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Crown-Indigenous Relations and Northern Affairs Canada

Indigenous Services Canada

Five-Year Evaluation Plan 2018-19 to 2022-23

Prepared by:

**Evaluation, Performance Measurement and Review
Branch**

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ACRONYMS

AASB	Audit and Assurance Services Branch
AES	Audit and Evaluation Sector
CIRNAC	Crown-Indigenous Relations and Northern Affairs Canada
EPMRB	Evaluation, Performance Measurement and Review Branch
ESDPP	Education and Social Development Programs and Partnerships
FNIHB	First Nations and Inuit Health Branch
INAC	Indigenous and Northern Affairs Canada
ISC	Indigenous Services Canada
LED	Land and Economic Development
NAO	Northern Affairs Organization
PSD	Policy and Strategic Direction
RIA	Resolution and Individual Affairs
RO	Regional Operations
TAG	Treaties and Aboriginal Government

DEPUTY HEAD CONFIRMATION NOTE

We approve this joint departmental Evaluation Plan for Crown-Indigenous Relations and Northern Affairs Canada and Indigenous Services Canada for the fiscal years 2018-19 to 2022-23, which we submit to the Treasury Board of Canada Secretariat as required by the Policy on Results.

We confirm that the following evaluation coverage requirements are met and reflected in this five-year plan:

- Plans for evaluation of all ongoing programs of grants and contributions with five-year average actual expenditures of \$5 million or greater per year;
- Meets the requirements of the Mandatory Procedures for Evaluation; and
- Supports the requirements of the expenditure management system, including, as applicable, Memoranda to Cabinet, Treasury Board submissions, and resource alignment reviews.

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

Original signed on July 10, 2018, by:

Hélène Laurendeau
Deputy Minister
Crown-Indigenous Relations and Northern Affairs Canada

Original signed on July 19, 2018, by:

Jean-François Tremblay
Deputy Minister
Indigenous Services Canada

1. INTRODUCTION

This document presents the five-year departmental Evaluation Plan for Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC) and Indigenous Services Canada (ISC) covering 2018-19 to 2022-23. Implementation and monitoring of the plan falls to the Evaluation, Performance Measurement and Review Branch (EPMRB), Audit and Evaluation Sector (AES), which supports both departments.

Across the Government of Canada, evaluation planning is a process that considers a department's evaluation universe, as defined by the Departmental Results Framework and Program Inventories, balancing the requirements of the *Financial Administration Act*, the commitments to Treasury Board, and the needs of major stakeholders and departments for credible and timely information.

The development of this plan adheres to Treasury Board's Policy on Results (2016) under which the federal evaluation function is called upon to provide evidence that helps the Government of Canada demonstrate that its spending contributes to results that matter to Canadians, rather than simply supporting programs where efficacy is not always clear.

The current government has committed to this modernization in its platform, mandate letters, Speech from the Throne, and public statements. EPMRB evaluators scope and plan new projects as per the Policy in order to ensure that EPMRB can contribute fully to helping to address questions related to the delivery of results for Canadians.

2. PLANNING CONTEXT

This section provides the context for the development of the plan. It summarizes the applicable policy framework, the roles and responsibilities of EPMRB as well as the purpose and the methodology used to develop the plan.

Transformation of INAC into CIRNAC and ISC

In August 2017, the Prime Minister announced the dissolution of Indigenous and Northern Affairs Canada (INAC), and the creation of two new departments designed to better meet the needs of the people they serve, to accelerate self-determination and the closing of socio-economic gaps and to advance reconciliation.

The work that CIRNAC is doing is transforming how we relate to, and work in partnership with, Indigenous peoples, so as to accelerate the renewal of our relationship with First Nations, Inuit and Métis. The Department's activities focus on modernizing institutional structures and governance so that First Nations, Inuit, and Métis peoples can build capacity that supports the implementation of their vision of self-determination. CIRNAC also leads the Government of Canada's work in the North, supporting northern programming, governing institutions, and scientific initiatives.

ISC, a service organization, was created to ensure a consistent, distinctions-based approach to the delivery of services to Indigenous peoples. The Department's activities focus on improving access to high-quality services for First Nations, Inuit and Métis, supporting and empowering Indigenous peoples to control the delivery of those services, and improving the socio-economic conditions and quality of life in their communities. In addition, the First Nations and Inuit Health Branch (FNIHB) was transferred from Health Canada to ISC in 2017, as the fourteen health programs complement the Department's responsibilities around income assistance, education and infrastructure.

Because the process of creating two new departments will take place over the next fiscal year, including finalizing the organizational structure for programs and internal services, EPMB has developed an evaluation plan that takes into account the necessary transition period and the increased volume of activity associated with the addition of fourteen FNIHB programs.

2.1 Roles and Responsibilities

Across the Government of Canada, evaluation is understood as the systematic and neutral collection and analysis of evidence to judge merit, worth or value. This is done to provide an assessment of, and allow for the judgement of, the relevance, performance, and efficiency with which resources are utilized. It helps to identify possible alternative ways to contribute to or achieve the same results in a more effective and efficient manner. The information evaluation provides is used to inform decision-making and make improvements.

The purpose of the evaluation function is to ensure that CIRNAC and ISC have a comprehensive, timely and reliable base of evidence to support policy and program improvement, expenditure management exercises, senior management and Cabinet decision making and public reporting. Evaluations are playing an increasingly important role in decision making, improvements, innovation and accountability across government. They are intended to provide transparent, clear and useful information on the results that departments have achieved and the resources used to do so, in order to manage and improve programs, policies and services as well as to allocate resources based on performance to optimize results.

2.2 Purpose of the Evaluation Plan

The primary purpose of the evaluation plan is to help the deputy heads ensure that credible, timely and neutral information on the ongoing relevance and performance of direct program spending and ongoing programs of grants and contributions is available to support evidence-based decision making. The plan also:

- Provides an opportunity to align evaluations to ensure that the information needs of the departments and other evaluation users (e.g., other government departments) are being met;
- Helps ensure that evaluations supporting program redesign are planned and completed in advance of program renewal;
- Allows departmental units responsible for the development of the Departmental Plan and the Departmental Results Reports, as well as other groups engaged in strategic planning and reporting activities, to identify when evaluations will be available to inform their work;
- Initiates regular communication and consensus-building on evaluation needs and priorities across the Departments; and

- Provides central agencies with advanced notice of when evaluations will be available to inform their work (e.g., in support of Memoranda to Cabinet, Treasury Board submissions, etc.).

Moreover, the plan serves as an important tool for the Head of Evaluation and EPMB to manage project workflow and plan the activities of its human resources. In previous years, status reports on the plan were regularly presented at meetings of INAC's Evaluation, Performance Measurement and Review Committee to provide assurance of timely implementation, and alert the Committee to any required changes or additions. During this period of Transformation, evaluation plan review and approval will be done according to the approval processes as determined by each department. Although for this transition year, the plan has been prepared as a joint plan, in future years, separate plans for each department may be considered.

2.3 Policy Framework and Guidance

CIRNAC and ISC are subject to the Treasury Board Policy on Results (2016) and Directive on Results (2016). The Policy on Results allows departments to establish a results framework that identifies core responsibilities, associated results and appropriate indicators. It also limits requirements so that departments will collect performance information while remitting only some of it to Treasury Board. It allows departments to prioritize evaluation coverage and issues, while professionalizing the evaluation function.

It will continue to ask departments to report on both direct program spending and ongoing programs of grants and contributions evaluation coverage, but permits greater flexibility by allowing for risk-based planning for direct program spending coverage, and the option to defer evaluations beyond five years where average yearly expenditures are less than \$5 million (over the preceding five year period). The Policy on Results further recognizes that various types of evaluation are possible and essential to meeting the information needs of decision makers.

The Directive on Results requires evaluations to focus on relevance, effectiveness and efficiency. It also clarifies many of the requirements in support of the Policy on Results, including roles and responsibilities of individuals and the evaluation committee as well as the expectations around planning departmental evaluation coverage.

2.4 Evaluation Planning Methodology

Under the Treasury Board Policy on Results, the Department had until November 2017 to replace its Management, Resource and Results Structures (i.e., Strategic Outcome and Program Alignment Architecture) with a Departmental Results Framework – used to report its high level, core responsibilities and outcomes – and a Program Inventory. A transitional 2018-2019 Departmental Results Framework and Program Inventories were approved. The first step in preparing the evaluation plan was transitioning to the new Departmental Results Frameworks and Program Inventories for CIRNAC and ISC. Appendix A presents the program inventory for CIRNAC and ISC by core responsibility.

EPMRB has taken the approach to plan for evaluations based on these Transitional Core Responsibilities and Program Inventories for 2018-19. This has resulted in the amalgamation of some previously distinct programs into larger programs, reflecting the streamlining efforts that have been undertaken in response to the Policy on Results.

In addition, there is the requirement under the *Financial Administration Act* (Section 42.1) to evaluate all ongoing programs of grants and contributions every five years. Credit for evaluation coverage is granted upon deputy head approval of an evaluation report, under the premise that approval allows for the sharing of information in support of management action and the sharing of results with the public. Evaluation planning is conducted with those requirements in mind, reviewing that 'last fiscal year' in which a program was evaluated, and scheduling for the completion and approval of the program evaluation five years later.

The planning timeframe for the Department's evaluations has typically been 12 months (e.g. the date of approval for the Terms of Reference – the start of the evaluation – is generally 12 months before the planned approval date), while the FNIHB evaluations recently transferred from Health Canada/Public Health Agency of Canada have generally been planned on a 14-18 month timeframe.

This evaluation plan was also aligned with the Multi-Year Risk-Based Audit Plan prepared by the Audit and Assurance Services Branch (AASB). Both the AASB and EPMB are part of the AES, serving both CIRNAC and ISC. Consideration has been given to timing audits and evaluations of program in a way that does not over burden programs.

Consultations with CIRNAC and ISC leadership/senior management and with Treasury Board officials have also influenced which programs will be evaluated during which fiscal year.

Each evaluation on the plan has been further assessed as to the type of evaluation required (e.g., impact, formative) based on the review of *Financial Administration Act* or Treasury Board requirements and stakeholder consultations, as well as noting whether it is a horizontal or non-horizontal evaluation.

3. EVALUATION PLANNING CONSIDERATIONS

Until last year, INAC was the federal department primarily responsible for meeting the Government of Canada's obligations and commitments to Indigenous peoples (First Nations, Inuit and Métis) and for fulfilling the federal government's constitutional responsibilities in the North. INAC's overall mandate was derived from: the *Constitution Act, 1982*; the *Indian Act*; the *Department of Indian Affairs and Northern Development Act*; territorial acts; treaties; comprehensive claims and self-government agreements, as well as various other statutes affecting Indigenous peoples and the North.

A significant amount of the INAC's mandate developed from policy decisions and program practices that evolved over time. Its mandate was also framed by judicial decisions where there were direct policy implications for the Department. As noted, the dissolution of INAC in November of 2017 has resulted in the creation of two new departments with distinct mandates.

3.1 Departmental Strategic Outcomes

Crown-Indigenous Relations and Northern Affairs Canada

CIRNAC is expected to advance nation-to-nation, Inuit-Crown, and government-to-government relationships; support Indigenous peoples' vision of self-determination; and lead the Government of Canada's work in the North. The transitional 2018-2019 Core Responsibilities for CIRNAC are:

- Rights and Self-Determination – with 13 supporting programs
- Community Regional Development - with 10 supporting programs

Indigenous Services Canada

As a service organization, ISC is expected to improve access to high-quality services for First Nations, Inuit and Métis peoples; support and empower Indigenous peoples to control the delivery of those services; and improve the socio-economic conditions, quality of life, and safety in their communities. The transitional 2018-2019 Core Responsibilities for ISC are:

- Individuals and Families – with six supporting programs
- Community Regional Development – with six supporting programs
- First Nations and Inuit Health – with 14 supporting programs

3.2 Program Structures

Departmental activities are largely structured by funding arrangements or formal agreements with First Nations and/or provincial or territorial governments. Most departmental programs, representing a majority of spending, are delivered through partnerships with Indigenous communities and federal-provincial or federal-territorial agreements.

Currently, CIRNAC has 27 authorities (voted grants and contributions) to support the 23 programs in its Program Inventory. ISC has 20 authorities to support the 26 programs in its Program Inventory. A one-to-one relationship between the authorities listed in the Main Estimates and the Program Inventories of ongoing programs of grants and contributions deemed a 'program' by the departments exists in the minority of instances.

A number of programs draw on multiple grants and contributions; and conversely, there are grants and contributions that contribute to multiple programs. This plan has been developed using the Treasury Board's Interim Guide on Results, which was updated most recently in November 2017, where there is the recognition that a 'program' of grants and contributions can cut across two or more programs in the Program Inventory and the relationship is not always one-to-one.

3.3 Exemptions from Section 42.1 of the Financial Administration Act

According to Section 42.1 of the *Financial Administration Act*, government departments and agencies must review, at least once every five years, the relevance and effectiveness of each ongoing grant and contribution program. However, as per the Policy on Results, programs that average below the \$5 million over five years can be exempted from Section 42.1 and so need not be evaluated every five years.

Previously, this calculation was based on the average of five years of actuals in the preceding years of the current plan year; latest guidance from Treasury Board Secretariat is three years of actuals and two years of Main Estimates, which has resulted in some changes to the five year evaluation schedule. Based on those parameters, the following programs are not scheduled for evaluation:

CIRNAC (by 2018-2019 Program Inventory Number):

1. Statutory, Legislative and Policy Support to First Nations Governance
5. Consultation and Accommodation
9. Other Claims
13. Residential Schools Resolution
18. Northern Strategic and Science Policy
19. Northern Regulatory and Legislative Frameworks
20. Northern and Arctic Environmental Sustainability
22. Canadian High Arctic Research Station

ISC does not have any programs that fall into this category.

3.4 Planned Expenditures and Transfer Payments

According to the *2018–2019 Main Estimates*, total forecasted spending for 2018-19 is outlined in the table below according to each Department's core responsibilities.

Table 1: CIRNAC Total Forecasted Spending (2018-19) by Core Responsibility

Core Responsibility	2018-19 Forecast Spending
Rights and Self Determination	\$2,289,218,663
Community and Regional Development	\$646,610,036
Internal Services	\$204,678,749
Total	\$3,140,507,448

Source: 2018-19 *Main Estimates*. Figures include the following expenditures: salary; operations and maintenance; capital; statutory and grants and contributions funding; and, the costs of employee benefit plans.

Table 2: ISC Total Forecasted Spending (2018-19) by Core Responsibility

Core Responsibility	2018-19 Forecast Spending
Individuals and Families	\$4,343,203,558
Community and Regional Development	\$1,824,658,041
First Nations and Inuit Health	\$3,092,364,290
Internal Services	\$64,986,485
Total	\$9,325,212,374

Source: 2018-19 *Main Estimates*. Figures include the following expenditures: salary; operations and maintenance; capital; statutory and grants and contributions funding; and, the costs of employee benefit plans.

4. EVALUATION BRANCH

4.1 *Status of Evaluation Completion in 2017-18*

Looking back on the previous year, six evaluation reports addressing direct program spending were approved. These evaluations were:

- ✓ Evaluation of Implementation and Enforcement Supports for the *Family Homes on Reserves and Matrimonial Interests or Rights Act* (Matrimonial Real Property)
- ✓ Evaluation of Land and Water Management
- ✓ Evaluation of Family Violence Prevention
- ✓ Horizontal Evaluation of the National Action Plan to Combat Human Trafficking
- ✓ Evaluation of the Horizontal Coordination Function of the Family Violence Initiative
- ✓ Evaluation of Climate Change Adaptation and Clean Energy

Looking forward, the following evaluations, which were on the plan for completion in 2017-18, are now expected to be completed and approved in 2018-19:

- Evaluation of Specific Claims
- Evaluation of Income Assistance
- Evaluation of Assisted Living
- INAC Evaluation of the Strategic Partnerships Initiative Component of the West Coast Energy Initiative
- Evaluation of Nutrition North Canada
- Evaluation of Clinical and Client Care (First Nations and Inuit Health)

There was one internal evaluation on the 2017-18 plan, the Evaluation of Annual Agreement Management. The Evaluation, Performance Measurement and Review Committee agreed with a recommendation that it be discontinued and that other work, specifically the Department's engagement activities, speak to this topic instead.

AES staff participated as note-takers across the country in the engagement sessions around the new approach for mutual transparency and accountability between First Nations and the Government of Canada. As the Evaluation of Annual Agreement Management was an evaluation of internal services and there were no grants and contributions attached, there is no obligation to evaluate and it is not planned to be rescheduled.

4.2 *Implementing the Plan*

Evaluations conducted by EPMRB are used to inform decision making and reporting (such as the Departmental Plan, Departmental Results Reports), to assess progress made by programs in achieving expected results and to incorporate lessons learned in order to improve program design and delivery.

During this transformation year, EPMRB will look to working collaboratively with partners and stakeholders to tailor evaluation projects to meet the needs of decision makers, as well as perhaps experimenting with new and novel methodologies and approaches for use in the next generation of federal evaluation. The Policy on Results provides for more flexibility in the various types of evaluations and the identification of issues, allowing EPMRB more flexibility in scoping its work.

EPMRB plans to move towards developing and implementing protocols for engagement with Indigenous representative organizations so that First Nations, Inuit and Métis peoples can contribute their knowledge and experience throughout the evaluation process.

Table 3 provides an overview of evaluation expenditures and human resources, both planned and actual over a three-year period. Note that this does not reflect cost recovery amounts.

Table 3- Evaluation, Performance Measurement and Review Branch, Actual and Planned Expenditures

Expenditure Type	2016-17 (Actuals)	2017-18 (Actuals)	2018-19 (Budget)
Salaries	\$1,748,099	\$1,985,098	\$2,593,098
Contracted Services - Specific to evaluations	\$183,408 ¹	- ¹	\$1,599,670 ¹
Operations and Maintenance - Excluding Contracted Services (specific to evaluations)	\$339,189	\$300,000	\$300,000
Total	\$2,270,696	\$2,285,098	\$4,492,768
Full-Time Equivalents (#)	17.8	19.9	TBD ²

Source: Audit and Evaluation Sector, Business Management Unit

¹ Actuals reflect net expenditures on contracted services less cost recoveries received from programs. For 2018-19, amount reflects required funds to be transferred from Health Canada/Public Health Agency of Canada for increased workload resulting from FNIHB evaluations.

² As of the date of this plan, full-time equivalents for 2018-19 are not yet known due to ongoing discussions with Treasury Board in regard to departmental resources.

EPMRB will work to address vacancies on an ongoing basis as it has seldom been at full capacity given the general movement of staff to other opportunities and the timelines needed to fill positions. EPMRB also leverages the skills and talents of undergraduate and graduate students throughout the year.

4.3 Planned Evaluation Coverage

CIRNAC plans for 18 evaluations covering 86.50 percent of direct program spending from 2018-19 to 2022-23. Programs that average less than \$5 million per year over the preceding five years, and are thus exempt from Section 42.1 of the *Financial Administration Act*, represent 5.2 percent of total organizational spending. The remaining 8.3 percent total organizational spending is Internal Services (\$204,678,749) and Loans (\$56,303,000). Neither Internal Services nor the Loans are required to be evaluated under the Policy on Results.

ISC plans for 24 evaluations covering 99.3 percent of direct program spending from 2018-19 to 2022-23. The remaining 0.7 percent represents Internal Services (\$64,986,485). There are no programs below the \$5 million threshold.

4.4 *EPMRB Performance Metrics*

EPMRB has established performance measures to ensure progress towards coverage requirements. The Audit and Evaluation Sector Business Plan includes targets for EPMRB regarding the initiation, progression and completion of scheduled evaluations.

4.5 *Other EPMRB Activities*

In addition to conducting evaluations, EPMRB undertakes a wide range of activities to support and strengthen evaluation and performance measurement work. These include providing advice and support on performance measurement, corporate planning and reporting at the departmental level, supporting capacity building and outreach activities, and developing research and special studies on evaluation and performance measurement issues.

Performance Measurement

While EPMRB is not responsible for the performance measurement function at CIRNAC or ISC, the Head of Evaluation does have a role according to the Policy on Results (2016) to advise on performance measurement and information in the Departmental Results Framework, Performance Information Profiles and cabinet documents. EPMRB verifies for each relevant Memorandum to Cabinet and Treasury Board submission that the plans for performance information and evaluations are sufficient and that information on past evaluations is accurately represented and balanced.

It is important for the Evaluation function and the Performance Measurement function to work closely to ensure the validity, reliability, availability and quality of performance information gathered can support evaluations.

Engagement

From January to June 2017, AES staff participated as note-takers in the Department's Engagement with First Nation leaders and organizations on the way forward on mutual transparency and accountability being led by Regional Operations. EPMRB worked with Regional Operations, at Headquarters and with regions, and undertook the planning and coordination work for the Sector to provide note-takers (two per session to approximately 33 scheduled sessions). Note-takers travelled to the regions and provided a neutral and objective record of the engagements. A record of notes and summary records were prepared and provided back to Regional Operations for public posting.

Reviews

EPMRB also undertakes reviews, which are distinct from evaluations and conducted on a case-by-case basis as directed by the Deputy Minister. EPMRB and other branches of the AES conduct or commission these reviews, discussion papers and studies on topics of relevance to their mandates.

In 2018-19, a Review of the Centre of Excellence for Inuit Employment in Nunavut (Pilimaksaivik) is being undertaken by EPMRB. The Centre was established to ensure a whole-of-government approach for implementing Article 23 of the Nunavut Agreement, which requires both Canada and the Government of Nunavut to work towards increasing Inuit participation within Nunavut's public sector to a representative rate at all levels.

Corporate Advice

In addition to support on the development of Treasury Board submissions and Memoranda to Cabinet, EPMRB provides advice on the Departments' Departmental Plans and on Departmental Results Reports, and other related activities.

Summer Internship Program

Since 2008, EPMRB has offered a unique internship program whereby approximately ten graduate students from selected universities across Canada, enrolled in Public Policy, Public Administration, or Social Sciences, are hired for a period of 16 weeks over the summer. Students are placed in positions throughout the Department to gain a deeper understanding of departmental activities, work in teams on a research project, and participate in learning sessions that provide them with the knowledge and skills necessary to complete their research project and to support their career development.

The project in 2017-18 was entitled *Why Aren't Some First Nations Moving Beyond The Indian Act?* Exploratory Research into Resources, Relationships and Self-Determination. The interns found that the answers are complicated by the relationships between First Nations and their partners, the links between self-determination and self-government agreements, and the resources available to support First Nations in choosing the path they wish. The intern team identified a number of suggested next steps, which include re-evaluating the departmental approach to self-government and improving funding agreements with First Nations to make them flexible, sufficient, and predictable. Versions of their presentation were made to the Minister of Indigenous Services Canada, the Federal Steering Committee on Section 35 Rights, the Toronto regional office, and in a FedTalk.

In 2018-19, it is anticipated that the interns will undertake work that will support EPMRB in playing a role that will assist the departments of CIRNAC and ISC in meeting the objectives of their respective mandates, particularly through exploring the value of working with First Nations in the co-development of evaluations and policies.

5. FIVE YEAR SCHEDULE OF EVALUATIONS

2018-2019					
	Sector	Program Inventory	Last Evaluated	2018-19 Total Planned Program Spending	Planned Internal Audit
CIRNAC Planned Evaluations					
Evaluation of Specific Claims	TAG	Specific Claims	2013-2014	\$720,542,020	
INAC Evaluation of Whole Government Approach to Modern Treaty Implementation (evaluation of the Modern Treaty Implementation Office – not the Program)	TAG	Management and Implementation of Agreements and Treaties	Never evaluated	\$2,607,541	
Evaluation of the Strategic Partnerships Initiative – Component of the West Coast Energy Initiative (Horizontal)	LED*	Economic Development Capacity and Readiness	Never evaluated	\$8,000,000	
Evaluation of Federal Contaminated Sites Action Plan (Horizontal) / Evaluation of Northern Contaminated Sites	NAO	Northern Contaminated Sites	2013-2014	\$187,517,077	
Evaluation of Nutrition North (Horizontal)	NAO	Nutrition North	2013-2014	\$92,819,595	
Review of Pilimmaksaivik (Inuit Employment Centre)	NAO	Not applicable	Never evaluated	\$0	
ISC Planned Evaluations					
Evaluation of Elementary and Secondary Education and Post-Secondary Education	ESDPP	Education	2012-2013	\$2,268,179,419	
Evaluation of Assisted Living	ESDPP	Assisted Living	2008-2009	\$95,617,369	
Case Studies on Delivery Models for Jordan's Principle - A Child First Initiative	FNIHB	Child First Initiative – Jordan's Principle	Not applicable	\$167,931,828	
Evaluation of Clinical and Client Care	FNIHB	Clinical and Client Care	2013-2014	\$163,504,354	
Evaluation of Home and Community Care	FNIHB	Home and Community Care	2013–2014	\$104,830,669	
Evaluation of Health Human Resources	FNIHB	Health Human Resources	2013–2014	\$10,398,779	
Evaluation of the Federal Initiative to Address HIV/AIDS in Canada (Horizontal)	FNIHB	Communicable Diseases Control and Management	2013–2014	\$4,500,000	
2019-2020					
CIRNAC Planned Evaluations					
Evaluation of Solid Waste Management	LED*	Land, Natural Resources and	Never evaluated	\$96,990,076	

		Environmental Management			
Evaluation of Federal Interlocutor's Contribution Program	PSD	Federal Interlocutor's Contribution Program	2013-2014	\$30,837,989	
Evaluation of Basic Organizational Capacity		Basic Organizational Capacity	2008-2009	\$25,541,496	
Evaluation of Consultation and Policy Development		Consultation and Policy Development	2014-2015	\$25,035,743	
Evaluation of Individual Affairs	RIA*	Individuals Affairs	2013-2014	\$30,003,665	
ISC Planned Evaluations					
Evaluation of Water and Wastewater	RO/FNIHB	Water and Wastewater	2013-2014	\$204,193,236	
ESDC-led Horizontal Evaluation of the Youth Employment Strategy (Horizontal)	ESDPP	Education	2014-2015	\$57,084,935	
Evaluation of Health Planning, Quality Management and Systems Integration	FNIHB	Health Planning, Quality Management and Systems Integration	2016-2017	\$150,518,304	
Evaluation of Healthy Living	FNIHB	Healthy Living	2014-2015	\$85,269,719	
Evaluation of Communicable Disease Control and Management	FNIHB	Communicable Diseases Control and Management	2014-2015	\$63,121,419	
2020-2021					
CIRNAC Planned Evaluations					
Evaluation of Management and Implementation of Agreement and Treaties	TAG	Management and Implementation of Agreements and Treaties	2015-2016	\$1,031,829,816	2019-2020
Evaluation of Negotiations of Claims and Self-Government Agreements	TAG	Negotiation of Claims and Self-Government Agreements	2013-2014	\$104,561,496	
Evaluation of Land, Natural Resources and Environmental Management	LED*	Land, Natural Resources and Environmental Management	2015-2016	\$128,920,991	
Evaluation of Economic Development Capacity and Readiness	LED*	Economic Development Capacity and Readiness	2015-2016	\$107,664,459	2018-2019
Evaluation of Indigenous Entrepreneurship and Business	LED*	Indigenous	2015-2016	\$49,174,992	

Development		Entrepreneurship and Business Development			
ISC Planned Evaluations					
Evaluation of First Nations Child and Family Services	ESDPP	First Nations Child and Family Services	2014-2015	\$828,567,384	
Evaluation of Mental Wellness	FNIHB	Mental Wellness	2016-2017	\$308,671,208	2019-2020
Evaluation of Healthy Child Development	FNIHB	Healthy Child Development	2014-2015	\$103,471,215	
Evaluation of Environmental Public Health	FNIHB	Environmental Public Health	2016-2017	\$24,904,893	
Evaluation of Indigenous Governance and Capacity	RO	Indigenous Governance and Capacity	2016-2017	\$414,042,137	
2021-2022					
CIRNAC Planned Evaluations					
Evaluation of Northern and Arctic Governance and Partnership	NAO	Northern and Arctic Governance and Partnerships	2016-2017	\$81,128,213	
Evaluation of Climate Change Adaptation and Clean Energy (Horizontal)	NAO	Climate Change Adaptation and Clean Energy	2015-2016	\$36,952,048	
ISC Planned Evaluations					
Evaluation of Urban Programming for Indigenous Peoples	ESDPP	Urban Programming for Indigenous Peoples	2016-2017	\$53,275,046	
Evaluation of Infrastructure (Education Facilities, Other Community Infrastructure and Activities, Housing, Health Facilities)	RO	Education Facilities; Other Community Infrastructure and Activities; Housing; Health Facilities	2015-2016 2015-2016 2016-2017 2016-2017	\$1,200,891,422	
Evaluation of the Emergency Management Assistance	RO	Emergency Management Assistance	2016-2017	\$67,146,599	
Evaluation of e-Health Infostructure	FNIHB	e-Health Infostructure	2016-2017	\$7,111,726	
2022-2023					
CIRNAC Planned Evaluations					
Evaluation of First Nation Jurisdiction over Land and Economic Development	LED	First Nation Jurisdiction over Land and	2016-2017	\$53,339,052	

		Economic Development			
ISC Planned Evaluations					
Evaluation of Supplementary Health Benefits	FNIHB	Supplementary Health Benefits	2017-2018	\$1,347,689,408	
Evaluation of BC Tripartite Governance	FNIHB	BC Tripartite Health Governance	2017-2018	\$493,325,415	
Evaluation of Income Assistance	ESDPP	Income Assistance	2017-2018	\$1,000,604,662	
Evaluation of Family Violence Prevention	ESDPP	Family Violence Prevention	2017-2018	\$39,874,743	

*LED and RIA Sectors currently reside in CIRNAC but decisions are pending on whether parts of each one will be moved to ISC.

APPENDIX A – DEPARTMENTAL PROGRAMS

CIRNAC Programs

Rights and Self-determination	Community and Regional Development
<ul style="list-style-type: none"> • Statutory, Legislative and Policy Support to First Nations Governance • Negotiations of Claims and Self-Government Agreements • Specific Claims • Management and Implementation of Agreements and Treaties • Consultation and Accommodation • Consultation and Policy Development • Federal Interlocutor's Contribution Program • Basic Organizational Capacity • Other Claims • First Nation Jurisdiction over Land and Economic Development • Northern and Arctic Governance and Partnerships • Individual Affairs • Residential Schools Resolution 	<ul style="list-style-type: none"> • Indigenous Entrepreneurship and Business Development • Economic Development Capacity and Readiness • Land, Natural Resources and Environmental Management • Climate Change Adaptation and Clean Energy • Northern Strategic and Science Policy • Northern Regulatory and Legislative Frameworks • Northern and Arctic Environmental Sustainability • Northern Contaminated Sites • Canadian High Arctic Research Station • Nutrition North

ISC Programs

Individuals and Families	Community and Regional Development	First Nations & Inuit Health
<ul style="list-style-type: none"> • Education • Income Assistance • Assisted Living • First Nations Child and Family Services • Family Violence Prevention • Urban Programming for Indigenous Peoples 	<ul style="list-style-type: none"> • Indigenous Governance and Capacity • Water and Wastewater • Education Facilities • Housing • Other Community Infrastructure and Activities • Emergency Management Assistance 	<ul style="list-style-type: none"> • Clinical and Client Care • Home and Community Care • Communicable Diseases Control and Management • Mental Wellness • Healthy Living • Healthy Child Development • Child First Initiative – Jordan's Principle • Supplementary Health Benefits • Health Planning, Quality Management and Systems Integration • Health Human Resources • Health Facilities • e-Health Infostructure • BC Tripartite Health Governance • Environmental Public Health