Directives

Supersedes D/D-2 dated 09/06/78.

### 1. Background

1.1. Departmental Directive D/D-2 dated June 9, 1978 announced the establishment of the Departmental Audit Committee effective May 1, 1978 and provided its Terms of Reference.

1.2. A review of the departmental requirements for internal audit and review, and program evaluation has led to the conclusion that it would be appropriate to combine these functions under a new committee to be called the Departmental Audit and Evaluation Committee.

### 2. Purpose

2.1. The purpose of this section is to announce the establishment of the Departmental Audit and Evaluation Committee effective January 21, 1980 and to provide its Terms of Reference.

### 3. Policy

3.1. *Responsibility:* - The Audit and Evaluation Committee is responsible to the Deputy Minister to direct all departmentally-conducted audits and reviews of management systems, including personnel, financial and management controls; and for program evaluation. The Committee is also responsible for reviewing the five-year and annual audit and program evaluation plans for approval by the Office of the Comptroller General and for reviewing their implementation.

## Partie 17

# Vérification du Ministère

### Section 1

## Comité de vérification et d'évaluation du Ministère

### Directives connexes

Remplace la D/M-2 du 09/06/78.

### 1. État de la question

1.1. La directive ministérielle D/M-2 du 9 juin 1978 annonçait la mise sur pied du Comité de vérification du Ministère, lequel entrerait en fonction le 1er mai, 1978, et précisait la délimitation des pouvoirs de ce comité.

1.2. Suite à une révision des exigences du Ministère relativement à la vérification interne et à la révision ainsi qu'à l'évaluation des programmes, il a été conclu qu'il conviendrait de fusionner ces fonctions sous l'autorité d'un nouveau comité, le Comité de vérification et d'évaluation du Ministère.

### 2. Objet

2.1. Le but de la présente section est d'annoncer la création du Comité de vérification et d'évaluation du Ministère, lequel est entré en fonction le 21 janvier 1980, et en préciser la délimitation des pouvoirs.

### 3. Politique

3.1. *Responsabilité:* - Le Comité de vérification et d'évaluation doit s'en rapporter au Sous-ministre de la direction de toutes les vérifications internes et révisions portant sur les systèmes de gestion, y compris les contrôles liés au personnel, aux finances et à la gestion en général, et de même, de l'évaluation des programmes. Le comité est également responsable de la révision des plans annuels et quinquennaux de vérification et d'évaluation des programmes, lesquels sont sujets à l'approbation du Contrôleur général, ainsi que de la révision de la mise en œuvre de ces plans.

3.2. *Scope of Authority:* The committee has the authority to:

- (a) be concerned with all issues and initiatives relating to the assessment, review and audit of departmental and program management systems, including personnel management systems;
- (b) enquire into the management of any or all of the Department's financial, physical, human or data resources;
- (c) satisfy itself as to the existence of and satisfactory performance and use of systems for establishing managerial accountability, management plans, management financial and operational processes and information systems; and
- (d) evaluate current programs to determine their effectiveness in meeting their objectives and the efficiency with which they are being administered.

#### 4. Objectives

4.1 *Departmental Audit:* The Audit and Evaluation Committee will, on a periodic basis, determine whether:

- (a) adequate protection, stewardship and controls are provided for the financial, physical, human and data resources provided to the Department by the Canadian public;
- (b) departmental, program, and field offices' management systems are defined, and are of sufficient quality to ensure that:
  - (1) adequate processes exist to permit the Deputy Minister and other managers to establish broad directional plans, operational goals and specific work plans in response to direction from the Minister and Parliament;
  - (2) managers use assigned resources to achieve approved work plans and operational goals in an economical, efficient and effective manner;
  - (3) managers are held accountable by defined measures of accountability for their use of resources to do work;
  - (4) organizations are structured appropriately and economically;
  - (5) sound financial, operational, management and socio-economic data systems are providing information for informed and integrated decision-making; and

3.2 *Portée des attributions:* Le comité a le pouvoir de:

- (a) s'occuper de toutes les questions et activités reliées à l'évaluation, la révision et la vérification des systèmes de gestion du Ministère et des programmes, y compris les systèmes de gestion du personnel;
- (b) passer en revue les méthodes employées pour gérer, en partie ou au total, les ressources financières, humaines, matérielles ou informatiques du Ministère;
- (c) s'assurer de l'existence, du bon fonctionnement et de l'utilisation des systèmes destinés à l'établissement des responsabilités administratives, des plans de gestion, des méthodes de gestion financière et opérationnelle et des systèmes d'information; et
- (d) d'évaluer les programmes en cours afin de déterminer s'ils satisferont à leurs objectifs, ainsi que l'efficacité qui caractérise la gestion de ces programmes.

#### 4. Objectifs

4.1 *Vérification du Ministère:* Le Comité de vérification et d'évaluation du Ministère veillera à déterminer périodiquement:

- (a) s'il existe des mesures appropriées de protection, d'administration et de contrôle des ressources financières, personnelles, matérielles et informatiques fournies au Ministère par la population canadienne;
- (b) si on a défini, pour le Ministère, les programmes et les bureaux extérieurs, des systèmes de gestion suffisamment efficaces pour assurer:
  - (1) qu'il existe des moyens satisfaisants permettant au Sous-ministre et aux autres gestionnaires d'élaborer de vastes plans d'orientation, des objectifs d'exploitation et des plans de travail précis, pour satisfaire aux directives données par le Ministre et le Parlement;
  - (2) que les gestionnaires utilisent les ressources attribuées pour réaliser les plans de travail approuvés et les objectifs d'exploitation de façon économique, efficace et satisfaisante;
  - (3) que les gestionnaires sont chargés, conformément à des mesures établies, de rendre compte de la façon dont ils utilisent les ressources;
  - (4) que les structures liées à l'organisation sont valables et économiques;
  - (5) que des systèmes efficaces de données sur la socio-économie, la gestion, l'exploitation et les finances fournissent des renseignements permettant aux intéressés de prendre des décisions rationnelles; et



(6) requirements of central and regulatory agencies are met satisfactorily.

(c) the management systems are operating well and in an economical manner; and

(d) managers are not operating outside the approved management systems.

4.2. *Program Evaluation:* The Audit and Evaluation Committee will on a periodic basis review and assess departmental programs to evaluate:

(a) the continued relevance of and need for the programs in terms of stated government policy;

(b) the established objectives of the programs and their basis, including:

(1) the current nature and magnitude of the issues being addressed;

(2) the environmental factors upon which original programming was based;

(3) the social attitudes which gave rise to the programs; and

(4) the legislative basis on which the programs were formulated;

(c) the clarity and adequacy of the statements specifying the objectives of programs;

(d) the adequacy of program designs;

(e) the results of the programs both intended and unintended; and

(f) the benefits and costs of existing and alternative program delivery systems and alternative related programs.

## 5. Responsibilities

5.1. The Audit and Evaluation Committee is responsible for:

(a) approving departmental policies for audits, reviews and program evaluations;

(b) deciding priorities and approving departmental five-year and annual audit, review and program evaluation plans (including personnel audits) for submission to the Office of the Comptroller General;

(c) reviewing audit and review activities, and the findings of program evaluations and assessing the adequacy of proposed corrective actions;

(6) que les exigences imposées par les organismes centraux ou investis de pouvoirs de réglementation sont respectées.

(c) si les systèmes de gestion fonctionnent efficacement et économiquement; et

(d) si les gestionnaires se conforment aux systèmes de gestion approuvés.

4.2. *Évaluation des programmes:* Le Comité de vérification et d'évaluation passera les programmes du Ministère en revue périodiquement, afin d'évaluer:

(a) la cohérence et le besoin continus des programmes face aux politiques gouvernementales;

(b) les objectifs reconnus des programmes, et leurs fondements, y compris:

(1) la nature et la portée des questions qui constituent ces programmes;

(2) les facteurs environnants ayant contribué à leur élaboration;

(3) le contexte social dans lequel ils ont évolué; et

(4) les cadres législatifs les entourant;

(c) la clarté et l'exactitude des énoncés des objectifs de ces programmes;

(d) la pertinence de l'élaboration des programmes;

(e) leurs résultats prévus autant qu'imprévus; et

(f) les avantages et les coûts entourant les systèmes de livraison existants, leurs alternatives ainsi que les alternatives aux programmes eux-mêmes.

## 5. Responsabilités

5.1. Il revient au Comité de vérification:

(a) d'approuver les politiques de vérification et de révision du Ministère et des programmes;

(b) d'établir l'ordre de priorité, et d'approuver les programmes quinquennaux et annuels de vérification et de révision du Ministère et des programmes (y compris la vérification du personnel) pour présentation au Bureau du contrôleur général;

(c) d'examiner les travaux de vérification et de révision, et des développements de l'évaluation des programmes et s'assurer que les mesures destinées à résoudre les problèmes sont acceptables;

(d) approving annual reports detailing departmental audit, review, and evaluation activities and progress;

(e) reviewing the observations of the Auditor General that relate to the department and its associated agencies, and directing corrective action as required; and

(f) reviewing the comments and observations related to the audit, review, and evaluation functions made by the Comptroller General and other central agencies, and direct corrective action as required.

## 6. Composition

6.1 The members of the Departmental Audit and Evaluation Committee will be:

- (a) Deputy Minister (Chairman);
- (b) Assistant Deputy Minister, Corporate Policy;
- (c) Assistant Deputy Minister, Finance and Professional Services;
- (d) Assistant Deputy Minister, Indian and Inuit Affairs;
- (e) Assistant Deputy Minister, Northern Affairs;
- (f) Executive Director, Office of Native Claims;
- (g) Director General, Management Systems; and
- (h) Director General, Personnel.

6.2 The secretariat and research function for the Audit and Evaluation Committee will be provided by the Departmental Audit Branch.

6.3 The Committee will meet quarterly or more frequently as required.

6.4 The Composition of the Committee will be reviewed during Fiscal Year 1980/1981.

## 7. Working Relationships

7.1 The working relationships of the departmental audit, review and evaluation functions are shown in chart form (see Appendix A).

(d) d'approuver les rapports annuels comportant des renseignements sur les travaux de vérification, de révision et d'évaluation en cours;

(e) d'examiner les observations faites par le Vérificateur général en ce qui concerne le Ministère et les organismes affiliés, et de proposer les mesures pour corriger les anomalies; et

(f) d'examiner les commentaires et observations du Contrôleur général et des agences centrales relatives aux fonctions de vérification, de révision et d'évaluation, et de recommander les mesures correctrices appropriées.

## 6. Composition du comité

6.1 Le Comité de vérification et d'évaluation se compose des membres suivants:

- (a) le Sous-ministre (président);
- (b) le Sous-ministre adjoint, Orientation générale;
- (c) le Sous-ministre adjoint, Finances et services professionnels;
- (d) le Sous-ministre adjoint, Affaires indiennes et inuit;
- (e) le Sous-ministre adjoint, Affaires du Nord;
- (f) le Directeur délégué, Bureau des revendications des autochtones;
- (g) le Directeur général, Systèmes de gestion; et
- (h) le Directeur général, Personnel.

6.2 Les tâches liées au secrétariat et à la recherche seront assumées par la Direction de la vérification du Ministère.

6.3 Le Comité se réunira tous les trois mois, ou plus souvent, au besoin.

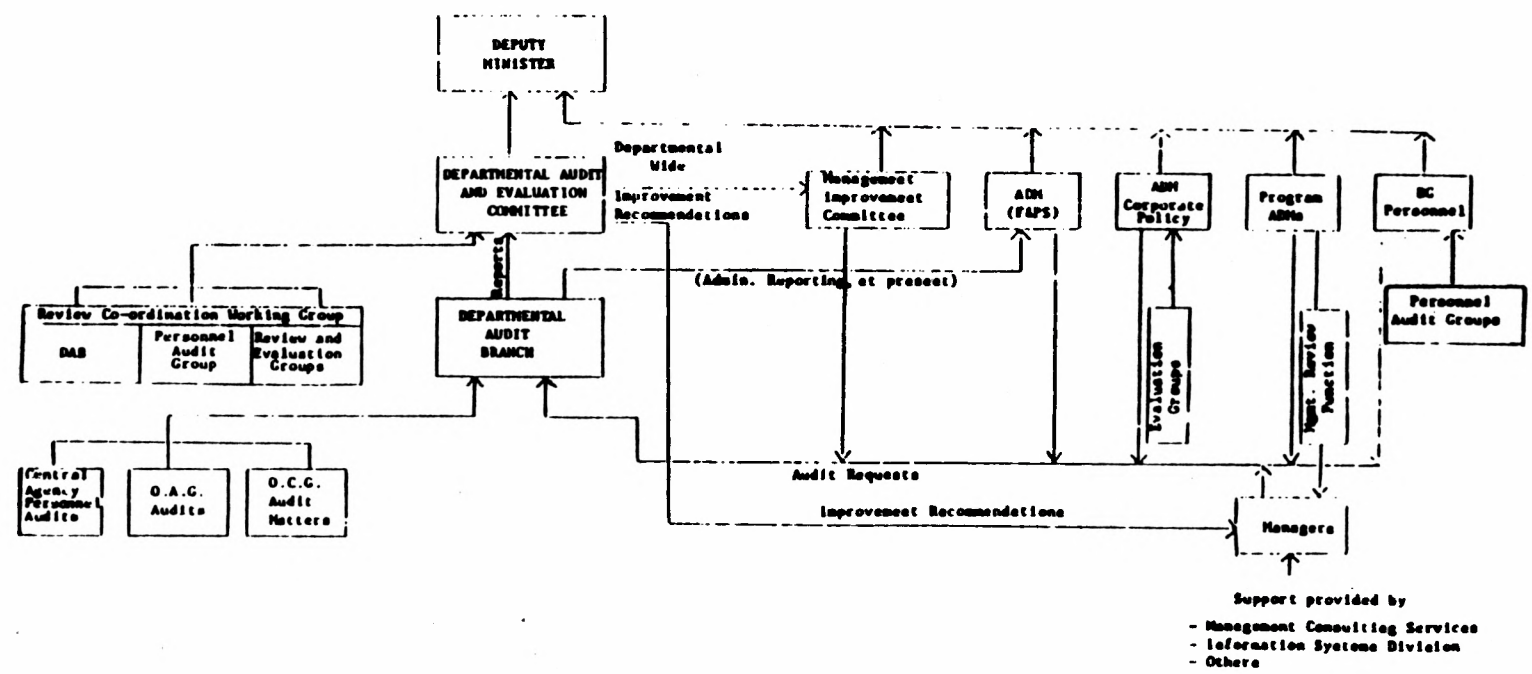
6.4 La composition du comité sera revue au cours de l'année financière 1980-1981.

## 7. Rapports hiérarchiques

7.1 Les rapports hiérarchiques sous-jacents aux fonctions ministérielles de vérification interne, de révision et d'évaluation figurent à l'ordinogramme (voir appendice A).

# Appendix A

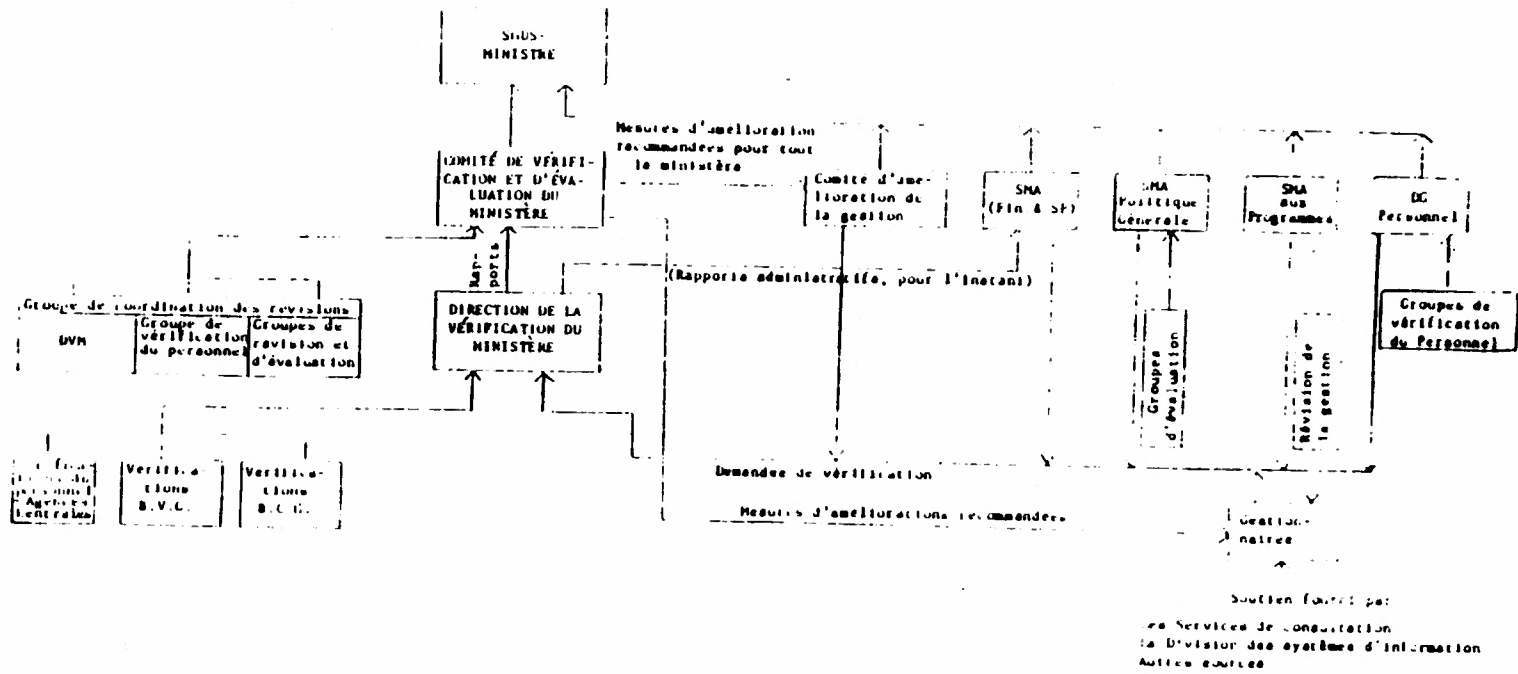
**WORKING RELATIONSHIP OF DEPARTMENTAL  
AUDIT, REVIEW AND EVALUATION FUNCTIONS**



21 January 1980

Appendice A

MAPONTS HIERARCHIQUES DES FONCTIONS DE VERIFICATION  
DE REVISION ET D'ÉVALUATION DU MINISTÈRE



21 janvier 1980





## Part 17

# Departmental Audit

### Section 2

#### Departmental Audit Branch

#### Related Directives

Supersedes D/D-4 dated 25/10/78 Appendix A, paragraph 5. Related to D/D-2 dated 02/80.

#### 1. Purpose

1.1. To define the role, responsibilities and terms of reference of the Departmental Audit Branch.

#### 2. Policy

2.1. *Role:* The Departmental Audit Branch (DAB), (formerly, the Management Systems Review Directorate) is the auditing agency of the Departmental Audit and Evaluation Committee (DAEC), and has the authority to perform the departmental audit and review function on behalf of the DAEC in accordance with the policies laid down by the committee.

2.2. *Responsibility:* - The Departmental Audit Branch is responsible for:

- (a) the development and implementation of a departmental audit policy and program;
- (b) the co-ordination and execution of all departmental audit operations (except Band Audits);
- (c) prime contact with and co-ordination of all matters emanating from the Office of the Auditor General;
- (d) prime contact with and co-ordination of all auditing matters emanating from the Office of the Comptroller General; and

## Partie 17

# Vérification du Ministère

### Section 2

#### Direction de la vérification du Ministère

#### Directives connexes

Remplace la D/M-4 du 25/10/78 Appendice A, para. 5. Connexe à la D/M-2 datée 02/80.

#### 1. Objet

1.1. Définir le rôle, les responsabilités et le mandat de la Direction de la vérification du Ministère.

#### 2. Politique

2.1. *Rôle:* - La Direction de la vérification (auparavant connue sous le nom de Direction de la révision des systèmes de gestion) agit à titre d'organisme de vérification relevant du Comité de vérification et d'évaluation du Ministère et est donc responsable des fonctions de vérification et de révision du Ministère, conformément aux politiques établies par le comité.

2.2. *Responsabilité:* - La Direction de la vérification du Ministère est responsable de:

- (a) l'élaboration et la mise en oeuvre d'une politique et d'un programme de vérification ministériels;
- (b) la coordination et l'exécution de toutes les vérifications menées au sein du Ministère, (exception faite des bandes indiennes);
- (c) la liaison avec le Bureau du vérificateur général;
- (d) la liaison avec le Bureau du contrôleur général, en ce qui concerne les questions de vérifications; et

(c) prime contact with and co-ordination of all auditing matters raised by other central agencies.

### 3. Objectives

3.1 The Departmental Audit Branch will plan, co-ordinate, arrange for the conduct of, and provide management for all auditing and review activities of the DAEC in accordance with accepted auditing practices, and in conformity with the policies and procedures laid down by the Offices of the Auditor General, Comptroller General and other central agencies.

### 4. Terms of Reference

4.1 In exercising its responsibilities, the Departmental Audit Branch will:

- (a) provide audit and review services related to management/financial/personnel/information and supporting systems throughout the Department in response to direction from the DAEC;
- (b) provide the following services to the DAEC and other managers:
  - (1) review and appraise the soundness, adequacy and application of accounting, financial, and other operating controls promoting control at reasonable cost;
  - (2) ascertain the extent of compliance with established policies, plans and procedures;
  - (3) ascertain the extent to which assets are accounted for and safeguarded from losses of all kinds;
  - (4) ascertain the reliability of management data developed within the organization;
  - (5) appraise the quality of performance in carrying out assigned responsibilities;
  - (6) recommend operating improvements;
  - (7) educate other (departmental) personnel in the auditing function by example and by continuing liaison on auditing matters;
  - (8) act as a source of information related to matters raised in audit reports; and

(c) la liaison avec les autres agences centrales en ce qui concerne les questions de verification.

### 3. Objectifs

3.1 La Direction de la verification du Ministère veillera à planifier, à co-ordonner, à organiser et à gérer toutes les activités de verification et de revision du Comité de vérification et d'évaluation du Ministère, conformément aux pratiques et politiques de verification établies par le Bureau du vérificateur général, le Bureau du contrôleur général et les autres agences centrales.

### 4. Mandat

4.1 Dans l'exercice de ses fonctions, la Direction de la vérification veillera à:

- (a) procurer des services de verification et de revision des systèmes de gestion, des systèmes financiers, des systèmes d'information ainsi que des systèmes connexes dans tout le Ministère, conformément aux directives du Comité de vérification et d'évaluation;
- (b) procurer au Comité et aux gestionnaires les services suivants:
  - (1) examiner et évaluer la justesse, l'efficacité et pertinence des contrôles comptables, financiers et opérationnels en vue de promouvoir un contrôle à coût raisonnable;
  - (2) assurer la conformité aux politiques, aux plans et aux procédures établies;
  - (3) évaluer la comptabilité et la protection des actifs;
  - (4) vérifier le sérieux de l'information de gestion au sein de l'organisation;
  - (5) évaluer la qualité du rendement face aux responsabilités;
  - (6) recommander des améliorations pratiques;
  - (7) contribuer par son exemple et par des activités de liaison à la formation du personnel en matière de vérification;
  - (8) procurer l'information portant sur les questions soulevées dans les rapports de vérification; et

- (9) co-ordinate internal audit reports with those by outside (or external) auditors, (for example, Office of the Auditor General and different central agency audit groups).
- (c) advise the DAEC of requirements for department-wide improvements and provide research and secretariat functions for this committee;
- (d) co-ordinate the preparation of the five-year and annual Departmental audit and review plans for approval by the DAEC prior to submission to the Office of the Comptroller General;
- (e) monitor the implementation of the five-year and annual departmental audit plans agreed to with the Office of the Comptroller General; and
- (f) provide chairmanship and secretariat services for a Review Co-ordination Working Group of all departmental managers involved in audit, review and evaluation.

## 5. Working Relationships

5.1. The Director, Departmental Audit Branch will report administratively to the Assistant Deputy Minister, Finance and Professional Services and functionally to the Departmental Audit and Evaluation Committee.

5.2. The working relationships of the departmental internal audit, review and evaluation functions are shown in chart form at Appendix A Part 17 Section 1.

- (9) assurer la coordination des rapports de vérification interne avec les organismes externes de vérification (par exemple le Bureau du vérificateur général et d'autres groupes de vérification des agences centrales).
- (c) procurer au Comité des conseils sur les améliorations qui s'imposent au sein du Ministère; lui procurer également des services de recherche et de secrétariat;
- (d) coordonner la préparation des plans annuels et quinquennaux de vérification et de révision, lesquels sont sujets à l'approbation du Comité avant leur soumission au Bureau du contrôleur général;
- (e) surveiller la mise en oeuvre des plans de vérification annuels et quinquennaux approuvés par le Bureau du contrôleur général; et
- (f) assurer des services de présidence et de secrétariat au groupe de travail chargé de la coordination des révisions, lequel est constitué de gestionnaires dont les fonctions ont trait à la vérification, la révision et l'évaluation.

## 5. Rapports hiérarchiques

5.1. Le Directeur de la vérification du Ministère entretiendra des rapports administratifs avec le Sous-ministre adjoint aux finances et services professionnels et des rapports fonctionnels avec le Comité de vérification et d'évaluation du Ministère.

5.2. Les rapports hiérarchiques sous-jacents aux fonctions ministérielles de vérification interne, de révision et d'évaluation figurent à l'ordinogramme de l'Appendice A, partie 17, section 1.