



# Five-Year Departmental Evaluation Plan 2022-2023 to 2026-2027

**June 2022**  
**ISC Evaluation**



Indigenous Services  
Canada

Services aux  
Autochtones Canada

Canada

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## List of Acronyms and Abbreviations

ADM	Assistant Deputy Minister
CFSR	Child and Family Services Reform
CIRNAC	Crown-Indigenous Relations and Northern Affairs Canada
ESDPP	Education and Social Development Programs and Partnerships
FAA	<i>Financial Administration Act</i>
FNIHB	First Nations and Inuit Health Branch
Gs&Cs	Grants and Contributions
ISC	Indigenous Services Canada
PMEC	Performance Measurement and Evaluation Committee
RO	Regional Operations
SMC	Senior Management Committee
SPP	Strategic Policy and Partnerships
TBS	Treasury Board of Canada Secretariat

## Deputy Head confirmation note

I approve the Departmental Evaluation Plan for Indigenous Services Canada for the fiscal years 2022-23 to 2026-27, which I submit to the Treasury Board of Canada Secretariat as required by the *Policy on Results*.

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

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

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

Original signed on July 11, 2022, by:

Christiane Fox  
Deputy Minister  
Indigenous Services Canada

## 1.0 Introduction

This document presents the Five-Year Departmental Evaluation Plan (“the Plan”) for Indigenous Services Canada (ISC) covering fiscal years 2022-23 to 2026-27. The development of this Plan adheres to the Treasury Board of Canada Secretariat (TBS) *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. This five-year rolling Plan has been informed by an annual planning exercise that identifies the timing of the individual evaluations.

The primary purpose of the Plan is to help the Deputy Minister ensure that credible, timely and neutral information on the ongoing relevance and performance of planned 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., Indigenous partners and other government departments) are being met;
- Helps ensure that evaluations supporting program redesign and transformation are planned and completed in advance of shifting priorities and program renewal dates;
- Outlines the evaluation innovation work in the context of service transfer and efforts to build internal and external evaluation capacity;
- Initiates regular communication and consensus-building on evaluation needs and priorities across the Department;
- 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.);
- 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; and
- Ensures transparency with partners and the general public regarding availability of evaluation results, planned evaluations and program spending.

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

## 2.0 Planning context

In 2016 the Government of Canada adopted and committed to the implementation of the *United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)*<sup>1</sup>. The need to fully implement the rights enshrined within UNDRIP has been echoed by the Truth and Reconciliation Commission Calls to Action, the Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls, and the most recent Mandate Letter to the Minister of Indigenous Services Canada.

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<sup>1</sup> United Nations. (2008). United Nations Declaration on the Rights of Indigenous Peoples.

In seeking to fulfill the department's mandate, Indigenous Services Canada (ISC) is working towards fundamental change in how the rights and needs of Indigenous Peoples and communities are met by the Government of Canada, while putting the emphasis on the right of self-determination. Indigenous control over service design and delivery is essential to ensuring high-quality, culturally relevant services - services that ultimately will lead to better socio-economic outcomes for First Nations, Inuit and Métis individuals, families and communities. This shift will not happen overnight but gradual advances in individual program and service areas are necessary to move us forward on this principle.

The expectation is that ISC will, amongst other operating principles, recognize and promote Indigenous ways of knowing, being and doing, as well as collaborating closely with Indigenous peoples and partners.

## 2.1 Departmental mandate and vision

ISC's mandate is to work with First Nations, Inuit and Métis to:

- improve access to high-quality services
- improve well-being in Indigenous communities across Canada
- support Indigenous peoples in assuming control of the delivery of services at the pace and in the ways they choose

ISC envisions itself as being a trusted partner that respects Indigenous perspectives and supports First Nations, Inuit and Métis in controlling the delivery of high-quality services for healthy, prosperous and thriving communities.

The ISC mandate and vision, inspired by the *Department of Indigenous Services Act*<sup>2</sup>, and the Department's Strategic Plan, set the foundation for the evaluation function's strategic and operating context and priorities. ISC Evaluation has an important role, to act as a catalyst for meaningful change as the department and partners work together to reform and re-design programs for improved service delivery and gradual transfer of control of services to Indigenous partners. More broadly, the evaluation function aims to work collaboratively with Indigenous peoples and organizations to influence and shift ISC's internal, organizational culture in favour of becoming more centered on Indigenous knowledge systems and worldviews.

## 2.2 ISC Evaluation - Vision

The role of ISC Evaluation is to offer robust, timely and meaningful evidence to help shape and support the re-design of the Department's policies and programs, and to inform and influence improved service delivery and the transfer of services to Indigenous partners. It strives to contribute to the Government of Canada's broader commitments to advance reconciliation with Indigenous peoples.

In this context, the ISC evaluation function is transforming its practice to deliver on the following three primary objectives:

1. Co-develop, adapt, and implement evaluation methods and approaches with Indigenous peoples and partners that are more centered on Indigenous worldviews and knowledge systems;

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<sup>2</sup> Department of Indigenous Services Act ([justice.gc.ca](http://justice.gc.ca))

2. Explore and implement ways to support Indigenous evaluation capacity and advance Indigenous-led evaluation functions including the generation of tools that are supportive of Indigenous-led evaluations in the context of gradual transfer of services to Indigenous partners and peoples;
3. Deliver and manage core work on program evaluations and activities further to the TBS *Policy on Results* (2016) and the *Financial Administration Act* (FAA);

## 2.3 ISC Evaluation innovation projects and other priorities

ISC Evaluation is increasingly emphasizing models of co-development and co-creation with Indigenous partners in all evaluation projects. In the short- to medium-term, this includes ways to integrate Indigenous evaluation expertise, knowledge, world views and/or Indigenous capacity development at key points in evaluations (planning, methodology, data collections, and development of findings and recommendations). In the long-term, the ultimate goal is to support the establishment of Indigenous evaluation functions outside of government.

In general, the evaluation innovation projects have the following objectives:

- To support Indigenous evaluators, research institutes, think tanks, and/or organizations to advance the implementation of ISC program evaluations with a focus on service transfer.
- To support Indigenous organizations to strengthen their capacity to implement program evaluations, enhance and coordinate Indigenous policy and evaluation networks, and organize the Indigenous policy and evaluation field (e.g., conferences, a center of excellence, etc.)
- To partner with Indigenous evaluators, researchers, think tanks, and/or organizations to advance evaluations tools, guides, policies, strategies and other evaluative practices that integrate Indigenous knowledge and worldviews.

In this context, ISC Evaluation is supporting two multi-year evaluation innovation projects with Indigenous partners in 2022-2023. In addition, ISC Evaluation is hoping to expand its innovation work to include building the capacity to bring a stronger distinctions-based lens to evaluation work as well as expanding the ability to weave the invaluable insights from traditional Indigenous knowledge keepers directly into evaluation processes.

### **Project A: *Centering Indigenous Worldviews within Evaluation Frameworks***

Commonly used methodologies for program evaluations are often rooted in Westernized, positivist perspectives that do not incorporate the diversity and vibrancy of Indigenous nations, peoples, cultures, worldviews and knowledge systems. These types of evaluation frameworks have not taken into account Indigenous worldviews when evaluating federal programming, policy and investment. Evaluation frameworks today need to focus on the importance of capacity strengthening, developing relationships based on respect, trust, humility and reciprocity, and the historical, socio-economic conditions and distinction of Nations. As Indigenous nations are moving towards self-determination, evaluation is a critical collaborative tool to strengthen relationships, expand language, philosophy and methods and advance Indigenous-led evaluation criteria. The Department is supporting exploratory research for an evaluation project called *Centering Indigenous Worldviews within Evaluation Frameworks*, which is a partnership between ISC Evaluation and the Indigenomics Institute. This project has expanded to emphasize overall community-determined well-being and the primacy of relationships, co-designed processes, and multiple mandates. The project is rooted in a

dynamic theory of living that considers the complexity of historical, current and evolving relationships and mandates with Indigenous Nations, and aims to generate a set of practical co-designed tools and methods for evaluation processes. The tools and framework developed in this project will be applied to the Evaluation of the Economic Development and Capacity Readiness program.

### **Project B: *Strengthening Indigenous Evaluation Frameworks and Practice***

ISC Evaluation has partnered with Johnston Research Inc. on an exploratory project entitled *Strengthening Indigenous Evaluation Frameworks and Practice* which aims to build dynamic evaluation tools that are relevant and appropriate for ISC, Indigenous partners and communities. Rooted in the notion that historically Indigenous nations, communities and people have embedded evaluation into their worldviews and knowledge systems, this project will advance a new framework that attempts to overcome the limitations of the colonial underpinnings of logic models and includes the expansive concepts of time. It is rooted in three key pillars (spirit, relationship and evaluation processes) which serve as a lens in which to ground community-centred evaluation priorities, needs, ideas of progress and concepts of change over time. The project will apply this exploratory framework to a small subset of ISC evaluations (both internal and external to ISC) as a means of generating learning to improve and further refine the framework. In addition, the project will support the fostering of dialogue and knowledge transfer amongst a core group of Indigenous evaluators as well as providing capacity-strengthening opportunities for young Indigenous evaluators.

ISC Evaluation has also been focusing on the following additional priorities:

#### ***Results-based innovation and assessing readiness for program transfer***

As stated in the legislated mandate, the primary end goal of ISC is to transfer the control of services to Indigenous partners, organizations and communities. The overall readiness for transfer both for the Department and Indigenous partners, organizations and communities is a critical component in ensuring that the transfer is properly paced and leads to successful and sustainable outcomes.

This is also tied to direction from TBS to Deputy Heads (2016) which requires that departments test new approaches and measure impacts to instill a culture of measurement, evaluation and innovation in program and policy design and delivery.

Work is underway to better understand concepts and measurement frameworks to assess and track readiness and progress towards service transfer, including a literature review. In the meantime, ISC Evaluation has integrated lines of enquiry on the state of program and service transfer to each evaluation to understand early learnings and best practices.

#### ***Independent Third-Party Evaluation for ISC Reform and Child and Family Services Suite of Evaluations***

Evaluation work related to child and family welfare has expanded substantially and has become increasingly elaborate in response to the Indigenous child and family services reform agenda, including the Canadian Human Rights Tribunal order of January 26, 2016, that found Canada's First Nations Child and Family Services program to be discriminatory in its funding and ordered Canada to reform the Program and cease applying a narrow definition of Jordan's Principle by immediately implementing its full meaning and scope and subsequent orders. This led to the 2021 long-term reform Agreement in Principle (AIP) signed between Canada and the parties, which along with the more recent 2022 Immediate Measures Decision (CHRT 8 No. 6) "commits



Canada to work with Parties to establish an expert advisory committee within sixty (60) days of the order to develop and oversee the implementation of an evidence-informed work plan to prevent the recurrence of discrimination. Canada shall take reasonable measures to begin implementing the work plan.”

As such, in relation to the Agreement-in-Principle, ISC Evaluation is leading work on departmental reform. This work includes the establishment of an Expert Advisory Committee (EAC) to support the design and development of a framework for an independent third-party evaluation for ISC reform. The EAC’s work will be supported and guided by expert consultants in participatory and culturally responsive evaluation processes, and will identify and provide recommendations to redress internal departmental processes, procedures and practices that contribute to the discrimination identified by the Tribunal and transform the “old mindset” that has contributed to the discrimination under the FNCFS Program and Jordan’s Principle. The work of the EAC will culminate in the development of an evaluation framework for one of the highest profile and consequential evaluations in the Department’s history.

All evaluation work in the child welfare space is expected to be both innovative and transformative. The projects are intended to be undertaken with Indigenous partners through co-developed evaluation frameworks that will include Indigenous participatory and culturally responsive research methodologies, as well as Indigenous concepts of child and family well-being. The governance structures will include external experts and consultants, and Indigenous partners. Over the medium term (next five years), ISC Evaluation will complete a suite of large and complex evaluation projects including a literature review informing the third-party evaluation for ISC reform, a synthesis report of the substantive reports and studies conducted on the First Nations Child and Family Services Program since 2015, the evaluation of the First Nations Child and Family Services (FNCFS) program, and the Independent Third-Party Evaluation for ISC reform.

Given the scope and complexity of the programming and services related to child and family welfare, including in response to Tribunal orders and the considerable advanced planning with Indigenous partners, most of the evaluations in this suite are expected to require two or more years to complete and are yet to be scheduled. Consideration of timelines is essential so as to determine the most effective time to launch these evaluations in relation to the recommendations that will result from the extensive expertise, time and commitment being invested in the Independent Third-Party Evaluation for ISC Reform. The evaluation framework, products and processes developed through this exercise will be unique and are expected to be applicable as a guiding framework for other evaluations, in particular those in the child welfare space. In addition, the timing of the Jordan’s Principle evaluation is also under review given that Jordan’s Principle is undergoing significant and immediate reform, and it may be more strategic and beneficial to conduct the evaluation once immediate reform work is more advanced.

ISC Evaluation is continuing to build human resource capacity to meet the Child and Family Services suite of evaluation timelines.

### ***Ongoing engagement and Indigenous evaluation capacity***

Engagement approaches can be expected to vary by evaluation project as some programs have well-established engagement protocols with national Indigenous organizations, regional Indigenous organizations, Indigenous technical/manager working groups, and communities and others do not. ISC Evaluation works with individual programs to determine best approaches for engagement while at the same time is exploring opportunities with Indigenous experts in the evaluation community and/or the private, academic and not-for-profit sectors.

ISC Evaluation is also exploring the adoption of distinctions-based evaluation approaches. Discussions with national Indigenous organizations are ongoing in order to explore potential partnership approaches that will help to increase evaluation capacity within Indigenous organizations.

As an example, an Education Facilities Evaluation Advisory Committee (EAC) has been established, of which half of the participants are First Nations members and First Nations organizations external to the Department. The EAC is a platform for advice from the perspectives of First Nations stakeholders at major evaluation milestones. The process continues to promote exposure of external stakeholders to the evaluation function and develop relationships amongst ISC Evaluation and various communities and organizations – even beyond the committee itself. While ongoing, the EAC is expected to greatly contribute to the success of recruiting participants for the evaluation, the cultural appropriateness of the findings, and the relevance of the products to diverse stakeholders. Equally, lessons learned from the complex process of member selection can be used to inform future advisory committees.

### ***GBA Plus***

GBA Plus provides a rigorous method for developing, implementing, monitoring and evaluating initiatives to provide equal outcomes, with an emphasis on inclusiveness and reaching those marginalized due to a combination of social norms and attitudes; institutional power structures; policies and practices that together can limit access to opportunities.

GBA Plus is an intersectional analysis – a framework for understanding how aspects of a person’s identity combine to create different modes of discrimination and privilege. In doing GBA Plus, many factors should be considered. The needs and experiences of different groups of people are influenced by intersecting parts of their identity, the context they are in and their lived experiences. All federal government organizations are directed to apply GBA Plus as part of all decision-making processes.

ISC Evaluators are actively applying the GBA Plus approach in their work, weaving its processes into evaluations to understand how diverse groups of people may be affected differently by ISC policies and programs. To the extent possible, ISC evaluators are applying an intersectional, distinctions-based lens to the whole evaluation cycle, starting at the design phase, through data collection and analyses, and in the generation of findings and recommendations. For example, in the case in the Indigenous Entrepreneurship and Business Development program evaluation, a distinctions-based lens was applied to the designing of the evaluation Technical Advisory Committees to ensure that representation on the committee reflects the diverse knowledge and experience of partners involved in the program. There is an opportunity to ensure that there is ongoing communication with partners and communities regarding the application of GBA Plus processes in programs and policies as recent feedback from First Nations in case studies suggest little to no formal awareness of this lens but were asking themselves questions around differential impacts as a matter of course.

### ***Corporate advice and management practice***

ISC Evaluation provides ongoing advice to support the development of **Treasury Board Submissions and Memoranda to Cabinet** to ensure evaluation evidence is represented and used appropriately, that plans for future evaluations are properly referenced, and to provide high level commentary and advice on the Department’s Performance Information Profiles.

The Directorate also provides annual input into the Departmental Plan, the Departmental Results Report, as well as to the corporate risk and business planning processes. ISC

Evaluation participates in the regular Neutral Assessment exercise, the annual TBS Capacity Survey Report, and ensures the quality of published documents.

ISC Evaluation's recently redesigned **Management Response and Action Plans (MRAP)** process and tracking tools continue to evolve. In 2020-21 ISC Evaluation developed and established an interactive, dynamic database to store and structure, in a standardized manner, detailed data for each MRAP. The database has the ability to provide aggregate information on the status of MRAPs from a departmental, sector, or program level and for different aspects of the MRAP (such as recommendations, action items, and timelines). Led by ISC Evaluation, MRAPs are updated on a quarterly basis and tabled at the ISC Performance Measurement and Evaluation Committee twice annually. This database helps ISC Evaluation monitor progress made in addressing evaluation report recommendations and to ensure commitments are met and program improvements are made. However, the potential of the database goes beyond the tracking, monitoring and reporting of MRAPs. For example, from an analytical perspective, it can be mined by using "text" identification and coding methods to uncover hidden insights regarding common or systemic program performance issues and barriers from a cross-sectoral or horizontal perspective. This new MRAP tracker and process has become a foundational tool for the practice management function which also supports the TBS Capacity Survey and recently, ISC Evaluation (Practice Management MRAP team) launched an interdepartmental outreach on best practices for monitoring the implementation and completion of MRAPs. With the other government evaluation functions indicating that it was a best practice across the federal evaluation community, this has led to the creation of an interdepartmental Evaluation MRAP working group that meets on an ad-hoc basis.

## **3.0 The year in review**

### **3.1 Status of evaluation completion in 2021-2022**

Looking back on the previous year, two (2) evaluations were completed:

1. Evaluation of Individual Affairs Program
2. Evaluation of First Nations Solid Waste Management Initiative

Also, as of the end of the 2021-22 fiscal year, ISC Evaluation published the following:

- Evaluation of First Nations Solid Waste Management Initiative (February 2022)
- Evaluation of the Water and Wastewater On-Reserve Program (August 2021)
- Evaluation of the Elementary & Secondary Education Program (July 2021)
- Evaluation of the Post-Secondary Education Program (July 2021)
- Five-Year Departmental Evaluation Plan 2021-2022 to 2025-2026 (November 2021)

The following evaluation projects were launched in 2021-2022:

- Evaluation of Non-Insured Health Benefits (Supplementary Health Benefits Program)
- Evaluation of the Mental Wellness Program
- Evaluation of the Environmental Public Health Program
- Independent Third-Party Evaluation for ISC Reform
- Synthesis Report of Key Studies and Reviews of the FNCFS Program
- Evaluation of the Miawpukek First Nation Grant Agreement
- Evaluation of Housing On-Reserve
- Evaluation of Other Community Infrastructure and Activities Program
- Evaluation of the Indigenous Entrepreneurship and Business Development Program
- Evaluation of the Lands Management Sub-Programs

ISC Evaluation Reports, and Summary Reports are available on the departmental website.

## **4.0 The five-year plan**

### **4.1 Scope of Work**

One of the consequences of the creation of ISC was a broader scope of work and increased workload because of the additional programs for which the Department is now responsible. In 2017, the First Nations and Inuit Health Branch (FNIHB) was transferred from Health Canada to ISC. With this transfer, fourteen programs were moved to ISC. Further, with the ISC and CIRNAC enabling legislation in July 2019, five programs were transferred from CIRNAC to ISC. In total, 19 programs were added and the resulting impact to the ISC Evaluation workload was significant, approximately doubling the number of programs to be evaluated with no additional evaluation resources to carry out the evaluation work.

Additional challenges include the inherited backlog of several evaluations from the previous shared evaluation function between ISC and CIRNAC and the many recent budget announcements and investments that have expanded the scope of existing programs or introduced new funding streams. The COVID-19 pandemic has exacerbated the situation. All of these variables have resulted in ongoing and persistent challenges in completing the planned evaluations and have increased the number of evaluations in the backlog that are beyond the five-year review cycle. With the mandated emphasis on co-development and service transfer noted above, and the expanding scope of evaluations, the backlog can be expected to persist for a few years. This situation limits the flexibility of the Directorate to take on new evaluations that may be of interest to Senior Management as the Directorate is challenged to meet the expectations of co-development and innovation while also meeting the due dates of the mandatory evaluations it must conduct to be aligned with FAA requirements.

### **4.2 Program structures**

Most departmental programs, representing a majority of spending, are delivered through partnerships with Indigenous communities and in very few cases federal-provincial or federal-territorial agreements are in place. However, other funding structures have been established that are expected to become increasingly common as the Department moves to transfer services to Indigenous entities. For example, the British Columbia Tripartite Health Governance program involves a joint agreement between the Province of British Columbia, the First Nations Health Authority and ISC on health governance. Under this agreement, the parties agree to a tripartite evaluation, led by the First Nations Health Authority, with the final report being shared between the parties. In the future, more non-standard funding arrangements can be expected, with ISC Evaluation examining the 'readiness' of Indigenous governments or institutions to assume program delivery.

Currently, ISC has 30 authorities (voted grants and contributions) to support the 33 programs in its program inventory. However, 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 very few 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. This structure has presented the Department with some challenges in ensuring evaluation coverage for all authorities because of the segregation of a single authority over multiple programs with different evaluation timelines.

**The program structure has also resulted in the number of evaluations exceeding the number of programs in the Program Inventory because of the distinct sub-programs that are included in the larger Programs.** There are some sub-programs that have their own funding authority which alone supports the rationale for a separate evaluation that can identify improvements that might otherwise be lost in a larger evaluation. There are some sub-programs that are generally aligned with their Program, but when evaluators begin scoping the evaluation, the sub-program is quite unique and a single evaluation is not practical. One planned evaluation becomes two actual evaluation projects. This results in challenges meeting TB commitments and FAA requirements as evaluations must sometimes be deferred.

### 4.3 Evaluation planning methodology

The planning methodology is a multi-step process that begins with a review of the previous year's planning approach to update the steps where necessary and to review all relevant guidance and planning documents, such as the current Departmental Plan and Treasury Board commitments.

For 2022-2023, ISC refreshed its Departmental Results Framework (DRF) and its Program Inventory. Evaluation planning was conducted in alignment with the 2022-2023 framework. While there were no new programs added to the Program Inventory, there was an update to one program title where "Jordan's Principle" is now "Jordan's Principle and the Inuit Child First Initiative". Self-Determined Services has been removed from the Program Inventory and its activities are to be reported under the Education program.

The 2022-2023 Core Responsibilities for ISC are:

- Services and Benefits to Individuals – with 4 supporting programs
- Health and Social Services – with 14 supporting programs
- Governance and Community Development Services – with 13 supporting programs
- Indigenous Self-Determined Services – with 2 supporting programs

Appendix A presents the entire Program Inventory for ISC by core responsibility.

The Plan is also expected to align with the Department's Risk-Based Audit Plan, which is prepared by the Audit and Assurance Services Branch (AASB). The AASB is part of the Audit and Evaluation Sector of CIRNAC and it serves both CIRNAC and ISC. As has been past practice, consideration is given to timing audits and evaluations in a way that does not overburden programs.

Each evaluation included in the Plan has been further assessed as to the type of evaluation required 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. It should be noted that in January 2018, the Treasury Board Secretariat released a new Guide to Departments on the Management and Reporting of Horizontal Initiatives. Under the guidance, ISC has no official Horizontal Initiatives, although it does participate in several led by other departments.

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. 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 that requirement 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. 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 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). These calculations were conducted as part of the planning process and, based on these parameters, the following programs falls below the \$5 million threshold:

**Table 1: ISC Program(s) that fall below the evaluation threshold:**

Program inventory	Assessment
Statutory, Legislative and Policy Support to First Nations Governance	Below \$5 million but included in the Plan as part of management responsibilities.
Health Human Resources Program	Already included in the ongoing Health Cluster evaluation and so remains on the Plan.

ISC Evaluation conducted individual consultations in May 2022 with ISC senior management on the draft five-year schedule of evaluations to obtain their input on priorities for their respective sectors and on the timing of evaluations. Their input was synthesized and considered as part of the finalization process for the five-year schedule. The following senior management offices were consulted:

- Senior ADM Regional Operations
- Associate ADM Regional Operations
- Senior ADM First Nations and Inuit Health Branch
- ADM First Nations and Inuit Health Branch Regional Operations
- Chief Finances, Results and Delivery Officer
- ADM Child and Family Services Reform
- ADM Lands and Economic Development
- ADM Education and Social Development Program and Partnership
- ADM Strategic Policy and Partnerships Sector
- ADM Communications

## 4.4 Planned spending

Based on the Main Estimates, total planned spending for 2022-23 is outlined in the table below according to the Department's core responsibilities.

**Table 2: ISC total planned departmental spending (2022-2023) by core responsibility**

Core responsibility	2022-2023 planned spending
Services and benefits to individuals	\$2,570,793,254
Health and social services	\$28,344,912,699
Governance and community development services	\$6,277,966,237
Indigenous self-determined services	\$2,192,779,573
Internal services	\$215,168,480
<b>Total</b>	<b>\$39,601,620,243</b>

Source: 2022-23 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.

## 4.5 COVID-19 emergency funds

The Government of Canada began identifying funds in March 2020 specifically for COVID-19 support to Indigenous and northern communities and organizations. As of spring 2022, approximately \$5.9B has been committed through ISC. ISC Evaluation has included, as a discrete line of enquiry, questions in recent evaluations to investigate the early impacts of COVID-19 on programming activities and will continue to canvass for this issue in future evaluations. Part of the March 2020 COVID-19 Economic Response Plan was the creation of an Indigenous Community Support Fund to help communities and organizations prevent, prepare and respond to COVID-19. Over \$2.0B in support has been announced through the Indigenous Community Support Fund. New to the Evaluation Plan this year therefore is an evaluation of the ICSF in 2023-2024 to study the impact of the funding and gather lessons learned to inform future practices.

## 4.6 Coverage

39

39 program and sub-program level evaluations are planned to meet mandatory evaluation requirements, including fulfilling evaluation commitments specified in TB Submissions and addressing requirements of the FAA. These evaluation projects will cover 99.4% of planned departmental spending from 2022-23 to 2026-27. Departmental planned spending includes salary, operations and maintenance, capital, statutory payments and the costs of employee benefit plans, as well as grants and contributions funding. The remaining <1% represents Internal Services (\$204,380,562) and a small segment of programming in the Lands, Natural Resources and Environmental Management Program has been scoped out of the planned Evaluation of Lands Management Sub-Programs. This amount is \$17,036,259 of planned spending and also has a negligible effect on coverage.

7

7 horizontal evaluations are on the schedule that will address initiatives across multiple departments and organizations. ISC is a partner department in these horizontal evaluation projects.

5

5 evaluation projects connected to First Nations Child and Family Service Reform, the timing and scoping of which will be further refined as the Plan is updated and FNCFS Reform progresses.

**3**

3 discretionary evaluations are scheduled that have been identified as departmental priorities to support internal decision-making.

Both of the following tables list 17 evaluations for the fiscal year 2022-23, as that year includes the ongoing Cluster Evaluation of Health Infrastructure Support for First Nations and Inuit. This cluster evaluation covers six of the Department’s First Nations and Inuit Health Branch programs that were grouped together to take a holistic view of how effectively programs are working in concert to improve, or put in place, health infrastructure for Indigenous communities. Consultations with senior management indicated that the cluster evaluation should take a broad strategic approach in order to examine whether the mix of programs meets the current needs of Indigenous communities and the alignment of goals of both FNIHB and ISC, that it covers all health programs related to health infrastructure, and that it is in sync with the Department’s mandate of reconciliation with Indigenous peoples in Canada. A cluster evaluation is also expected to alleviate the burden on program areas by evaluating their programs only once in this five-year evaluation period and to alleviate the backlog of evaluations the Department currently faces.

**Table 3: Planned Coverage of Planned Spending:**

Fiscal year	Departmental spending	Percentage coverage	Number of evaluations
2022-2023	\$3,342,561,372	8.4%	17
2023-2024	\$7,037,201,309	17.8%	19
2024-2025	\$22,630,164,536	57.1%	9
2025-2026	\$6,204,542,845	15.7%	5
2026-2027	\$165,733,360	0.4%	4
<b>Total</b>	<b>\$39,380,203,422</b>	<b>99.4%</b>	<b>54</b>

Source: 2022-2023 Main Estimates

ISC covers 100% of its voted grants and contributions amounts. The out-of-scope Lands programming (Vote 10 is \$5,178,309) is negligible.

**Table 4: Planned coverage of grants and contributions:**

Fiscal year	Voted grants and contributions (Gs&Cs) amount	Percentage coverage voted Gs&Cs	Number of evaluations
2022-2023	\$3,156,492,270	21.41%	17
2023-2024	\$4,898,082,839	33.23%	19
2024-2025	\$2,527,911,553	17.15%	9
2025-2026	\$4,136,807,924	28.06%	5
2026-2027	\$21,223,691	0.14%	4
<b>Total</b>	<b>\$14,740,518,277</b>	<b>100%</b>	<b>54</b>

Source: 2022-2023 Main Estimates

## 4.7 Resources

The Evaluation Directorate has the following planned expenditures for 2022-2023 to deliver on the commitments made in the Plan.



**Table 5: Evaluation Directorate - planned expenditures**

Expenditure type	2022-2023 (Budget)
Salaries	\$2,835,053
Operations and maintenance	\$2,597,710
Grants and Contributions	\$0
Total	\$5,432,763
Full-time equivalents (FTEs)	27

Source: Strategic Policy and Partnerships Sector, Business Management Unit

## 4.8 Challenges

As noted, ISC Evaluation has an important opportunity to play as a catalyst for meaningful change and to work collaboratively with Indigenous peoples and organizations. This opportunity does not come without challenges and has created a very fluid operating environment for the Department in general and the evaluation function in particular.

Evaluations are becoming increasingly complex and are taking longer to conduct. With the increased focus on co-development and collaboration, time is required to build the necessary relationships with Indigenous partners and departmental program officials. To be effective, partners must be included in the process from scoping, developing Terms of Reference, establishing appropriate methodologies and conducting field work. Consultations with Indigenous partners may result in new approaches that might be incorporated as the evaluation methodology develops and evolves. While the Department has 33 programs in its inventory, there are currently 54 evaluations on the Plan due to new authorities, sub-programs and horizontal evaluations, a figure which has been increasing since the creation of the Department in 2019.

The scope of each evaluation has been expanding and will likely continue to do so. In addition to the standard *Financial Administration Act* (FAA) and *Policy on Results* questions regarding relevance, effectiveness and efficiency, evaluations must now also include questions canvassing for program impacts on families and children, the application of GBA Plus, whether services provided are culturally appropriate and of high quality, the early impacts of the COVID-19 pandemic on service delivery and the affects of climate change. In addition, there are four mandatory questions focused on service transfer and readiness of partners to assume control. These additional areas of investigation add to the time taken to develop and refine questions, gather data, analyse results and synthesize findings.

There are internal challenges for the evaluation function. Timelines for evaluations are lengthening due to more transparent and rigorous procurement practices that have added months to the process of putting contracts into place. There continues to be challenges related to the lack of data, the inconsistency of existing data, and gaps in performance information. Negotiations with ISC Program officials involved in program evaluation can take time to develop to the necessary level of co-operation and understanding. Internal and external capacity issues, particularly skilled evaluators, further exacerbate timelines necessary for pursuing collaborative approaches.

The increasing complexity of evaluations, and current internal challenges, has resulted in the Department developing a backlog of evaluations that are overdue with respect to the five-year evaluation cycle articulated in the FAA. In parallel with this, the evaluation function has developed a “backlog” strategy to map out a path towards completing a number of evaluations that are overdue. The strategy is to adopt a risk-based and balanced approach. For example,

depending on priorities and risks, some evaluations will be put on an accelerated schedule, or a 'clustering' approach that groups evaluations together to provide a more system-wide analysis. Other evaluations may be more suited to integrated, co-developed and partnership-based approaches. It is recognized that co-developed evaluations will take longer in order to allow time to build trust and relationships and to integrate Indigenous worldviews and perspectives, ensuring engagement at all stages of the evaluation project. With the *Department of Indigenous Services Act* compelling the Department to focus on co-operation, partnership and readiness for service transfer, it is likely that the backlog will persist for the next several years.

## **Impact of COVID-19 Pandemic**

The consequences of the worldwide COVID-19 pandemic continue to resonate. In early 2020-2021, evaluation activities were curtailed as travel restrictions were put in place and many Indigenous communities declared a state of emergency, allowing only limited access for essential functions and remaining closed to outside visitors for several months. In addition, regional and community partners faced enormous workload challenges due to the pandemic and the multiple effects it is having across Canada. These challenges persisted into 2021-2022 as it continues to be difficult to speak with community health workers who would typically be involved in FNIHB evaluations but faced other urgent priorities. For example, the Directorate's ability to advance the evaluation of the Communicable Disease Control and Management program has continued to face significant challenges. The increased workload for regional colleagues also made it difficult to schedule activities to support all evaluation projects.

As the effects of the pandemic continue to resonate, ISC Evaluation will monitor the situation and revise timelines as needed, while keeping programs and the ISC Performance Management and Evaluation Committee informed.

## **Human resources**

The dedicated ISC Evaluation Directorate was established in July 2019 with an allocation of 16 full-time equivalents (FTEs) with, at the time, only half of these positions permanently staffed. Evaluation planning exercises have consistently noted the risks to delivering on the Plan because the FTE complement has not been sufficient given the complexity and volume of the work involved. Beyond the 54 planned evaluations, there are also significant requirements and pressures from a practice management perspective (such as tracking and monitoring of Management Response Action Plans, input into TBS Submissions and Memoranda to Cabinet, TBS planning, reporting, and publishing requirements, etc.). Furthermore, ISC Evaluation has a unique and strategic role relative to other evaluation functions across government given its objectives to support and assess 'Service Delivery Transfer' to Indigenous partners and to also advance Indigenous evaluation capacities and evaluation functions outside of government. More generally, the demand for evaluation skills across government presents an additional challenge related to recruitment and retention, most particularly lower and mid-level evaluators. Over the past year, the Directorate has focused on building its capacity and has increased its FTE allocation to 41 for 2022-2023, which can be expected to alleviate some workload pressures.

## **Continuous improvement of evaluation function.**

The Directorate is taking steps to support the continuous improvement of the function and to address some of the capacity and workload challenges it faces in order to meet its three-part mandate. The focus is on how to establish a function that can act as an effective change catalyst and be a key player in driving the Department's agenda, particularly with respect to building the relationships necessary for co-development work, improving service delivery and

supporting eventual service transfer. These steps are also expected to ensure departmental evaluators have opportunities to develop the knowledge and competencies required for their role in alignment with the *Policy on Results*.

## **Performance information**

The availability and quality of performance information remains the major challenge for evaluation activities. The Government of Canada introduced the *Policy on Results* in 2016 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 (PIPs) 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 and then create reports. Much of the performance information resides with First Nations communities, with little information available at the regional level to inform evaluation. Accessing data can often depend on the level of community engagement that has occurred.

## **Approvals and posting processes**

The *Policy on Results* requires evaluation reports to be posted online within 120 days<sup>3</sup> of approval by the Deputy Minister. The Practice Management team of the Evaluation Directorate has improved the approval and posting process significantly in recent years and has dedicated resources to ensure timely and high-quality publications. For example, a style guide has been developed for ISC Evaluation to inform evaluators early in the writing process of the requirements for documents intended for publication on the departmental website. An evaluation report template was developed to create efficiencies prior to even the document approval stage. Finally, the approval process has already benefited from the role the Senior Management Committee (SMC) plays as the Department's Performance Measurement and Evaluation Committee (PMEC) as the SMC meets frequently and can approve evaluation reports as they are completed. ISC Evaluation participates at the SMC-PMEC at least once a month.

## **4.9 Implementing the plan**

Evaluations conducted by ISC Evaluation are used to inform decision-making and reporting (such as the Departmental Plan, 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. As noted, ISC Evaluation posts approved evaluation reports on its website in a timely manner, after sharing reports with Treasury Board.

ISC Evaluation will work collaboratively with internal and external partners to tailor evaluation projects to meet the needs of decision-makers, with a growing emphasis on innovating and implementing with Indigenous partners novel methodologies and approaches. This work will set the foundation for meaningful and substantive improvements to service delivery and service transfer while at the same time advance culturally appropriate evaluation capacities and functions. This work remains within the flexibilities of the Treasury Board Secretariat *Policy on Results*.

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<sup>3</sup> Due to challenges associated with the pandemic, the time-period in which departments are required to publish evaluation reports has been temporarily extended by an additional 30 days (to 150 days following DM approval, as opposed to 120 days). At the time of publication this accommodation remains in place.

ISC Evaluation is moving 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 also working to build internal culturally-responsive evaluation capacity, as well as to support external capacity in collaboration with Indigenous partners with a focus on service delivery.

The Directorate is committed to delivering the evaluation projects that have been identified for 2022-23. As noted, it is addressing its capacity challenges through the ongoing recruitment, development, and retention of talented staff, with an emphasis on Indigenous recruitment, and has developed a strategy to address the backlog of evaluation projects using a risk-based and strategic approach.

The consequences of the COVID-19 pandemic continue to be felt by the Department as it prioritizes the health and safety of Indigenous communities and peoples. It is expected that the pandemic will continue to have an impact on the implementation of evaluation work in 2022-2023. However, recently evaluation teams are being invited to return to some communities. Should factors arise to compromise the delivery of evaluation projects, it will be brought to the attention of the SMC-PMEC in order that the senior management is fully informed.

## 5.0 Five-year schedule of evaluations

Year planned	Evaluation title	Sector	Last evaluated	2022-2023 Total planned program spending	Launch date	Expected DM approval
2022-2023	Evaluation of the Mental Wellness Program	FNIHB	2016-2017	\$545,693,109	Dec-21	Oct-23
2022-2023	Evaluation of the Healthy Living Program	FNIHB	2014-2015	\$65,372,245	Feb-19	Sep-22
2022-2023	Evaluation of the Healthy Child Development Program	FNIHB	2014-2015	\$258,934,754	Nov-20	Mar-23
2022-2023	Cluster Evaluation of Health Infrastructure Support for First Nations 6. Evaluation of Health Human Resources	FNIHB	2019-2020	\$7,724,198	Jan-19	Mar-23
2022-2023	Evaluation of the Environmental Public Health Program	FNIHB	2016-2017	\$67,449,091	Sep-21	Mar-23
2022-2023	Synthesis Report of Key Studies and Reviews of the FNCFS Program	CFSR	N/A	N/A	Dec-21	Feb-23
2022-2023	Cluster Evaluation of Health Infrastructure Support for First Nations 4. Evaluation of Health Facilities	FNIHB	2016-2017	\$285,624,952	Jan-19	Mar-23
2022-2023	Cluster Evaluation of Health Infrastructure Support for First Nations 5. Evaluation of e-Health Info-structure	FNIHB	2016-2017	\$28,175,513	Jan-19	Mar-23
2022-2023	Cluster Evaluation of Health Infrastructure Support for First Nations 1. Evaluation of Health Planning, Quality Management 2. Health Services Integration Fund 3. Quality Improvement and Accreditation Program	FNIHB	2016-2017	\$200,364,795	Jan-19	Mar-23
2022-2023	Evaluation of the Miawpukek First Nation Grant Agreement	RO	2010-2011	\$12,214,325	Feb-22	Aug-22

2022-2023	Evaluation of the Education Facilities Program	RO	2015-2016	\$394,973,865	Sep-20	Jan-23
2022-2023	Evaluation of the Housing On-Reserve Program	RO	2016-2017	\$351,312,917	Jun-21	Jan-23
2022-2023	Evaluation of the Other Community Infrastructure and Activities Program	RO	2015-2016	\$938,317,174	Jun-21	Jan-23
2022-2023	Evaluation of Lands Management Sub-Programs	LED	2015-2016	\$147,611,144	May-21	Dec-22
2022-2023	Evaluation of the Contaminated Sites On-Reserve (South of the 60th Parallel) Program	LED	2015-2016	\$38,793,290	May-22	Mar-23
2022-2023	Evaluation of the Impact Assessment and Regulatory Processes Horizontal Initiative	FNIHB LED	Never Evaluated	TBD	Jan-21	Jun-22
2022-2023	Canadian Drugs & Substances Strategy (Including opioids and drug overdose crisis in Canada)	FNIHB	2017-2018	TBD	Jun-22	Mar-23
2023-2024	Evaluation of the Supplementary Health Benefits Program (Non-Insured health Benefits - NIHB)	FNIHB	2017-2018	\$2,123,017,564	May-22	Jan-24
2023-2024	Evaluation of the Clinical and Client Care Program	FNIHB	2018-2019	\$379,864,427	TBD	TBD
2023-2024	Evaluation of the Community Oral Health Services Program	FNIHB	Never evaluated	\$27,674,712	TBD	TBD
2023-2024	Evaluation of Jordan's Principle and the Inuit Child First Initiative	FNIHB	2018-2019	\$822,874,510	TBD	TBD
2023-2024	Evaluation of the Communicable Disease Control and Management Program	FNIHB	2014-2015	\$106,659,960	TBD	Sep-23
2023-2024	Evaluation of the Income Assistance Program	ESDPP	2018-2019	\$1,149,883,132	TBD	TBD
2023-2024	Evaluation of the Family Violence Prevention Program	ESDPP	2017-2018	\$89,913,919	TBD	TBD
2023-2024	Evaluation of Urban Programming for Indigenous Peoples	ESDPP	2016-2017	\$156,611,429	Sep-22	Jan-24
2023-2024	Evaluation of the Indigenous Governance and Capacity Program	RO	2016-2017	\$291,713,227	TBD	TBD

2023-2024	Evaluation of the Emergency Management Assistance Program	RO	2016-2017	\$105,129,918	TBD	Sep-23
2023-2024	Evaluation of the Indigenous Entrepreneurship and Business Development Program	LED	2015-2016	\$93,775,676	Sep-21	Jun-23
2023-2024	Evaluation of the Economic Development Capacity and Readiness Program	LED	2015-2016	\$72,828,571	May-22	Jun-23
2023-2024	Evaluation of the Strategic Partnerships Initiative (SPI)	LED	2014-2015	\$34,698,662	TBD	TBD
2023-2024	Horizontal Evaluation of the Federal Contaminated Sites Action Plan - Phase IV	LED	2018-2019	TBD	Jul-22	Dec-23
2023-2024	Evaluation of the Grant to Support the New Fiscal Relationship for First Nations	SPP	Never evaluated	\$1,582,555,602	TBD	TBD
2023-2024	Evaluation of the Indigenous Early Learning and Child Care Program (Horizontal)	FNIHB	Never evaluated	TBD	Nov-22	Sep-23
2023-2024	Evaluation of the National Strategy to Combat Human Trafficking 2019-2024	ESDPP	N/A	N/A	Jan-23	Mar-24
2023-2024	Evaluation of the Aboriginal Peoples Employment Program	Internal Services FNIHB	Never Evaluated	N/A	Nov-21	Jul-23
2023-2024	Evaluation of the Indigenous Community Support Fund (ICSF)	TBD	Never Evaluated	TBD		
2024-2025	Evaluation of the Home and Community Care Program	FNIHB	2019-2020	\$141,691,274	TBD	TBD
2024-2025	Evaluation of the Youth Employment and Skills Strategy (Horizontal)	ESDPP	2019-2020	\$53,619,605	Mar-21	Feb-25
2024-2025	Evaluation of the Assisted Living Program	ESDPP	2019-2020	\$70,082,619	TBD	TBD
2024-2025	Evaluation of the First Nations Child and Family Services (Reform)	CFSR	2014-2015	\$21,738,759,574	TBD	Mar-25
2024-2025	Independent Third-Party Evaluation for ISC Reform	CFSR	N/A	N/A	Jun-21	Mar-25

2024-2025	Evaluation of the Implementation of the Act Respecting First Nations, Inuit and Métis children, youth and families	CFSR	N/A	N/A	TBD	TBD
2024-2025	Advancing a Global Resolution for Compensation for First Nations Children and Families – Child and Family Services and Jordan’s Principle	CFSR	N/A	N/A	TBD	TBD
2024-2025	Evaluation of the British Columbia Tripartite Health Governance Agreement	FNIHB	2017-2018	\$610,223,971	Jan-19	Mar-23
2024-2025	Evaluation of the Survey of Indigenous Peoples (Internal)	SPP	2019-2020	\$15,787,493	TBD	TBD
2025-2026	Evaluation of the Elementary and Secondary Education Program	ESDPP	2020-2021	\$2,350,663,385	TBD	TBD
2025-2026	Evaluation of the Post-Secondary Education Program	ESDPP	2020-2021	\$447,664,044	TBD	TBD
2025-2026	Evaluation of the Community Well-being and Jurisdiction Initiatives Program	CFSR	N/A	\$256,318,118	Sep-23	Mar-26
2025-2026	Evaluation of the Water and Wastewater Program	RO/FNIHB	2020-2021	\$3,145,918,431	TBD	TBD
2025-2026	Evaluation of the Statutory, Legislative and Policy Support to First Nations Governance Program	LED	2017-2018	\$3,978,868	TBD	TBD
2026-2027	Evaluation of Individual Affairs	RO	2021-2022	\$40,236,551	TBD	TBD
2026-2027	Evaluation of the Pathways to Safe Indigenous Communities Initiative	SPP	N/A	\$14,997,734	TBD	TBD
2026-2027	Evaluation of the First Nations Solid Waste Management Initiative	LED	2021-2022	\$110,499,075	TBD	TBD
2026-2027	Adapting to Impacts of Climate Change	FNIHB	N/A	N/A	Apr-26	Feb-27



## Appendix A – Departmental Results Framework and Program Inventory 2022-2023

Core Responsibility	Departmental Results	Program Inventory 33 Programs
Services and Benefits to Individuals	Quality and timely services are delivered directly to Indigenous people	4 Programs <ul style="list-style-type: none"> <li>• Supplementary Health Benefits</li> <li>• Clinical and Client Care</li> <li>• Community Oral Health Services</li> <li>• Individual Affairs</li> </ul>
	Health services delivered to Indigenous peoples contribute to improved health outcomes	
Health and Social Services	Indigenous people and communities are healthier	14 Programs: <ul style="list-style-type: none"> <li>• Jordan's Principle and the Inuit Child First Initiative</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 Disease 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	13 Programs: <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> <li>• Indigenous Entrepreneurship and Business Development</li> <li>• Economic Development Capacity and Readiness</li> <li>• Land, Natural Resources and Environmental Management</li> <li>• Statutory, Legislative and Policy Support to First Nations Governance</li> </ul>
	Indigenous people have reliable and sustainable infrastructure	
	Land and resources in Indigenous communities are sustainably managed	
	Indigenous communities build economic prosperity	
Indigenous Self-Determined Services	Indigenous peoples control the design, delivery and management of services	2 Programs: <ul style="list-style-type: none"> <li>• New Fiscal Relationship</li> <li>• British Columbia Tripartite Health Governance</li> </ul>
	Indigenous self-determined services are improving outcomes for communities	