



# Crown-Indigenous Relations and Northern Affairs Canada Five-Year Evaluation Plan 2020-2021 to 2024-2025

August 2020



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## ACRONYMS

AES	Audit and Evaluation Sector
CIRNAC	Crown-Indigenous Relations and Northern Affairs Canada
GBA+	Gender-based Analysis Plus
Gs&Cs	Grants and Contributions
IS	Implementation Sector
ISC	Indigenous Services Canada
NAO	Northern Affairs Organization
PMEC	Performance Measurement and Evaluation Committee
PSD	Policy and Strategic Direction
RPS	Resolution and Partnerships Sector
TAG	Treaties and Aboriginal Government

## **DEPUTY HEAD CONFIRMATION NOTE**

I approve this departmental Evaluation Plan for Crown-Indigenous Relations and Northern Affairs Canada for the fiscal years 2020-2021 to 2024-2025, 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.

**Original signed on August 27, 2020, by:**

Daniel Quan-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 2020-21 to 2024-25. 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 stakeholders and departments for credible and timely information.

The development of this plan adheres to the Treasury Board 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 Branch's evaluators scope and plan new projects as per the Policy in order to contribute to helping address questions related to the delivery of results for Canadians.

Implementation and monitoring of the Plan falls to the Evaluation Branch of the Audit and Evaluation Sector (AES).

## 2. PLANNING CONTEXT

In August 2017, the Prime Minister announced the dissolution of Indigenous and Northern Affairs Canada, and the creation of two new departments, CIRNAC and Indigenous Services Canada (ISC), 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 an ongoing process as the implementation of the new organizational structures of both departments stabilize.

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 contribute to the Department's 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 Minister ensure that credible, timely and neutral information on the ongoing relevance and performance of direct program spending and ongoing programs of Grants and Contributions (Gs&Cs) 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 Report, 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 the Evaluation Branch to manage project workflow and plan the activities of its human resources.

## **2.3 Policy Framework and Guidance**

CIRNAC is 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.

The Policy continues to require departments to report on both direct program spending and ongoing programs of Gs&Cs 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 Performance Measurement and Evaluation Committee (PMEC) as well as the expectations around planning departmental evaluation coverage.

## **2.4 Evaluation Planning Methodology**

CIRNAC updated its Departmental Results Framework – which sets out its Core Responsibilities, Departmental Results and Departmental Results Indicators – and program inventory for 2020-2021 and evaluation planning was conducted to reflect the changes to the framework. The Evaluation Branch 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. Appendix A presents the Program Inventory for CIRNAC by Core Responsibility.

In addition, there is the requirement under the *Financial Administration Act* (Section 42.1) to evaluate all ongoing programs of Gs&Cs 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 developed in consultation with the Department's Internal Audit team, considering the Risk-Based Audit Plan. While the Evaluation Branch and the Internal Audit team are part of the Audit and Evaluation Sector, the Audit Branch continues to serve both CIRNAC and ISC while the Evaluation Branch serves CIRNAC. Consideration has been given to timing audits and evaluations in a way that does not over burden programs.

When developing the Evaluation Plan, a planning exercise is conducted in consultation with senior management and the Treasury Board Secretariat. Planned evaluation projects, scheduling and resources are discussed with senior management and recommended for approval by the Deputy Minister.

Each evaluation on the Plan has been further assessed based on the review of *Financial Administration Act* or Treasury Board requirements, 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 2020-2021 Core Responsibilities for CIRNAC are:

- Crown-Indigenous Relations – with 10 supporting programs
- Northern Affairs – with eight supporting programs

### 3.2 *Program Structures*

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

Currently, CIRNAC has 24 authorities (Gs&Cs) to support the 18 programs in its program inventory. Therefore, a one-to-one relationship does not exist in all cases between the authorities listed in the Main Estimates and the Program Inventory of ongoing programs of Gs&Cs deemed a 'program' by the Department.

A number of programs draw on multiple Gs&Cs; and conversely, there are Gs&Cs 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 Gs&Cs 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 Gs&Cs program. Note that programs that are not funded through voted Gs&Cs are not subject to the *Financial Administration Act* requirements. However, as per the Policy on Results (Section 2.5), programs with five-year average actual 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 (Public Accounts) 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**

<b>Program Inventory</b>	<b>Rationale</b>
Other Claims	Not funded through Gs&Cs; no requirement to inform major policy or spending decisions
Residential Schools Resolution	Below \$5 million
Northern Strategic and Science Policy	Below \$5 million
Canadian High Arctic Research Station	Not funded through Gs&Cs; no requirement to inform major policy or spending decisions

There have been instances where a program has moved above the threshold. This most recently occurred with Northern and Arctic Environmental Sustainability, which will now be the subject of an evaluation in 2023-2024.

### **3.4 Planned Expenditures and Transfer Payments**

According to the 2020-2021 Main Estimates, total planned spending for 2020-2021 is outlined in the table two according to the Department's core responsibilities.

**Table 2: CIRNAC Total Planned Budgetary Spending (2020-2021) by Core Responsibility**

<b>Core Responsibility</b>	<b>2020-2021 Planned Spending</b>
Crown-Indigenous Relations	4,205,480,925
Northern Affairs	529,963,087
Internal Services	149,979,495
<b>Total</b>	<b>4,885,423,507</b>

*Source: 2020-2021 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. Note that the Loan to Specific Claims (\$25,903,000) is excluded from Crown-Indigenous Relations as it is non-budgetary.

## **4. EVALUATION BRANCH**

### **4.1 Status of Evaluation Completion in 2019-20**

From August 2017 to July 2019, the evaluation needs of CIRNAC and ISC were served through a common evaluation function. In July 2019, the Branch was formally divided so that each department would have its own dedicated evaluation function. The CIRNAC evaluation function continues to report through CIRNAC's Chief Audit and Evaluation Executive; however, some resources were transferred to the new ISC evaluation function, now reporting to ISC's Strategic Policy and Partnerships Sector. Looking back on the previous year, two evaluation reports addressing direct program spending were completed. These evaluations were:

- Evaluation of Nutrition North Canada (Horizontal – CIRNAC-led)
- Horizontal Evaluation of the Major Projects Management Office Initiative (led by Natural Resources Canada)

The following evaluations were conducted in 2019-20 and are planned to be completed and approved in 2020-2021:

- Evaluation of Specific Claims
- Evaluation of the Cabinet Directive on the Federal Approach to Modern Treaty Implementation (formerly “Whole of Government Approach to Modern Treaty Implementation”)
- Evaluation of Engagement and Capacity Support (Federal Interlocutor's Contribution Program, Basic Organizational Capacity, and Consultation and Policy Development)
- Evaluation of Northern Contaminated Sites

## **4.2 Implementing the Plan**

Evaluations conducted by the Evaluation Branch are used to inform decision-making and reporting (such as within 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.

The Evaluation Branch’s evaluators 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 the Evaluation Branch more flexibility in scoping and calibrating its work.

The Evaluation Branch 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 to improve the design and implementation of programming.

## **4.3 Planned Evaluation Coverage**

As per Table 3 below, CIRNAC plans for 16 evaluations covering 75 percent of direct program spending from 2020-2021 to 2024-25. 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 0.03 percent direct program spending. However, the Evaluation Branch is taking the opportunity to evaluate two programs that are exempt from the five-year requirement. The Evaluation of Northern and Regulatory Legislative Frameworks and the Evaluation of Consultation and Accommodation are planned for 2024-25.

The remaining areas that are not subject to evaluation activities include: Internal Services (three percent); Loans (\$56,303,000 – one percent), and programs and other spending that is not funded through grants and contributions (22 percent).

Planned evaluations cover 100 percent of CIRNAC’s voted Gs&Cs amounts.

**Table 3: Planned Coverage Gs&Cs and Departmental Program Spending (DPS)**

Fiscal Year	Voted Gs&Cs coverage	Percentage of coverage of voted Gs&Cs	Departmental Spending	Percentage coverage	Number of evaluations
2020-21	\$1,720,622,455	52%	\$1,889,722,062	39%	4
2021-22	\$1,449,673,528	44%	\$1,540,373,516	32%	5
2022-23	\$32,239,953	1%	\$41,967,126	1%	3
2023-24	\$600,000	0%	\$6,151,013	0%	2
2024-25	\$105,882,058	3%	\$126,854,685	3%	2
<b>Total</b>	<b>\$3,309,017,994</b>	<b>100%</b>	<b>\$3,605,068,402</b>	<b>75%</b>	<b>16</b>

Source: 2020-2021 Main Estimates

#### **4.4 Other Evaluation Branch Activities**

In addition to conducting evaluations, the Evaluation Branch 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.

#### **Neutral Assessment of the Evaluation Function**

The neutral assessment of the Evaluation Function was conducted between July 2019 and January 2020 by an independent consultant. Due to the significant changes that the Department has experienced, as well as the transformational realities of establishing two separate evaluation functions in CIRNAC and ISC during 2019-20, the neutral assessment considered the period from 2016-17 to 2019-20. Given that this was the first neutral assessment under the Treasury Board 2016 *Policy on Results*, the purpose of the assessment was to determine the evaluation function’s level of conformance with the spirit and intent of the Policy, including the Mandatory Procedures for Evaluation and the Evaluation Standards. The assessment was also intended to identify opportunities for improvement where relevant. The neutral assessment was conducted through document review, the assessment of two completed evaluations, and interviews with branch staff. Recommendations made are being addressed by the Branch.

#### **Working Groups**

The Branch has established working groups to address specific issues or to participate in broader departmental issues. Recently, the Evaluation Gender-based Analysis Plus (GBA+) Working Group had representation on the departmental-led GBA+ Network to develop knowledge for applying and integrating GBA+ principles in evaluation. There is also an Evaluation Practices Working Group that discusses how to effectively incorporate values respectful of Indigenous peoples into evaluations and how best to help build evaluation capacity with Indigenous organizations.

## **Corporate Advice**

In addition to supporting the development of Treasury Board Submissions and Memoranda to Cabinet, the Evaluation Branch provides advice on the Department's Departmental Plan, Departmental Results Report, and other related activities. For example, during 2019-20, the Branch reviewed 32 Treasury Board Submissions, 23 Memoranda to Cabinet and 23 supporting documents to Cabinet for CIRNAC.

## **Professional Development**

In line with the Treasury Board Secretariat Directive on Results, which states departmental evaluators should have opportunities to develop their competencies, the Branch supported staff who participated in Canadian Evaluation Society's training sessions and those who attended the 2019 Evaluation Conference, as well as other relevant professional development activities.

## **Performance Measurement**

While the Evaluation Branch 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. The Evaluation Branch 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.

## **Performance Measurement and Evaluation Committee**

The Chief Audit and Evaluation Executive, along with the evaluation team, collaborates with the Chief Finances, Results and Delivery Officer (as the Head of Performance Measurement for CIRNAC) on the various inputs into performance measurement. The evaluation team provides secretariat support to CIRNAC's Performance Measurement and Evaluation Committee (PMEC), which meets periodically throughout the year. The PMEC, chaired by the Deputy Minister, considers a wide range of performance measurement and evaluation products at its meetings. A terms of reference for the PMEC has been approved by the Deputy Minister.

## **Reviews**

From time to time, the Evaluation Branch 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. The Evaluation Branch and other branches of the AES conduct or commission these reviews, discussion papers and studies on topics of relevance to their mandates.

## **4.5 Challenges**

### **Human Resources**

As in previous years, there continues to exist a high demand for evaluation skills across the federal government, which contributes to challenges in recruitment and retention of qualified evaluators. The Evaluation Branch has continued to recruit recent university graduates in order to build capacity by training new employees entering the field of evaluation.

### **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.

## 5. FIVE-YEAR SCHEDULE OF EVALUATIONS

<b>2020-2021</b>	<b>Sector</b>	<b>Last Evaluated</b>	<b>Total Planned Program Spending</b>	<b>Planned Approval Date</b>
Evaluation of Specific Claims	RPS	2013-2014	\$1,431,059,573	Q4 2020-21
Evaluation of the Cabinet Directive on the Federal Approach to Modern Treaty Implementation	IS	Never evaluated	\$2,888,333 (no Gs&Cs)	Q3 2020-21
Evaluation of Engagement and Capacity Support: <ul style="list-style-type: none"> <li>Federal Interlocutor's Contribution Program</li> <li>Basic Organizational Capacity</li> <li>Consultation and Policy Development</li> </ul>	PSD	2013-2014 2008-2009 2014-2015	\$93,164,928 \$25,324,361 \$83,755,994	Q3 2020-21
Evaluation of the Northern Contaminated Sites Program	NAO	2013-2014	\$253,528,873	Q3 2020-21
<b>2021-2022</b>	<b>Sector</b>	<b>Last Evaluated</b>	<b>Total Planned Program Spending</b>	
Evaluation of Negotiations of Claims and Self-Government Agreements	TAG	2013-2014	\$289,498,050	
Evaluation of the Management and Implementation of Agreement and Treaties	IS	2015-2016	\$1,117,459,658	
Evaluation of Northern and Arctic Governance and Partnerships	NAO	2016-2017	\$96,573,304	
Evaluation of Climate Change Adaptation and Clean Energy, including: <ul style="list-style-type: none"> <li>Northern REACHE (Responsible Energy Approach for Community Heat and Electricity) Program</li> <li>Indigenous Community-Based Climate Monitoring Program</li> <li>Climate Change Preparedness in the North - Implementation of Adaptation Actions in the North</li> <li>First Nation Adapt – Floodplain Mapping</li> </ul>	NAO	2015-2016	\$36,842,504	
Evaluation of the Exceptional Contracting Limits Authority	CFRDO	Never evaluated	\$0	

<b>2022-2023</b>	<b>Sector</b>	<b>Last Evaluated</b>	<b>Total Planned Program Spending</b>
Evaluation of First Nation Jurisdiction over Land and Fiscal Management	RPS	2016-2017	\$26,652,483
Evaluation of the Impact Assessment and Regulatory Processes (Horizontal; led by Impact Assessment Agency of Canada)	IS	Never evaluated	\$0
Evaluation of Northern and Arctic Environmental Sustainability	NAO	Never evaluated	\$15,314,643
<b>2023-2024</b>	<b>Sector</b>	<b>Last Evaluated</b>	<b>Total Planned Program Spending</b>
Evaluation of Consultation and Accommodation	IS	2015-2016	\$6,151,013
Evaluation of Federal Contaminated Sites Action Plan (Horizontal; led by ECCC)	NAO	2018-2019	\$0
<b>2024-2025</b>	<b>Sector</b>	<b>Last Evaluated</b>	<b>Total Planned Program Spending</b>
Evaluation of Nutrition North Canada (Horizontal, led by CIRNAC)	NAO	2019-2020	\$108,500,440
Evaluation of Northern Regulatory and Legislative Frameworks	NAO	2015-2016	\$18,354,245

Notes:

1. Total Planned Program Spending includes all funds, Gs&Cs, O&M, Salaries, Employee Benefit Plan, Statutory
2. Figures are based on 2020-2021 Main Estimates

## APPENDIX A – DEPARTMENTAL RESULTS FRAMEWORK 2020-2021

Core Responsibility	Departmental Results	Program Inventory
Crown-Indigenous Relations	Indigenous peoples and Northerners determine their political, economic, social and cultural development	<ul style="list-style-type: none"> <li>• Negotiations of Claims and Self-Government Agreements</li> <li>• Specific Claims</li> <li>• Management and Implementation of Agreements and Treaties</li> <li>• Consultation and Accommodation</li> <li>• Consultation and Policy Development</li> <li>• Federal Interlocutor's Contribution Program</li> <li>• Basic Organizational Capacity</li> <li>• Other Claims</li> <li>• First Nation Jurisdiction over Land and Fiscal Management</li> <li>• Residential Schools Resolution</li> </ul>
	Indigenous peoples and Northerners advance their governance institutions	
	Past injustices are recognized and resolved	
Northern Affairs	Arctic and Northern leadership and governance are advanced	<ul style="list-style-type: none"> <li>• Northern and Arctic Governance and Partnerships</li> <li>• Climate Change Adaptation and Clean Energy</li> <li>• Northern Strategic and Science Policy</li> <li>• Northern Regulatory and Legislative Frameworks</li> <li>• Northern and Arctic Environmental Sustainability</li> <li>• Northern Contaminated Sites</li> <li>• Nutrition North Canada</li> <li>• Canadian High Arctic Research Station</li> </ul>
	Northern and Indigenous communities are resilient to changing environments	
	Northern lands and resources are sustainably managed	