Program Review Office Annual Report

June 2014

Department of Finance

Department of Finance

Mission Statement
To obtain, manage and control the financial resources required to support the priorities identified by the Legislative Assembly through implementation of Government of the Northwest Territories' policies and programs and ensuring effective, efficient and economical management of financial and information resources.

Principles

1. A strong focus on ethical behaviour
2. The adoption of formal risk based management practices
3. Improved accountability, transparency and stewardship of resources
4. A focus on the results being achieved for the dollars spent

Values

Integrity
We will be fair and honest in our work, respect the confidentiality of privileged information, and maintain a high standard of personal and ethical conduct

Continuous Improvement
We will use creative new ideas and original solutions in our work, and we will continually improve business practices to ensure excellence in service to the public.

Professionalism
We will be respectful, understanding and work to the highest professional standard and level of excellence. Our work will be timely and accurate and will incorporate sound judgment

Accountability
We will be accountable and responsible for our actions and for our contributions to the Public Service.

It has now been just over a year since Cabinet and the Financial Management Board (FMB) reassigned the Program Review Office (PRO) from the Department of Executive to the Department of Finance and since the inaugural *Program Review Office Annual Report 2013*[1]. The transfer has continued to support the integration of PRO's work plan into a more streamlined government-wide planning process, and has served to enhance the business planning function, and continue to ensure sound fiscal management.

Program Review Office Work Plan

Guided by the Refocusing Government Committee of Cabinet (RGCoC) and with input from the Standing Committee on Priorities and Planning (SCOPP) a multi-year work plan was developed and approved in 2012-13 to guide PRO activities for the remainder of the 17th Legislative Assembly.

The multi-year work plan includes a number of joint projects with departments to review programs, services, processes, or initiatives in priority areas. PRO continues to undertake projects where improvements in program design, assessment and delivery can be achieved and will continue to identify opportunities to support efficiencies and effectiveness within the GNWT.

The PRO multi-year work plan has been developed under 4 pillars of business. These include: (I) *Review Projects*, *(II) Advisory and Support Services,* (III) *Corporate Support and (IV) Capacity Building and Training*

[1] The Program Review Office Annual Report 2013 can be found at:
http://www.fin.gov.nt.ca/forms-and-documents/documents/program-review-office-annual-report-2013

I Review Projects

Across the GNWT, systematic collection and analysis of evidence on the outcomes of programs can be used to make judgments about their relevance and performance. This data is used to examine alternative ways to deliver programs. Not only can results of program review address the information needs of senior managers but also supports:

- Accountability, through reporting on results
- Expenditure management
- Policy and program improvement

In winter 2014 GNWT Departments were consulted and provided feedback into the PRO multi-year work plan. The work plan was then updated and reviewed by the RFGCoC and SCOPP. PRO continues to advance projects which were identified on the multi-year work plan.

In addition to the multi-year work plan PRO is often requested to participate and assist with cross government projects and initiatives as they arise. PRO continues to strive to address all requests for assistance and to help promote informed decision making based on quality information. The following sections provide updates to review projects identified in the *Program Review Office Annual Report 2013* as well as additional projects undertaken during the 2014 reporting period.

<u>Potential Cost Savings from Updated Pharmaceutical Policies and Procedures</u>

This project objective is to assess the current state of pharmaceutical management, in the NWT, including procurement and regulation and to provide a cross jurisdictional analysis of best practices from select jurisdictions with developed pharmaceutical strategies.

This work is to assist HSS in their efforts towards a NWT Pharmaceutical Strategy.
Recommendations include suggestions for more efficient controls in the supplementary health benefit program, more streamlined and centrally coordinated pharmaceutical procurement for NWT health facilities, and more support and guidance in pharmaceutical management for NWT health authorities. Some of these recommendations will be facilitated by the current restructuring of regional health authorities.

Aurora College Student Housing

A program review was conducted to examine and assess the policy, models, utilization and costing of student accommodation at the Aurora College campuses in Yellowknife, Inuvik and Fort Smith. PRO took a lead role with a focus to determine cost, use and efficiencies of Aurora College Student Accommodation.

Recommendations were made concerning the improvement of data collection, forecasting, revenue and expenditure management**.**

II Advisory and Support Services

The professionally trained and certified staff at PRO are often called upon in an advisory role and work collaboratively with other GNWT departments to advance various levels of evaluation related work. Highlights of these initiatives are listed below:

K-12 Funding Framework

In response to the recommendation of the Office of the Auditor General for improved planning, monitoring and reporting (made in 2010), and as part of the broader Education Reform Initiative begun in 2013/14, ECE established a working group to review the current funding formula and the accountability framework guiding K-12 school funding. This group, which included Program Review Office and Management Board Secretariat staff and representatives from several boards, examined the existing formula, identified gaps and shortfalls, and made recommendations to clarify and revise funding in several areas. Proposals to integrate performance measures and accountability processes into annual budgeting, planning, and reporting processes were also made.

ECE is undertaking a consultation process with Boards before advancing these proposals for consideration and adoption in the next fiscal year.

Water Stewardship Strategy

PRO staff participated on the evaluation committee for the Request for Proposal process with the Department of Environment and Natural Resources (ENR) in an advisory role to retain a consultant to evaluate the effectiveness of the *Water Stewardship Strategy* and update the path forward.

French Languages Monitoring and Evaluation Plan

PRO participated in the working group to assist in the development of a Monitoring, Evaluation and Accountability (MEA) Plan that will be used to evaluate the implementation and success of the *Strategic Plan on French Language Communications and Services.* The MEA was led by the Department of ECE in collaboration with the French Languages Secretariat and is now complete.

Territorial Midwifery Program

This program has received considerable political attention. The Department of HSS and PRO worked collaboratively to develop a Monitoring, Evaluation and Accountability (MEA) Plan to ensure quality delivery for this program. This MEA has supported the design of a *Territorial Midwifery Program.*

Business Plan Metric Development

At the request of the Department of Lands PRO staff provided assistance to develop goals and measures for the department's first Business Plan.

Risk Based Strategic Planning Framework and Tools

PRO staff participated on the evaluation committee for the RFP process with the Department of Lands in an advisory role to retain a consultant to develop both their *Risk Based Strategic Planning Framework and Tools.*

The Program Review Office Handbook[2]

PRO also supports review and evaluation related work through the development of guidance materials, templates, and workbooks. PRO staff continues to promote and support the materials released May 2014 in the PRO Handbook.

III Corporate Support

PRO was transferred to the Department of Finance on April 1, 2014. This transfer was intended to integrate PRO activities into a more streamlined government-wide planning process, to enhance the business planning function, and to continue to ensure sound fiscal management.

Business Plans

As part of this transfer PRO was assigned responsibility for the post devolution 2015-16 Business Plans. PRO was responsible for the front-end design and GNWT coordination of these

[2] The PRO Handbook for Evaluation can be found at:
http://www.fin.gov.nt.ca/about-us/program-review-office/program-review-office-handbook

Business Plans. PRO worked closely with Management Board Secretariat (MBS), GNWT departmental staff and the Legislative Assembly to meet the needs of Standing Committees, provide financial analysis and strategic review of the 2015-16 Departmental Business Plans.

Risk Management

In collaboration with the Office of the Comptroller General PRO has continued to take a lead coordinating role to support departments in implementing the *GNWT Risk Management Framework*. This initiative will help integrate existing department risk management efforts into a more stream-lined GNWT-wide planning and review process. It is intended that Departments will use the risk management results as an internal management tool for decision making for more effective and efficient program design and delivery. This work is carried out through a cross-departmental working group, chaired by PRO, a SharePoint site and continuous training.

By working closely with every department on past and future Business Plans and in a lead role for the Risk Management initiative PRO is better able to target services and training to where it is needed most. PRO's involvement with both activities will ensure that GWNT planning and reporting functions are as streamlined as possible.

IV Capacity Building and Training

PRO is committed to capacity building to increase and support the use and quality of program evaluation and design. To achieve this and enhance the quality and knowledge of program evaluation across the GNWT PRO has implemented a multi-pronged training approach.

This past year PRO has received a great deal of interest for multiple levels of training, from beginner to more advanced and accredited training. To accommodate the various requests PRO offered in-service training to all GNWT staff, evaluation training for managers, and has successfully launched a *Graduate Certificate in Program Evaluation.*

In – Service Training

The following in-service training opportunities were offered by PRO 2014/15.

- Risk Management – a total of 13 workshops were delivered to approximately 200 GNWT employees
- Program Design – was delivered to 15 GNWT employees in the fall
- Performance Measurement – was delivered to 20 GNWT employees in the fall

To continue meeting the demand for training PRO recently established a Standing Offer Agreement (SOA) to a number of trained professionals to deliver a wide range of evaluation related workshops. These include:

- Statistical Analysis in Excel
- Program Design
- Monitoring, Evaluation and Accountability Framework and Implementation
- Qualitative and Quantitate Analysis
- Needs Assessment
- Program Evaluation for Beginners
- Causal Inferences
- Logic Model Design
- Economic Evaluation Methods and Applications
- Impact Evaluation

This SOA will enable the unit to schedule training opportunities with qualified instructors on an annual basis with over 20 training sessions available.

Department of Human Resources Management Series Program

PRO delivered four training sessions in program evaluation over the past year to participants in the *HR Management Series Program*. The program evaluation series is a mandatory component of the management series.

Graduate Certificate in Program Evaluation

After a year and a half in development 22 GNWT employees are currently participating in the *Graduate Certificate in Program Evaluation*. This specifically tailored program is offered by the Universities of Victoria and Carleton. Professors from both University of Victoria and Carleton have been instrumental in designing a unique and rigorous course that meets the needs of GNWT staff. The previous *Graduate Certificate in Program Evaluation* was offered in 2004 with the University of Melbourne and was highly successful. Participants from both programs include a Deputy Minister, Assistant Deputy Minister and Directors from several departments, with representation from the Dehcho, Sahtu, South Slave, North Slave and Beaufort Delta regions.

GNWT and Regional Board staff from all five regions ***Graduate Certificate in Program Evaluation*** participants attending the first session in January 2015

Kīspin ki nitawihtīn ā nīhīyawihk ōma ācimōwin, tipwēsinēn.

Cree

ʔerihtł'ís dëne súłiné yati t'a huts'elkër xa beyéyati theʔą ʔat'e, nuwe ts'ën yółti.

Chipewyan

If you would like this information in another official language, call us.

English

Si vous voulez ces renseignements en français, contactez-nous.

Français

Jii gwandak izhii ginjìk vat'atr'ijąhch'uu zhìt yinohthan jì', diits'àt ginohknìi.

Gwich'in

Hapkua titiqqat pijumagupkit Inuinnaqtun, uvaptinnut hivajarlutit.

Inuinnaqtun

ᑕᒃᑯᐊ ᑎᑎᖅᑲᐃᑦ ᐱᔪᒪᒍᕕᒋᑦ ᐃᓄᒃᑎᑐᓕᖅᓯᒪᓗᑎᒃ, ᐅᕙᑦᑎᓐᓄᑦ ᐅᖃᓚ ᔪᓐᓇᖅᑐᑎᑦ.

Inuktitut

UVANITTUAQ ILITCHURISUKUPKU INUVIALUKTUN, QUQUAQLUTA.

Inuvialuktun

K'éhshó got'ı̨ne xədə́ k'é hederi ʔedı̨htl'é yeriniwę nídé dúle.

North Slavey

Edi gondı dehgéh got'ı̨e zhatié k'ę́ę́ edatł'éh enahddhę nide naxets'é edahí.

South Slavey

Tłı̨chǫ yati k'ę̀ę̀ dè wegodıì wek'èhoı̨zǫ nęęwǫ dè, gots'ǫ̀ goahde.

Tłı̨chǫ

Aboriginal Languages Coordinator: 867-920-6251

Francophone Affairs Secretariat: 867-920-3107

Need Help?

The analysts at PRO are trained and certified professionals who work within National standards and guidelines of the Canadian Evaluation Society. The staff at PRO can offer advice and guidance in many areas of program design or review.

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