

**ACTION PLAN IMPLEMENTATION STATUS UPDATE
REPORT TO THE EVALUATION, PERFORMANCE MEASUREMENT AND REVIEW COMMITTEE
AS MARCH 31, 2010**

POLICY AND STRATEGIC DIRECTION - BRANCH			
Evaluation of Consultation and Policy Development and Basic Organizational Capacity Funding (200843) <i>AEC APPROVAL DATE: 26/FEB/2009</i>			
PROJECT RECOMMENDATIONS	ACTION PLAN	EXPECTED COMPLETION DATE	PROGRAM RESPONSE
<p>1. We recommend that the list of eligible recipients be clarified and expanded to provide for all Aboriginal groups. (page 33)</p> <p>We recommend that the use of C&PD funds be focussed on fewer recipients. (page 34)</p>	<p>A renewed Consultation and Policy Development authority will clearly define authority objectives and expected results.</p>	31/03/2010	<p>Status:</p> <p>The Consultation and Policy Development authority is current being renewed.</p> <p>Update/Rationale: As of 31/03/2010:</p> <p>The Consultation and Policy Development authority has been approved for continuance under the Departmental Plan on Transfer Payments for 2010-2011. Objectives and outcomes are clearly defined in the authority's terms and conditions.</p> <p>AES: Underway</p>
<p>2. We recommend that funding for consultation and policy development be more sustainable and less ad hoc and that there be fewer subject-specific consultations underway at any one time. (page 34)</p>	<p>A renewed Consultation and Policy Development authority will provide funding in a manner consistent with defined objectives and expected results (e.g., may include multi-year funding for large scale engagement projects).</p>	31/03/2010	<p>Status:</p> <p>The Consultation and Policy Development authority is current being renewed.</p> <p>Update/Rationale: As of 31/03/2010:</p> <p>The Consultation and Policy Development authority has been renewed.</p> <p>This is a flexible proposal-based funding authority that is used as needed to engage with relevant</p>

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			<p>stakeholders as new policy and programs are developed and issues emerge.</p> <p>AES: Underway</p>
<p>3. We recommend that subject specific consultations should have clear objectives about who they are intending to reach, should select the most appropriate intermediaries, and should ensure that reporting is provided on who has actually been reached, and that a gender based analysis and gender disaggregated data should be part of these considerations. (page 35)</p> <p>We recommend that more frequent reviews be conducted of the relationship between INAC and Aboriginal representative organizations and other major recipients of C&PD funding; and of the relationship between recipients and their constituents. (page 35)</p> <p>We recommend that large scale consultations should be assessed more rigorously in terms of their</p>	<p>To support ongoing authority implementation, a renewed Consultation and Policy Development authority will define a performance measurement strategy. The performance measurement strategy will include a performance monitoring plan.</p> <p>Consultation and Policy Development authority evaluation issues will be defined in the performance measurement strategy and the issues will be consistent with the authority objectives and expected results.</p> <p>The performance monitoring strategy that will collect data to support assessments of INAC relationships with Consultation and Policy Development funding recipients.</p>	31/03/2010	<p>Status:</p> <p>Working towards ensuring a Performance Measurement Strategy is completed for April 1, 2010 to support the program's renewal.</p> <p>Update/Rationale: As of 31/03/2010:</p> <p>A good draft of the Performance Measurement Strategy has been developed in collaboration with the funding network and the Audit and Evaluation Sector. A completed document for the approval of the CAEE is expected in the first quarter of 2010-11 in order to meet the requirement of the Transfer Payments Policy.</p> <p>Working with our funding network, the Performance Measurement Strategy will include a performance monitoring plan (i.e. roles and responsibilities, key indicators, frequency of collection) that will allow the department to appropriately evaluate the authority's performance.</p>

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<p>purpose, process, people involved, context, and outcomes and that best practices and lessons learned be captured and shared within and outside of INAC. (page 36)</p> <p>We recommend that performance monitoring of C&PD be improved in order to provide a clearer picture of what consultations the Department is engaged in, the approaches that have been taken, the organizations that have been involved, the impact on policy and best practices and lessons learned. (page 37)</p> <p>[We recommend...] that subject specific consultations should conduct a gender based analysis when setting their objectives about who should be reached and how they should be reached; and reporting on who has actually been reached should include gender disaggregated data. (page ix)</p>			AES: Underway
4. We recommend that the performance monitoring of BOC be	The BOC performance measurement strategy will be periodically reviewed to	Ongoing during BOC implementation	Status:

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improved in order to ensure that relevant performance information is collected, analyzed and reported by INAC for all Aboriginal representative organizations. (page 39)	ensure its efficiency and effectiveness.		<p>Currently reviewing the BOC reporting templates and logic model with our funding network to identify issues and a course of action to address identified issues.</p> <p>Update/Rationale: As of 31/03/2010:</p> <p>2008-2009 was the first year that the current BOC reporting templates were used. These reports have been analyzed and incorporated into the 2008-2009 Aboriginal Representative Organization Annual Funding Report.</p> <p>Work to development a Performance Measurement Strategy for the Basic Organization Capacity program will commence in 2010-2011 (to ensure approval of the CAEE in 2011-12) jointly with our funding network and the Audit and Evaluation Sector.</p> <p>AES: Underway</p>
5. We recommend that Aboriginal representative organizations be encouraged and supported by INAC to regularly conduct reviews of organizational effectiveness. We also recommend that membership and governance information be made	To ensure organizational representativeness, BOC applicants will continue to be required to provide information on their membership and on how the membership will be informed of organizational activities.	Ongoing during BOC implementation	<p>Status:</p> <p>Application requirement for BOC funding requires ARO's to show proof of a mandate to represent their stated membership. A standard reporting template was also implemented for the 2008-2009 fiscal year that captures this requirement.</p>

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<p>publicly available on the organizations' websites to increase their transparency to their members and to the Canadian public. (page vi)</p> <p>We therefore recommend that Aboriginal representative organizations be encouraged and supported by INAC to regularly review and renew their membership, governance and leadership policies, processes and structures and the effectiveness of their representation within the resources that they have available. (page 41)</p> <p>We also recommend that membership criteria, application procedures, member numbers and members' responsibilities be publicly available on the organizations' websites in addition to their governing documents (constitutions and bylaws) and annual reports. (page 41)</p>	<p>Performance information will be analyzed to ensure its ongoing relevance to supporting program results-based management practices.</p>		<p>Annual ARO funding report is drafted each year. Report outlines the funding allocated to AROs and the various activities conducted.</p> <p>Update/Rationale: As of 31/03/2010:</p> <p>The 2008-2009 Aboriginal Representative Organization Annual Funding Report details and analyzes the data collected from the initial year of using a new standard reporting template for the Basic Organizational Capacity program.</p> <p>AES: Underway</p>
<p>6. We recommend that Aboriginal representative organizations be encouraged to raise revenue from their members and that INAC</p>	<p>Officials from INAC responsibility centres with authority to provide BOC funding will continue to hold exploratory discussions on the viability of introducing</p>	<p>31/03/2010</p>	<p>Status:</p> <p>INAC responsibility centres manage the funding relationship with each ARO they fund. This</p>

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<p>consider providing an incentive for increasing the revenue raised from members, for example by providing matching funds up to a ceiling. (page 41)</p> <p>We also recommend that INAC encourage and support the Aboriginal representative organizations to diversify their funding sources and reduce their dependency on the federal government. (page 42)</p>	<p>own source revenue options to Aboriginal representative organizations.</p>		<p>relationship includes regular discussions regarding BOC funding.</p> <p>Update/Rationale: As of 31/03/2010:</p> <p>INAC responsibility centres continue to explore the viability of diversifying funding sources with Aboriginal Representative Organizations as part of the management responsibilities of the funding relationship. As funding is reduced (i.e. core funding to the Assembly of First Nations) the need for organizations to actively consider the diversification of its funding sources becomes more pressing.</p> <p>AES: Underway</p>
<p>7. We recommend that more long term and sustainable funding for policy capacity and less project funding be provided to Aboriginal representative organizations. (page 42)</p>	<p>INAC will continue to provide multi-year funding opportunities to Aboriginal representative organizations in good standing.</p>	<p>Ongoing</p>	<p>Status:</p> <p>INAC responsibility centres are responsible for managing the funding relationship with ARO's.</p> <p>Responsibility centres are encouraged to use multi-year agreements in the appropriate situations.</p> <p>Update/Rationale: As of 31/03/2010:</p> <p>In 2009-2010, 21 of the 47 Aboriginal</p>

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			<p>Representative Organizations funded were done so under a multi-year arrangement. The Transfer Payments Policy, which will be fully implemented in April 1, 2011, will provide more encouragement and incentive for the use multi-year agreements with Aboriginal Representative Organizations in good standing.</p> <p>AES: Underway</p>
<p>8. We recommend that there be one authority combining BOC and C&PD funding, with several streams to provide for different types of recipients. (page 43)</p> <p>We recommend that an organizational approach rather than a program approach be taken to the funding of consultation and policy development in partnership with Aboriginal organizations. (page 44)</p>	<p>The Consultation and Policy Development authority expires on March 31, 2010. A renewed Consultation and Policy Development authority will consider all options to improve the authority's implementation efficiency and effectiveness.</p>	<p>31/03/2010</p>	<p>Status:</p> <p>Input from departmental consultations regarding the renewal of the Consultation and Policy Development authority suggested the authority be renewed.</p> <p>A Performance Measurement Strategy will be completed to support the renewed authority by defining roles and responsibilities and how progress towards outcomes will be measured.</p> <p>Update/Rationale: As of 31/03/2010:</p> <p>The Consultation and Policy Development authority has been renewed.</p> <p>The Department has updated the policy on funding to Aboriginal Representative Organizations (who</p>

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			receive the bulk of funding from the Basic Organizational Capacity and Consultation and Policy Development programs). Among many things the policy clearly defines the use of master agreements, who the Offices of Primary Interest are, roles and responsibilities, and eligibility requirements. AES: Underway
9. We also recommend more strategic coordination and management of consultation and policy development generally, regardless of what program authority is used to fund it. (page 46)	To support ongoing authority implementation, a renewed Consultation and Policy Development authority will define a performance measurement strategy. The performance measurement strategy will include a performance monitoring plan.	31/03/2010	Status: Performance Measurement Strategy is being developed for approval by April 1, 2010. Update/Rationale: As of 31/03/2010: See update under section 3. AES: Underway
10. <u>From the Executive Summary:</u> Review and clarify allocations across the different Aboriginal recipient groups or within each recipient group. (page viii)	Funding levels will be monitored on an ongoing basis. The Funding Policy will be reviewed and expanded to cover funding provided to National Aboriginal Organizations and	31/03/2010	Status: Funding levels are monitored and analyzed on an annual basis through the Annual Funding Report. A new Funding Policy is being developed for 2010-

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<p><u>From the main report:</u> The rationale for the allocation of basic organizational capacity funding across all of the different recipient groups or within each recipient group needs to be reviewed and clarified. (page 46)</p> <p>[We recommend...] that allocations to Aboriginal women's organizations should be reviewed in terms of the level of funding and support for their regional affiliates. (page ix)</p>	<p>regional Inuit, Métis, and non-status Indian representative organizations (not just regional representative First Nations organizations). The revised Funding Policy will be clarified and will reflect recent policy decisions and current funding processes.</p> <p>Options for including regional Aboriginal women's organizations as eligible recipients under the BOC will be explored and assessed.</p>		<p>2011 that will cover all ARO's and the current funding process.</p> <p>The options for including Aboriginal women's organizations within the BOC is being analyzed and reviewed in 2009-2010.</p> <p>Update/Rationale: As of 31/03/2010:</p> <p>The Aboriginal Representative Organization Annual Funding Report for 2008-2009 has been completed.</p> <p>A renewed funding policy for Aboriginal Representative Organizations is currently in approvals for implementation in April of 2010.</p> <p>Currently looking at options for the inclusion of Aboriginal women's regional organizations within the BOC. Timelines for implementation will vary depending on the mechanisms used for inclusion.</p> <p>AES: Underway</p>