



Crown-Indigenous Relations and Northern Affairs Canada

Five-Year Evaluation Plan 2023-2024 to 2027-2028

June 2023



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Acronyms

AES	Audit and Evaluation Sector
CIRNAC	Crown-Indigenous Relations and Northern Affairs Canada
GBA Plus	Gender-based Analysis Plus
Gs&Cs	Grants and Contributions
IS	Implementation Sector
NAO	Northern Affairs Organization
PMEC	Performance Measurement and Evaluation Committee
PSD	Policy and Strategic Direction
RP	Resolution and Partnerships
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 2023-2024 to 2027-2028, 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 at least once every five years, in fulfillment of the requirements of subsection 42.1 of the *Financial Administration Act*;
- 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 approved on July 14, 2023, 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 2023-24 to 2027-28. Across the Government of Canada, evaluation is understood as the systematic and neutral collection and analysis of evidence to judge merit, worth or value. Evaluations are playing an increasingly important role in decision-making, 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. Planning Context

2.1 Roles and Responsibilities

The role of the Evaluation Branch is to provide quality and timely evaluations that contribute to the Department's comprehensive and reliable base of evidence to support policy and program improvement, expenditure management, senior management and Cabinet decision-making and public reporting. The Branch's evaluators scope and plan new evaluation projects as per the *Policy on Results* in order to contribute to helping address questions related to the delivery of results for Canadians.

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

2.2 Purpose of the Evaluation Plan

The purpose of the Evaluation Plan is to meet accountability requirements and to help the Deputy Minister ensure that credible, timely and neutral information on the ongoing relevance and performance of program spending 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)¹. The Policy requires departments to report on both planned program spending and ongoing programs of Grants and Contributions (Gs&Cs) evaluation coverage, but permits greater flexibility by allowing for risk-based planning for 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 *Directive on Results* requires evaluations to focus on relevance, effectiveness and efficiency. It 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

The Evaluation Branch plans for evaluations based on the Core Responsibilities and Program Inventory as set out in the Departmental Results Framework (DRF). The 2023-24 CIRNAC DRF was updated with the goal of being able to improve the Crown-Indigenous Relations results story and improve the comprehension and measurement of certain Departmental Results and Departmental Results Indicators. CIRNAC has revised its DRF for 2023- 2024 (Appendix A) and it is expected to remain stable for the next three years². While the Core Responsibilities remain unchanged, there have been several changes to the Program Inventory noted below (Section 3.1). These changes have been taken into account in the development of the Plan.

Occasionally, an evaluation is added to the Plan because it has been identified as a departmental priority by senior management. However, for the 2023-24 to 2027-28 Plan, there are no evaluations that have been added to the Plan as a departmental priority. As the Plan is updated every year, priority projects are added when identified and when resources are available to carry them out.

The *Financial Administration Act* (Section 42.1) requires departments to evaluate all ongoing programs of Gs&Cs every five years and evaluation planning is conducted in accordance with that requirement. During the evaluation planning process, all evaluations that have been approved in the last fiscal year, in this case 2022-2023, are rolled into the final year of the new Plan, and scheduled for completion and approval by the end of the fifth fiscal year.

The timelines used for completing the Department's planned evaluations have typically been 12 months (e.g., the date of approval for the Terms of Reference signifies the official start of an evaluation and is generally 12 months before the planned approval date). This is based on the Evaluation Branch's experiences of the time taken to conduct past evaluations. The 12-month timeline is used to identify a date to present an evaluation's Terms of Reference to the PMEC for approval and then identifying a planned approval date for the evaluation report.

¹ The Policy on Results is currently under review, which may result in changes that affect how evaluations are planned and conducted.

² In Winter 2023, TBS advised departments that going forward, the document will only need to be updated every 3 years, unless there is a substantial change to a department's results structure.



This Evaluation Plan was also developed in consultation with the Department's Internal Audit team, and with consideration for the Risk-Based Audit Plan. Consideration has been given to timing audits and evaluations in a way that does not overburden programs.

When developing the Evaluation Plan, planned evaluation projects, scheduling and resources are discussed with departmental management and consultations are conducted to obtain input from Sectors. The Plan is then presented to the Department's Performance Measurement and Evaluation Committee (PMEC) for review. Final approval is then obtained from the Deputy Minister.

3. Evaluation Planning Considerations

3.1 Departmental Core Responsibilities

CIRNAC continues to renew the nation-to-nation, Inuit-Crown, and government-to-government relationship between Canada and First Nations, Inuit and Métis. The Department's activities focus on modernizing Government of Canada structures to enable Indigenous peoples to build capacity and support their vision of self-determination. CIRNAC also leads the Government of Canada's work in the North.

The 2023-2024 Core Responsibilities for CIRNAC are:

- Crown-Indigenous Relations — with 10 supporting programs; and
- Northern Affairs—with 8 supporting programs.

The Program Inventory has changed from previous years to reflect changes made to CIRNAC programming and allow for better financial and reporting results. Specifically, the:

- merging of three programs (Consultation and Policy Development, the Federal Interlocutor's Contribution Program; and Basic Organizational Capacity) into a single Program called Indigenous Engagement and Capacity Support; and
- creation of a new Program: Indigenous-Led Services.

New to the Program Inventory is the Residential Schools Legacy Program, which was created in 2022-23 and added to the 2023-24 DRF. A [horizontal initiative Implementing the Federal framework to address the legacy of residential schools](#)³, exists within, but distinct from, the Residential Schools Legacy Program. CIRNAC is the lead department and the initiative involves Indigenous Services Canada, Library and Archives Canada, Canadian Heritage, Parks Canada Agency, the Royal Canadian Mounted Police, and the Department of Justice.

Finally, there was a modification to the name of the Residential Schools Resolution Program, which is now called the Indian Residential Schools Settlement Agreement.

³ Note: the framework is pending approval



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, Indigenous governments or Indigenous communities, and through federal-provincial or federal-territorial agreements.

Currently, CIRNAC has 25 active grant and contribution authorities (Gs&Cs) to support the 18 Programs in its Program Inventory and the multiple sub-programs, initiatives and activities that support those 18 Programs. A one-to-one relationship does not exist in all cases between the authorities listed in the Main Estimates and the ongoing programs of Gs&Cs identified 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*

As noted, the *Financial Administration Act* (Section 42.1), requires government departments to review, at least once every five years, the relevance and effectiveness of each ongoing Gs&C program. However, as per the *Policy on Results*, 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). TBS provides coverage tables (see Section 4.3) to departments for their use in calculating these averages. Based on these parameters, the following programs are not scheduled for evaluation:

Table 1: CIRNAC Programs that will not be evaluated

Program Inventory	Rationale	2023-2024 Main Estimates
Other Claims	Below \$5 million in Gs&Cs over 5 years; also, no requirement to inform major policy or spending decisions	Vote 1: \$3,469,729,225 Statutory: \$15,717
Indian Residential Schools Settlement Agreement	Not funded through Gs&Cs	Vote 1: \$11,032,849 Statutory: \$235,916
Canadian High Arctic Research Station	Not funded through Gs&Cs; no requirement to inform major policy or spending decisions; expected to be removed from the Program Inventory and transferred to Polar Knowledge Canada	Vote 1: \$10,674 Statutory: \$1,622



Program expenditures are examined every year during the development of the Plan to assess which programs fall below the threshold. There are two Programs that fall under the \$5 million threshold:

- Northern Strategic and Science Policy. This program has been on the Plan for an evaluation in 2025-2026 as it has previously been above the threshold; the capacity exists in that fiscal year to conduct the evaluation.
- Northern Regulatory and Legislative Frameworks. This program is consistently below the \$5 million threshold but an evaluation is planned in 2024-2025 as there continues to be the capacity to conduct the evaluation in that fiscal year and evaluations of all spending should be conducted at some point to inform program improvements.

3.4 Planned Expenditures and Transfer Payments

As per the Main Estimates, total planned spending for 2023-2024 is outlined in Table 2.

Table 2: CIRNAC Total Planned Budgetary Spending (2023-2024) by Core Responsibility

Core Responsibility	2023-2024 Planned Spending
Crown-Indigenous Relations	\$8,013,293,901
Northern Affairs	\$968,299,104
Internal Services	\$151,520,293
Total*	\$9,133,113,298

*Note that the Loan under the Specific Claims Program (\$25,903,000) is excluded from planned spending as it is non-budgetary.

Source: 2023-2024 Main Estimates. Figures include the following expenditures: salary; operations and maintenance; capital; statutory and Grants and Contributions funding; and the costs of employee benefit plans.

4. Evaluation Branch

4.1 Status of Evaluation Completion in 2022-23

Looking back on the previous year, five evaluation reports addressing CIRNAC program spending were completed and approved:

- Evaluation of the Management and Implementation of Agreements and Treaties;
- Evaluation of Specific Claims;
- Evaluation of Climate Change Adaptation and Clean Energy;
- Evaluation of the Impact Assessment and Regulatory Processes Horizontal Initiative; and
- Horizontal Evaluation of the Federal Leadership Towards Zero Plastic Waste in Canada Initiative.

4.2 Implementing the Plan

Evaluations are used to inform decision-making and reporting (such as within the Departmental Plan and the 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 Evaluation Branch 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 innovative 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 Branch more flexibility in scoping and calibrating its work.

The Department is working to build capacity in collaboration with Indigenous partners to improve the design and implementation of programming. In support of that objective, the Evaluation Branch emphasizes the composition of Evaluation Working Groups (EWGs) to help ensure that EWGs are representative of the entity being evaluated and that Indigenous partners can participate in the governance of the evaluation. EWG members provide advice and guidance that helps with planning evaluations, interpreting evaluation findings, and developing recommendations. The evaluation teams are strongly committed to being culturally responsive and, in addition to personal practices of reconciliation, are guided by the departmental mandate to renew the nation-to-nation relationships and support self-determination. As such, there have been events in recent years, such as the discovery of unmarked graves, that have necessitated placing some evaluations on pause to demonstrate respect and care for the impact on key stakeholders and partners involved in the evaluations. Overall, in undertaking evaluations, CIRNAC is focused on advancing new relationships with Indigenous Peoples. At times, this means that evaluations will take more time than planned and that, to be respectful and inclusive, delays may be experienced.

In planning evaluation projects, the Evaluation Branch scopes each project to avoid overlap. For example, the Northern Contaminated Sites Program receives some of its funding from the Federal Contaminated Sites Action Plan (FCSAP) — a horizontal initiative that spans multiple departments, led by Environment and Climate Change Canada. FCSAP conducts the evaluation of the horizontal initiative as per its own requirements. On that basis, Evaluation Branch would scope its own evaluation project to look at areas or activities not evaluated by the horizontal initiative.

Additional planning for individual evaluation projects includes the application of GBA Plus, which is central throughout all phases of CIRNAC evaluations. From inception through to report writing, GBA Plus is a key consideration built into all phases, including in development of the key evaluation questions and the evaluation matrix. For example, in early discussions with the program, the evaluation teams ask for information on how the program intersects with GBA Plus issues and whether there are any data collected.

4.3 Planned Evaluation Coverage

The *Policy on Results* requires departmental evaluation plans to present planned evaluation coverage of both the department's ongoing programs of Gs&Cs, as listed in the Program Inventory, as well as for the total planned departmental spending⁴. The goal is for a department to demonstrate that it is meeting its obligation to evaluate all departmental and Program spending, and if 100 per cent coverage is not planned, to explain exceptions. There are two 'coverage tables' annexed to this Plan, the templates (spreadsheets) of which are produced by Treasury Board Secretariat. These templates are used in the planning process to calculate coverage, which means the level (in dollars) and percentage of spending that planned evaluations are expected to

⁴ Total Planned Spending as per the Departmental Plan 2023-24



address. The results of the calculations produced by the coverage tables are used to analyze the extent to which the department is meeting its evaluation obligations.

Table 3, Planned Coverage of Departmental Gs&Cs Spending, summarizes the results of that analysis and lists the number of planned evaluations that will cover 100 per cent of CIRNAC's voted Gs&Cs amounts.

Table 3: Planned Coverage of Departmental Gs&Cs Spending

Fiscal Year	Voted Gs&Cs coverage	Percentage of coverage of voted Gs&Cs	Number of evaluations
2023-24	\$354,267,462	7%	4
2024-25	\$184,008,730	4%	4
2025-26	\$36,349,581	1%	2
2026-27	\$244,691,612	5%	4
2027-28	\$4,031,849,463	83%	4
Total Planned Gs&Cs Coverage	\$4,851,166,848	100%	18
Total Planned Gs&Cs Spending	\$4,851,166,848		

Source: 2023- 2024 Main Estimates

Table 4, Planned Coverage of Departmental Planned Spending, summarizes the results of the coverage table analysis and lists the number of CIRNAC's planned evaluations, by fiscal year, showing that coverage is at 60% per cent of planned departmental spending from 2023-24 to 2027-28. These spending figures include grants and contribution funding as well as salaries, operations, maintenance, statutory payments, capital and the cost of employee benefits plans.

Areas not subject to evaluation activities include: Internal Services⁵ (\$151,520,293 – 1.7%); and programs and other spending that are not funded through grants and contributions. The bulk of the non-Gs&Cs planned spending is for the Other Claims Program (\$3,469,744,942 – 38%).

Table 4: Planned Coverage of Total Departmental Planned Budgetary Spending

Fiscal Year	Departmental Spending	Percentage coverage*	Number of evaluations
2023-24	\$439,931,741	5%	4
2024-25	\$264,506,482	2%	4
2025-26	\$447,515,202	5%	2
2026-27	\$258,478,047	3%	4
2027-28	\$4,090,135,530	45%	4
Total Planned Coverage	\$5,500,567,002	60%	18
Total Planned Departmental Spending	\$9,133,113,298		

* Rounded to zero decimal places.
Source: 2023- 2024 Main Estimates

⁵ While there is no requirement to evaluate the activities that fall under Internal Services, the efficiency and effectiveness of some of these services may be covered as part of the evaluations of programs, strategies or initiatives.



4.4 Evaluation Branch's Other Activities

In addition to conducting evaluations, the Evaluation Branch undertakes activities to support and strengthen evaluation and performance measurement work increasing transparency and accountability. These activities 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 issues. Some of these activities are described below.

Integrating Co-Development Practices into CIRNAC Evaluations

The Evaluation Branch is leading a student research project, *Integrating Co-Development Practices into CIRNAC Evaluations*, that is expected to contribute to the following objectives:

- Identify best practices for meaningful engagement and co-development with Indigenous partners in evaluation settings and throughout co-development activities;
- Preserve, expand and strengthen existing partnerships with Indigenous partners;
- Identify critical success factors and challenges behind co-development within the federal government; and
- Improve and enhance the sector's integration of co-development approaches.

The research employs a mixed-method approach, with several lines of inquiry, including a jurisdictional scan centered on co-development best practices in Canada, New Zealand and Australia, a literature review, and key informant interviews. The final deliverables are expected to include a presentation deck with a summary of key findings and recommendations and various tools, such as checklists or guidelines of best practices, for CIRNAC's Evaluation Branch.

Joint Evaluation of Inuit Crown Partnership — with Inuit Tapiriit Kanatami

A joint evaluation team, consisting of internal evaluators from Inuit Tapiriit Kanatami and CIRNAC, undertook an evaluation of the Inuit Crown Partnerships Committee (ICPC). The evaluation assessed the first five years of the implementation of the ICPC from 2016 to 2022. The evaluation was co-developed by Inuit and federal partners and overseen by the ICPC Monitoring, Evaluation, and Learning Working Group. The joint evaluation team took a utilization-focused approach to the evaluation, meaning the evaluation was designed to foster ownership and use of the evaluation by intended users, that is, leaders and senior officials involved in ICPC. To ensure usefulness, the evaluation team involved Inuit and federal officials in planning the evaluation, analyzing the data, and developing recommendations. The report was endorsed by Inuit leaders and the Government of Canada in May 2023.

Working Groups

The Evaluation Branch, on behalf of the Audit and Evaluation Sector (AES), is leading the Audit and Evaluation Sector Gender-based Analysis Plus (GBA Plus) Working Group as part of an internal corporate project to increase knowledge and awareness of GBA Plus and to develop a toolkit that is relevant to the Sector. This research focuses on GBA Plus implementation within AES but will also reflect on GBA Plus considerations from other relevant areas within CIRNAC, as well as other Government of Canada evaluation groups with respect to implementation of GBA Plus in evaluation work.



Corporate Advice with respect to Evaluation

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 2022-23, the Branch reviewed 33 Treasury Board Submissions and 32 Memoranda to Cabinet.

Corporate Advice with respect to 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 (PIPs) 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 evaluation findings are included and presented in an accurate manner. 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. As part of this, the Evaluation Branch is involved in reviewing and providing input into the PIPs, and Senior Results Advisors from the CIRNAC Results and Delivery Office are always invited to participate on Evaluation Working Groups.

Performance Measurement and Evaluation Committee (PMEC)

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. During the 2022-23 year, the Department introduced an external member, who is Indigenous, to the Committee, to diversify perspectives. The PMEC, chaired by the Deputy Minister, considers a wide range of performance measurement and evaluation products at its meetings.

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

There continues to be a high demand for evaluation skills across the federal government, which contributes to challenges in recruitment and retention of qualified evaluators. The Evaluation Branch continues to recruit recent university graduates and skilled evaluators with a focus on diversity in order to build capacity and meet the department's evaluation requirements. In addition, the Branch hires students throughout the year and the recruitment approach emphasizes Indigenous students and individuals from other equity-seeking groups.



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 PIPs to serve as a guide to gather performance data.

However, collecting and analyzing data 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. Consideration also needs to be given to the stewardship by programs of performance data and information. Evaluation Reports are consistently making recommendations directed at program data stewardship. To help mitigate this issue, Evaluation Working Groups include Senior Results Advisors from the CIRNAC Results and Delivery Office to help ensure that there is an awareness of any challenges around performance measurement.

COVID-19 Pandemic

For much of the 2022-23 year, the COVID-19 pandemic continued to cause challenges that required shifts in the way the Department conducted its work. Government of Canada employees continued to work from home, whenever and wherever possible, altering the way many employees were able to work.

Some evaluation processes needed to be adapted to working in a remote environment. For example, site visits, which typically inform evaluation reports, were not possible due to travel restrictions. Data collection was also affected as the participation of stakeholders and Rights holders was often delayed due to the status of COVID-19 cases or states of emergency declared in communities. In some instances, evaluation activities were put on hold in order to avoid additional stress on communities and CIRNAC programs, who needed to divert resources to immediate priorities.

A key mitigation strategy was optimizing virtual data collection as much as possible. Data collection methods were assessed for adaptability to the virtual space and implemented to ensure that the reliability, validity and credibility of data was not negatively impacted by any modifications. For example, Key Informant Interviews were successfully implemented virtually although there were some limitations, such as individual interviewees level of comfort using the MS Teams platform as well as connectivity issues. Additionally, some evaluation projects experienced delays as some stakeholder groups were not available due to being occupied with COVID-19 outbreaks which impacted their operations. As an example, in the fall of 2021 an Arctic community was severely impacted by a COVID-19 outbreak. The community went into lock down, which resulted in a six-week delay of evaluation data collection.

Timelines for evaluations had to be modified during the year due to the impacts of the pandemic.



5. Five-year Schedule of Evaluations

2023-2024	Sector	Last Evaluated	2023-2024 Total Planned Program Spending	Planned Approval Quarter and Date
Evaluation of Negotiations of Treaties, Self-Government Agreements and Other Constructive Arrangements	TAG	2013-2014	\$193,979,834	Q1 2023-2024 April 2023
Evaluation of First Nation Jurisdiction over Land and Fiscal Management	RP	2016-2017	\$53,063,448	Q2 2023-2024 Summer 2023
Evaluation of Northern and Arctic Governance and Partnerships, including: <ul style="list-style-type: none"> Grants to the Government of the Northwest Territories and the Government of Nunavut for health care of Indians and Inuit 	NAO	2016-2017	\$176,891,376	Q3 2023-2024 Fall 2023
Evaluation of Northern and Arctic Environmental Sustainability	NAO	2012-2013	\$15,997,083	Q4 2023-24 March 2024

2024-2025	Sector	Last Evaluated	2023-2024 Total Planned Program Spending
Evaluation of Consultation and Accommodation	IS	2015-2016	\$11,382,051
Evaluation of Nutrition North Canada (Horizontal, led by CIRNAC)	NAO	2019-2020	\$182,703,713
Evaluation of Federal Contaminated Sites Action Plan, Phase IV (Horizontal; led by ECCC)	NAO	2018-2019	\$50,583,620
Evaluation of Northern Regulatory and Legislative Frameworks	NAO	2015-2016	\$19,837,098
2025-2026	Sector	Last Evaluated	2023-2024 Total Planned Program Spending
Evaluation of Northern Strategic and Science Policy	NAO	Never evaluated	\$9,084,143
Evaluation of the Northern Contaminated Sites Program	NAO	2021-2022	\$438,431,059



2026-2027	Sector	Last Evaluated	2023-2024 Total Planned Program Spending
Evaluation of Indigenous Engagement and Capacity Support	PSD	2021-2022	\$146,874,114
Evaluation of Indigenous-led Services	PSD	Never evaluated	\$111,603,933
Adapting to Impacts of Climate Change (Roll-up of departmental evaluations) (Horizontal, led by ECCC)	NAO	2022-2023	N/A
Evaluation of the Impact Assessment and Regulatory Processes Horizontal Initiative	NAO	2022-2023	TBD
2027-2028	Sector	Last Evaluated	2023-2024 Total Planned Program Spending
Evaluation of the Management and Implementation of Agreements and Treaties	IS	2022-2023	\$2,092,900,932
Evaluation of Residential Schools Legacy	RP	Never evaluated	\$54,249,589
Evaluation of Specific Claims	RP	2022-2023	\$1,868,226,293
Evaluation of Climate Change Adaptation and Clean Energy	IS	2022-2023	\$74,758,716

Notes:

1. Total Planned Program Spending includes the following expenditures: salary; operations and maintenance; capital; statutory and Gs&Cs funding; and the costs of employee benefit plans.
2. Figures are based on 2023-2024 Main Estimates.



Appendix A — Departmental Results Framework 2023-2024

Core Responsibility	Departmental Results	Program Inventory
Crown-Indigenous Relations	Past injustices are recognized and resolved	<ul style="list-style-type: none"> • Management and Implementation of Agreements and Treaties • Consultation and Accommodation • Negotiation of Treaties, Self-Government Agreements and other Constructive Arrangements • Indigenous Engagement and Capacity Support • Indigenous-led Services • Other Claims • First Nation Jurisdiction over Land and Fiscal Management • Indian Residential Schools Settlement Agreement • Residential Schools Legacy • Specific Claims
	Indigenous Peoples advance their institutional structures and governance	
	Indigenous Peoples determine their political, economic, social and cultural development	
	Indigenous Peoples strengthen their socio-economic conditions and well-being	
Northern Affairs	Northerners and Indigenous Peoples advance their political, economic and social governance development	<ul style="list-style-type: none"> • Northern and Arctic Governance and Partnerships • Northern Strategic and Science Policy • Nutrition North Canada • Climate Change Adaptation and Clean Energy • Northern and Arctic Environmental Sustainability • Northern Contaminated Sites • Northern Regulatory and Legislative Frameworks • Canadian High Arctic Research Station
	Northern and Indigenous communities are resilient to changing environmental conditions	
	Northern lands, waters and natural resources are sustainably managed	

