



Crown-Indigenous Relations and Northern Affairs Canada Five-Year Evaluation Plan 2019-2020 to 2023-2024

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ACRONYMS

AASB	Audit and Assurance Services Branch
AES	Audit and Evaluation Sector
CanNor	Canadian Northern Economic Development Agency
CIRNAC	Crown-Indigenous Relations and Northern Affairs Canada
EPMRB	Evaluation, Performance Measurement and Review Branch
ESDPP	Education and Social Development Programs and Partnerships
Gs&Cs	Grants and Contributions
HR	Human Resources
INAC	Indigenous and Northern Affairs Canada
IS	Implementation Sector
ISC	Indigenous Services Canada
LED	Lands and Economic Development
NRCan	Natural Resources Canada
NAO	Northern Affairs Organization
PMEC	Performance Measurement and Evaluation Committee
PSD	Policy and Strategic Direction
RIA	Resolution and Individual Affairs
RO	Regional Operations
TAG	Treaties and Aboriginal Government
TB	Treasury Board

DEPUTY HEAD CONFIRMATION NOTE

I approve this departmental Evaluation Plan for Crown-Indigenous Relations and Northern Affairs Canada for the fiscal years 2019-20 to 2023-24, which I submit to the Treasury Board of Canada Secretariat as required by the Policy on Results.

I 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.

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

Daniel Watson
Deputy Minister
Crown-Indigenous Relations and Northern Affairs Canada

1. INTRODUCTION

This document presents the Five-Year Departmental Evaluation Plan for Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC) covering 2019-20 to 2023-24. 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 Inventory, 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 the Treasury Board (TB) 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. The Evaluation, Performance Measurement and Review Branch (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.

Implementation and monitoring of the Plan falls within the EPMRB, Audit and Evaluation Sector (AES), which supports CIRNAC and Indigenous Services Canada (ISC).

2. PLANNING CONTEXT

In August 2017, the Prime Minister announced the dissolution of Indigenous and Northern Affairs Canada (INAC), and the creation of two new departments, CIRNAC and ISC, 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 transformation has been a continuing process that has affected the planning process as the final structures of both departments develop.

CIRNAC continues to renew the nation-to-nation, Inuit-Crown, government-to-government relationship between Canada and 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.

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

Moreover, the Plan serves as an important tool for the Department's Head of Evaluation and EP MRB to manage project workflow and plan the activities of its human resources.

2.3 Policy Framework and Guidance

CIRNAC is subject to the TB 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.

The policy continues to require 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 PMEC as well as the expectations around planning departmental evaluation coverage.

2.4 Evaluation Planning Methodology

CIRNAC updated its Departmental Results Framework – used to report its high level, core responsibilities and outcomes – and a program inventory for 2019-2020 and evaluation planning was conducted in alignment with that framework. Appendix A presents the Program Inventory for CIRNAC by core responsibility. EPMRB has taken the approach to plan for evaluations based on the core responsibilities and program inventory. 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 the last fiscal year in which a program was evaluated, and scheduling 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).

This evaluation plan is also aligned with the 2019-20 to 2020-21 Risk-Based Audit Plan prepared by the Audit and Assurance Services Branch (AASB). Both the AASB and EPMRB are part of the Audit and Evaluation Sector, serving both CIRNAC and ISC. Consideration has been given to timing audits and evaluations in a way that does not over burden programs.

Since the EPMRB supports both departments, consultations with both 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

3.1 *Departmental Core Responsibilities*

Crown-Indigenous Relations and Northern Affairs Canada

CIRNAC's mandate is to continue to renew the nation-to-nation, Inuit-Crown, government-to-government relationship between Canada and First Nations, Inuit and Métis; modernize Government of Canada structures to enable Indigenous peoples to build capacity and support their vision of self-determination; and lead the Government of Canada's work in the North.

The 2019-2020 Core Responsibilities for CIRNAC are:

- Rights and Self-Determination – with 13 supporting programs
- Community Regional Development - with 10 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. A one-to-one relationship between the authorities listed in the Main Estimates and the Program Inventory of ongoing programs of Grants and Contributions deemed a 'program' by the Department 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 August 2018, 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 Grants and Contributions program. Note that programs that are not funded through voted Grants and Contributions are not subject to the *Financial Administration Act* requirements. However, as per the Policy on Results (Section 2.5), programs with five-year average annual expenditures of less than \$5 million per year can be exempted from Section 42.1 and do not need to be evaluated every five years. Guidance from Treasury Board Secretariat states the five-year average is to be calculated on three years of actuals and two years of planned spending (Main Estimates). Based on these parameters, the following programs are not scheduled for evaluation:

Table 1: CIRNAC programs that will not be evaluated, by Program Inventory Number:

PI #	Program Name	Rationale
1	Statutory, Legislative and Policy Support to First Nations Governance	Below \$5 million
5	Consultation and Accommodation	Below \$5 million
9	Other Claims	Not funded through Grants and Contributions
13	Residential Schools Resolution	Below \$5 million
18	Northern Strategic and Science Policy	Below \$5 million
19	Northern Regulatory and Legislative Frameworks	Below \$5 million
22	Canadian High Arctic Research Station	Not funded through Grants and Contributions

This year, one program moved from below the threshold to above, and will now be the subject of an evaluation in 2023-2024: Northern and Arctic Environmental Sustainability (Program Inventory # 20)

3.4 Planned Expenditures and Transfer Payments

According to the 2019–2020 Main Estimates, total planned spending for 2019-20 is outlined in the table below according to the Department’s core responsibilities.

Table 2: CIRNAC Total Planned Spending (2019-20) by Core Responsibility

Core Responsibility	2019-20 Planned Spending
Rights and Self Determination	\$5,144,130,833
Community and Regional Development	\$695,066,509
Internal Services	\$204,767,708
Total	\$6,043,965,050

Source: 2019-20 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 2018-19

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

- ✓ Evaluation of the Strategic Partnerships Initiative Component of the West Coast Energy Initiative (Horizontal)
- ✓ Evaluation of the Federal Contaminated Sites Action Plan (Horizontal)

Also completed in 2018-19, although not addressing direct program spending:

- ✓ Review of Pilimmaksaivik (Federal Centre of Excellence for Inuit Employment in Nunavut)

Looking forward, the following evaluation, which was completed in 2018-19, is expected to be approved in 2019-2020:

- Evaluation of Nutrition North Canada (Horizontal – CIRNAC led)

Evaluations that were on the Plan for 2018-19 that have been rescheduled to 2019-20 include:

- Evaluation of Specific Claims
- Evaluation of Whole Government approach to Modern Treaty Implementation
- Evaluation of Northern Contaminated Sites

4.2 *Implementing the Plan*

Evaluations conducted by EPMRB are used to inform decision making and reporting (such as the Departmental Plan, Departmental Results Report), to assess progress made by programs in achieving expected results and to incorporate lessons learned in order to improve program design and delivery. The Branch also posts approved evaluation reports on its website, after sharing reports with Treasury Board.

EPMRB will work 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. The Department is working to build capacity in collaboration with Indigenous partners with the ultimate objective of improved service delivery. The evaluation function can play an important role in this transformation. With this objective in mind, a decision has been made by the Department to move evaluation resources from the Audit and Evaluation Sector to the new Strategic Policy and Partnerships Sector of ISC, thereby imbedding the function within ISC's Strategic Policy function. This organizational change will be planned and undertaken this fiscal year.

4.3 Planned Evaluation Coverage

CIRNAC plans for 19 evaluations covering half (50 percent) of direct program spending from 2019-2020 to 2023-24. 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 0.04 percent direct program spending. The remaining areas that are not subject to evaluation activities include: Internal Services (three percent); Loans (\$56,303,000 – one percent); and programs that are not funded through grants and contributions (47 percent). CIRNAC covers 100 percent of its voted Grants and Contributions amounts.

Table 3: Planned coverage Grants and Contributions and Departmental Program Spending (DPS):

Fiscal Year	Voted Grants and Contributions (Gs&Cs) amount	Percentage of coverage voted Gs&Cs	Departmental Program Spending	Percentage coverage DPS	Number of evaluations
2019-2020	\$1,104,094,313	42%	\$1,247,481,917	21%	7
2020-2021	\$1,288,195,760	49%	\$1,481,811,404	25%	6
2021-2022	\$141,417,172	5%	\$156,640,828	3%	2
2022-2023	\$80,397,462	3%	\$88,418,736	1%	2
2023-2024	\$8,956,499	1%	\$15,480,565	0%	2
Total	\$2,623,061,206	100%	\$2,989,833,450	50%	19

Source: 2019-2020 Main Estimates

4.4 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, 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 that the validity, reliability, availability and quality of performance information gathered can support evaluations.

Reviews

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

In spring 2018, a request was made by Canadian Northern Economic Development Agency (CanNor) to EPMRB to conduct a Review of Nunavut-based Pilimmaksaivik (Federal Centre of Excellence for Inuit Employment in Nunavut). Pilimmaksaivik was created in 2015 in order to coordinate Canada's whole-of-government approach to the implementation of Article 23 of the *Nunavut Land Claims Agreement*, which aims to increase Inuit participation in government employment in the Nunavut Settlement Area to a representative level (currently 85 percent). The purpose of the Review was to provide a credible and evidence-based assessment of Pilimmaksaivik governance, funding model and impacts to date; and, to provide options for governance, funding and program delivery in order to better meet ongoing Government of Canada obligations. EPMRB undertook the review, which included two data collection trips to three Arctic communities (Iqaluit, Rankin Inlet, and Pangnirtung) where interviews and focus groups were held with representatives of several federal government departments, Government of Nunavut representatives, professional associations, and several Inuit who desired to work for the federal government. The final report was submitted by EPMRB to CanNor in fall 2018 and approved in early 2019. A debrief was held with the President of CanNor as well as assistant deputy ministers and directors general of CIRNAC.

Australian Evaluation Society Annual (2018) Conference

In support of increased capacity within the federal evaluation function, it is important for EPMRB to monitor how evaluation with Indigenous communities is operationalized in other countries, especially in light of the move towards reconciliation and the co-creation of evaluations. An EPMRB team member attended the Australian Evaluation Society annual conference (September 2018) in Launceston, Tasmania. The theme of the conference was co-creation/co-development of evaluations with Indigenous communities, making it highly relevant to the work of EPMRB. In the various conference sessions and workshops, the EPMRB team member learned how evaluations are co-created between the governments of Australia/New Zealand and their respective Indigenous communities, including sessions on best-practices, challenges and timelines. The team member presented findings from the conference at an EPMRB all-staff meeting and drafted and submitted an initial plan to Senior Management of how CIRNAC could develop protocols and best practices for the co-creation of evaluations with Indigenous partners in the Canadian context.

Corporate Advice

In addition to supporting the development of Treasury Board Submissions and Memoranda to Cabinet, EPMRB provides advice on the Department's Departmental Plan, Departmental Results Reports, and other related activities. For example, during 2018-19, the Branch reviewed 27 Treasury Board Submissions and 25 Memoranda to Cabinet for CIRNAC.

Summer Internship Program

Since 2008, the Branch has offered a unique internship program whereby approximately 10 graduate students in Public Policy or Administration, are hired for the summer to conduct a research project. Students participate in learning sessions to give them the skills they will need for their assignment, are placed in positions throughout the Departments to gain work experience and an understanding of the Departments' activities, and work as a team on a special research project. The research project in 2018, entitled "Avenues for Co-development Between Indigenous Partners and the Federal Public Service", focused on developing key principles for co-development of policies, programs and evaluations with Indigenous partners.

The 2018 intern team interviewed 94 stakeholders and travelled across Canada to meet Indigenous leaders, academics and community members.

Presentation at the Canadian Evaluation Society, National Capital Chapter, Annual Learning Event

On February 26, 2019, two representatives of EPMRB made a presentation to the Ottawa-Gatineau evaluation community on the research of the last three cohorts of evaluation interns, entitled “Co-Development Calls to Action: Walking the Talk for Indigenous Evaluation”. The session focused on how evaluators working with Indigenous communities can transform their work with a co-development approach, what the opportunities and barriers are to co-development of federal program evaluations with Indigenous peoples and an interactive idea sharing session on how to put into practice the calls to action proposed by the 2018 interns.

2018 Canadian Evaluation Society Conference on Indigenous Evaluation

A few evaluators from EPMRB attended a unique conference on Indigenous evaluation from May 26 to 29 in Calgary and an additional symposium from May 31 to June 1 in Yellowknife. The conference theme was co-creation and it sought to challenge traditional power relationships in which evaluators operate from a position of privilege and influence, representing a funder or the agency responsible for delivering a program and where clients or target groups are seen as the objects of evaluation. It challenged evaluators to enable change, to share jurisdiction, to develop true partnerships, to build evaluations from the ground up and to acknowledge other methods and perspectives as equal. The Northwest Territories Evaluation Symposium in Yellowknife broke new ground by providing an opportunity for participants to explore new approaches to evaluation in the context of Indigenous knowledge and methods, in partnership with Dedats'eetsaa: the Tłı̨chq̓ Research & Training Institute of the Tłı̨chq̓ Government.

Data Visualization Training

EPMRB organized a branch-wide training session on data visualization over a period of four days in the summer of 2018. Facing the growing demand for effectiveness in reporting on results to senior management, the Branch recognized the importance of visualized data analysis and presentation as a tool for evaluators. The workshops focused on the principles of good data visualization, and techniques such as infographics, data dashboards, “slidedocs”, and one pagers.

4.5 Challenges

Human Resources

EPRMB has been understaffed for several years, which has proved challenging for the Branch to meet workload requirements. Considering the complexity of the work involved, as well as the demand for evaluation skills across the Government, EPMRB is facing challenges in recruitment and retention, most particularly lower and mid-level evaluators.

Performance Information

The availability and quality of performance information remains a challenge for evaluation activities. The Government of Canada introduced the Policy on Results to instill a culture of performance measurement and evaluation, taking a results-focused approach that relies on gathering performance information. All government programs are required to develop performance information profiles to serve as a guide to gather performance information. However, collecting data at the front-line delivery level remains a challenge for program managers given the resources required for setting up databases that can be used to gather data (e.g. tombstone, impact, satisfaction, demographic, financial etc.) and then creating reports from these data sets. The Branch is dependent upon the Government of Canada's goal of advancing reconciliation through self-determination, specifically with investments in building First Nations, Inuit and Métis capacity to collect data on- and off-reserve.

5. FIVE YEAR SCHEDULE OF EVALUATIONS

2019-2020	Sector	Last Evaluated	2019-20 Total Planned Program Spending
Evaluation of Specific Claims	TAG	2013-2014	\$705,942,226
Evaluation of Whole Government Approach to Modern Treaty Implementation (evaluation of the implementation of the Cabinet directive on the federal approach to modern treaties)	IS	Never evaluated	\$2,607,541
Evaluation of Engagement and Capacity Support (Federal Interlocutor's Contribution Program, Basic Organizational Capacity, and Consultation and Policy Development) (Horizontal – led by CIRNAC)	PSD	2013-2014 2008-2009 2014-2015	\$82,446,991 \$25,834,557 \$37,718,346
Evaluation of Individual Affairs	RIA	2013-2014	\$30,158,159
Evaluation of Solid Waste Management	LED	Never evaluated	\$99,190,076
Horizontal Evaluation of the Major Projects Management Office Initiative (MPMOI); led by NRCan	LED	2012	\$0
Evaluation of Northern Contaminated Sites Program	NAO	2013-2014	\$168,918,789
Evaluation of Nutrition North Canada (Horizontal, led by CIRNAC)	NAO	2013-2014	\$94,665,232
2020-2021	Sector	Last Evaluated	2019-20 Total Planned Program Spending
Evaluation of Negotiations of Claims and Self-Government Agreements	TAG	2013-2014	\$194,562,797
Evaluation of Management and Implementation of Agreement and Treaties	IS	2015-2016	\$1,028,842,076
Evaluation of Indigenous Entrepreneurship and Business Development	LED	2015-2016	\$49,390,422
Evaluation of Economic Development Capacity and Readiness	LED	2015-2016	\$114,988,693
Evaluation of Land, Natural Resources and Environmental Management	LED	2015-2016	\$94,027,416
Evaluation of Indigenous Employee Initiatives and Development Programs (Horizontal)	PSD/HR	Never evaluated	\$0
2021-2022	Sector	Last Evaluated	2019-20 Total Planned Program Spending
Evaluation of Northern and Arctic Governance and Partnership	NAO	2016-2017	\$119,685,988
Evaluation of Climate Change Adaptation and Clean Energy (Horizontal; led by ECCC)	NAO	2015-2016	\$36,954,840

2022-2023	Sector	Last Evaluated	2019-20 Total Planned Program Spending
Evaluation of First Nation Jurisdiction over Land and Economic Development	LED	2016-2017	\$88,418,736
Evaluation of the Impact Assessment and Regulatory Processes (Horizontal; led by CEAA)	LED/TAG / NAO	Never evaluated	\$0
2023-2024	Sector	Last Evaluated	2019-20 Total Planned Program Spending
Evaluation of Northern and Arctic Environmental Sustainability	NAO	Never evaluated	\$15,480,565
Evaluation of Federal Contaminated Sites Action Plan (Horizontal; led by ECCC)	NAO/LED	2018-2019	\$0

APPENDIX A – DEPARTMENTAL RESULTS FRAMEWORK 2019-2020

Core Responsibility	Departmental Results	Program Inventory
Rights and Self-Determination	Indigenous peoples and Northerners determine their political, economic, social and cultural 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
	Indigenous peoples and Northerners advance their governance institutions	
	Past injustices are recognized and resolved	
Community and Regional Development	Indigenous communities advance their business development and economic growth	<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 Canada
	Indigenous and northern communities strengthen their capacity to adapt to changing environments	
	Land and resources in Indigenous communities and the North are sustainably managed	