

**ACTION PLAN IMPLEMENTATION STATUS UPDATE  
REPORT TO THE EVALUATION, PERFORMANCE MEASUREMENT AND REVIEW COMMITTEE - AS OF MARCH 31, 2012**

**LANDS AND ECONOMIC DEVELOPMENT – LANDS AND ECONOMICAL DEVELOPMENT POLICY BRANCH**

**Evaluation of INAC's Economic Development Programs (200766)**

*AEC APPROVAL DATE: 17/APR/2009*

PROJECT RECOMMENDATIONS	ACTION PLAN	EXPECTED COMPLETION DATE	PROGRAM RESPONSE
<p>1. Continue to support economic development programming that includes assistance for Aboriginal businesses and community economic development.</p>	<p>The government of Canada, through AANDC's Lands and Economic Development Sector, is committed to implementing a new federal approach to Aboriginal economic development, one that will create the necessary conditions to enable Aboriginal Canadians to pursue economic development opportunities successfully. The framework will support, in part through AANDC's Economic Development programming, the development of investment-ready communities, viable Aboriginal businesses and a skilled labour force</p> <p>AANDC's Economic Development programming will:</p> <ul style="list-style-type: none"> <li>• Continue to support Aboriginal businesses through the renewal/amendment of program authorities.</li> <li>• Continue to support Community Economic Development through the renewal/amendment of program authorities</li> </ul>	<p>Framework completed Spring 2009</p> <p>Implementation of Framework to commence April 1, 2010</p> <p>Program renewal completed April 1, 2010</p> <p>Authorities to expire March 31, 2015</p>	<p><b>Status: Ongoing</b></p> <p><b>Update/Rationale: As of 30/09/2010:</b></p> <p>Community Opportunities Branch</p> <p>The LED reorganization, implemented on September 1, 2010, has led to closer collaboration within the sector and throughout the Department, resulting in improved effectiveness in the delivery of programming</p> <p>Lands issues, which are viewed as impediments to community economic development, are addressed in a more pro-active and expeditious manner. Lands &amp; Economic Development officials are now better positioned to be informed and work jointly on projects of similar interests. Each programming area is evolving to better understand how one can benefit from the other.</p> <p>The Sector is moving ahead with program renovation, which will address issues noted in recent program audits and evaluations.</p> <p>The Community Opportunities Branch continues to support First Nations and Inuit Communities and organizations they mandate, to enable recipients to carry forth community economic development</p>

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			<p>planning and capacity development initiatives.</p> <p>Continued support is provided to First Nations and Inuit communities that have the best opportunities leading to community economic benefits.</p> <p><b>AES:</b> Close- Fully Implemented</p>
<p>2. Given expanded mandate of the Department, ensure that AANDC's economic development programming meets the needs of all Aboriginal groups (First Nation on- and off-reserve, Inuit and Métis); and takes into consideration the different characteristics of Aboriginal communities (on- and off-reserve, urban, and remote); their access to equity financing; and the differing needs of women and men, in line with AANDC's Gender-Based Analysis Policy.</p>	<p>Undertake research to identify and propose strategies to address gender barriers to economic participation by Aboriginal peoples</p> <p>Continue to provide business development programming to all Aboriginal groups, on and off reserve</p>	<p>Research and action plan to be completed date: March 31, 2010</p> <p>Implementation of action plan to be completed by April 1, 2015 (in line with AANDC's economic development program authorities)</p> <p>Renewal of program authorities completed</p>	<p><b>Status: Fully Implemented</b></p> <p><b>Update/Rationale:</b> <b>As of 31/03/2011:</b></p> <p>a) Research has been undertaken to gather qualitative and quantitative information on 1) the gender-specific challenges facing Aboriginal women entrepreneurs in accessing Aboriginal entrepreneurship programs; and 2) the specific needs of and barriers facing Métis women entrepreneurs. Scoping work is underway on Inuit women entrepreneurs and Aboriginal women's financial literacy.</p> <p>b) Aboriginal Business Development programming continues to be accessible to all Aboriginal groups including on and off-reserve.</p> <p>c) In October 2010, the Government of Canada announced a \$1million announcement to develop and implement pilot projects to strengthen entrepreneurship among Aboriginal women.</p>

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	<p>Explore possibilities of specific business development initiatives for women, in line with AANDC's Gender – Based Analysis Policy, if necessary, based on on-going research and data collection</p> <p>Consider Community Economic Development program renovations that include programming to meet the needs of all Aboriginal groups</p> <p>To assist with identifying and addressing differential program access and uptake (including equity financing), work with Information Management Branch (FNITP) First Nations and Inuit Transfer Payment Program project) to ensure that information pertaining to the characteristics of Aboriginal recipients is captured and made available to program managers</p>	<p>March 31, 2010</p> <p>Implementation of specific business development Initiatives implemented by April 1, 2010</p> <p>Program Renovation Proposal Completed Fall 2009-07-22 Implementation April 1, 2010</p> <p>Completed: March 21, 2010</p> <p>Implemented: April 1, 2010</p>	<p>Focusing on financial literacy and microenterprise supports, these pilots are currently under development in collaboration with stakeholder groups (CAP, NWAC, Pauktuutit).</p> <p>Substantive Gender-based analysis has been undertaken in support of the renewal of AANDC's Aboriginal lands and economic development programs in order to ensure all programs—including Community Economic Development and Aboriginal Entrepreneurship programs—meet the needs of women as well as men. This analysis is helping to shape the terms and conditions of the renewed programs.</p> <p>Gender disaggregated data is collected for all Aboriginal economic development programs, which is rolled up and tracked as part of a gender-sensitive performance measurement strategy</p> <p>d) Program renovation options are being considered and will incorporate input received from clients during an extensive engagement process. This will include specifically targeting funds to address the unique barriers and opportunities of various Aboriginal stakeholders.</p> <p>e) Through the implementation of the GA tool, program managers will have access to the characteristics of Aboriginal recipients in order to inform decision making regarding funding, including targeted capacity development activities.</p>

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<b>PROJECT RECOMMENDATIONS</b>	<b>ACTION PLAN</b>	<b>EXPECTED COMPLETION DATE</b>	<b>PROGRAM RESPONSE</b>
			<b>AES: Recommend to Close.</b>
<p>3. Ensure that the design of EDP is strategically focused on the achievement of intermediate and long-term results. Key considerations should include:</p> <ul style="list-style-type: none"> <li>▪ continuing support for capacity development, strategic planning and community economic development projects</li> <li>▪ assessing feasibility of adjustments or alternatives to the current population formula funding approach; and</li> <li>▪ modifications, such as, support for regional approaches, and multi-year funding.</li> </ul>	<p>Community Investments Branch (CIB) will develop a suite of new programs in keeping with the Federal Framework, the considerations identified with respect to this recommendation, and the overall findings of this evaluation</p>	<p>Program Renovation Proposal Completed Fall 2009</p> <p>Implementation April 1, 2010</p>	<p><b>Status: Pending Implementation</b></p> <p><b>Update/Rationale:</b> <b>As of 31/03/2012:</b></p> <p>The new suite of programming continues to be developed and will align with the Federal Framework and address the findings and recommendations in the evaluation. There is particular attention to capacity development, strategic planning, and a modified funding allocation that provides a stable base for all FNs to provide lands and economic development services. It is expected that the programs will be implemented on April 1, 2013.</p> <p><b>AES: Implementation ongoing. Renovated programs to address program design recommendations.</b></p>
<p>4. Determine the Department's role in supporting community economic</p>	<p>AANDC's role in community economic development and business development</p>	<p>Research Completed Fall</p>	<p><b>Status: Fully Implemented</b></p>

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<p>development and business development, and take steps to ensure sufficient and appropriate human, financial and information technology resources are in place to support Aboriginal businesses and communities, as well as to manage, monitor and report on programming.</p>	<p>will be defined through the federal framework for Aboriginal Economic Development</p> <p>As a part of the program renovation activities in keeping with the framework, AANDC will undertake a review of resources (human, financial and IM/IT) dedicated to the delivery of community economic development and business development programming, and allocate human and financial resources to effectively manage, monitor and report on the new suite of economic development programs</p>	<p>2009</p> <p>Implementation: April 1, 2010</p>	<p><b>Update/Rationale:</b> <b>As of 31/03/2011:</b></p> <p>Regional Office re-organization has resulting in the creation of Lands and Economic Directorates within regional offices which has contributed to more efficient use of internal resources and the more timely and efficient re-allocation of funds to priority areas. Further program renovation activities will seek to further streamline program administration including consistent processes for approvals and a funds disbursement process based on risk which significantly reduces administrative requirements.</p> <p>Aboriginal Entrepreneurship Branch has created an HQ Quality Assurance Team to support national program delivery standards, maintain up to date tools (i.e. to reflect the new TB PTP) and enhance program effectiveness. An AEB website content review is underway. Starting in 2011-2012, a Skills Gap Analysis for AEB programs will be undertaken.</p> <p><b>AES: Recommend to Close.</b></p>
<p>5. Consider expanding ABDP support through third-party-delivery as part of a strategy to ensure effective and efficient program delivery and leverage.</p>	<p>Continue with an independent comprehensive review (initiated October 2008) of Aboriginal Financial Institutions (to be completed in March 2010). Based on the review assess the readiness of AFI's to act as delivery agents of AANDC's business development</p>	<p>Review Completed March 31, 2010, Implementation of Findings to commence April 1, 2010</p>	<p><b>AES: Close</b></p> <p><b>Update/Rationale:</b> <b>As of 30/09/2010:</b></p>

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	programming		<b>AES:</b> Close- Fully Implemented
<p>6. Develop and implement a performance measurement strategy for departmental economic development programming which integrates both EDP and ABDP, and allows the programs to measure progress, make ongoing adjustments to programming, and report on results.</p>	<p>An economic development programming performance measurement strategy, integrating both Community Economic Development and Business Development Programming will be developed and included in program renewal, taking into consideration reporting burden and IM/IT requirements</p>	<p>Completed, Fall 2009 Implemented April 1, 2010</p>	<p><b>Status: Ongoing</b></p> <p><b>Update/Rationale: As of 31/03/2012:</b></p> <p>A performance measurement strategy for the renovated suite of programs is being developed. Associated indicators are being selected with consideration for outcomes, lessened reporting burden and IM/IT requirements.</p> <p>The stakeholder engagement process for program renovation was completed in December 2010. Beginning in 2011-12, program areas came together to consider options for program renovation and initiated work on the development of new Performance Measurement Strategies for renewed business and economic development programming.</p> <p>To date, the logic models for renovated programs have been completed and shared with Audit and Evaluation, as well as internal stakeholders. Corresponding performance indicators and an evaluation matrix have been completed in draft form and are being circulated for review and comment.</p> <p>Once finalized, the Performance Measurement</p>

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			<p>Strategies will be reviewed by Audit and Evaluation Sector and placed on the agenda of the EPMRC for approval.</p> <p><b>AES: Implementation underway. Working with AES on PM Strategy. Completion of PM Strategy linked to approval of program renovation.</b></p>