



Indian and Northern
Affairs Canada

Affaires indiennes
et du Nord Canada

Evaluation and Performance Measurement Plan

2010-2011 to 2014-2015

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Audit and Evaluation Sector
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INTRODUCTION

Purpose

This document presents Indian and Northern Affairs Canada's (INAC) Evaluation Plan to assess the relevance and performance of its programs and policies, and covers the five year period from 2010-2011 to 2014-2015. It also contains performance measurement strategies to be reviewed by the Evaluation, Performance Measurement and Review Committee at INAC.

The plan proposes increased coverage from recent years to address the requirements of the Treasury Board Secretariat's (TBS) policies on Evaluation and Transfer Payments and the *Federal Accountability Act*, which require that there be a "review"/evaluation, of all direct spending, including transfer payment programs, every five years. As such, this plan provides for full evaluation coverage of all the grants and contributions administered by INAC as well as including direct program spending (non-Grant and Contribution) whenever possible to ensure full compliance with the TBS Evaluation Policy by 2013, as required.

Context for Evaluation

The context for evaluation is best described in the following excerpt from the April 2009 TBS policy on Evaluation:

3.2 Evaluation provides Canadians, parliamentarians, ministers, central agencies and deputy heads an evidence-based, neutral assessment of the value for money, i.e. relevance and performance, of federal government programs. Evaluation:

- a. supports accountability to Parliament and Canadians by helping the Government to credibly report on the results achieved with resources invested in programs;
- b. informs government decisions on resource allocation and reallocation by:
 - i. supporting strategic reviews of existing program spending, to help ministers understand the ongoing relevance and performance of existing programs;
 - ii. providing objective information to help ministers understand how new spending proposals fit with existing programs, identify synergies and avoid wasteful duplication;

- c. supports deputy heads in managing for results by informing them about whether their programs are producing the outcomes that they were designed to produce, at an affordable cost; and,
- d. supports policy and program improvements by helping to identify lessons learned and best practices.

The framework for the systematic collection and analysis of performance information is the Department's Management, Resources and Results Structure (MRRS). Evaluations are organized along the strategic outcomes of the Program Activity Architecture (PAA) and cover all sub- and sub-sub-activities of the PAA.

The plan also includes requirements for performance measurement strategies based on INAC's approach to performance measurement strategies, which is derived from the following requirement in Treasury Board's Transfer Payment Policy:

6.5.2 Ensuring that a performance measurement strategy is established at the time of program design, and that it is maintained and updated throughout its life cycle, to effectively support an evaluation or review of relevance and effectiveness of each transfer payment program.

EVALUATION PLANNING APPROACH

The 2010-2011 to 2014-2015 Evaluation Plan proposes a comprehensive approach to the assessment of the Department's programs and activities.

It covers all grant and contribution programs as required by the *Federal Accountability Act*, and TBS Policy on Evaluation as well as the Policy on Transfer Payments. Where possible programs are clustered to allow for the evaluation function to study and conclude on entire policy areas, using an optimal number of studies focused on broader horizontal issues. This approach also supports annual reporting along the structure of the Department's PAA and supports strategic review exercises.

A special annual assessment (*The Health of INAC's Performance Information System*), a requirement of the TBS evaluation policy, will review performance information being collected by the Department and its usefulness for departmental results reporting purposes. The first report that was tabled at the Evaluation, Performance Measurement and Review Committee in June of 2009 will serve as a benchmark for upcoming years.

Planning Methodology

Documentation of INAC's "evaluation universe" was a critical first step in developing the plan to ensure its comprehensiveness. The department's PAA, its grant and contribution programs, their authorities and expiry dates were all analyzed. The plan reflects INAC PAA elements / strategic outcomes and its grant and contribution programs.

A second step was to identify past commitments to, and central agency expectations for, evaluations, which required a review of departmental Treasury Board submissions' program authorities, management responses to Auditor General audits, and previous evaluations.

In addition, an analysis was done of issues and risks related to achievement of expected outcomes based on management risk discussions, evaluation and audit findings, including those of the Office of the Auditor General, reports, and other documentation of program design and delivery issues facing the Department.

THE FIVE-YEAR EVALUATION AND PERFORMANCE MEASUREMENT PLAN

The INAC Evaluation Plan, 2010-2011 to 2014-2015, proposes comprehensive and sustainable coverage of the Department's programs and activities.

Coverage

The plan includes a total of 53 evaluations and one special study (53 in total) over a five-year period, focused on INAC's key policy and program areas. The 52 evaluations provide coverage on all 69 of the Department's grant and contribution authorities and also include evaluations of non grant and contribution direct program spending where possible.

The special study assesses factors that cut across programs and policies that affect, either directly or indirectly, achievement of the Department's objectives.

Tables in the next section present evaluation projects and performance measurement strategies. Appendix A presents evaluation projects by sector and year. Appendix B presents performance measurement strategies by sector and year.

Timing

Evaluations have been timed not only to fulfill the five-year cycle requirements, but also to provide ample time (6 months to one year) before program continuation for program managers and decision-makers to consider evaluation findings. A central goal of this process has been to provide even distribution of evaluation projects to the greatest extent possible to mitigate the workload of INAC's Evaluation, Performance Measurement and Review Branch and high evaluation activity within INAC sectors. Similarly, performance measurement strategies are planned to be initiated three to six months following the evaluation to provide the opportunity to integrate evaluation findings into performance measurement. PM Strategies will then be reviewed and updated as "evergreen documents" into the future.

Risk Considerations

The Treasury Board policy framework for determining risks and the risk assessment approach in the Policy on Transfer Payments were used to assess risks for evaluation and performance measurement planning. These risk assessments have been considered in the identification of evaluation projects and will be further considered in the identification of evaluation issues for individual projects. The risk assessments also factor significantly in the timing and resourcing for

evaluations.

The first risk consideration is referred to as Mission-Risk and includes the following elements:

- **Size of population affected or targeted by the program**
- **Consequences if the program or infrastructure risk materializes**
- **Probability of the program or infrastructure risk materializing**
- **Degree of control or influence by the Department**
- **Time available to prevent, mitigate, avoid risk**

The second risk consideration is that of materiality, which includes the following elements:

- **Funding profile**
- **Public confidence**
- **Political sensitivity**

The third risk consideration is that of performance information availability. This is a key concern in determining the scoping and sequencing of evaluations. Elements included in this risk consideration are:

- **Sound underlying program theory**
- **Robust performance management framework**
- **Quality evaluation**
- **Continued relevance of existing performance information**
- **Time available to generate required performance information**

These risk considerations were assessed by the evaluation team in consultation with program managers.

Most evaluations conducted by the Evaluation, Performance Measurement and Review Branch (EPMRB) are impact evaluations, which are summative in nature, focusing on evaluating the relevance and performance of the programs. Implementation evaluations, which typically focus on design and delivery issues and can be conducted jointly with program managers, are also contained in the plan.

Additionally, the performance measurement planning included consideration of INAC's Results-Based Management

Accountability Framework (RMAF) Special Study, conducted in 2008, as part of its risk assessment.

The Evaluation Process and Protocols

EPMRB is guided in our evaluation work by the TBS policy and standards on evaluation (April 1, 2009).

For program and senior managers whose programs are being evaluated by EPMRB, the following principles guide the evaluation process:

- EPMRB will consult with the program in developing the Terms of Reference;
- The program Assistant Deputy Minister will sign off on the Terms of Reference, making any financial and human resources available that may be needed to complete the evaluation;
- The program will identify a program contact to facilitate the evaluation process, ensuring that evaluators and their contractors have unrestricted access to documents and other sources of information;
- EPMRB will share all reports related to the evaluation with the designated program contact who will then ensure timely consultation with other program officials involved in the program, including regional staff;
- A comprehensive summary of the findings will be presented to the program for validation by the evaluators prior to the report, management response and action plan being presented to the Evaluation, Performance Measurement and Review Committee (EPMRC);
- The draft final report with recommendations incorporating changes from the validation process will be provided to the program within one month of the report being tabled at EPMRC;
- EPMRB will ensure that the evaluation recommendations flow clearly and logically from the findings. Should the program be unable to accept and/or implement the recommendations, an explanation of their rejection of the recommendations will be provided in the management response and action plan with a justification provided for any alternative course of action;
- Once approved by the committee, EPMRB will finalize the report and submit it for review by INAC's Access to Information Privacy Unit and Communications Branch prior to posting the report, management response and action plan on the departmental website.

CONSULTATIONS AND QUALITY ASSURANCE MEASURES

The following measures are used to ensure that the plan provides full coverage and that the approach is sound:

- **Updating the Plan** – The plan is updated annually to identify evolving evaluation and performance measurement needs including coverage, strategic planning and alignment with departmental priorities.
- **Internal and External Peer Review** – The plan is discussed with senior management as well as HQ staff and regional staff of INAC through individual consultations and departmental committees. Relevant central agency officials and/or external members with expert knowledge of INAC's programs or policies may also be engaged.
- **Approval Process** – The plan is tabled annually at the EPMRC where it is reviewed and approved by senior INAC management and external committee members.
- **Publication** – Lastly, EPMRB informs the public of upcoming evaluation work and invites scrutiny of the plan by posting it on the Internet.

INAC Evaluation Plan 2010-2011 – 2014-2015

The following sample table is provided to offer an explanation of how to read the tables presented that outline planned evaluation and performance measurement activities.

Strategic Outcome: Name of Strategic Outcome as seen in INAC's Program Activity Architecture

Column A Evaluation	Column B Timeframe / Fiscal Year						Column C Risk Considerations	Column D Coverage ▪ Authority/year of renewal/ ▪ Forecast Spending (10/11)	Column E PAA Program Activity / Policy Area
	09/10	10/11	11/12	12/13	13/14	14/15			
Sector: name of the departmental sector that is the primary lead on the related program									
Evaluation number denotes the number of evaluations to be conducted in the life cycle of this plan	Evaluation Title <ul style="list-style-type: none"> PAA components to be covered by evaluation (based on sub-activities of the 2010-11 PAA) <ul style="list-style-type: none"> Relevant sub-sub-activities of PAA 	Anticipated timeframe for evaluation (Planned evaluations aim to adhere to the Transfer Payment Policy requirement to evaluate all Grant and Contribution programs within a 5-year cycle.)					Refer to pages 4-5 for Risk Considerations H: signifies high M: signifies medium L: signifies low	Main Estimates title for Funding Authority Source for Forecast Spending (10/11): INAC's Departmental Plan for Transfer Payment Programs 2010- 2011	Program Activity as seen in INAC's 2010-2011 Program Activity Architecture (Program Activities in Column E align with Main Estimates Title for Authority in Column D)*
		Evaluation completed in previous fiscal	F		I	C			
	Performance Measurement Strategy RMAF Study: Rating explained below Bring Forward to Committee: Yes or No					✓			
Performance Measurement Strategy Completed									

In Column B:

“I” denotes fiscal year during which evaluation activity is planned to be “initiated”

“C” denotes fiscal year during which evaluation activity is planned to be “completed”.

“F” denotes fiscal year during which a formative/implementation evaluation activity is planned.

* denotes additional footnotes (e.g. Some of INAC's authorities are administered through multiple programs that fall under different Strategic Outcomes. In these instances, a footnote will indicate the respective Strategic Outcome as seen in INAC's 2010-2011 Program Activity Architecture.)

Performance Measurement Strategy

RMAF Study: The study was conducted in 2008 and includes an analysis of RMAFs completed between January 2000 and April 2008. It assessed the quality, completeness and implementation of the RMAF and provided a rating (Opportunity for Improvement, Acceptable or Strong).

Instances where “unknown” is indicated signifies that there was no evidence at the time that one was completed or that no RMAF could be found.

Instances where “not applicable” is indicated, either signifies an RMAF was not required to be completed or that one was completed but was not available during the time frame of the study.

Bring forward to Committee: The recommendation to bring forward a Performance Measurement Strategy to the Evaluation, Performance Measurement and Review Committee is based on an analysis of risk considerations (Column C) and results of the RMAF Study.

Strategic Outcome: The Government

Evaluation	Timeframe / Fiscal Year						Risk Considerations	Coverage	PAA Program Activity / Policy Area
	09/10	10/11	11/12	12/13	13/14	14/15			
Sector: Regional Operations									
1	Impact Evaluation of Indian Government Support (Program led joint evaluation with EPMRB) <ul style="list-style-type: none"> • Supporting Governments <ul style="list-style-type: none"> ○ Band Support Funding ○ Band Employee Benefits ○ Professional & Institutional Development ○ Band Governance • Institutions of Government <ul style="list-style-type: none"> ○ Tribal Council Funding ○ Band Advisory Services ○ Aboriginal Financial Officers Association of Canada 	C				I/C		Mission – H Materiality – H Performance Info – H Grant for Band Support Funding / 2010 / \$232,433,805 Payments to support Indians, Inuit and Innu for the purpose of supplying public services in Indian government support / 2010 / \$110,129,693 Contributions to support the building of strong governance, administrative and accountability systems / 2010 / \$31,330,600	Governance and Institutions of Government Governance and Institutions of Government Governance and Institutions of Government / Co-operative Relationships
Performance Measurement Strategy RMAF Study: Unknown Bring Forward to Committee: Yes			✓						
2	Evaluation of the National Centre for First Nations Governance (Evaluation to be conducted by an independent firm, retained by the Centre – EPMRB not involved) <ul style="list-style-type: none"> • Supporting Governments <ul style="list-style-type: none"> ○ National Centre for First Nations Governance 				I/C		N/A		
Performance Measurement Strategy RMAF Study: N/A Bring Forward to Committee: N/A									

Strategic Outcome: The Government

Evaluation	Timeframe / Fiscal Year						Risk Considerations	Coverage ▪ Authority/year of renewal/ ▪ Forecast Spending (10/11)	PAA Program Activity / Policy Area
	09/10	10/11	11/12	12/13	13/14	14/15			
3 Impact Evaluation of First Nations Fiscal and Statistical Management <ul style="list-style-type: none"> • Institutions of Government <ul style="list-style-type: none"> ○ First Nations Financial Management Board ○ First Nations Finance Authority ○ First Nations Statistical Institute ○ First Nations Tax Commission 		I/C					Mission – M Materiality – M Performance Info – M Grant to the First Nations Finance Authority pursuant to the <i>First Nations Fiscal and Statistical Management Act</i> / 2011 / \$500,000 Contributions to First Nations Institutions for the purpose of enhancing good governance / 2010 / \$12,434,000	Governance and Institutions of Government Governance and Institutions of Government	
	Performance Measurement Strategy RMAF Study: Unknown Bring Forward to Committee: No		✓						
Sector: Treaties and Aboriginal Government									
4 Impact Evaluation of the Inuit Art Foundation <ul style="list-style-type: none"> • Institutions of Government <ul style="list-style-type: none"> ○ Indian and Inuit Art Centre 		I/C					Mission – L Materiality – L Performance Info – L Contributions to the Inuit Art Foundation for the purpose of assisting Inuit artists and artisans from the Northwest Territories, Nunavut, Northern Quebec and Labrador in the development of their professional skills and marketing of their art / 2012 / \$458,000	Governance and Institutions of Government	
	Performance Measurement Strategy RMAF Study: Acceptable Bring Forward to Committee: No			✓					

Strategic Outcome: The Government

Evaluation	Timeframe / Fiscal Year						Risk Considerations	Coverage <ul style="list-style-type: none"> ▪ Authority/year of renewal/ ▪ Forecast Spending (10/11) 	PAA Program Activity / Policy Area
	09/10	10/11	11/12	12/13	13/14	14/15			
5	Impact Evaluation of the Federal Government's Implementation of Self-Government: Negotiations and Implementation <ul style="list-style-type: none"> • Treaty Tables • Negotiation of Claims and Self-Government <ul style="list-style-type: none"> ○ Self-Government 	I	C			I	C	Mission – M Materiality – M Performance Info – M Payments to Yukon First Nations pursuant to individual self-government agreements / 2011 / \$58,051,524 Grant to the Miawpukek Indian Band to support designated programs / 2010 / \$9,631,000 Grants to the Sechelt Indian Band pursuant to the <i>Sechelt Self-Government Act</i> / 2010 / \$4,508,956 Grant to the Westbank First Nation to support the implementation of the Westbank First Nation Self-Government Agreement / 2010 / \$4,505,586 Grants for Mi'kmaq Education in Nova Scotia / 2010 / \$37,178,921 (In addition, this evaluation will include the self government component of any of the asterisked authorities listed in the row below - #6 and #7)	Governance and Institutions of Government Governance and Institutions of Government Governance and Institutions of Government Governance and Institutions of Government Education ¹
	Performance Measurement Strategy RMAF Study: Acceptable Bring Forward to Committee: Yes		✓						

¹ Although Education falls under INAC's Program Activity Architecture Strategic Outcome: The People, this particular authority is being studied within this evaluation as the focus in this case pertains moreso towards measures related to Self-Government.

Strategic Outcome: The Government

Evaluation	Timeframe / Fiscal Year						Risk Considerations	Coverage	PAA Program Activity / Policy Area	
	09/10	10/11	11/12	12/13	13/14	14/15				
6	Impact Evaluation of Comprehensive Land Claims Agreements <ul style="list-style-type: none"> Comprehensive Claims 				I	C		<ul style="list-style-type: none"> Grants to support First Nations, Inuit, Tribal Councils, Organizations or other levels of government for the implementation activities as stipulated in the various agreements / 2010 / \$125,555,341* Payments to self-governing Aboriginal Organizations, pursuant to comprehensive land claim agreements, self-government agreements or treaty legislation / 2010 / \$91,090,981* 	<ul style="list-style-type: none"> Governance and Institutions of Government / Claims Settlement Governance and Institutions of Government 	
	Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: Yes					✓				
7	Impact Evaluation of Negotiation and Implementation <ul style="list-style-type: none"> Treaty Tables Negotiation of Claims and Self-government Comprehensive Claims 			I/C				<ul style="list-style-type: none"> Mission – M Materiality – H Performance Info – M 	<ul style="list-style-type: none"> Contributions to beneficiaries and various implementing bodies for implementing comprehensive land claim agreements / 2010 / \$184,955,078* Contributions to support the negotiation process for comprehensive, specific and special claims and self-government initiatives / 2010 / \$49,324,000* Payments to the Government of the Northwest Territories to facilitate the implementation of comprehensive land claim agreements / 2014 / \$1,267,964* Payments to the Cree of Quebec 	<ul style="list-style-type: none"> Governance and Institutions of Government / Education² Governance and Institutions of Government / Co-operative Relationships Claims Settlement Claims Settlement

2 Education falls under INAC's Program Activity Architecture Strategic Outcome: The People

Strategic Outcome: The Government

Evaluation		Timeframe / Fiscal Year						Risk Considerations	Coverage	PAA Program Activity / Policy Area
		09/10	10/11	11/12	12/13	13/14	14/15			
								<ul style="list-style-type: none"> respecting matters arising from the implementation of the James Bay and Northern Quebec Agreement / 2012 / N.A. Grants to Aboriginal organizations designated to receive claim settlement payments pursuant to <i>Comprehensive Land Claim Settlement Acts</i> / N/A / \$67,970,146 Grants to the Nunatsiavut Government for the implementation of the <i>Labrador Inuit Land Claims Agreement</i> pursuant to the <i>Labrador Inuit Land Claims Agreement Act</i> / N/A / \$17,987,000 	<p>Claims Settlement</p> <p>Claims Settlement</p>	
	Performance Measurement Strategy RMAF Study: N/A Bring Forward to Committee: Yes				✓					
8	Implementation Evaluation of Specific Claims Tribunal Action Plan <ul style="list-style-type: none"> Specific Claims 		I/C					Mission – M Materiality – H Performance Info – H	Grants to First Nations to settle specific claims negotiated by Canada and/or awarded by the Specific Claims Tribunal/ 2014 / \$250,000,000	Claims Settlement
	Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: Yes					✓				
9	Impact Evaluation of Specific Claims Tribunal Action Plan <ul style="list-style-type: none"> Specific Claims 				I/C					
	Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: Yes					✓				
10	Impact Evaluation of Treaty Related Measures <ul style="list-style-type: none"> Negotiation of Claims and Self-Government Treaty Tables 	C					I/C	Mission – M Materiality – M Performance Info – M	Contributions to First Nations, their organizations, provinces and third parties for Interim Measures and British Columbia Treaty Related Measures / 2010 / \$3,030,000	Co-operative Relationships
	Performance Measurement Strategy RMAF Study: Acceptable Bring Forward to Committee: No		✓							

Strategic Outcome: The Government

Evaluation	Timeframe / Fiscal Year						Risk Considerations	Coverage ▪ Authority/year of renewal/ ▪ Forecast Spending (10/11)	PAA Program Activity / Policy Area	
	09/10	10/11	11/12	12/13	13/14	14/15				
11	Impact Evaluation of Treaty Commissions • Treaty Commissions	I/C					I/C	Mission – M Materiality – L Performance Info – M	Contributions to provincially and/or regionally based Treaty Commissions / 2011 / \$750,000	Co-operative Relationships
	Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: No		✓							
12	Impact Evaluation of Inuit Relations Secretariat • Inuit Relations • Consultation and Engagement ◦ Basic Organizational Capacity (Métis and Non-Status Indian component)	I	C					Mission – M Materiality – L Performance Info – M	Funded internally (DMs Office, AROP, CPD)/ N/A/ \$1,780,000	Co-operative Relationships
	Performance Measurement Strategy RMAF Study: Unknown Bring Forward to Committee: No		✓							
Sector: Policy and Strategic Direction										
13	Impact Evaluation of Basic Organizational Capacity for Representative Organizations and for Consultation and Policy Development • Consultation and Accommodation • Treaty Tables						I/C	Mission – M Materiality – M Performance Info – H	Contributions for the purpose of consultation and policy development / 2010 / \$26,183,600	Governance and Institutions of Government/ Co-operative Relationships / Northern Land and Resources ³
	Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: No		✓						Contributions to support the basic organizational capacity of representative Aboriginal organizations / 2012 / \$10,928,000	Co-operative Relations / Métis and Non-Status Indian Organizational Capacity Development ⁴

3 Northern Land and Resources falls under INAC's Program Activity Architecture Strategic Outcome: The North

4 Métis and Non-Status Indian Organizational Capacity Development falls under INAC's Program Activity Architecture Strategic Outcome: Office of the Federal Interlocutor

Strategic Outcome: The Government

Evaluation		Timeframe / Fiscal Year						Risk Considerations	Coverage <ul style="list-style-type: none"> ▪ Authority/year of renewal/ ▪ Forecast Spending (10/11) 	PAA Program Activity / Policy Area
		09/10	10/11	11/12	12/13	13/14	14/15			
14	Impact Evaluation of Test Case Funding <ul style="list-style-type: none"> • Consultation and Accommodation 				I/C			Mission – L Materiality – L Performance Info – L	Contributions for the legal and associated costs of Indian-related cases having the potential to become judicial precedents / 2010 / \$750,000	Co-operative Relationships
	Performance Measurement Strategy RMAF Study: Unknown Bring Forward to Committee: No				✓					

Strategic Outcome: The People

Evaluation	Timeframe / Fiscal Year						Risk Considerations	Coverage	PAA Program Activity / Policy Area	
	09/10	10/11	11/12	12/13	13/14	14/15				
Sector: Resolution and Individual Affairs										
15	Impact Evaluation of Registration Administration <ul style="list-style-type: none"> Registration and Membership <ul style="list-style-type: none"> Secure Certificate of Indian Status Indian Registry Administrator 	I	C			I	C	Mission – M Materiality – M Performance Info – M	Contributions to Indian bands for registration administration / 2010 / \$8,928,837	Managing Individual Affairs
	Performance Measurement Strategy RMAF Study: Unknown Bring Forward to Committee: No		✓							
16	Impact Evaluation of Band and Individual Monies and Estates Management <ul style="list-style-type: none"> Management of Monies Estates Management 			I	C			Mission – M Materiality – M Performance Info – M	Contributions to Indian Bands for land and estates management / 2010 / \$11,994,621	Managing Individual Affairs
	Performance Measurement Strategy RMAF Study: Unknown Bring Forward to Committee: No				✓					
17	Impact Evaluation of Advocacy and Public Information <ul style="list-style-type: none"> Residential Schools Agreement 			I/C				Mission – M Materiality – H Performance Info – M	Contributions for eligible Aboriginal or other recipients for the purpose of providing advocacy and public education on a diverse range of issues related to the Indian Residential Schools Settlement Agreement (Advocacy and Public Information Program)/ 2011/ \$4,000,000	Managing Individual Affairs
	Performance Measurement Strategy RMAF Study: N/A Bring Forward to Committee: No		✓							

Strategic Outcome: The People

Evaluation	Timeframe / Fiscal Year						Risk Considerations	Coverage ▪ Authority/year of renewal/ ▪ Forecast Spending (10/11)	PAA Program Activity / Policy Area	
	09/10	10/11	11/12	12/13	13/14	14/15				
Sector: Policy and Strategic Direction										
18	Impact Evaluation of National Aboriginal Achievement Foundation (horizontal INAC led evaluation)	C				I/C		Mission – L Materiality – L Performance Info – M	Contributions to the National Aboriginal Achievement Foundation / 2010 / \$817,000	Education
	Performance Measurement Strategy RMAF Study: N/A Bring Forward to Committee: No		✓							
Sector: Education and Social Development Programs and Partnerships										
19	Impact Evaluation of Post-Secondary Education <ul style="list-style-type: none"> Post Secondary Education <ul style="list-style-type: none"> Post Secondary Student Support Program Post Secondary Courses of Study 	F	I	C				Mission – H Materiality – H Performance Info – H	Grants to Indians and Inuit to support their post-secondary educational advancement / 2010 / \$1,500,000 Payments to support Indians, Inuit and Innu for the purpose of supplying public services in education - Contributions to support the post-secondary educational advancement of registered Indian and Inuit students / 2010 / \$321,290,603	Education Education
	Umbrella Education Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: Yes		✓							

Strategic Outcome: The People

Evaluation	Timeframe / Fiscal Year						Risk Considerations	Coverage	PAA Program Activity / Policy Area
	09/10	10/11	11/12	12/13	13/14	14/15			
20	F	I	C				Mission – H Materiality – H Performance Info – H	<ul style="list-style-type: none"> Grant to participating First Nations and First Nations Education Authority pursuant to the <i>First Nations Jurisdiction over Education in British Columbia Act</i> / 2012 / \$600,000 Grants to Indians and Inuit to provide elementary and secondary educational support services / 2010 / \$150,000 Grants to Inuit to support their cultural advancement / 2010 / \$45,000 Payments to support Indians, Inuit and Innu for the purpose of supplying public services in education - Contributions to support Indian, Inuit and Innu cultural education centres / 2010 / \$9,198,000 Payments to support Indians, Inuit and Innu for the purpose of supplying public services in education - Contributions to provide elementary and secondary education programs and services to Indians living on reserve and Inuit / 2010 / \$ 1,096,190,282 Payments to support Indians, Inuit and Innu for the purpose of supplying public services in education - Contributions for the Special Education program for students living on reserve / 2010 / \$129,559,000 	<ul style="list-style-type: none"> Education Education Education Education Education Education
* indicates which activities were covered by the 2009-2010 Formative Evaluation of Elementary and Secondary Education									
* indicates which activities were covered by the 2009-2010 Formative Evaluation of Elementary and Secondary Education									

Strategic Outcome: The People

Evaluation	Timeframe / Fiscal Year						Risk Considerations	Coverage <ul style="list-style-type: none"> ▪ Authority/year of renewal/ ▪ Forecast Spending (10/11) 	PAA Program Activity / Policy Area
	09/10	10/11	11/12	12/13	13/14	14/15			
	Umbrella Education Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: Yes		✓						
21	Impact Evaluation of Income Assistance, National Child Benefit Reinvestment and Assisted Living Programs <ul style="list-style-type: none"> • Income Assistance <ul style="list-style-type: none"> ○ Basic and Special Needs (including Shelter Allowance) ○ Pre-employment Training and Support • Assisted Living <ul style="list-style-type: none"> ○ In-home Care ○ Institutional Care ○ Foster Care ○ Disabilities Initiative • National Child Benefit Reinvestment 			I	C		Mission – H Materiality – H Performance Info – H	Grants to provide income support to indigent on-reserve residents / 2011 / \$10,000,000 Payments to support Indians, Inuit and Innu for the purpose of supplying public services in social development – Contributions to provide income support to indigent on-reserve residents / 2011 / \$ 898,471,378 Payments to support Indians, Inuit and Innu for the purpose of supplying public services in social development – Contributions to provide programming for low income reserve residents with children under the National Child Benefit Reinvestment Initiative (NCBR) / 2011 / \$1,260,000	Social Development Social Development Social Development
	Umbrella Social Development Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: Yes		✓						
22	Impact Evaluation of Family Violence Prevention <ul style="list-style-type: none"> • Family Violence Prevention 		I	C			Mission – M Materiality – M Performance Info – M	Payments to support Indians, Inuit and Innu for the purpose of supplying public services in social development – Contributions to support culturally appropriate family violence shelter and prevention services for Indian women, children and families resident on reserve / 2012 / \$ 28,606,893	Social Development
	Umbrella Social Development Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: Yes		✓						

Strategic Outcome: The People

Evaluation	Timeframe / Fiscal Year						Risk Considerations	Coverage	PAA Program Activity / Policy Area
	09/10	10/11	11/12	12/13	13/14	14/15			
23	Impact Evaluation of Child and Family Services <ul style="list-style-type: none"> First Nations Child and Family Services 	F*	I/C					Payments to support Indians, Inuit and Innu for the purpose of supplying public services in social development – Contributions to support culturally appropriate prevention and protection services for Indian children and families resident on-reserve / 2012 / \$ 546,893,000	Social Development
	Umbrella Social Development Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: Yes		✓						
Sector: Regional Operations									
24	Impact Evaluation of Labrador-Innu Comprehensive Healing Strategy (involving Health Canada and Public Safety Canada)	C				I	C	Funding through following authorities – Policy and Consultation, Education, Social Development, Capital Facilities and Maintenance, Lands and Estate Management / 2010 / \$15,000,000 (2009/10 figures)	Social Development
	Umbrella Social Development Performance Measurement Strategy RMAF Study: Unknown Bring Forward to Committee: Yes		✓						

* 2009-2010 Formative Evaluation of Alberta Child and Family Services Model (to be completed in 2010-2011)

Strategic Outcome: The Land

Evaluation	Timeframe / Fiscal Year						Risk Considerations	Coverage	PAA Program Activity / Policy Area	
	09/10	10/11	11/12	12/13	13/14	14/15				
Sector: Regional Operations										
25	Evaluation of Emergency Management Assistance for Activities On-Reserve <ul style="list-style-type: none"> • Environmental Management <ul style="list-style-type: none"> ○ Emergency Management Assistance 	I/C					I/C	Mission – M Materiality – M Performance Info – M	Contributions for emergency management assistance for activities on reserve / 2010 / \$9,736,000	Responsible Federal Stewardship
Performance Measurement Strategy RMAF Study: Unknown Bring Forward to Committee: No			✓							
Sector: Lands and Economic Development										
26	Impact Evaluation of Contaminated Sites Management Policy and Programming (Contaminated Sites Management Program and Northern Contaminated Sites Program) <ul style="list-style-type: none"> • Contaminated Sites • Environmental Management <ul style="list-style-type: none"> ○ Contaminated Sites On Reserve 				I	C		Mission – H Materiality – H Performance Info – M	Contributions to First Nations for the management of contaminated sites / 2010 / \$54,181,214 Transfer payments to the government of Yukon for the care and maintenance, remediation and management of the closure of contaminated sites in Yukon / N.A. / N.A.	Responsible Federal Stewardship Northern Land and Resources
Performance Measurement Strategy RMAF Study: Unknown Bring Forward to Committee: No			✓							
27	Impact Evaluation of Contributions to Indian Bands for Lands and Estates Management <ul style="list-style-type: none"> • Additions to Reserve • Land and Resources Management <ul style="list-style-type: none"> ○ Capacity Building ○ Creation of Legal Interests on Reserve Land ○ Registration of Legal Interests in Reserve Land 	I	C					Mission – M Materiality – M Performance Info – M	Contributions to Indian Bands for land and estates management / 2010 / \$11,994,621 Contributions to Indian Bands for Land Management Capacity Building / N.A. / \$6,246,800	Claims Settlements/ Clarity of Title to Land and Resources First Nations Governance over Land, Resources and the Environment/ Responsible Federal Stewardship
Performance Measurement Strategy RMAF Study: Unknown										

Strategic Outcome: The Land

Evaluation	Timeframe / Fiscal Year						Risk Considerations	Coverage <ul style="list-style-type: none"> ▪ Authority/year of renewal/ Forecast Spending (10/11) 	PAA Program Activity / Policy Area
	09/10	10/11	11/12	12/13	13/14	14/15			
Bring Forward to Committee: No									
28	Impact Evaluation of Land and Environmental Management on Reserve <ul style="list-style-type: none"> • Clarification of Reserve Title • Environmental Management <ul style="list-style-type: none"> ○ Environmental Sustainability • Land and Resources Management <ul style="list-style-type: none"> ○ Capacity Building * ○ Creation of Legal Interests on Reserve Land ○ Registration of Legal Interests in Reserve Land 	F				I/C		Mission – M Materiality – M Performance Info – M	Responsible Federal Stewardship
Performance Measurement Strategy RMAF Study: Unknown Bring Forward to Committee: No				✓					
Reserve Land and Environment Performance Measurement Strategy completed New Federal Framework for Aboriginal Economic Development Performance completed (approved by EPMRC December 2009)									
29	Impact Evaluation of Treaty Land Entitlements <ul style="list-style-type: none"> • Clarification of Reserve Title • Comprehensive Land Claim Transfers • Additions to Reserve 				I/C			Mission – M Materiality – M Performance Info – M	Grants to support the beneficiaries/ organizations for the settlement of specific and special claims / 2010 / \$7,612,860
Performance Measurement Strategy RMAF Study: Unknown Bring Forward to Committee: No			✓						

* Indicates which activities were covered by the 2009-2010 Evaluation of Reserve Land and Environment Management Program (RLEMP)

Strategic Outcome: The Land

Evaluation	Timeframe / Fiscal Year						Risk Considerations	Coverage ▪ Authority/year of renewal/ ▪ Forecast Spending (10/11)	PAA Program Activity / Policy Area
	09/10	10/11	11/12	12/13	13/14	14/15			
30 Impact Evaluation of Oil and Gas Management • Oil and Gas Management			I/C				Mission – M Materiality – M Performance Info – M		
	Performance Measurement Strategy RMAF Study: Unknown Bring Forward to Committee: No								
	New Federal Framework for Aboriginal Economic Development Performance completed (approved by EPMRC December 2009)								
31 Impact Evaluation of First Nations Land Management • First Nations Land Management				I/C			Mission – M Materiality – M Performance Info – M	Contributions to implement the <i>First Nations Land Management Act</i> 2010/ \$9,851,892	First Nations Governance over Land, Resources and the Environment / Responsible Federal Stewardship
	Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: No								
32 Impact Evaluation of <i>First Nations Oil Gas and Moneys Management Act</i> Implementation • First Nations Oil and Gas and Moneys	I	C				I/C	Mission – M Materiality – M Performance Info – M		
	Performance Measurement Strategy RMAF Study: Acceptable Bring Forward to Committee: No								

Strategic Outcome: The Economy

Evaluation	Timeframe / Fiscal Year						Risk Considerations	Coverage	PAA Program Activity / Policy Area
	09/10	10/11	11/12	12/13	13/14	14/15			
Sector: Lands and Economic Development									
33	Impact Evaluation of the New Federal Framework for Aboriginal Economic Development						I/C		
New Federal Framework for Aboriginal Economic Development Performance Measurement Strategy completed (approved by EPMRC December 2009)									
34	Impact Evaluation of Community Economic Development Program <ul style="list-style-type: none"> Community Economic Strategies <ul style="list-style-type: none"> Community Economic Opportunity Identification Community Economic Institutional Capacity <ul style="list-style-type: none"> Community Economic Development Organizations Community Support Services 	C			I	C		Mission – H Materiality – M Performance Info – H	Payments to support Indians, Inuit and Innu for the purpose of supplying public services in economic development / 2010 / \$102,936,012
Performance Measurement Strategy RMAF Study: Opportunity for Improvement Bring Forward to Committee: Yes			✓						
New Federal Framework for Aboriginal Economic Development Performance Measurement Strategy completed (approved by EPMRC December 2009)									
35	Impact Evaluation of Aboriginal Business Development Program <ul style="list-style-type: none"> Viable Business <ul style="list-style-type: none"> Access to Equity Professional Services and Brokering Business Financing Institutions <ul style="list-style-type: none"> Institutional Operations Access to Developmental Capital 	C			I	C		Mission – H Materiality – M Performance Info – H	Contributions under the Aboriginal Business Canada Program / 2010 / \$45,704,000
Performance Measurement Strategy RMAF Study: Acceptable Bring Forward to Committee: Yes			✓						

Strategic Outcome: The Economy

Evaluation	Timeframe / Fiscal Year						Risk Considerations	Coverage ▪ Authority/year of renewal/ ▪ Forecast Spending (10/11)	PAA Program Activity / Policy Area
	09/10	10/11	11/12	12/13	13/14	14/15			
	Loan Loss Reserve and Major Resource Development Performance Measurement Strategy completed (approved by EPMRC December 2009) New Federal Framework for Aboriginal Economic Development Performance completed (approved by EPMRC December 2009)								
36	Impact Evaluation of the Procurement Strategy for Aboriginal Business • Community Economic Strategies ○ Community and Business Partnerships				I/C		Mission – L Materiality – L Performance Info – M	EPMRB to conduct an assessment of Program-led Evaluation which will determine if any further action is required. Note: Potential for inclusion in a larger Aboriginal Economic Development Evaluation.	Community Investment
	Performance Measurement Strategy RMAF Study: N.A. Bring Forward to Committee: No	✓							
Sector: Education and Social Development Programs and Partnerships									
37	Impact Evaluation of First Nations Water Management • Water and Wastewater Infrastructure				I/C		Mission – H Materiality – H Performance Info – M	Payments to support Indians, Inuit and Innu for the purpose of supplying public service in capital facilities and maintenance / 2010 / \$1,207,282,819	Community Infrastructure
	Umbrella Infrastructure Performance Measurement Strategy completed (approved by EPMRC September 2009)								
38	Impact Evaluation of Capital Facilities and Maintenance • Community Infrastructure Assets and Facilities • Education Facilities	C				I	C	Mission – M Materiality – M Performance Info – M	Grants to students and their chaperons to promote fire protection awareness in band and federally operated schools / 2010 / \$136,000
	Umbrella Infrastructure Performance Measurement Strategy completed (approved by EPMRC September 2009)								
39	Impact Evaluation of On-Reserve Housing (joint INAC/CMHC) • Housing		C			I	C	Mission – H Materiality – H Performance Info – H	
	Umbrella Infrastructure Performance Measurement Strategy completed (approved by EPMRC September 2009)								

Strategic Outcome: The Economy

Evaluation	Timeframe / Fiscal Year						Risk Considerations	Coverage <ul style="list-style-type: none"> ▪ Authority/year of renewal/ ▪ Forecast Spending (10/11) 	PAA Program Activity / Policy Area
	09/10	10/11	11/12	12/13	13/14	14/15			
40	Impact Evaluation of First Nations Infrastructure Fund <ul style="list-style-type: none"> • Community Infrastructure Assets and Facilities 	F				I	C	Mission – M Materiality – H Performance Info – M Payments to support Indians, Inuit and Innu for the purpose of supplying public services in capital facilities and maintenance – Payment of Contributions to First Nations under the First Nations Infrastructure Fund in the Provinces (FNIF) / 2012 / \$60,192,800	Community Infrastructure
Umbrella Infrastructure Performance Measurement Strategy completed (approved by EPMRC September 2009)									

Strategic Outcome: The North

Evaluation	Timeframe / Fiscal Year						Risk Considerations	Coverage	PAA Program Activity / Policy Area
	09/10	10/11	11/12	12/13	13/14	14/15			
Sector: Northern Affairs Organization									
41	Impact Evaluation of Northern Regulatory Improvement Initiative <ul style="list-style-type: none"> Northern Resource Legislation, Policy and Planning 					I/C	Mission – H Materiality – H Performance Info – M	Grant for the advancement of scientific knowledge of the North / 2010 / \$1,136,000 Contributions for promoting the safe use, development, conservation and protection of the North's natural resources / 2011 / \$82,163,500	Northern Land and Resources Northern Land and Resources / Healthy Northern Communities / Responsible Federal Stewardship ⁵ / Northern Governance/ Community Infrastructure
	Performance Measurement Strategy RMAF Study: N/A Bring Forward to Committee: No		✓						
42	Impact Evaluation of Lands, Resources and Environment Management in the North <ul style="list-style-type: none"> Land, Water and Environment Management Mines and Minerals Oil and Gas 		I/C				Mission – M Materiality – M Performance Info – M	Contributions for promoting the political, social, and scientific development of Canada's three territories / 2010 / \$2,316,000	Northern Governance/ Northern Land and Resources
	Performance Measurement Strategy RMAF Study: Unknown Bring Forward to Committee: No			✓					
43	Impact Evaluation of Advancing Conservation Interests in the Northwest Territories <ul style="list-style-type: none"> Land, Water and Environment Management 		I/C				Mission – L Materiality – L Performance Info – L		
	Performance Measurement Strategy RMAF Study: Unknown Bring Forward to Committee: No			✓					

⁵ Responsible Federal Stewardship falls under INAC's Program Activity Architecture Strategic Outcome: The Land

Strategic Outcome: The North

Evaluation	Timeframe / Fiscal Year						Risk Considerations	Coverage <ul style="list-style-type: none"> ▪ Authority/year of renewal/ ▪ Forecast Spending (10/11) 	PAA Program Activity / Policy Area
	09/10	10/11	11/12	12/13	13/14	14/15			
44	Impact Evaluation of EcoENERGY for Aboriginal and Northern Communities (Thematic Evaluation of Adaptation for the Clean Air Agenda (CAA) - Environment Canada lead on CAA evaluation) <ul style="list-style-type: none"> • Climate Change 		I/C					Mission – L Materiality – M Performance Info – H	
Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: Yes				✓					
45	Impact Evaluation of INACs Climate Change Adaptation Program - Assist Northerners in Assessing Key Vulnerabilities and Opportunities (Thematic Evaluation of Adaptation for the Clean Air Agenda (CAA) - Environment Canada lead on CAA evaluation) <ul style="list-style-type: none"> • Climate Change 	F	I/C					Mission – M Materiality – M Performance Info – M	
Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: Yes				✓					
46	Impact Evaluation of Northern Science <ul style="list-style-type: none"> • Northern Science <ul style="list-style-type: none"> ○ Arctic Science (Arctic Research Station) ○ Knowledge and Adaptation (International Polar Year) • Northern Contaminants 		I/C					Mission – M Materiality – M Performance Info – M	

Strategic Outcome: The North

Evaluation	Timeframe / Fiscal Year						Risk Considerations	Coverage <ul style="list-style-type: none"> ▪ Authority/year of renewal/ ▪ Forecast Spending (10/11) 	PAA Program Activity / Policy Area	
	09/10	10/11	11/12	12/13	13/14	14/15				
	Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: No									
47	Impact Evaluation of Inuit Counseling in the South	I	C				I/C	Mission – L Materiality – L Performance Info – L	Contribution for Inuit counseling in the South / 2010 / \$80,000	Healthy Northern Communities
	Performance Measurement Strategy RMAF Study: Unknown Bring Forward to Committee: No									
48	Impact Evaluation of Healthy Foods to Northern Communities • Food Mail	C			I/C			Mission – L Materiality – L Performance Info – L	Operating expenditure, Vote 15 \$27,600,000	
	Performance Measurement Strategy RMAF Study: Unknown Bring Forward to Committee: No									

Strategic Outcome: Office of the Federal Interlocutor

Evaluation	Timeframe / Fiscal Year						Risk Considerations	Coverage ▪ Authority/year of renewal/ ▪ Forecast Spending (10/11)	PAA Program Activity / Policy Area	
	09/10	10/11	11/12	12/13	13/14	14/15				
Sector: Office of the Federal Interlocutor										
49	Impact Evaluation of Urban Aboriginal Strategy • Urban Aboriginal Strategy	I	C					Mission – M Materiality – M Performance Info – M	Urban Aboriginal Strategy / 2012 / \$9,870,000	Urban Aboriginal Strategy
	UAS Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: No		✓							
50	Impact Evaluation of the Federal Interlocutor's Contribution Program and Powley: Management of Métis Aboriginal Rights • Métis and Non-Status Indian Organizational Capacity Development • Métis Rights Management			I/C				Mission – M Materiality – M Performance Info – M	Federal Interlocutor's Contribution Program / 2013 / \$5,504,000 Contributions to support the basic organizational capacity of representative Aboriginal organizations – Office of the Federal Interlocutor for Métis and Non-Status Indians / 2012 / \$6,565,000	Métis and Non-Status Indian Organizational Capacity Development Métis and Non-Status Indian Organizational Capacity Development
	Performance Measurement Strategy RMAF Study: Strong Bring Forward to Committee: No			✓						

Strategic Outcome: Internal Services

Evaluation	Timeframe / Fiscal Year						Risk Considerations	Coverage	PAA Program Activity / Policy Area	
	09/10	10/11	11/12	12/13	13/14	14/15				
Sector: Office of the Federal Interlocutor										
51	Impact Evaluation of INAC's Gender-Based Analysis Policy				I/C			Mission – L Materiality – L Performance Info – M	Gender-based Analysis Policy	N.A
	Performance Measurement Strategy RMAF Study: Opportunity for Improvement Bring Forward to Committee: No		✓							
52	Impact Evaluation of INAC's Intervention Policy		I	C			I/C		Intervention Policy	

Special Studies

Issue	Study	Timeframe / Fiscal Year					
		08/09	09/10	10/11	11/12	12/13	13/14
Sector: Audit and Evaluation							
Departmental performance monitoring/results reporting review	Each year, an assessment of performance information being collected by the department and its usefulness for departmental results reporting purposes will be prepared, with a particular emphasis on performance information for programs due to be evaluated in the following year in compliance with the Treasury Board policy.	C	I/C	I/C	I/C	I/C	I/C

APPENDIX A

Evaluations by Fiscal Year

2010 - 2011

Evaluation	Sector
1. Impact Evaluation of First Nations Fiscal and Statistical Management	Regional Operations
2. Impact Evaluation of the Inuit Art Foundation	Corporate Secretariat
3. Impact Evaluation of the Federal Government's Implementation of Self-Government: Negotiations Implementation *	Treaties and Aboriginal Government
4. Implementation Evaluation of Specific Claims Tribunal Action Plan	Treaties and Aboriginal Government
5. Impact Evaluation of Inuit Relations Secretariat*	Inuit Relations Secretariat
6. Impact Evaluation of Registration Administration*	Resolution and Individual Affairs
7. Impact Evaluation of Post-Secondary Education <i>(To be completed 2011-2012)</i>	Education and Social Development Programs and Partnerships
8. Impact Evaluation of Elementary and Secondary Education <i>(To be completed 2011-2012)</i>	Education and Social Development Programs and Partnerships
9. Impact Evaluation of Family Violence Prevention <i>(To be completed 2011-2012)</i>	Education and Social Development Programs and Partnerships
10. Implementation Evaluation of Alberta Child and Family Services Model*	Education and Social Development Programs and Partnerships
11. Impact Evaluation of Child and Family Services	Education and Social Development Programs and Partnerships
12. Impact Evaluation of Contributions to Indian Bands for Lands and Estates Management*	Lands and Economic Development
13. Impact Evaluation of <i>First Nations Oil Gas and Moneys Management Act</i> Implementation*	Lands and Economic Development
14. Impact Evaluation of On-Reserve Housing* (horizontal – joint INAC/CMHC) <ul style="list-style-type: none"> • Ministerial Loan Guarantees component • Shelter Allowance component 	Education and Social Development Programs and Partnerships
15. Impact Evaluation of EcoENERGY for Aboriginal and Northern Communities (Thematic Evaluation of Clean Energy for the Clean Air Agenda) <i>(Environment Canada lead on evaluation)</i>	Northern Affairs Organization

16. Impact Evaluation of INACs Climate Change Adaptation Program - Assist Northerners in Assessing Key Vulnerabilities and Opportunities (Thematic Evaluation of Adaptation for the Clean Air Agenda) <i>(Environment Canada lead on evaluation)</i>	Northern Affairs Organization
17. Impact Evaluation of Advancing Conservation Interests in the Northwest Territories	Northern Affairs Organization
18. Impact Evaluation of Lands, Resources and Environment Management in the North	Northern Affairs Organization
19. Impact Evaluation of Northern Science	Northern Affairs Organization
20. Impact Evaluation of Inuit Counseling in the South*	Northern Affairs Organization
21. Impact Evaluation of Urban Aboriginal Strategy*	Office of the Federal Interlocutor
22. Impact Evaluation of INAC's Intervention Policy*	Chief Financial Officer
23. Departmental performance monitoring/results reporting review	Audit and Evaluation

* Indicates an evaluation that is being carried over from the previous fiscal year

2011 - 2012

Evaluation	Sector
1. Impact Evaluation of Negotiation and Implementation	Treaties and Aboriginal Government
2. Impact Evaluation of Band and Individual Monies and Estates Management <i>(To be completed 2012-2013)</i>	Resolution and Individual Affairs
3. Impact Evaluation of Advocacy and Public Information	Resolution and Individual Affairs
4. Impact Evaluation of Post-Secondary Education*	Education and Social Development Programs and Partnerships
5. Impact Evaluation of Elementary and Secondary Education*	Education and Social Development Programs and Partnerships
6. Impact Evaluation of Family Violence Prevention*	Education and Social Development Programs and Partnerships
7. Impact evaluation of Oil and Gas Management	Lands and Economic Development
8. Impact Evaluation of the Federal Interlocutor's Contribution Program and Powley: Management of Métis Aboriginal Rights	Office of the Federal Interlocutor
9. Departmental performance monitoring/results reporting review	Audit and Evaluation

* Indicates an evaluation that is being carried over from the previous fiscal year

2012 - 2013

Evaluation	Sector
1. Impact Evaluation of Comprehensive Land Claims Agreements <i>(To be completed 2013-2014)</i>	Treaties and Aboriginal Government
2. Impact Evaluation of Specific Claims Tribunal Action Plan	Treaties and Aboriginal Government
3. Impact Evaluation of Test Case Funding	Policy and Strategic Direction
4. Impact Evaluation of Band and Individual Monies and Estates Management*	Resolution and Individual Affairs
5. Impact Evaluation of Income Assistance, National Child Benefit Reinvestment, Assisted Living Program <i>(To be completed 2013-2014)</i>	Education and Social Development Programs and Partnerships
6. Impact Evaluation of Contaminated Sites Management Policy and Programming (Contaminated Sites Management Program and Northern Contaminated Sites Program) <i>(To be completed 2013-2014)</i>	Lands and Economic Development
7. Impact Evaluation of Treaty Land Entitlements	Lands and Economic Development
8. Impact Evaluation of First Nations Land Management	Lands and Economic Development
9. Impact Evaluation of Community Economic Development Program <i>(To be completed 2013-2014)</i>	Lands and Economic Development
10. Impact Evaluation of the Aboriginal Business Development Program <i>(To be completed 2013-2014)</i>	Lands and Economic Development
11. Impact Evaluation of First Nations Water Management	Education and Social Development Programs and Partnerships
12. Impact Evaluation of Healthy Foods to Northern Communities (Food Mail)	Northern Affairs Organization
13. Impact Evaluation of INAC's Gender-Based Analysis Policy	Policy and Strategic Direction
14. Departmental performance monitoring/results reporting review	Audit and Evaluation

* Indicates an evaluation that is being carried over from the previous fiscal year

2013 - 2014

Evaluation	Sector
1. Impact Evaluation of Indian Government Support	Regional Operations
2. Evaluation of the National Centre for First Nations Governance (evaluation to be conducted by an independent firm, retained by the Centre – EPMRB not involved)	Regional Operations
3. Impact Evaluation of the Federal Government's Implementation of Self-Government: Negotiations Implementation <i>(To be completed 2014-2015)</i>	Treaties and Aboriginal Government
4. Impact Evaluation of Comprehensive Land Claims Agreements*	Treaties and Aboriginal Government
5. Impact Evaluation of Basic Organizational Capacity for Representative Organizations and for Consultation and Policy Development	Policy and Strategic Direction
6. Impact Evaluation of Registration Administration <i>(To be completed 2014-2015)</i>	Resolution and Individual Affairs
7. Impact Evaluation of National Aboriginal Achievement Foundation (horizontal)	Policy and Strategic Direction
8. Impact Evaluation of Income Assistance, National Child Benefit Reinvestment, Assisted Living Program*	Education and Social Development Programs and Partnerships
9. Impact Evaluation of Labrador-Innu Comprehensive Healing Strategy (horizontal – INAC led) <i>(To be completed 2014-2015)</i>	Regional Operations
10. Impact Evaluation of Contaminated Sites Management Policy and Programming (Contaminated Sites Management Program and Northern Contaminated Sites Program)*	Lands and Economic Development
11. Impact Evaluation of Land and Environmental Management On Reserve	Lands and Economic Development
12. Impact Evaluation of Community Economic Development Program*	Lands and Economic Development
13. Impact Evaluation of the Aboriginal Business Development Program*	Lands and Economic Development
14. Assessment of Procurement Strategy for Aboriginal Business Evaluation	Lands and Economic Development
15. Impact Evaluation of Capital Facilities and Maintenance <i>(To be completed 2014-2015)</i>	Education and Social Development Programs and Partnerships
16. Impact Evaluation of On-Reserve Housing (horizontal – INAC led) <i>(To be completed 2014-2015)</i>	Education and Social Development Programs and Partnerships
17. Impact Evaluation of First Nations Infrastructure Fund <i>(To be completed 2014-2015)</i>	Education and Social Development Programs and Partnerships
18. Impact Evaluation of Northern Regulatory Improvement Initiative	Northern Affairs Organization
19. Departmental performance monitoring/results reporting review	Audit and Evaluation

* Indicates an evaluation that is being carried over from the previous fiscal year

2014 - 2015

Evaluation	Sector
1. Impact Evaluation of the Federal Government's Implementation of Self-Government: Negotiations and Implementation *	Treaties and Aboriginal Government
2. Impact Evaluation of Treaty Related Measures	Treaties and Aboriginal Government
3. Impact Evaluation of Treaty Commissions	Treaties and Aboriginal Government
4. Impact Evaluation of Registration Administration*	Resolution and Individual Affairs
5. Impact Evaluation of Labrador-Innu Comprehensive Healing Strategy* (horizontal – INAC led)	Regional Operations
6. Impact Evaluation of Emergency Management Assistance for Activities On-Reserve	Regional Operations
7. Impact Evaluation of <i>First Nations Oil Gas and Moneys Management Act</i> Implementation	Lands and Economic Development
8. Impact Evaluation of the New Federal Framework for Aboriginal Economic Development	Lands and Economic Development
9. Impact Evaluation of Capital Facilities and Maintenance*	Education and Social Development Programs and Partnerships
10. Impact Evaluation of On-Reserve Housing* (horizontal – INAC led)	Education and Social Development Programs and Partnerships
11. Impact Evaluation of First Nations Infrastructure Fund*	Education and Social Development Programs and Partnerships
12. Impact Evaluation of Inuit Counseling in the South	Northern Affairs Organization
13. Impact Evaluation of the Intervention Policy	Chief Financial Officer
14. Departmental performance monitoring/results reporting review	Audit and Evaluation

* Indicates an evaluation that is being carried over from the previous fiscal year

Note: Evaluations of the Residential Schools Agreement, previously planned, have been removed due to findings and discussion brought forth during the completion of the Evaluation Framework for IRSSA in 2009-2010

APPENDIX B

Performance Measurement Strategies by Fiscal Year

Note: Asterisks (*) denote Performance Measurement Strategies to be brought forward to EPMRC for approval.

2010 - 2011

Performance Measurement Strategy	Sector
1. Indian Government Support*	Regional Operations
2. First Nations Fiscal and Statistical Management	Regional Operations
3. Self-government*	Treaties and Aboriginal Government
4. Treaty Related Measures	Treaties and Aboriginal Government
5. Treaty Commissions	Treaties and Aboriginal Government
6. Inuit Relations Secretariat	Inuit Relations Secretariat
7. Basic Organizational Capacity for Representative Organizations	Policy and Strategic Direction
8. Consultation and Policy Development	Policy and Strategic Direction
9. Registration Administration	Resolution and Individual Affairs
10. Advocacy and Public Information	Resolution and Individual Affairs
11. National Aboriginal Achievement Foundation	Policy and Strategic Direction
12. Umbrella Education Programs* <ul style="list-style-type: none"> • Elementary & Secondary (including Special Education, Cultural Education Centres and School Net) • Post-secondary 	Education and Social Development Programs and Partnerships
13. Umbrella Social Development* <ul style="list-style-type: none"> • Income Assistance, National Child Benefit Reinvestment, Assisted Living Program • Family Violence Prevention, Child and Family Services • <i>Labrador Innu Comprehensive Healing Strategy</i> 	Education and Social Development Programs and Partnerships
14. Emergency Management Assistance for Activities On-Reserve	Regional Operations

15. Northern Contaminated Sites Management Program	Lands and Economic Development
16. Indian Oil and Gas	Lands and Economic Development
17. <i>First Nations Oil Gas and Moneys Management Act</i> Implementation	Lands and Economic Development
18. New Federal Framework for Aboriginal Economic Development (component pieces) <ul style="list-style-type: none"> • Strategic Partnerships • Additions to Reserve • Procurement Strategy for Aboriginal Businesses 	Lands and Economic Development
19. Community Economic Development*	Lands and Economic Development
20. Aboriginal Business Development*	Lands and Economic Development
21. Northern Regulatory Improvement Initiative <ul style="list-style-type: none"> • Cumulative Impact Monitoring Program • Nunavut General Monitoring Program 	Northern Affairs Organization
22. Inuit Counseling in the South	Northern Affairs Organization
23. Healthy Foods to Northern Communities (Food Mail)	Northern Affairs Organization
24. Urban Aboriginal Strategy <ul style="list-style-type: none"> • Edmonton Aboriginal Transition Initiative 	Office of the Federal Interlocutor
25. Gender-Based Analysis Policy	Policy and Strategic Direction

2011 – 2012

Performance Measurement Strategy	Sector
1. Inuit Art Foundation	Corporate Secretariat
2. Land and Environmental Management on Reserve	Lands and Economic Development
3. Lands, Resources and Environment Management in the North	Northern Affairs Organization
4. Advancing Conservation Interests in the Northwest Territories	Northern Affairs Organization
5. EcoEnergy for Aboriginal and Northern Communities (Theme of Clean Air Agenda)*	Northern Affairs Organization
6. Assist Northerners in Assessing Key Vulnerabilities and Opportunities (Theme of Clean Air Agenda)*	Northern Affairs Organization
7. Northern Science	Northern Affairs Organization
8. Federal Interlocutor's Contribution Program and Powley: Management of Métis Aboriginal Rights	Office of the Federal Interlocutor

2012-2013

Performance Measurement Strategy	Sector
1. Test Case Funding	Policy and Strategic Direction
2. Negotiation and Implementation*	Treaties and Aboriginal Government
3. Band and Individual Monies and Estates Management	Resolution and Individual Affairs

2013-2014

Performance Measurement Strategy	Sector
1. Comprehensive Land Claims Agreements*	Treaties and Aboriginal Government
2. Specific Claims Tribunal Action Plan*	Treaties and Aboriginal Government
3. First Nations Land Management	Lands and Economic Development

Note: Ongoing monitoring of performance measurement strategies will be conducted on a semi-annual basis once completed.

APPENDIX C

Projects completed in 2009-2010

Project Title	Sector
Evaluations	
1. Impact Evaluation of Indian Government Support	Regional Operations
2. Impact Evaluation of Treaty Related Measures	Treaties and Aboriginal Government
3. Impact Evaluation of Treaty Commissions (Manitoba and Saskatchewan)	Treaties and Aboriginal Government
4. Impact Evaluation of the Aboriginal Healing Foundation	Resolution and Individual Affairs
5. Evaluation Framework for the Indian Residential Schools Settlement Agreement	Resolution and Individual Affairs
6. Impact Evaluation of the National Aboriginal Achievement Foundation (horizontal – Canadian Heritage led)	Policy and Strategic Direction
7. Implementation Evaluation of Post-Secondary Education	Education and Social Development Programs and Partnerships
8. Implementation Evaluation of Elementary and Secondary Education	Education and Social Development Programs and Partnerships
9. Impact Evaluation of the Labrador-Innu Comprehensive Healing Strategy (horizontal – INAC led)	Regional Operations
10. Impact Evaluation of Emergency Management Assistance for Activities On-Reserve	Regional Operations
11. Implementation Evaluation of Reserve Land and Environment Management Program	Lands and Economic Development
12. Impact Evaluation of Community Economic Development Program & Aboriginal Business Development Program	Lands and Economic Development
13. Procurement Strategy for Aboriginal Business (program led)	Lands and Economic Development
14. Impact Evaluation of Capital Facilities and Maintenance	Education and Social Development Programs and Partnerships
15. Impact Evaluation of First Nations Infrastructure Fund	Education and Social Development Programs and Partnerships
16. Implementation Evaluation of INACs Climate Change Adaptation Program - Assist Northerners in Assessing Key Vulnerabilities and Opportunities	Northern Affairs Organization
17. Impact Evaluation of Healthy Foods to Northern Communities	Northern Affairs Organization
Performance Measurement Strategies	
18. New Federal Framework for Aboriginal Economic Development (Umbrella)	Lands and Economic Development
19. New Federal Framework for Aboriginal Economic Development (Component pieces) <ul style="list-style-type: none"> • Reserve Land and Environment Management • Loan Loss Reserve • Major Resource Development 	Lands and Economic Development
20. Infrastructure (Umbrella) <ul style="list-style-type: none"> • Housing • Water facilities • Educational facilities 	Education and Social Development Programs and Partnerships

Special Studies	
21. Thematic Indicators Study	Internal Services
22. Report on the State of Performance Measurement at INAC	Internal Services