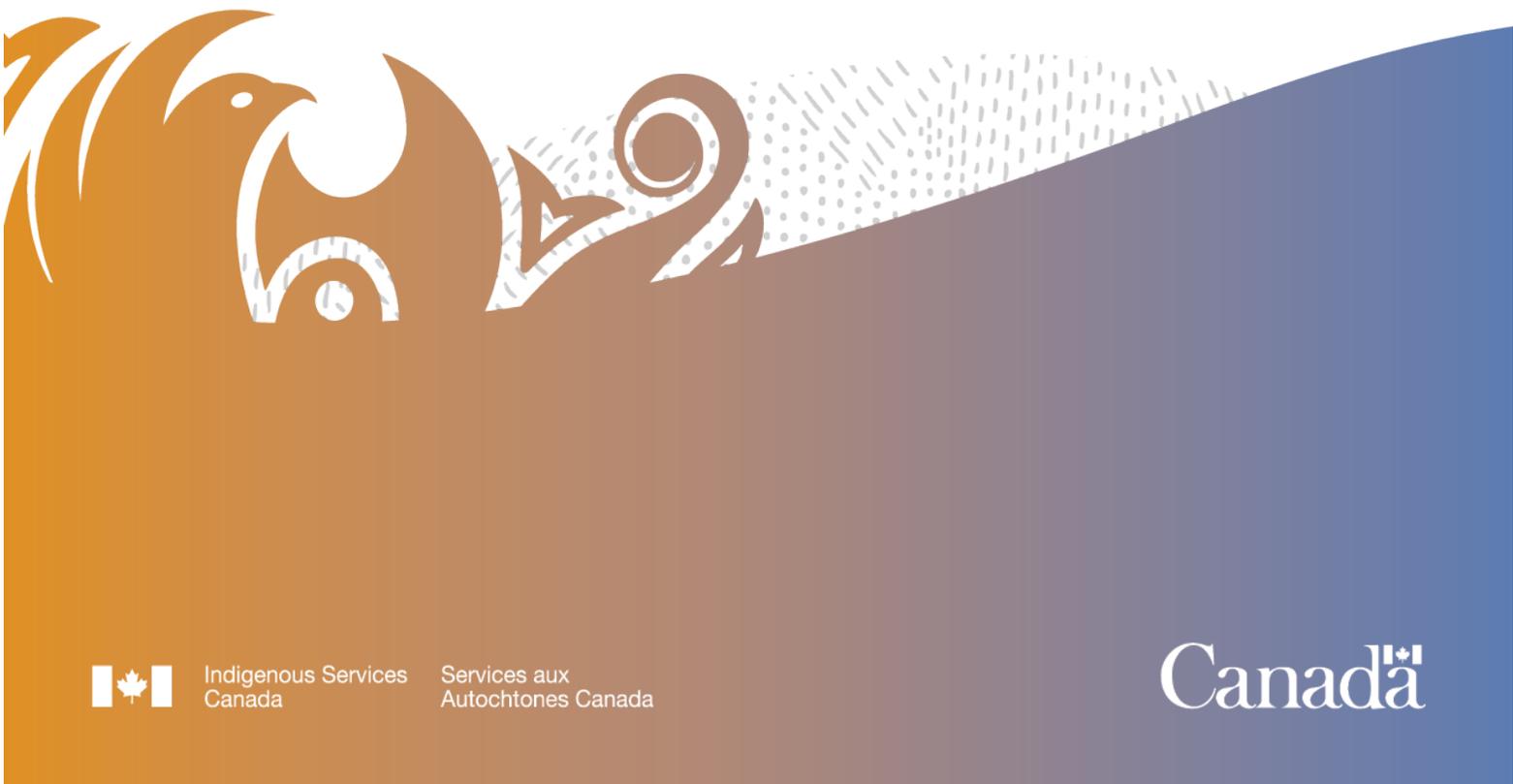




# Five-Year Evaluation Plan 2019-2020 to 2023-2024

**June 2019**

Evaluation, Performance Measurement and Review Branch



Indigenous Services  
Canada

Services aux  
Autochtones Canada

Canada

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# ACRONYMS

AASB	Audit and Assurance Services Branch
AES	Audit and Evaluation Sector
CFSR	Child and Family Services Reform
CIRNAC	Crown-Indigenous Relations and Northern Affairs Canada
EPMRB	Evaluation, Performance Measurement and Review Branch
ESDPP	Education and Social Development Programs and Partnerships
FNIHB	First Nations and Inuit Health Branch
Gs and Cs	Grants and Contributions
INAC	Indigenous and Northern Affairs Canada
ISC	Indigenous Services Canada
PMEC	Performance Measurement and Evaluation Committee
SPP	Strategic Policy and Partnerships
TB	Treasury Board

## DEPUTY HEAD CONFIRMATION NOTE

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

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

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

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

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Jean-François Tremblay  
Deputy Minister  
Indigenous Services Canada

# 1. INTRODUCTION

This document presents the Five-Year Departmental Evaluation Plan for Indigenous Services Canada (ISC) covering 2019-20 to 2023-24. Across the Government of Canada, evaluation planning is a process that considers a department's evaluation universe, as defined by the Departmental Results Framework and Program Inventory, balancing the requirements of the *Financial Administration Act*, the commitments to Treasury Board, and the needs of major stakeholders and departments for credible and timely information.

The development of this plan adheres to the Treasury Board (TB) Policy on Results (2016) under which the federal evaluation function is called upon to provide evidence that helps the Government of Canada demonstrate that its spending contributes to results that matter to Canadians, rather than simply supporting programs where efficacy is not always clear. The current government has committed to this modernization in its platform, mandate letters, Speech from the Throne, and public statements. The Evaluation, Performance Measurement and Review Branch (EPMRB) evaluators scope and plan new projects as per the Policy in order to ensure that EPMRB can contribute fully to helping to address questions related to the delivery of results for Canadians.

Implementation and monitoring of the Plan falls within the EPMRB, Audit and Evaluation Sector (AES), which supports ISC and Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC).

## 2. PLANNING CONTEXT

In August 2017, the Prime Minister announced the dissolution of Indigenous and Northern Affairs Canada (INAC), and the creation of two new departments, CIRNAC and ISC, designed to better meet the needs of the people they serve, to accelerate self-determination and the closing of socio-economic gaps and to advance reconciliation. The transformation has been a continuing process that has affected the planning process as the final structures of both departments develop.

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

### 2.1 *Roles and Responsibilities*

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

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

## **2.2 Purpose of the Evaluation Plan**

The primary purpose of the Evaluation Plan is to help the Deputy Head ensure that credible, timely and neutral information on the ongoing relevance and performance of direct program spending and ongoing programs of Grants and Contributions is available to support evidence-based decision making. The Plan also:

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

Moreover, the Plan serves as an important tool for the Department's Head of Evaluation and EP MRB to manage project workflow and plan the activities of its human resources. ISC has chosen to utilize its Senior Management Committee as its Performance Measurement and Evaluation Committee (PMEC), where evaluation reports are presented. The PMEC is a requirement as per the TB Policy on Results (2016).

## **2.3 Policy Framework and Guidance**

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

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

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

## **2.4 Evaluation Planning Methodology**

ISC updated its Departmental Results Framework – used to report its high level, core responsibilities and outcomes – and a program inventory for 2019-2020 and evaluation planning was conducted in alignment with that framework. Appendix A presents the Program Inventory for ISC by core responsibility. EPMRB has taken the approach to plan for evaluations based on these core responsibilities and program inventory. This has resulted in the amalgamation of some previously distinct programs into larger programs, reflecting the streamlining efforts that have been undertaken in response to the Policy on Results. There have also been three additional programs added to the Program Inventory since the 2018-19 Evaluation Plan was approved.

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

The planning timeframe for the Department's evaluations is typically 12 months (e.g. the date of approval for the Terms of Reference – the start of the evaluation – is generally 12 months before the planned approval date).

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

Since the EPMRB supports both departments, consultations with both CIRNAC and ISC leadership/senior management and with Treasury Board officials have also influenced which programs will be evaluated during which fiscal year.

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

## **3. EVALUATION PLANNING CONSIDERATIONS**

### **3.1 Departmental Core Responsibilities**

#### **Indigenous Services Canada**

ISC's mandate is to work collaboratively with partners to improve access to high quality services for First Nations, Inuit and Métis. Its vision is to support and empower Indigenous peoples to independently deliver services and address the socio-economic conditions in their communities.

The 2019-2020 Core Responsibilities for ISC have been refreshed from the previous fiscal year and are:

- Services and Benefits to Individuals – with three supporting programs
- Health and Social Services – with 14 supporting programs
- Governance and Community Development Services – with nine supporting programs
- Indigenous Self-Determined Services – with three supporting programs

### **3.2 Program Structures**

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

Currently, ISC has 22 authorities (voted Grants and Contributions) to support the 29 programs in its program inventory. A one-to-one relationship between the authorities listed in the Main Estimates and the Program Inventory of ongoing programs of Grants and Contributions deemed a 'program' by the Department exists in the minority of instances.

A number of programs draw on multiple grants and contributions; and conversely, there are grants and contributions that contribute to multiple programs. This plan has been developed using the Treasury Board's Interim Guide on Results, which was updated most recently in August 2018, where there is the recognition that a 'program' of Grants and Contributions can cut across two or more programs in the Program Inventory and the relationship is not always one-to-one.

### **3.3 Exemptions from Section 42.1 of the Financial Administration Act**

According to Section 42.1 of the *Financial Administration Act*, government departments and agencies must review, at least once every five years, the relevance and effectiveness of each ongoing Grants and Contributions program. Note that programs that are not funded through voted Grants and Contributions are not subject to the *Financial Administration Act* requirements. However, as per the Policy on Results (Section 2.5), programs with five-year average annual expenditures of less than \$5 million per year can be exempted from Section 42.1 and do not need to be evaluated every five years. Guidance from Treasury Board Secretariat states the five-year average is to be calculated on three years of actuals and two years of planned spending (Main Estimates). Based on these parameters, there are no ISC programs that fall into this category.

### 3.4 Planned Expenditures and Transfer Payments

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

**Table 1: ISC Total Planned Spending (2019-20) by Core Responsibility**

Core Responsibility	2019-20 Forecast Spending
Services and Benefits to Individuals	\$1,963,612,086
Health and Social Services	\$4,611,510,367
Governance and Community Development Services	\$2,542,307,175
Indigenous Self-Determined Services	\$2,350,269,508
Internal Services	\$110,917,383
<b>Total</b>	<b>\$11,578,616,519</b>

Source: 2019-20 Main Estimates. Figures include the following expenditures: salary; operations and maintenance; capital; statutory and grants and contributions funding; and the costs of employee benefit plans.

## 4. EVALUATION BRANCH

### 4.1 Status of Evaluation Completion in 2018-19

Looking back on the previous year, nine evaluations were completed with three of those evaluation reports awaiting formal approval. These evaluations were:

- ✓ Evaluation of Income Assistance
- ✓ Evaluation of Clinical and Client Care (First Nations and Inuit Health)
- ✓ Horizontal Evaluation of the Federal Initiative to Address HIV/AIDS in Canada (Health Canada-led)
- ✓ Review of Jordan's Principle
- ✓ Evaluation of the West Coast Energy Infrastructure Initiative (Horizontal; NRCAN-led)
- ✓ Evaluation of the Shelter Enhancement Program On-Reserve (Horizontal; CMHC-led)
- ✓ Evaluation of Assisted Living (awaiting final approval)
- ✓ Evaluation of First Nations and Inuit Home and Community Care (awaiting formal approval)
- ✓ Evaluation of the Aboriginal Health Human Resources Initiative (awaiting formal approval)

Looking forward, the following evaluations, which were on the plan for completion in 2018-19, are now expected to be completed and approved in 2019-20:

- Evaluation of Elementary and Secondary Education
- Evaluation of Post-Secondary Education
- Evaluation of Nutrition North Canada (Horizontal; CIRNAC-led)

EPMRB presents evaluation reports during regularly scheduled meetings of the Senior Management Committee. The Committee reviews evaluation reports and recommends the approval of each report to the Deputy Head. Formal Deputy Head approval is necessary in order for Treasury Board to consider an evaluation report approved.

## 4.2 Implementing the Plan

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

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

EPMRB plans to move towards developing and implementing protocols for engagement with Indigenous representative organizations so that First Nations, Inuit and Métis peoples can contribute their knowledge and experience throughout the evaluation process. The Department is working to build capacity in collaboration with Indigenous partners with the ultimate objective of improved service delivery. The evaluation function can play an important role in this transformation. With this objective in mind, a decision has been made by the Department to move evaluation resources from the Audit and Evaluation Sector to the new Strategic Policy and Partnerships Sector, thereby imbedding the function within ISC's Strategic Policy function. This organizational change will be planned and undertaken this fiscal year.

## 4.3 Planned Evaluation Coverage

ISC plans for 29 evaluations covering 99 percent (99%) of direct program spending from 2019-20 to 2023-24. The remaining one percent (1%) represents Internal Services (\$110,917,383). There are no programs below the \$5 million threshold that would exempt the program from Section 42.1 of the *Financial Administration Act*. ISC covers 100 percent of its voted Grants and Contributions amounts.

**Table 2: Planned coverage Grants and Contributions and Departmental Program Spending (DPS):**

Fiscal Year	Voted Grants and Contributions (Gs&Cs) amount	Percentage of coverage voted Gs&Cs	Departmental Program Spending	Percentage coverage DPS	Number of evaluations
2019-2020	\$2,848,608,599	30%	\$3,130,860,200	27%	12
2020-2021	\$1,910,312,108	20%	\$1,990,565,153	17%	6
2021-2022	\$1,382,866,949	15%	\$1,505,596,140	13%	4
2022-2023	\$1,621,166,163	17%	\$3,037,400,663	26%	5
2023-2024	\$1,733,239,780	18%	\$1,803,276,980	16%	4
<b>Total</b>	<b>\$9,496,193,599</b>	<b>100%</b>	<b>\$11,467,699,136</b>	<b>99%</b>	<b>31</b>

Source: 2019-2020 Main Estimates

## 4.4 Other EPMRB Activities

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

## **Performance Measurement**

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

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

## **Reviews**

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

For example, a Review of Jordan's Principle was completed in 2018. Jordan's Principle originated in 2007, stemming from the inequities in services First Nations children were receiving on-reserve in comparison to their non-First Nation counterparts. Jordan's Principle includes a \$382 million commitment over three years (2016-2019) from the Government of Canada to enable service coordination, service access resolution, data collection and capacity building. The objective is to ensure that First Nations children, regardless of on- or off-reserve status, receive equitable treatment and access to government-funded services.

The Review consisted of three case studies and was not intended to be a full evaluation of Jordan's Principle, but rather, to identify how Jordan's Principle was implemented in some communities, including the identification of challenges and successes and the lessons learned in these communities.

## **Australian Evaluation Society Annual (2018) Conference**

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

## **Corporate Advice**

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

## **Summer Internship Program**

Since 2008, the Branch has offered a unique internship program whereby approximately 10 graduate students in Public Policy or Administration, are hired for the summer to conduct a research project. Students participate in learning sessions to give them the skills they will need for their assignment, are placed in positions throughout the departments to gain work experience and an understanding of the Departments' activities, and work as a team on a special research project. The research project in 2018, entitled "Avenues for Co-development Between Indigenous Partners and the Federal Public Service", focused on developing key principles for co-development of policies, programs and evaluations with Indigenous partners. The 2018 intern team interviewed 94 stakeholders and travelled across Canada to meet Indigenous leaders, academics and community members.

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

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

## **2018 Canadian Evaluation Society Conference on Indigenous Evaluation**

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

## **Data Visualization Training**

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

## **4.5 Challenges**

### **Human Resources**

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

### **Performance Information**

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

## 5. FIVE-YEAR SCHEDULE OF EVALUATIONS

2019-2020	Sector	Last Evaluated	2019-20 Total Planned Program Spending	Planned Internal Audit
Evaluation of Elementary and Secondary Education	ESDPP	2012-2013	\$1,747,044,095	
Evaluation of Post-Secondary	ESDPP	2012-2013	\$228,557,823	
Horizontal Evaluation of the Youth Employment Strategy (Horizontal; led by ESDC)	ESDPP	2014-2015	\$57,084,935	
Evaluation of First Nations and Inuit Water and Wastewater Activities On-Reserve	RO/FNIHB	2013-2014	\$622,589,939	
Evaluation of Communicable Disease Control and Management	FNIHB	2014-2015	\$83,552,165	
Evaluation of Healthy Living Program	FNIHB	2014-2015	\$64,273,332	
Evaluation of Health Planning, Quality Management and Systems Integration	FNIHB	2016-2017	\$151,383,148	
Evaluation of Nutrition North Canada (Horizontal; led by CIRNAC)	FNIHB	2013-2014	\$94,665,232	
Evaluation of Engagement and Capacity Support: (a) Federal Interlocutor's Contribution Program; (b) Basic Organizational Capacity; (c) Consultation and Policy Development) (Horizontal; led by CIRNAC)	SPP	a)2013-2014 b)2008-2009 c)2014-2015	\$82,446,991 \$25,834,557 \$37,718,346	
Evaluation of Assisted Living (awaiting formal approval)	ESDPP	2008-2009	\$62,475,161	2021-2022
Evaluation of Home and Community Care (awaiting formal approval)	FNIHB	2013-2014	\$111,496,663	
Evaluation of Aboriginal Health Human Resources Initiative (awaiting formal approval)	FNIHB	2013-2014	\$5,602,206	
2020-2021	Sector	Last Evaluated	2019-20 Total Planned Program Spending	Planned Internal Audit
Evaluation of First Nations Child and Family Services	CFSR	2014-2015	\$1,143,261,289	
Evaluation of Indigenous Governance and Capacity	RO	2016-2017	\$316,016,927	
Evaluation of Mental Wellness	FNIHB	2016-2017	\$391,684,096	2020-2021
Evaluation of Healthy Child Development	FNIHB	2014-2015	\$81,957,184	
Evaluation of Environmental Public Health	FNIHB	2016-2017	\$57,645,657	
Evaluation of Indigenous Employees Initiatives and Development Programs (Horizontal)	FNIHB/HR	Never evaluated	\$0	
2021-2022	Sector	Last Evaluated	2019-20 Total Planned Program Spending	Planned Internal Audit
Evaluation of Urban Programming for Indigenous Peoples	ESDPP	2016-2017	\$53,278,979	2020-2021
Evaluation of Infrastructure: a) Education Facilities, b) Other Community Infrastructure and Activities, c) Housing, d) Health Facilities	RO and FNIHB	a)2015-2016 b)2015-2016 c)2016-2017	\$397,465,104 \$467,733,960 \$344,729,832	2019-2020

		d)2016-2017	\$147,989,589	
Evaluation of the Emergency Management Assistance Program	RO	2016-2017	\$67,153,780	
Evaluation of e-Health Infostructure	FNIHB	2016-2017	\$27,244,896	
<b>2022-2023</b>	<b>Sector</b>	<b>Last Evaluated</b>	<b>2019-20 Total Planned Program Spending</b>	<b>Planned Internal Audit</b>
Evaluation of Income Assistance	ESDPP	2017-2018	\$770,457,779	
Evaluation of Family Violence Prevention	ESDPP	2017-2018	\$41,382,325	
Evaluation of Supplementary Health Benefits	FNIHB	2017-2018	\$1,705,604,563	
Evaluation of BC Tripartite Governance	FNIHB	2017-2018	\$519,955,996	
Evaluation of the Impact Assessment and Regulatory Processes (Horizontal; led by CEAA)	FNIHB	Never evaluated	\$0	
<b>2023-2024</b>	<b>Sector</b>	<b>Last Evaluated</b>	<b>2019-20 Total Planned Program Spending</b>	<b>Planned Internal Audit</b>
Evaluation of Clinical and Client Care	FNIHB	2018-2019	\$235,210,851	
Evaluation of Jordan's Principle	FNIHB	2018-2019	\$0	2019-2020
Evaluation of Community Oral Health Services	FNIHB	Never evaluated	\$22,796,672	
Evaluation of the Grant to Support the New Fiscal Relationship for First Nations	CFRDO/RO	Never evaluated	\$1,545,269,457	2020-2021

## APPENDIX A – DEPARTMENTAL RESULTS FRAMEWORK 2019-2020

Core Responsibility	Departmental Results	Program Inventory
Services and Benefits to Individuals	Quality and timely services are delivered directly to Indigenous people	<ul style="list-style-type: none"> <li>• Supplementary Health Benefits</li> <li>• Clinical and Client Care</li> <li>• Community Oral Health Services</li> </ul>
	Health services delivered to Indigenous peoples contribute to improved health outcomes	
Health and Social Services	Indigenous people and communities are healthier	<ul style="list-style-type: none"> <li>• Child First Initiative – Jordan's Principle</li> <li>• Mental Wellness</li> <li>• Healthy Living</li> <li>• Healthy Child Development</li> <li>• Home and Community Care</li> <li>• Health Human Resources</li> <li>• Environmental Public Health</li> <li>• Communicable Diseases Control and Management</li> <li>• Education</li> <li>• Income Assistance</li> <li>• Assisted Living</li> <li>• First Nations Child and Family Services</li> <li>• Family Violence Prevention</li> <li>• Urban Programming for Indigenous Peoples</li> </ul>
	Indigenous people receive social services that respond to community needs	
	Indigenous students receive an inclusive and quality education	
Governance and Community Development Services	Indigenous communities advance their governance capacity	<ul style="list-style-type: none"> <li>• Health Facilities</li> <li>• e-Health Infostructure</li> <li>• Health Planning, Quality Management and Systems Integration</li> <li>• Indigenous Governance and Capacity</li> <li>• Water and Wastewater</li> <li>• Education Facilities</li> <li>• Housing</li> <li>• Other Community Infrastructure and Activities</li> <li>• Emergency Management Assistance</li> </ul>
	Indigenous people have reliable and sustainable infrastructure	
Indigenous Self-Determined Services	Indigenous people control the design, delivery and management of services	<ul style="list-style-type: none"> <li>• New Fiscal Relationship</li> <li>• Self-Determined Services</li> <li>• BC Tripartite Health Governance</li> </ul>
	Indigenous self-determined services are improving outcomes for communities	