



Affaires autochtones et
Développement du Nord Canada

Aboriginal Affairs and
Northern Development Canada

Aboriginal Affairs and Northern Development Canada

Five-Year Plan for Evaluation and Performance Measurement Strategies

2012-13 to 2016-17

**Evaluation, Performance Measurement and
Review Branch
Audit and Evaluation Sector**



Canada 

TABLE OF CONTENTS

Executive Summary	ii
1. Introduction	1
1.1 Purpose of the Evaluation Plan	1
1.2 Drivers for Evaluation Planning	1
1.3 Departmental Context.....	3
2. Planning Methodology	6
3. 2012-13 to 2016-17 AANDC Plan for Evaluation and Performance Measurement Strategies 12	
Appendix A: AANDC Program Activity Architecture	24
Appendix B: AANDC Evaluation Universe	25

EXECUTIVE SUMMARY

This document represents Aboriginal Affairs and Northern Development Canada's Five-year Plan for 2012-13 to 2016-17 for Evaluation and Performance Measurement Strategies. The plan adheres to guidance provided by the Treasury Board of Canada Secretariat. It aligns with and supports the departmental Management, Resources and Results Structure; ensures the evaluation of all ongoing grants and contribution (G&C) programs on a five-year cycle, and; implements a risk-based approach for determining the calibration of effort for evaluations.

A number of factors were considered in the development of this plan. The planned G&C spending for 2012-13 is included to provide an indication of the level of coverage. The deadline of evaluation, calculated by adding five years to the date of the last evaluation, verifies that proposed evaluations are scheduled within the five-year time period dictated by Treasury Board. The inclusion of planned audits will allow for the development of strategies to reduce the impact on programs and will inform calibration along with risk rankings and the status of performance measurement strategies.

Given the uncertainties presented by the Deficit Reduction Action Plan, this plan focuses on calibrating the level of effort for proposed work in 2012-13 only and will be revisited in the summer of 2012 when the impact of budget announcements are better understood.

The previous plan provided the basis for the updated plan. Changes are based on an analysis of the evaluation universe and input received from senior management. There is a total of 48 evaluations scheduled between 2012-13 and 2016-17, which are fairly evenly distributed across departmental strategic outcomes. Fifty percent of evaluations have a performance measurement strategy in place, which is expected to reduce the level of effort required for these evaluations. Performance measurement strategies are scheduled to be developed in time for another 30 percent of scheduled evaluations.

A calibration of the level of effort was conducted for new evaluations scheduled for 2012-13. The analysis of materiality, risk and complexity revealed a very high risk portfolio of evaluations for year 1 of the plan.

1. INTRODUCTION

This document outlines a plan for evaluating 100 percent of grants and contribution (G&C) programs over the next five years at Aboriginal Affairs and Northern Development Canada (AANDC) and the development of performance measurement strategies.

1.1 Purpose of the Evaluation Plan

The primary purpose of the plan is to help the Deputy Head ensure that credible, timely and neutral information on the ongoing relevance and performance of direct program spending is available to support evidence-based decision making on policy, expenditure management and program improvement. The plan also:

1. Provides an opportunity to align evaluations with information needs of the Department and the information needs of others (e.g. central agencies) as articulated in the *Policy on Evaluation*;
2. Helps ensure that evaluations supporting program redesign are planned and completed in advance of program renewal;
3. Provides an annual platform for program managers and heads of evaluation to discuss the development and implementation of performance measurement strategies that effectively support evaluations;
4. Allows departmental units responsible for the development of the Report on Plans and Priorities (RPP) and the Departmental Performance Reports (DPR), as well as other groups engaged in strategic planning and reporting activities, to identify when evaluations will be available to inform their work;
5. Initiates regular communication and consensus building on evaluation needs and priorities across the Department; and
6. 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, strategic reviews).

Moreover, the plan serves as a management tool for the Head of Evaluation by enabling workflow and human resources planning for the coming years.

1.2 Drivers for Evaluation Planning

In the Government of Canada, evaluation is defined as the systematic collection and analysis of evidence on the outcomes of programs to make judgments about their relevance and performance, and to examine alternative ways to deliver them or to achieve the same results. Evaluation serves to help establish whether or not a program contributed to observed results and to what extent. It also provides an in-depth understanding of why program outcomes were, or were not, achieved.

The Government of Canada adopted the first Evaluation Policy in 1977 to inform expenditure management and/or program decision making. A renewed policy, standard and directive introduced in 2009, requires the evaluation of all ongoing G&C programs every five years and clarifies the management responsibilities and accountabilities of ministers and deputy heads.

The April 2009 Treasury Board Secretariat (TBS) *Policy on Evaluation* states:

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

- a. Supports accountability to Parliament and Canadians by helping the Government to credibly report on the results achieved with resources invested in programs;
- b. Informs government decisions on resource allocation and reallocation by:
 - i. Supporting strategic reviews of existing program spending, to help ministers understand the ongoing relevance and performance of existing programs;
 - ii. Providing objective information to help ministers understand how new spending proposals fit with existing programs, identify synergies and avoid wasteful duplication;
- c. Supports deputy heads in managing for results by informing them about whether their programs are producing the outcomes that they were designed to produce, at an affordable cost; and
- d. Supports policy and program improvements by helping to identify lessons learned and best practices.

In accordance with Section 6.1.7 of the *Policy on Evaluation*, this plan aligns with and supports the departmental Management, Resources and Results Structures (MRRS), which is the framework for the systematic collection and analysis of performance information. It also ensures the evaluation of all ongoing G&C programs every five years, as required by Section 42.1 of the *Financial Administration Act* (FAA). In compliance with Section 6.1.3 of the *Directive on the Evaluation Function*, this plan identifies a risk-based approach for determining methodologies, the level of effort and the appropriate level of resources required to conduct each evaluation.

1.3 Departmental Context

AANDC Mandate

The vision of AANDC is a future in which First Nations, Inuit, Métis and northern communities are healthy, safe, self-sufficient and prosperous - a Canada where people make their own decisions, manage their own affairs and make strong contributions to the country as a whole.

To this end, the Department supports Aboriginal peoples (First Nations, Inuit and Métis) and Northerners in their efforts to:

- improve social well-being and economic prosperity;
- develop healthier, more sustainable communities; and
- participate more fully in Canada's political, social and economic development — to the benefit of all Canadians.

AANDC is the federal department primarily responsible for meeting the Government of Canada's obligations and commitments to First Nations, Inuit and Métis, and for fulfilling the federal government's constitutional responsibilities in the North. The Department's overall mandate and wide-ranging responsibilities are shaped by centuries of history, and unique demographic and geographic challenges. It derives from the *Canadian Constitution*, 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 Aboriginal people and the North.

The Indian and Inuit Affairs mandate derives from the *Indian Act* and its amendments over the years, from specific statutes enabling modern treaties, such as the *Nisga'a Final Agreement Act* or the *Labrador Inuit Land Claims Agreement Act*, and from more recently enacted statutes, among which are statutes like the *First Nations Fiscal and Statistical Management Act* and the *First Nations Jurisdiction Over Education in British Columbia Act*, designed to provide First Nations with jurisdictional powers beyond the *Indian Act*. A significant amount of the Department's mandate is derived from policy decisions and program practices that have developed over the years; it is framed by judicial decisions with direct policy implications for the Department; and it is structured by funding arrangements or formal agreements with First Nations and/or provincial or territorial governments.

The AANDC Minister is also the Federal Interlocutor for Métis and Non-Status Indians, and is responsible for the Office of the Federal Interlocutor. The Office of the Federal Interlocutor uses its relationships and partnerships with other federal departments, other governments, Aboriginal representative organizations and community leaders to raise awareness of the circumstances of Métis, non-status

Indians and urban Aboriginal people, and to increase opportunities for their improved participation in the economy and society.

The Northern Development mandate derives from the *Department of Indian Affairs and Northern Development Act*; from statutes enacting modern treaties north of 60°, such as the *Nunavut Land Claims Agreement Act*, or; self-government agreements, such as the *Yukon First Nations Self-Government Act*, and; from statutes dealing with environmental or resource management, and; is framed by statutes that enact the devolution of services and responsibilities from AANDC to territorial governments, such as the *Canada-Yukon Oil and Gas Accord Implementation Act*.

Most of the Department's programs, representing a majority of its spending, are delivered through partnerships with Aboriginal communities and federal-provincial or federal-territorial agreements. AANDC also works with urban Aboriginal people, Métis and non-status Indians (many of whom live in rural areas) through the Office of the Federal Interlocutor. AANDC is one of 34 federal departments and agencies delivering Aboriginal and northern programs and services.

Program Activity Architecture

AANDC's broad mandate is demonstrated by the Program Activity Architecture (PAA), which supports five strategic outcomes:

1. The Government - Good governance and co-operative relationships for First Nations, Inuit and Northerners.
2. The People - Individual, family and community well-being for First Nations and Inuit.
3. The Land and Economy - Full participation of First Nations, Inuit and Métis individuals and communities in the economy.
4. The North - Self-reliance, prosperity and well-being for the people and communities of the North.
5. Office of the Federal Interlocutor - Socio-economic well-being of Métis, non-status Indians and urban Aboriginal people.

Appendix A provides a more detailed breakdown of the PAA.

Transfer Payment Programs

According to the 2010-11 Public Accounts of Canada, AANDC is the fifth largest in terms of total ministerial net expenditures (behind Finance, Human Resources and Skills Development Canada (HRSDC), National Defence and Public Safety), and third largest in terms of total transfer payments/G&C (behind Finance and HRSDC). In 2010-11, AANDC's total net expenditures were \$8,257,798 and total transfer payments were \$6,722,119. The requirement for all direct program spending and G&C to be evaluated every five years represents a significant volume of work for the Department.

Planned expenditures for Fiscal Year 2012-13

	2012-13 Planned Expenditures (\$ millions)
The Government	1,581.6
The People	3,472.0
The Land and Economy	1,314.7
The North	207.3
The Office of the Federal Interlocutor	28.0
AANDC Total	6,986.1

Due to rounding, figures may not add to totals shown.

Source: 2010-11 AANDC Report on Plans and Priorities

AANDC Challenges and Opportunities

The Aboriginal population is one of the fastest-growing segments of Canadian society. The 2006 Census data show that the number of people who identified themselves as an Aboriginal person has surpassed the one million mark. This growth is bringing with it ever-increasing demands for services as well as the opportunities that an educated, capable Aboriginal youth cohort can offer the labour force of tomorrow. Canada's North possesses unparalleled opportunities for resource development that will transform the lives of all Northerners, including Aboriginal people, the communities they live in, and Canada as a whole.

To contribute to Aboriginal and northern aspirations, the Department must work with Aboriginal and northern people living in isolated communities while others are concentrated in, or in close proximity to, urban areas. In addition, many Aboriginal communities in the North, in particular, are on the front line of environmental and climate change. At the same time, unparalleled opportunities are emerging for Aboriginal and northern communities, arising out of resource development, claims settlements, new program delivery arrangements, new legislative frameworks and, most importantly, out of the growing capacity of these communities to manage their own affairs and pursue their own priorities.

2. PLANNING METHODOLOGY

Section 6.2.3 of the Directive on the Evaluation Function states that the Head of Evaluation is responsible for developing and annually updating a rolling five-year evaluation plan. Accordingly, at AANDC, the Evaluation Plan was developed by the Evaluation, Performance Measurement and Review Branch (EPMRB), which is part of the Audit and Evaluation Sector. The approach for the creation of the 2012-13 Plan was as follows:

Define the evaluation universe and scoping

Defining the evaluation universe leads to the identification of units of evaluation that will contribute to full coverage of the PAA. These units of evaluation are the smallest logical programming units that could be reasonably subject to an individual evaluation.

Past AANDC plans were organized by Strategic Outcomes of the Department and included associated authorities (source of funds), however, they did not show direct links to the MRRS or the amount of G&C. For the 2012-13 Plan, the AANDC evaluation universe in Appendix B was defined to show the linkages between the MRRS, programs, G&C spending, authorities and proposed evaluations. In this way, it is easier to see the level and scope of evaluations, and the coverage of authorities.

In the AANDC MRRS, there are 46 Sub-activities. A total of 26 evaluations identified, or approximately 54 percent of all evaluations, are at the Sub-activity level. There are five evaluations that target multiple Sub-activities and another six that are at the Sub-sub-activity level or lower. There are a number of reasons for the varying scoping of evaluations:

- In the past, to meet *Evaluation Policy* requirements for coverage and deadlines of expiring authorities, multiple programs were clustered into a single evaluation for efficiency.
- Programs were also clustered into a single evaluation where, Sub-activities are closely linked and contribute to common outcomes.
- At AANDC, Sub- activities are not consistent in terms of their size and complexity. One Sub-activity might entail a small evaluation such as Registration Administration while a second might require a large evaluation such as Activation of Community Assets.
- There are also instances where, within the PAA, a program is unique within the Sub-activity. In order to achieve economies of scale, where possible, these unique programs are incorporated into other evaluations.

Efforts to define the evaluation universe were complicated by the associated authorities. Some programs use multiple authorities and some authorities direct funding to multiple programs. Some gaps in information remain for the evaluation

universe so EPMRB will continue to work with the Chief Financial Office to ensure 100 percent coverage in the plan.

Conduct a risk assessment of units of evaluation

Each year, the Audit and Assurance Services Branch (AASB) in the Audit and Evaluation Sector at AANDC develops risk rankings for Sub-activities. The process followed involves extensive review of corporate documents, workshops and consultations with program representatives and external stakeholders and is an essential component for the preparation of the Risk-Based Audit Plan,

The AASB risk approach is consistent with guidance from the Office of the Comptroller General, is thorough, and for the most part, the audit and evaluation units were the same. Risk considerations include impact of identified risks on the achievement of departmental outcomes, materiality, scope, potential for public scrutiny, legal risk, prevalence of risk, and the severity of consequences.

Previously, in the preparation of the plan, EPMRB conducted its own risk analysis and assigned risk rankings of low, medium or high for mission risk, materiality and availability of performance information. These rankings were used to prioritize evaluation and performance measurement projects, and for scoping, resource assignment and timing considerations. In order to take advantage of the risk ranking process above and not duplicate efforts, EPMRB decided to adopt the AASB risk ranking to inform the level of effort and allocation of resources for evaluations.

There are five levels of risk identified in the Risk-Based Audit Plan, which take into account the number of risk factors and the severity of consequences on the Department and stakeholders. The five levels are defined as follows:

- **Very high risk** – The auditable entity is inherently exposed to multiple risks that are expected to remain or get worse over time. Business conditions contain considerable risk factors. If one or more risks were to materialize, consequences would be severe and could include permanent or long-term damage to AANDC's ability to achieve its objectives. Consequences would be felt by the majority of stakeholders, both internally and externally to AANDC.
- **High Risk** - The auditable entity is inherently exposed to many risks that are expected to remain over time. Business conditions contain many risk factors. If one or more risks were to materialize, consequences would be significant and could be endured by AANDC with significant management attention. Some AANDC activities could be subject to significant review or changed ways of operation. Consequences would be felt by many stakeholders.
- **Moderate Risk** - The auditable entity is inherently exposed to several risks that are expected to remain over time. Business conditions contain some risk factors. If one or more risks were to materialize, consequences would be moderate and could be managed with a minor level of management attention. Consequences would be felt by a sub-set of stakeholders.

- **Low Risk** - The auditable entity is exposed to a few risks that may diminish over time. Business conditions contain a few risk factors. If one or more risks were to materialize, consequences would be minor and could be absorbed through normal activity. Consequences would be isolated.
- **Very Low Risk** - The auditable entity is inherently exposed to few or no risks. Business conditions contain few or no risk factors. If one or more risks were to occur, the consequences would be negligible and could be absorbed through normal activity.

Create the Plan

The 2012-13 Plan builds upon the previous year's plan. As discussed above, the units of evaluation were aligned with the MRRS and planned G&C spending was added. Deadlines for evaluations were documented to ensure that an evaluation was scheduled to take place within five years from the date of the previous one.

A central goal in the design of the plan was to provide an even and strategically clustered distribution of evaluation projects to balance the impact on program managers, regional operations, across sectors as well as on EPMRB.

On occasion in the past, an evaluation was scheduled in the same year as an audit leading to pressures on program staff. To mitigate this in the future, EPMRB included audits from the 2012-13 Risk-Based Audit Plan. Where audits and evaluations are scheduled to occur in the same year, it was agreed with AASB that audit work will be conducted early in the fiscal year, so that programs are not overburdened with requests for information.

The addition of planned audits is also useful for the calibration of effort for evaluations. Audits generally reveal a considerable amount about the design and management of programs and give early indications on the achievement of program outcomes. Audits scheduled in advance of an evaluation can impact the scope and level of effort needed for an evaluation.

An important consideration in the design of this plan was the anticipated Deficit Reduction Action Plan (DRAP). The Government of Canada has committed to reducing expenditures by 10 percent during the 2012-13 fiscal year to support efforts to reduce the country's deficit. Although details of DRAP have yet to emerge, it is against this back drop that evaluation planning has taken place. To compensate for the uncertainty going forward, EPMRB focused largely on defining work for 2012-13 and will revisit the plan in the summer of 2012.

In this plan, 48 evaluations are scheduled between 2012-13 and 2016-17. The table below shows the distribution of evaluations for the five years covered by the plan.

Distribution of Evaluations by Strategic Outcome and by Year

Year	Government	People	Land and Economy	North	Office of the Federal Interlocutor	TOTAL
Carry over from 2011/12	0	4	0	3	0	7
2012/13	4	2	3	2	1	12
2013/14	2	2	5	2	0	11
2014/15	3	0	1	2	0	6
2015/16	3	1	3	2	1	10
2016/17	0	1	0	1	0	2
TOTAL	12	10	12	12	2	48

There is a fairly even distribution of total evaluations by Strategic Outcome with 10 to 12 evaluations per strategic outcome area over the five year period. The annual distribution of evaluations by sector is also fairly even, however, there are a few years where no evaluations are scheduled for certain sectors and a few years where one sector is targeted for a relatively large number of evaluations such as Land and Economy Sector in 2013-14, which has five evaluations scheduled. These discrepancies will be addressed when the plan is revisited in June 2012.

Similar to the identification of evaluations, the schedule for the development of performance measurement strategies has been taken from the previous year's plan. Typically, performance measurement strategies have been targeted to follow an evaluation. Interestingly, all performance measurement strategies in the previous plan, except one, were scheduled to be completed by 2012-13.

Currently, 24 of the 48 planned evaluations (50 percent) have a performance measurement strategy in place. There are 14 evaluations that have a performance measurement strategy scheduled to be developed in time for the evaluation. The remaining 20 percent are only partially covered in that a performance measurement strategy exists for a component (ie. Sub-sub-activity) of the evaluation or have no performance measurement strategy planned. The strategy and timeline for developing new performance measurement strategies will also be revisited in June 2012.

Consultation with Senior Management

Once a draft plan had been generated, meetings were organized with all direct reports to the Deputy Minister to confirm the scoping and timing of proposed evaluations. The meetings with senior managers also provided an opportunity to ensure evaluations were aligned with their information needs (ie. Reporting commitments to Parliament, program reviews). As a result of these discussions, two evaluations were moved forward to 2012-13.

Calibration of Level of Effort

Section 6.2.1, subsection c, of the *Standard on Evaluation for the Government of Canada* gives departments the flexibility to calibrate the nature and depth of each evaluation undertaken in relation to the risks associated with the program and the information needs of the Deputy Head.

An analysis of the ten evaluations to be started in 2012-13 was undertaken to determine the level of effort required for each evaluation and better align available resources. Four considerations went into the calibration exercise:

1. **Materiality** – A score of 3 was assigned to evaluations of programs with annual G&C spending over \$500 million; 2 was for spending between \$100 and \$500 million, and; 1 was assigned to evaluations covering less than \$100 million.
2. **Risk** – A score of 4 was assigned to evaluation units with a risk ranking of “very high”; 3 for “high”, 2 for “moderate” and 1 for “low”
3. **Complexity** – The scores for complexity were guided by the number of delivery partners, coverage, governance structure, number of delivery mechanisms and number of objectives:

High (score=3)	Medium (score=2)	Low (score=1)
Large number of external delivery partners or delivery through the regions, broad coverage, complex governance structure, multiple delivery structures for multiple objectives	Small number of delivery partners (ie. regions), targeted to a few groups with slightly different characteristics, multiple layers of governance, one delivery structure	Delivery out of Headquarters or one single entity, targeted to one group, simple governance structure, one objective

Performance Measurement – The availability of performance measurement data was ranked according to the number of years a performance measurement strategy had been in place. Green indicates a performance measurement strategy has been in place for three or more years. Yellow signifies a new performance measurement strategy has been in place for one to two years. Red means no performance measurement strategy exists. The scoring permits a maximum score of 10. Results of the calibration exercise are as follows:

Planned Evaluation	Materiality	Risk	Complexity	Total	Performance Measurement
Impacts of Comprehensive Land Claims Agreements and Self-Government Agreements	3	4	3	10	
Negotiations and Implementation of Self-Government Agreements and Comprehensive Land Claim Agreements	3	4	3	10	
Specific Claims Action Plan (Summative Evaluation)	3	3	3	9	
Income Assistance, National Child Benefit Reinvestment and Assisted Living	3	3	3	9	
First Nations Water and Wastewater Infrastructure	3	3	3	9	
Federal Contaminated Sites Action Plan	3	3	3	9	
Enhanced Prevention Focused Approach for the First Nations Child and Family Services Program in Quebec and Prince Edward Island	3	4	1	8	
Activation of Community Assets	1	4	3	8	
Aboriginal Entrepreneurship	2	3	2	7	
Northern Nutrition Contribution (Implementation Evaluation)	1	3	1	5	
Federal Interlocutor's Contribution Program and <i>Powley</i> : Reconciliation and Management of Métis Aboriginal Rights	1	1	2	4	
Consultation and Engagement Initiatives	1	2	1	4	

The analysis above shows that of the 12 evaluations scheduled for 2012-13, seven are of high materiality involving annual G&C spending over \$500 million. Four received a risk ranking of “very high” and six were ranked as “high”. Seven are deemed complex. Two evaluations received the maximum score of 10 and four were found at 9 and two at 8. Only three evaluations received a ranking of 5 or below, which means that EP MRB has a complex, high risk portfolio of evaluations for the first year of the plan. The calibration levels will be used to determine the level of effort and assignment of resources.

The ranking of performance measurement reveals six evaluations do not have a performance measurement strategy to work from. Only one evaluation has a strategy that is older than three years and the remaining five evaluations have new performance measurement strategies. The absence of performance measurement strategies will impact the level of effort for an evaluation. Evaluations will have to introduce methodologies that address the data gaps, which typically requires a greater level of effort and increased resources.

3. 2012-13 TO 2016-17 AANDC PLAN FOR EVALUATION AND PERFORMANCE MEASUREMENT STRATEGIES

Planned Evaluation	MRRS Level	MRRS ID	Program Name	Last Evaluation	Planned G&C Spending for 2012-13	*Deadline for Evaluation	Calibration Considerations		
							Planned Audit	Risk Ranking	PM Strategy Status
Year 1: 2012-13									
THE GOVERNMENT	SO	1							
Impacts of Comprehensive Land Claims Agreements and Self-Government Agreements	SA	1.3.1	Implementation of modern treaty obligations	Comprehensive Land Claims evaluated in 08/09	\$675,069,586	2013/14		VH	Comprehensive Land Claim Agreements and Self-Government Agreements to be presented to EPMRC in April 2012
Specific Claims Action Plan (Summative Evaluation)	SA	1.2.2	Specific Claims	Implementation Evaluation of the Specific Claims Action plan completed in 11/12 Requirement for Summative Evaluation in 2012/13	\$559,036,636	2012/13	2012/13 Audit of AANDC Support to Specific Claims	H	Specific Claims submitted to Treasury Board in 2008 To be updated following evaluation in 2012/13
Consultation and Engagement Initiatives	SA	1.2.4		Test Case Funding evaluated in 08/09	\$14,762,393	2013/14		M	
Negotiations and Implementation of Self-Government Agreements and Comprehensive Land Claim Agreements	SA	1.2.1	Negotiations of Claims and Self-Government	Self-Government evaluated in 2011 Comprehensive Land Claims last evaluated in 2008-09	combined with Impacts of Comprehensive Land Claims Agreements...		2014/15 Audit of Negotiation of Comprehensive Land Claims and Self Government Agreements	VH	To be completed in 2012/13
THE PEOPLE	SO	2							

Planned Evaluation	MRRS Level	MRRS ID	Program Name	Last Evaluation	Planned G&C Spending for 2012-13	*Deadline for Evaluation	Calibration Considerations		
							Planned Audit	Risk Ranking	PM Strategy Status
CARRY OVER Elementary and Secondary Education	SA	2.1.1	Elementary and Secondary Education	First Nations and Inuit Youth Employment Strategy last evaluated by HRSDC 09/10	\$1,671,935,140		2013/14 Audit of Elementary and Secondary Schools	VH	Education approved by EPMRC in Nov 2010
CARRY OVER Post-Secondary Education	SA	2.1.2	Post-secondary Education		\$1,500,000		2012/13 Follow-up audit of Post Secondary Education	H	Education approved by EPMRC in Nov 2010
Income Assistance, National Child Benefit Reinvestment and Assisted Living	SA	2.2.1	Income Assistance	Income Assistance, National Child Benefit Reinvestment and Assisted Living evaluated in 08/09	\$969,947,716	2013/14	2012/13 Audit of Income Assistance	VH	Social Development approved by EPMRC in Feb 2011
	SA	2.2.2	National Child Benefit Re-investment		\$1,260,000			M	
	SA	2.2.3	Assisted Living					M	
CARRY OVER Enhanced Prevention Focused Approach for the First Nations Child and Family Services Program in Nova Scotia and Saskatchewan	SA	2.2.4	First Nations Child and Family Services	Child and Family Services evaluated in 07/08	\$606,632,716	2012/13		VH	Social Development approved by EPMRC in Feb 2011
Enhanced Prevention Focused Approach for the First Nations Child and Family Services Program in Quebec and Prince Edward Island	SA	2.2.4	First Nations Child and Family Services	Enhanced Prevention Focused Approach for the First Nations Child and Family Services Program in Nova Scotia and Saskatchewan to be completed in 12/13. Child and Family Services	see above	2013/14		VH	Social Development approved by EPMRC in Feb 2011

Planned Evaluation	MRRS Level	MRRS ID	Program Name	Last Evaluation	Planned G&C Spending for 2012-13	*Deadline for Evaluation	Calibration Considerations			
							Planned Audit	Risk Ranking	PM Strategy Status	
				evaluated in 07/08						
CARRY OVER Indian Moneys, Estates and Treaty Annuities	SA	2.3.2	Management of Moneys	Currently underway. Evaluation of <i>First Nations Oil and Gas Moneys Management Act</i> Implementation completed in 10/11.	\$0	2013/14	2013/14 Audit of the Management of Moneys		To be developed in 2012/13	
	SA	2.3.3	Estates Management		\$672,000					M
	SA	2.3.4	Treaty Annuities		\$1,400,000					H
LAND AND THE ECONOMY	SO	3								
Aboriginal Entrepreneurship	SA	3.1.1	Aboriginal Entrepreneurship	INAC's Aboriginal Economic Development Programs evaluated in 08/09	\$44,816,000	2013/14	2013/14 - Audit of Economic Development Programs (LED)		To be developed in 2012/13	
	SSA	3.1.1.1	Access to Capital and Business Services		\$103,525,429					H
Activation of Community Assets	SA	3.1.2	Activation of Community Assets	INAC's Aboriginal Economic Development Programs evaluated in 08/09	\$16,577,565	2013/14			To be developed in 2012/13	
	SSA	3.1.2.1	Investment in Economic Opportunities							VH
	SSA	3.1.2.2	Creation of Rights and Interests in Reserve Land	Evaluated under <i>Impact Evaluation of Contributions to Indian Bands for Land Management on Reserve</i>						VH

Planned Evaluation	MRRS Level	MRRS ID	Program Name	Last Evaluation	Planned G&C Spending for 2012-13	*Deadline for Evaluation	Calibration Considerations		
							Planned Audit	Risk Ranking	PM Strategy Status
	SSA	3.1.2.3	Federal Management of Oil and Gas Interests in Reserve Land		\$730,000		2014/15 Audit of Southern and Northern Oil and Gas	VH	Indian Oil and Gas Canada approved by EPMRC in Feb 2011
	SSA	3.1.2.4	First Nations Commercial and Industrial Development					VH	
	SSA	3.1.2.5	First Nations Land Management		\$9,851,892			VH	Reserve Land Environment Management Program approved by EPMRC in June 2010
	SSA	3.1.2.6	First Nations Oil and Gas Management	<i>First Nations Oil and Gas and Moneys Management Act</i> last evaluated 09/10		2014/15		VH	
First Nations Water and Wastewater Infrastructure	SA	3.3.1	Water and Wastewater Infrastructure	First Nations Water Management Strategy evaluated in 07/08	\$961,018,891	2012/13	2012/13 Audit of Water and Wastewater Infrastructure, 2014/15	H	Umbrella Infrastructure approved by EPMRC in Sept 2009
THE NORTH	SO	4							
CARRY OVER International Polar Year		4.2.2	International Polar Year	Evaluation currently underway				M	IPY developed in 2008
CARRY OVER Northern Contaminants Program/Northern	SA	4.2.1	Northern Contaminants	Evaluation currently underway	\$5,811,000			L	Logic model and performance indicators 1990 to 2010/11

Planned Evaluation	MRRS Level	MRRS ID	Program Name	Last Evaluation	Planned G&C Spending for 2012-13	*Deadline for Evaluation	Calibration Considerations		
							Planned Audit	Risk Ranking	PM Strategy Status
Scientific Training Program									
Northern Nutrition Contribution (Implementation Evaluation)	SA	4.1.2	Nutrition North	Food Mail evaluated in 08/09	\$53,930,000	2013/14	2013/14 Audit of Nutrition North	H	Nutrition North Canada approved by EPMRC in Sept 2010
Federal Contaminated Sites Action Plan <i>Note: Horizontal evaluation with EC lead</i>	SSA	4.3.3	Contaminated Sites	Contaminated Sites last evaluated 08/09		2013/14	2014/15 Audit of Northern Contaminated Sites	H	Federal Contaminated Sites Action Plan developed by Environment Canada January 2012
CARRY OVER Advancing Conservation Interests in the NWT	SSA	4.3.5	Environmental Management	Evaluation currently underway					Results-based Management and Accountability Framework 2008
OFFICE OF THE FEDERAL INTERLOCUTOR	SO	5							
Federal Interlocutor's Contribution Program and Powley: Reconciliation and Management of Métis Aboriginal Rights	PA	5.2	Métis and Non-Status Indian Organizational Capacity Development	Federal Interlocutor's Contribution Program and Powley: Management of Métis Aboriginal Rights evaluated in 07/08	\$5,504,000	2012/13		L	Consultation and Policy Development approved by EPMRC in Sept 2010
	PA	5.3	Métis Rights Management		\$8,000,000			M	Basic Organizational Capacity for Representative Organizations to be developed in 2012/13
YEAR 2: 2013-14									
THE GOVERNMENT	SO	1							

Planned Evaluation	MRRS Level	MRRS ID	Program Name	Last Evaluation	Planned G&C Spending for 2012-13	*Deadline for Evaluation	Calibration Considerations		
							Planned Audit	Risk Ranking	PM Strategy Status
Support for First Nations Governments	SA	1.1.1	First Nations Governments	Indian Government Support evaluated 09/10.	\$371,832,914	2013/14		H	Indian Government Support approved by EPMRC in Nov 2011 Capacity Development Partnership Program - under development for 2012/13
Support for Institutions and Organizations including Métis and Non-Status Indian Organizations	SA	1.1.2	Representative Organizations	Basic Organizational Capacity evaluated 09/10 and Basic Organizational Capacity for Representative Organizations and for Consultation and Policy Development evaluated 08/09. <i>First Nations Fiscal and Statistical Management Act</i> evaluated in 11/12	\$40,026,531	2013/14		M	Basic Organizational Capacity for Representative Organizations to be developed in 2012/13
THE PEOPLE	SO	2							
National Aboriginal Achievement Foundation	N/A	N/A		National Aboriginal Achievement Foundation last evaluated 09/10	\$817,000	2014/15		N/A	

Planned Evaluation	MRRS Level	MRRS ID	Program Name	Last Evaluation	Planned G&C Spending for 2012-13	*Deadline for Evaluation	Calibration Considerations		
							Planned Audit	Risk Ranking	PM Strategy Status
Enhanced Prevention Focused Approach for the First Nations Child and Family Services Program in Manitoba	SA	2.2.4	First Nations Child and Family Services	Enhanced Prevention Focused Approach for the First Nations Child and Family Services Program in Nova Scotia and Saskatchewan to be completed in 12/13 and Quebec and PEI in 13/14. Child and Family Services evaluated in 07/08	see above	2014/15		VH	Social Development approved by EPMRC in Feb 2011
LAND AND THE ECONOMY	SO	3							
Procurement Strategy for Aboriginal Business	SSA	3.1.1.2	Procurement Opportunities	Procurement Strategy for Aboriginal Business evaluated in 08/09		2013/14		H	Under development for 2012/13
The Aboriginal Economic Development Framework and Strategic Federal Investments and Partnerships	SA	3.1.3	Strategic Federal Investments and Partnerships		\$14,450,000			M	Federal Framework for Aboriginal Economic Development approved by EPMRC in Sept 2010 Strategic Partnership initiative approved by EPMRC in Sept 2010 Revised Framework under development for 2012/13
Environmental Sustainability and Contaminated Sites on	SSA	3.2.4.1	Contaminated Sites on Reserve	Contaminated Sites evaluated 08/09	\$18,371,628	2013/14		VH	Contaminated Sites Management under development for

Planned Evaluation	MRRS Level	MRRS ID	Program Name	Last Evaluation	Planned G&C Spending for 2012-13	*Deadline for Evaluation	Calibration Considerations		
							Planned Audit	Risk Ranking	PM Strategy Status
Reserve	SSA	3.2.4.2	Environmental Sustainability					VH	2012/13
Capital Facilities and Maintenance	SA	3.3.2	Education Facilities	Capital Facilities and Maintenance evaluated in 09/10		2014/15		M	Umbrella Infrastructure approved by EPMRC in Sept 2009
	SA	3.3.3	Housing	Evaluation of INAC's On-Reserve Housing Support 10/11			2012/13 Audit of Housing Certification and Ministerial Loan Guarantee process, 2014/15	H	
	SA	3.3.4	Community Infrastructure Assets and Facilities				2014/15 Audit of On-Reserve Infrastructure (Excluding Water, wastewater and Housing)	VH	
First Nations Infrastructure Fund	SA	3.3.4	Community Infrastructure Assets and Facilities	Implementation Evaluation of the First Nations Infrastructure Fund completed in 09/10	\$53,830,000	2014/15		VH	
THE NORTH	SO	4							
NWT Devolution	SA	4.1.1	Political Development and Intergovernmental Relations		\$3,427,388			M	
Northern Contaminated Sites	SA	4.3.3	Contaminated Sites	Contaminated Sites last evaluated 08/09	\$30,565,962	2013/14	2014/15 Audit of Northern Contaminated Sites	H	Northern Contaminated Sites approved by EPMRC in May 2010

Planned Evaluation	MRRS Level	MRRS ID	Program Name	Last Evaluation	Planned G&C Spending for 2012-13	*Deadline for Evaluation	Calibration Considerations		
							Planned Audit	Risk Ranking	PM Strategy Status
OFFICE OF THE FEDERAL INTERLOCUTOR	SO	5							
<i>Note: To be evaluated as part of Support for Institutions and Organizations, including Métis and Non-Status Indian Organizations</i>	PA	5.2	Métis and Non-Status Indian Organizational Capacity Development		\$6,565,000			L	Basic Organizational Capacity for Representative Organizations to be developed in 2012/13
Year 3: 2014-15									
THE GOVERNMENT	SO	1							
Impact of Self-Government Agreements	SA	1.3.1	Implementation of modern treaty obligations	Federal Government's Implementation of Self-Government and Self Government Agreements evaluated in 10/11	combined with Impacts of Comprehensive Land Claims Agreements...	2015/16		VH	Federal Government's Implementation of Self-Government under development for 2012/13
BC Treaty Related Measures	SA	1.2.1	Negotiations of Claims and Self-Government	BC Treaty Related Measures evaluated in 09/10	\$9,425,700	2014/15		VH	Treaty Related Measures approved by EPMRC in June 2010
Treaty Commissions	SA	1.3.2	Management of Treaty Relationships	Treaty Commissions evaluated in 09/10	\$750,000	2014/15		M	Treaty Commissions approved by EPMRC in Feb 2011
LAND AND THE ECONOMY	SO	3							
Emergency Management Assistance for Activities On Reserve	SSA	3.2.4.3	Emergency Management Assistance	Emergency Management Assistance for Activities On Reserve last evaluated 09/10	\$9,736,000	2014/15	2012/13 Audit of Emergency Management Assistance	VH	Under development for 2012/13
THE NORTH	SO	4							

Planned Evaluation	MRRS Level	MRRS ID	Program Name	Last Evaluation	Planned G&C Spending for 2012-13	*Deadline for Evaluation	Calibration Considerations		
							Planned Audit	Risk Ranking	PM Strategy Status
Northern Governance – Support for Territorial Relations and Northern Organizations	SA	4.1.1	Political Development and Intergovernmental Relations		\$3,950,000			M	
Northern Nutrition Contribution (Impact Evaluation)	SA	4.1.2	Nutrition North	Implementation Evaluation of Northern Nutrition Contribution in 12/13. Food Mail evaluated in 08/09	see above	2013/14	2013/14	H	Nutrition North Canada approved by EPMRC in Sept 2010
Year 4: 2015-16									
THE GOVERNMENT	SO	1							
Inuit Art Foundation	SSA	1.1.2.2	Professional Development	Inuit Art Foundation evaluated in 10/11	\$458,000	2015/16		M	
Miawpukek Grant Agreement	SA	1.1.1	First Nations Governments	Miawpukek Grant Agreement last evaluated 10/11	\$10,020,000	2015/16		H	
Inuit Relations Secretariat	SA	1.2.3	Inuit Relations	Inuit Counselling in the South evaluated in 10/11	\$3,079,800	2015/16		L	
THE PEOPLE	SO	2							
Registration Administration	SA	2.3.1	Registration and Membership	Last evaluated in September 2010	\$8,290,378	2015/16	2014/15 Audit of the Indian Registry System	VH	Under development for 2012/13
LAND AND THE ECONOMY	SO	3							
Federal Administration of Reserve Land	SA	3.2.1	Additions to Reserve	Evaluated under <i>Impact Evaluation of Contributions to Indian Bands for Land Management on Reserve</i>	\$4,980,000		2013-14 Audit of Additions to Reserve	H	Additions To Reserve approved by EPMRC in June 2010

Planned Evaluation	MRRS Level	MRRS ID	Program Name	Last Evaluation	Planned G&C Spending for 2012-13	*Deadline for Evaluation	Calibration Considerations		
							Planned Audit	Risk Ranking	PM Strategy Status
	SA	3.2.2	Registration of Rights and Interests in Reserve Lands				2012/13 Audit of Lands Management (including Lands Registry System)	H	Federal Administration of Reserve Land under development for 2012/13
	SA	3.2.3	Clarity of Reserve Boundaries					M	
EcoENERGY for Aboriginal and Northern Communities <i>Note: Horizontal evaluation with EC lead</i>		3.3.5	Renewable Energy and Energy Efficiency	EcoEnergy for Aboriginal and Northern Communities evaluated in 10/11	\$1,000,000	2015/16		L	EcoENERGY for Aboriginal and Northern Communities approved by EPMRC in June 2011
EcoENERGY for Aboriginal and Northern Communities – AANDC Component									
THE NORTH	SO	4							
AANDC's Climate Change Adaptation Program - Assist Northerners in Assessing Key Vulnerabilities and Opportunities <i>Note: Horizontal evaluation with EC lead</i>	SA	4.1.3	Climate Change Adaptation	INAC's Climate Change Adaptation Program evaluated in 2011-12	\$3,950,000	2016/17		M	Climate Change Adaptation approved by EPMRC in June 2011
AANDC's Climate Change Adaptation Program - Assist Northerners in Assessing Key Vulnerabilities and Opportunities -AANDC Component									

Planned Evaluation	MRRS Level	MRRS ID	Program Name	Last Evaluation	Planned G&C Spending for 2012-13	*Deadline for Evaluation	Calibration Considerations		
							Planned Audit	Risk Ranking	PM Strategy Status
OFFICE OF THE FEDERAL INTERLOCUTOR	SO	5							
Urban Aboriginal Strategy	PA	5.1	Urban Aboriginal Strategy	Urban Aboriginal Strategy evaluated in 11/12		2016/17		M	Under development for 2012/13 pending extension
Year 5: 2016-17									
THE PEOPLE	SO	2							
Family Violence Prevention	SA	2.2.5	Family Violence Prevention	Evaluation to be completed in 11/12.	\$18,515,393			M	Social Development approved by EPMRC in Feb 2011
THE NORTH	SO	4							
Northern Regulatory Improvement Initiative, Land, Resources and Environmental Management	SA	4.3.1	Oil and Gas	Evaluation to be completed in 11/12.			2014/15	H	To be developed in 2012/13
	SA	4.3.2	Mines and Minerals		\$20,449,313			M	
	SA	4.3.4	Land and Water Management					M	
		4.3.5	Environmental Management					M	Cumulative Impacts Monitoring Program and Nunavut General Monitoring Program approved by EPMRC in Sept 2010

*Deadline for Evaluation=Date of last evaluation plus five years

APPENDIX A: AANDC PROGRAM ACTIVITY ARCHITECTURE

2012–2013 Aboriginal Affairs and Northern Development Canada – Program Activity Architecture (PAA)

1 The Government	2 The People	3 The Land and Economy	4 The North	5 Office of the Federal Interlocutor
<i>Good governance and co-operative relationships for First Nations, Inuit and Northerners</i>	<i>Individual, family and community well-being for First Nations and Inuit</i>	<i>Full participation of First Nations, Inuit and Métis individuals and communities in the economy</i>	<i>Self-reliance, prosperity and well-being for the people and communities of the North</i>	<i>Socio-economic well-being of Métis, Non-Status Indians and urban Aboriginal people</i>
1.1 Governance and Institutions of Government 1.1.1 First Nation Governments 1.1.2 Institutions and organizations 1.1.2.1 Service Delivery 1.1.2.2 Professional Development 1.1.2.3 Representative Organizations 1.2 Co-operative Relationships 1.2.1 Negotiations of Claims and Self-Government 1.2.2 Specific Claims 1.2.3 Inuit Relations 1.2.4 Consultation and Engagement 1.3 Treaty Management 1.3.1 Implementation of Modern-treaty Obligations 1.3.2 Management of Treaty Relationships 1.3.3 Management of Other Negotiated Settlements 1.3.4	2.1 Education 2.1.1 Elementary and Secondary Education 2.1.2 Post-Secondary Education 2.2 Social Development 2.2.1 Income Assistance 2.2.2 National Child Benefit Reinvestment 2.2.3 Assisted Living 2.2.4 First Nations Child and Family Services 2.2.5 Family Violence Prevention 2.3 Managing Individual Affairs 2.3.1 Registration and Membership 2.3.2 Management of Moneys 2.3.3 Estate Management 2.3.4 Treaty Annuities 2.4 Residential Schools Resolution 2.4.1 Common Experience Payments 2.4.2 Independent Assessment Process 2.4.3 Commemoration 2.4.4 Support to the Truth and Reconciliation Commission	3.1 Aboriginal Economic Development 3.1.1 Aboriginal Entrepreneurship 3.1.1.1 Access to Capital and Business Services 3.1.1.2 Procurement Opportunities 3.1.2 Activation of Community Assets 3.1.2.1 Investment in Economic Opportunities 3.1.2.2 Creation of Rights and Interests in Reserve Land 3.1.2.3 Federal Management of Oil and Gas Interests in Reserve Land 3.1.2.4 First Nations Commercial and Industrial Development 3.1.2.5 First Nations Land Management 3.1.2.6 First Nation Oil and Gas Management 3.1.3 Strategic Federal Investments and Partnerships 3.2 Federal Administration of Reserve Land 3.2.1 Additions to Reserve 3.2.2 Registration of Rights and Interests in Reserve Lands 3.2.3 Clarity of Reserve Boundaries 3.2.4 Environmental Management 3.2.4.1 Contaminated Sites on Reserve 3.2.4.2 Environmental Sustainability 3.2.4.3 Emergency Management Assistance 3.3 Community Infrastructure 3.3.1 Water and Wastewater Infrastructure 3.3.2 Education Facilities 3.3.3 Housing 3.3.4 Community Infrastructure Assets and Facilities 3.3.5 Renewable Energy and Energy Efficiency	4.1 Northern Governance and People 4.1.1 Political Development and Intergovernmental Relations 4.1.2 Nutrition North 4.1.3 Climate Change Adaptation 4.2 Northern Science and Technology 4.2.1 Northern Contaminants 4.2.2 Science Initiatives 4.3 Northern Land, Resources and Environmental Management 4.3.1 Oil and Gas 4.3.2 Mines and Minerals 4.3.3 Contaminated Sites 4.3.4 Land and Water Management 4.3.5 Environmental Management	5.1 Urban Aboriginal Strategy 5.2 Métis and Non-status Indian Organizational Capacity Development 5.3 Métis Rights Management
6.1 Internal Services	6.1.1 Governance and Management Support 6.1.1.1 Management & Oversight 6.1.1.2 Communications 6.1.1.3 Legal	6.1.2 Resource Management Services 6.1.2.1 Human Resource Management 6.1.2.2 Financial Resource Management 6.1.2.3 Information Management	6.1.2.4 Information Technology 6.1.2.5 Other Administrative Services	6.1.3 Asset Management Services 6.1.3.1 Real Property 6.1.3.2 Material 6.1.3.3 Acquisition

APPENDIX B: AANDC EVALUATION UNIVERSE

MRRS Level	MRRS ID	Program Name	Planned G&C Spending for 2012-13	Transfer Payment Authority	Planned Evaluation
SO	1	THE GOVERNMENT			
PA	1.1	Governance and Institutions of Government			
SA	1.1.1	First Nations Governments	\$231,222,217	Grant for Band Support Funding	Support for First Nations Governments <i>Note: Suggest name change from "Indian Government Support"</i>
			\$108,649,697	Payments to support Indian, Inuit and Innu for the purpose of supplying public services in Indian government support	
			\$31,661,000	Contributions to support the building of strong governance administrative and accountability systems	
			\$300,000	Grants to British Columbia Indian bands in lieu of a per capita annuity	
			\$10,020,000	Grant to the Miawpukek Indian Band to support designated programs	Miawpukek Grant Agreement
SA	1.1.2	Institutions and Organizations			Support for Institutions and Organizations, including Métis and Non-status Indian Organizations
SSA	1.1.2.1	Service Delivery (Tribal Council Funding and Band Advisory Services)			<i>Note: To include institutions supported under the First Nation Government PA (National Centre for First Nation Governance, Aboriginal Financial Officers Association, First Nations Associations and First Nations Institutions to support Land, Natural Resource and Environment Policy and Program Development). To also include Métis and non-status Indian organizational capacity development under PA 5.2.</i>
SSA	1.1.2.2	Professional Development	\$500,000	Grant to the First Nations Finance Authority pursuant to the <i>First Nations Fiscal and Statistical Management Act</i>	
			\$12,434,000	Contribution to First Nations Institutions for the purpose of enhancing good governance	
SSA	1.1.2.3	Representative Organizations	\$11,398,331	Contributions to support the basic organizational capacity of representative Aboriginal organizations	
			\$15,694,200	Contributions for the purpose of consultation and policy development	

MRRS Level	MRRS ID	Program Name	Planned G&C Spending for 2012-13	Transfer Payment Authority	Planned Evaluation
			\$458,000	Contributions to the Inuit Art Foundation for the purpose of assisting Inuit artists and artisans from the Northwest Territories, Nunavut, Northern Quebec and Labrador in the development of their professional skills and marketing of their art	Inuit Art Foundation
PA	1.2	Co-operative Relationships			
SA	1.2.1	Negotiations of Claims and Self-Government	\$49,324,000	Contributions to support the negotiation process for comprehensive, specific and special claims and self-government initiatives	Negotiations and Implementation of Self-Government Agreements and Comprehensive Land Claim Agreements <i>Note: This evaluation to include related funding from authorities under SA 1.3.1</i>
			\$9,425,700	Contributions to First Nations, their organizations, provinces and third parties for Interim Measures and British Columbia Treaty Related Measures	
SA	1.2.2	Specific Claims	\$557,243,776	Grants to First Nations to settle specific claims negotiated by Canada and/or awarded by the Specific Claims Tribunal	Specific Claims Action Plan (Summative Evaluation) <i>Note: Negotiation of Special Claims is not being evaluated</i>
			\$1,792,860	Grants to support the beneficiaries/organizations for the settlement of specific and special claims	
SA	1.2.3	Inuit Relations		Contributions to support the basic organizational capacity of representative Aboriginal organizations - Office of the Federal Interlocutor for Métis and Non-Status Indians	Inuit Relations Secretariat
				Contributions for Inuit Counselling in the South	
SA	1.2.4	Consultation and Engagement	\$5,810,993	Contributions for the purpose of consultation and policy development	Consultation and Engagement Initiatives <i>Note: To include test case funding, consultation and policy development</i>
			\$8,201,400	Contributions to support the building of strong governance, administrative and accountability systems	

MRRS Level	MRRS ID	Program Name	Planned G&C Spending for 2012-13	Transfer Payment Authority	Planned Evaluation
			\$750,000	Contributions for the legal and associated costs of Indian-related cases having the potential to become judicial precedents	
PA	1.3	Treaty Management			
SA	1.3.1	Implementation of modern treaty obligations	\$74,013,081	Payments to Yukon First Nations pursuant to individual self-government agreements	<p><i>Note: The following two evaluations cover all authorities as listed under 1.3.1 and 1.3.2 except Treaty Commission activities</i></p> <p>Impacts of Comprehensive Land Claims Agreements and Self-Government Agreements</p> <p>Impact of Self-Government Agreements</p>
			\$124,473,713	Payments to self-governing Aboriginal organizations, pursuant to comprehensive land claim agreements, self-government agreements or treaty legislation	
			\$4,779,976	Grant to the Westbank First Nation to support the implementation of the Westbank First Nation Self-Government Agreement	
			\$4,374,622	Grants to the Sechelt Indian Band pursuant to the <i>Sechelt Self-Government Act</i>	
			\$127,738,623	Grants to support First Nations, Inuit, Tribal Councils, organizations or other levels of government for the implementation activities as stipulated in the various agreements	
			\$1,319,190	Payments to the Government of the Northwest Territories to facilitate the implementation of comprehensive land claim agreements	
			\$7,164,000	Contributions for the purpose of consultation and policy development	
			\$46,879,683	Grant for Mi'kmaq Education in Nova Scotia	
			\$75,576,322	Grants to Aboriginal organizations designated to receive claim settlement payments pursuant to Comprehensive Land Claim Settlement Acts	
			\$17,987,000	Grant to the Nunatsiavut Government for the implementation of the Labrador Inuit Land Claims Agreement pursuant to the <i>Labrador Inuit Land Claims Agreement Act</i>	
			\$197,927,376	Contributions to beneficiaries and various implementing bodies for implementing comprehensive land claim agreements	
SA	1.3.2	Management of Treaty Relationships	\$750,000	Contributions to provincially and/or regionally based Treaty Commissions	<p>Treaty Commissions</p> <p><i>Note: components of 1.3.2 not related to Treaty Commissions is covered above in 1.3.1</i></p>

MRRS Level	MRRS ID	Program Name	Planned G&C Spending for 2012-13	Transfer Payment Authority	Planned Evaluation
SA	1.3.3	Management of Other Negotiated Settlements	\$319,000	Payments to support Indians, Inuit and Innu for the purpose of supplying public services in education - Contributions to provide elementary and secondary education programs and services to Indians living on reserve and Inuit	
SO	2	THE PEOPLE			
PA	2.1	Education			
SA	2.1.1	Elementary and Secondary Education	\$150,000	Grants to Indians and Inuit to provide elementary and secondary educational support services	Elementary and Secondary Education
			\$9,384,000	Payments to support Indians, Inuit and Innu for the purpose of supplying public services in education - Contributions to support Indian, Inuit and Innu cultural education centres	
			\$1,181,616,402	Payments to support Indians, Inuit and Innu for the purpose of supplying public services in education - Contributions to provide elementary and secondary education programs and services to Indians living on reserve and Inuit	
			\$327,470,936	Payments to support Indians, Inuit and Innu for the purpose of supplying public services in education - Contributions to support the post-secondary educational advancement of registered Indian and Inuit students	
			\$128,993,802	Payments to support Indians, Inuit and Innu for the purpose of supplying public services in education - Contributions for the Special Education program for students living on reserve	
			\$23,675,000	Payments to support Indians, Inuit and Innu for the purpose of supplying public services in education - Contributions to First Nations and Inuit Governments and Organizations for Initiatives under the Youth Employment Strategy Skills Link program and Summer Work Experience Program	
			This was a contribution completed in FY 2011-12	Payments to support Indians, Inuit and Innu for the purpose of supplying public services in education - Contributions to provide First Nations SchoolNet services to Indians living on reserve and Inuit	
			\$600,000	Grants to Participating First Nations and the First Nations Education Authority Pursuant to the <i>First Nations Jurisdiction over Education in British Columbia Act</i>	
			\$45,000	Grants to Inuit to support their cultural advancement	

MRRS Level	MRRS ID	Program Name	Planned G&C Spending for 2012-13	Transfer Payment Authority	Planned Evaluation
SA	2.1.2	Post-secondary Education	\$1,500,000	Grants to Indians and Inuit to support their post-secondary educational advancement	Post-Secondary Education
				Payments to support Indian, Inuit and Innu for the purpose of supplying public services in education - Contributions to support the post-secondary educational advancement of registered Indian and Inuit students	
				Contributions to support the post-secondary educational advancement of registered Indian and Inuit students	
			\$817,000	Grants to the National Aboriginal Achievement Foundation	National Aboriginal Achievement Foundation <i>Note: Evaluation to be led by Heritage Canada</i>
PA	2.2	Social Development			
SA	2.2.1	Income Assistance	\$10,000,000	Grants to provide income support to indigent on-reserve residents	Income Assistance, National Child Benefit Reinvestment and Assisted Living <i>Note: Need to decide if shelter allowance will be evaluated here or as part of housing evaluation.</i>
			\$959,947,716	Payments to support Indians, Inuit and Innu for the purpose of supplying public services in social development - Contributions to provide income support to indigent on-reserve residents	
SA	2.2.2	National Child Benefit Re-investment	\$1,260,000	Payments to support Indians, Inuit and Innu for the purpose of supplying public services in social development - Contributions to provide programming for low income reserve residents with children under the National Child Benefit Reinvestment Initiative	
SA	2.2.3	Assisted Living			
SA	2.2.4	First Nations Child and Family Services	\$606,632,716	Payments to support Indians, Inuit and Innu for the purpose of supplying public services in social development - Contributions to support culturally appropriate prevention and protection services for Indian children and families resident on reserve	Enhanced Prevention Focused Approach for the First Nations Child and Family Services Program in Nova Scotia and Saskatchewan Enhanced Prevention Focused Approach for the First Nations Child and Family Services Program in Quebec and PEI

MRRS Level	MRRS ID	Program Name	Planned G&C Spending for 2012-13	Transfer Payment Authority	Planned Evaluation
					Enhanced Prevention Focused Approach for the First Nations Child and Family Services Program in Manitoba
SA	2.2.5	Family Violence Prevention	\$18,515,393	Payments to support Indians, Inuit and Innu for the purpose of supplying public services in social development - Contributions to support culturally appropriate family violence shelter and prevention services for Indian women, children and families resident on reserve	Family Violence Prevention
PA	2.3	Managing Individual Affairs			
SA	2.3.1	Registration and Membership	\$8,290,378	Contributions to Indian bands for registration administration	Registration Administration
SA	2.3.2	Management of Moneys			Indian Moneys, Estates and Treaty Annuities
SA	2.3.3	Estates Management	\$672,000	Contribution to Indian bands for land and estates management	
SA	2.3.4	Treaty Annuities	\$1,400,000	Indian Annuities Treaty Payments	
PA	2.4	Residential Schools Resolution			
SA	2.4.1	Common Experience Payment			<i>Note: An evaluation feasibility study revealed these activities are heavily monitored. Evaluation commitments in TB Submission met and bi-annual reporting to TB and court continues. As a result, no future evaluations of the residential schools resolution is planned.</i>
SA	2.4.2	Independent Assessment Process	\$250,000	Contributions for Groups of Indian Residential School survivors who wish to resolve their claim as a group under the independent Assessment Process	
SA	2.4.3	Commemoration			
SA	2.4.4	Support to the Truth and Reconciliation Commission	\$10,000,000	Contributions for former students, their families, communities and groups of individuals for the purpose of facilitating regional or national commemoration projects that address the Indian Residential Schools experience and provide the opportunity to share the initiative with family and community	
SO	3	THE LAND AND ECONOMY			
PA	3.1	Aboriginal Economic Development			

MRRS Level	MRRS ID	Program Name	Planned G&C Spending for 2012-13	Transfer Payment Authority	Planned Evaluation
SA	3.1.1	Aboriginal Entrepreneurship	\$44,816,000	Contributions under the Aboriginal Business Canada Program	Aboriginal Entrepreneurship
SSA	3.1.1.1	Access to Capital and Business Services	\$103,525,429	Payments to support Indian, Inuit and Innu for the purpose of supplying public services in economic development	
SSA	3.1.1.2	Procurement Opportunities			Procurement Strategy for Aboriginal Business
SA	3.1.2	Activation of Community Assets	\$5,572,645	Contributions to Indian bands for land and estates management	Activation of Community Assets
			\$11,004,920	Contributions to Indian bands for Lands Management Capacity Building	
				Payments to support Indian, Inuit and Innu for the purpose of supplying public services in economic development	
SSA	3.1.2.1	Investment in Economic Opportunities			
SSA	3.1.2.2	Creation of Rights and Interests in Reserve Land			
SSA	3.1.2.3	Federal Management of Oil and Gas Interests in Reserve Land			
SSA	3.1.2.4	First Nations Commercial and Industrial Development			
SSA	3.1.2.5	First Nations Land Management		Contributions to implement the <i>First Nations Land Management Act</i> , including Contributions to the Resource Centre	
			\$9,851,892	Contributions to implement the <i>First Nations Land Management Act</i> (Contributions to First Nations)	
			\$730,000	Contributions to Indian bands for land and estates management	
SSA	3.1.2.6	First Nations Oil and			

MRRS Level	MRRS ID	Program Name	Planned G&C Spending for 2012-13	Transfer Payment Authority	Planned Evaluation
		Gas Management			
SA	3.1.3	Strategic Federal Investments and Partnerships	\$14,450,000	Contributions to support the Aboriginal Economic Development Strategic Partnerships Initiative	The Aboriginal Economic Development Framework and Strategic Federal Investments and Partnerships
			\$658,000	Contributions for the purpose of consultation and policy development	
PA	3.2	Federal Administration of Reserve Land			
SA	3.2.1	Additions to Reserve			Federal Administration of Reserve Land
SA	3.2.2	Registration of Rights and Interests in Reserve Lands			
SA	3.2.3	Clarity of Reserve Boundaries			
SA	3.2.4	Environmental Management	\$80,000	Contributions for promoting safe use, development, conservation and protection of North's natural resources	
			\$4,900,000	Grants to support the beneficiaries/organizations for the settlement of specific and special claims	
SSA	3.2.4.1	Contaminated Sites on Reserve	\$18,371,628	Contributions to First Nations for the management of contaminated sites	Environmental Sustainability and Contaminated Sites On Reserve
SSA	3.2.4.2	Environmental Sustainability		Contributions to Indian bands for land and estates management	
SSA	3.2.4.3	Emergency Management Assistance	\$9,736,000	Contributions for emergency management assistance for activities on reserve	Emergency Management Assistance for Activities On Reserve
PA	3.3	Community Infrastructure			
SA	3.3.1	Water and Wastewater Infrastructure	\$960,882,891	Payments to support Indians, Inuit and Innu for the purpose of supplying public service in capital facilities and maintenance	First Nations Water and Wastewater Infrastructure
			\$136,000	Grants to students and their chaperons to promote fire protection awareness in band and federally operated schools	

MRRS Level	MRRS ID	Program Name	Planned G&C Spending for 2012-13	Transfer Payment Authority	Planned Evaluation
SA	3.3.2	Education Facilities			Capital Facilities and Maintenance <i>Note: Need to decide if shelter allowance will be evaluated as part of housing or as part of income assistance.</i>
SA	3.3.3	Housing			
SA	3.3.4	Community Infrastructure Assets and Facilities			
			\$53,830,000	Payments to support Indians, Inuit and Innu for the purpose of supplying public services in capital facilities and maintenance - Payment of Contributions to First Nations under the First Nations Infrastructure Fund in the provinces	First Nations Infrastructure Fund
	3.3.5	Renewable Energy and Energy Efficiency	\$1,000,000	Contributions for promoting the safe use, development, conservation and protection of the North's natural resources	EcoENERGY for Aboriginal and Northern Communities <i>Note: Thematic Evaluation of Adaptation for the Clean Air Agenda - EC lead</i>
					EcoENERGY for Aboriginal and Northern Communities - AANDC Component
SO	4	THE NORTH			
PA	4.1	Northern Governance and People			
SA	4.1.1	Political Development and Intergovernmental Relations	\$50,226,000	Grants to the Government of the Northwest Territories and Government of Nunavut for health care of Indians and Inuit	Northern Governance – Support for Territorial Relations and Northern Organizations
			\$1,250,000	Payments to support Indians, Inuit and Innu for the purpose of supplying public services in capital facilities and maintenance	
			\$179,000	Contribution to the Government of the Northwest Territories and Government of Nunavut for health care of Indians and Inuit	<i>Note: No evaluation required. Monitored by OAG</i>
			\$1,365,000	Contributions for enhancing the financial management capacity and networking facilities of the Government of Nunavut	

MRRS Level	MRRS ID	Program Name	Planned G&C Spending for 2012-13	Transfer Payment Authority	Planned Evaluation
			\$3,427,388	Grants for the political evolution of the territories, particularly as it pertains to devolution	NWT Devolution
SA	4.1.2	Nutrition North	\$53,930,000	Contribution to support access to healthy foods in isolated northern communities	Northern Nutrition Contribution (Implementation Evaluation) Northern Nutrition Contribution (Impact Evaluation)
SA	4.1.3	Climate Change Adaptation	\$3,950,000	Contributions for promoting the safe use, development, conservation and protection of the North's natural resources	AANDC's Climate Change Adaptation Program - Assist Northerners in Assessing Key Vulnerabilities and Opportunities <i>Note: Thematic Evaluation of Adaptation for the Clean Air Agenda - EC lead</i> AANDC's Climate Change Adaptation Program - Assist Northerners in Assessing Key Vulnerabilities and Opportunities – AANDC Component
PA	4.2	Northern Science and Technology			
SA	4.2.1	Northern Contaminants	\$4,725,000	Contributions for promoting the safe use, development, conservation and protection of the North's natural resources	Northern Contaminants Program/Northern Scientific Training Program
			\$1,086,000	Grant for the advancement of scientific knowledge in the North	
SA	4.2.2	Science Initiatives		Contributions for promoting the safe use, development, conservation and protection of the North's natural resources	International Polar Year
				Contributions for promoting the political, social, and scientific development of Canada's three territories	
			\$80,000	Contributions for Inuit Counselling in the South	

MRRS Level	MRRS ID	Program Name	Planned G&C Spending for 2012-13	Transfer Payment Authority	Planned Evaluation
PA	4.3	Northern Land, Resources and Environmental Management			
SA	4.3.1	Oil and Gas		Contributions for promoting the safe use, development, conservation and protection of the North's natural resources	Northern Regulatory Improvement Initiative, Land, Resources and Environmental Management
SA	4.3.2	Mines and Minerals	\$20,449,313		
SA	4.3.4	Land and Water Management			
SA	4.3.5	Environmental Management			
SA	4.3.3	Contaminated Sites		Contributions for promoting the safe use, development, conservation and protection of the North's natural resources	Federal Contaminated Sites Action Plan <i>Note: Horizontal evaluation with EC lead.</i>
				Contributions to First Nations for the Management of Contaminated Sites	Northern Contaminated Sites <i>Note: Name changed from Land and Environmental Management</i>
			\$30,565,926	Transfer payments to the Government of Yukon for the care and maintenance, remediation and management of the closure of contaminated sites in Yukon	
			\$129,800	Transfer payments to the Government of Yukon for the remediation of the Marwell Tar Pit Site to support the Contaminated Sites Program	<i>Note: No evaluation required for transfer payments</i>
		\$129,800	Contributions for promoting the safe use, development, conservation and protection of the North's natural resources		
SA	4.3.5	Environmental Management		Advancing conservation interests in the NWT	Advancing Conservation Interests in the NWT
SO	5	OFFICE OF THE FEDERAL INTERLOCUTOR			
PA	5.1	Urban Aboriginal Strategy		Urban Aboriginal Strategy	Urban Aboriginal Strategy

MRRS Level	MRRS ID	Program Name	Planned G&C Spending for 2012-13	Transfer Payment Authority	Planned Evaluation
PA	5.2	Métis and Non-Status Indian Organizational Capacity Development	\$6,565,000	Contributions to support the basic organizational capacity of representative Aboriginal organizations	<i>Note: To be covered by evaluation of Support to Institutions and Organizations Including Métis and Non-status Indian Organizations</i>
			\$5,504,000	Federal Interlocutor's Contribution Program	Federal Interlocutor's Contribution Program and Powley: Reconciliation and Management of Métis Aboriginal Rights
PA	5.3	Métis Rights Management	\$8,000,000	Federal Interlocutor's Contribution Program	
			\$6,460,386,935		