

**Monitoring and Payment Function and Quality Assurance Programs Overview as identified in Evaluation
– Recommendations and Action Plans (Approved 2004)**

Recommendations	Action Plan	Responsible for Action
<p>1. Development of a department-wide risk Management framework.</p>	<p>Develop a corporate risk profile</p>	<p>Audit & Evaluation (A&E)</p> <p>Corporate Risk Profile developed focusing on inherent risks and risk tolerance Jan 2004. Requires Exec approval Residual risk rating completed for selected risks April 2004.</p> <p>Estimated Completion Date: March 31, 2005</p>
	<p>Develop and implement an integrated risk management framework that will provide guidance on the following:</p> <ul style="list-style-type: none"> ➤ The level of risk the department is willing to tolerate. 	<p>Risk Based Audit Framework RBAFs have been completed for The Western Diversification Program (WDP), and Innovation & Community Investment Program (ICIP) and Community Futures programs</p>
	<p>Recommendations into the development and implementation of Risk Based Audit Policy (RBAFs).</p>	<p>March 2004 KPMG consulted on a review of our audit policy for WDP/ICIP and made recommendations for a new audit policy which will require Exec approval.</p>
<p>2. Design a project performance measurement function.</p>	<p>Develop a performance measurement and evaluation strategy for all programs.</p> <ul style="list-style-type: none"> ➤ Assign responsibilities for defining, monitoring and measuring project outcomes (RBAFs, Risk Management Accountability Framework (RMAFs) and Project Activity Architecture (PAA)). 	<p>Programs working with A&E</p> <p>Programs</p>

	<ul style="list-style-type: none"> ➤ Assess anticipated work effort and skill requirements associated with measuring project performance. 	Estimated Completion Date: December 2004
	<p>Database collection of performance measures (Project Assessment Tool PAT)</p> <ul style="list-style-type: none"> ➤ Evaluate current tool and ensure that performance measures are incorporated into PAT. 	<p>Programs & Information Management & Technology (IMT) on PAT Version 2 - Project Charter signed off in September 2004</p> <p>PAA common indicators under development fall of 2004</p> <p>Estimated Completion Date : December 2004</p>
	Evaluate the Service Delivery Network Program	<p>A&E</p> <p>Estimated Completion Date: March 31, 2005</p>
	Renewal of contracts for Service Delivery Network partners (includes improvements to performance reporting)	<p>Programs</p> <p>Estimated Completion Date: March 31, 2005</p>
	Renewal of Service Delivery Network Program, Community Futures Program, and Women's Enterprise Initiative terms and conditions	<p>Programs</p> <p>Estimated Completion Date: March 31, 2005</p>
3. Complete the development and implementation of Risk Management Accountability Frameworks (RMAFs) and Risk Based Auditing	<p>Development of a performance measurement and evaluation strategy for all programs to drive implementation of program RMAFs.</p> <ul style="list-style-type: none"> ➤ Define specific monitoring and auditing requirements and include in M & P policies and procedures. 	Corporate Finance & programs

Framework RBAFs for all its programs.		Estimated Completion Date: March 2005
	Development of project audit policies and procedures for all programs to drive implementation of program RBAFs.	Programs/A & E Programs: WDP, CF and ICIP RBAFs completed
4. Improve management information reporting capabilities	Review the capabilities of management reporting systems (including “switched off” functionality) against management’s information requirements.	Corporate Finance & Programs Some aspects to be addressed through the M&P processes update. Estimated Completion Date: March 2005 and ongoing
	Consider developing reports suited to the departments needs such as exception reporting, comparison and trend reporting, summary reporting, and ad hoc reporting analysis. <ul style="list-style-type: none"> ➤ Identify existing management reports and assess their usefulness ➤ Identify the need for additional reports or changes to existing ones 	IMT - Programs Some issues to be addressed through the PAT V2 working group Estimated Completion Date: March 2005 and ongoing
	Address information requirements that use data beyond that contained in GX (e.g. performance reporting, operational reporting).	Programs - IMT With upgrades in PAT V2 - reporting requirements under review Estimated Completion Date: December 2004 and ongoing
5. Consider implementing a project management system	Assess the costs and benefits associated with implementing a department-wide, project management system that would support its operations more fully.	Corporate Finance & Programs & IMT Review of ACOA system in July 2004. Decision to update PAT instead of adopting ACOA’s management system Deficiencies and requirements to be identified as PAT

	<p>Functionality of a project management system might include:</p> <ul style="list-style-type: none"> ➤ Contact tracking ➤ Tracking of requests/proposals/applications processed (including rejected); ➤ Automated workflow routing and on-line approvals ➤ Workflow tracking (e.g. processing times, backlogs); ➤ Document management ➤ Monitoring activity planning, prompting and recording; and ➤ Performance measurement tracking 	<p>and M&P upgrades progress.</p> <p>Estimated Completion Date: March 2005 and ongoing</p>
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