

REDESIGN OF INDIAN GOVERNMENT SUPPORT**DATE** February 19, 2008**PURPOSE:** Associate Deputy Minister's approval to draft a memorandum to Cabinet seeking the mandate and funds to consult First Nations on the consolidation and redesign of programs that support core Indian government operations**SUMMARY AND RECOMMENDATION**

- In May 2007, following a discussion on the way forward for First Nation governance generally, the Forum on Strategic Issues invited Lands and Trust Services to propose an approach to redesigning the department's \$344M in governance programming.
- Lands and Trust Services has submitted to Senior Policy Committee a three-pronged approach for moving forward on governance which includes recommendations for program renewal.
- The enclosed discussion paper recommends a new policy framework which would:
 - 1) fund First Nations according to a list of functions of governance, 2) assess communities according to these functions, 3) target capacity funding based on these assessments, and 4) offer more flexible funding arrangements to recipients which demonstrate strong capacity.
- It is suggested that the support of ministers should be sought before consultations are launched because:
 - 1) these programs are vital to the core operations of all bands and tribal councils;
 - 2) the new program would not be optional in nature and would affect all but self-governing First Nations;
 - 3) this program redesign could be misrepresented as another attempt to legislate governance standards; and
 - 4) the recommended engagement process would cost up to \$5M.

Recommendation: Authorize drafting of a proposed memorandum to Cabinet seeking authority and funds to consult First Nations on the proposed consolidated program redesign.

BACKGROUND

- On May 31, 2007, the Forum on Strategic Issues discussed the need for a coherent policy approach to First Nations community governance.
- The Deputy Minister invited Lands and Trust Services to return with specific proposals which might be pursued through legislative, policy, or operational change.

CURRENT STATUS

- Lands and Trust Services has submitted to Senior Policy Committee an approach to moving forward in the areas of governance program redesign,

electoral reform, and First Nations membership. The sector is ready to proceed with the governance program redesign.

- The enclosed discussion paper recommends a new policy framework for the department's \$344 million in governance programming. INAC directors-general, regional directors-general, directors, and headquarters and regional program managers have endorsed the policy direction.
- The governance programs to be consolidated and redesigned include the Band Support Funding, Tribal Council Funding, Band Employee Benefits, Band Advisory Services, and Professional and Institutional Development, including Strengthening Capacity for First Nations under Intervention.
- The sector recommends seeking Cabinet support and funding to consult First Nations on the proposed program changes.

ISSUES

- The Indian Government Support programs were designed in the early 1980s when the department's goal was to devolve program administration. Today, the objective should be to support democratic, accountable and effective First Nations governments.
- The government of Canada expects measurable program outcomes. A new governance program
 - could specify core functions of governance which should be performed in each community,
 - could provide ongoing funding for these functions based on a separation between the roles of accountable First Nations leaders and of professional First Nations public servants,
 - could assess First Nations on how well they perform these functions,
 - and could direct targeted investments to bands which lack capacity.
- Canada is moving toward managing funding arrangements on the basis of risk. A new governance program could offer more flexible types of funding based on the demonstrated capacity of recipients for core governance. It could also be integrated with a new system of multi-year community fiscal transfers.

CONSIDERATIONS

- An earlier attempt to enact legislated standards for community governance was contentious. The proposed approach -- program redesign -- is more modest but could be misunderstood by First Nations.
- Options for consultation range from \$450K for two national meetings to \$5M for a more inclusive regional engagement process. The department is unlikely to be able to fund an engagement process through internal reallocation.

NEXT STEPS

- Extend the Indian Government Support program authority.
- By May 2008, table a memorandum to Cabinet to seek a mandate and funds to consult First Nations on a consolidated program redesign.
- In May of 2008, initiate consultations.

RECOMMENDATION TO ASSOCIATE DEPUTY MINISTER

- Seek approval of the Minister to authorize drafting of a proposed memorandum to Cabinet seeking authority and funds to consult First Nations on the proposed program consolidation and redesign.

Caroline Davis
Assistant Deputy Minister
Lands and Trust Services

I concur

I do not concur

Date

Date

ORIGINATOR:

Robert Shotton/LTS/819-953-1884/LW
Consultations: N/A

Date created: 13/12/2007

Attachments

- Redesign of Indian Government Support Programs: Policy Proposal
- Annex 1: Overview of Indian Government Support Programs
- Annex 2: Possible Program Design
- Annex 3: Seeking Permission to Engage Stakeholders
- Annex 4: Proposed Timeline
- Annex 5: Key Messages

SECRET

February 19, 2008

Redesign of Indian Government Support Programs: Policy Proposal

Synopsis

Canada is built on peace, order and good government. Yet good government is not the policy objective of the \$344 million Indian Government Support programs. By modernizing these programs, we can change this.

When Indian Government Support programs were designed in the early 1980s, the goal of Indian and Northern Affairs Canada (INAC) was to devolve program administration. Today, the department's objective is to foster and to support democratic, accountable and effective First Nations governments.

We can do so through a new policy approach which defines our expectations in terms of a list of core functions of governance. We can fund First Nations to perform these functions based on a distinction between the role of accountable First Nations leaders and the role of professional First Nations public servants. Finally, we can deploy governance capacity assessments to target funding to communities which perform key functions weakly, to grant higher performing communities access to more flexible types of funding, and to measure the performance of communities and of INAC itself in improving governance outcomes. The policy approach has been endorsed in principle by a wide range of INAC managers.

The main program authority expires on March 31, 2008, although the Planning and Resource Management Branch of the Chief Financial Officer Sector has sought an extension until March 31, 2009. Assuming that a further extension could be sought that would permit implementation of a new program design by 2010, our next step, then, is to seek a mandate and funding to consult First Nations stakeholders on this conceptual framework and then how to implement it. A proposal to seek this mandate from ministers could be tabled by May 2008.

The Issue: INAC's Governance Programs Aren't About Governance

Core governance is the foundation upon which Canada's programming for First Nations is built. Good governance in any community consists of accountable leaders directing professional public servants. Without democratic, accountable and effective decision-making systems, the legitimacy of any government is questioned and government funds may be wasted.

In some First Nations and across program areas, the absence of good governance has a significant impact. In troubled communities such as Pikangikum, weak governance leaves community members unable to act collectively to improve their lives; community health suffers, sometimes in the tragic form of suicide. Elsewhere, weak governance produces poor public services. In the community of Kashechewan, for example, unclear roles and

responsibilities among leaders and technicians allowed water treatment standards to be ignored.

All communities have the potential for good governance. Yet Indian Government Support provides few program tools to grow this potential into demonstrated abilities. INAC currently provides \$344 million in contributions and grants for core administration in band offices and tribal councils, for advisory services, for pension and benefits, and for capacity development through the Band Support Funding, Band Employee Benefits, Tribal Council Funding, Band Advisory Services, and Professional and Institutional Development programs respectively. (See Annex 1.) Originating in the 1970s and early 1980s, these programs were designed to allow INAC to devolve the administration of core programs. This goal was achieved. The programs, however, do not define or strengthen core governance.

Without the policy and program conditions in place to support good governance, strong First Nation governments will only emerge in spite of INAC's help, not because of it.

The Way Forward: The Expiry of the Programs Presents an Opportunity

Senior management has given direction on what the new ultimate objective should be. At the May 31, 2007 meeting of the Forum on Strategic Issues, assistant deputy ministers agreed that INAC's goal for governance should be for all First Nations to be governed democratically, with accountability and effectively. Lands and Trust Services presented an overarching framework based on these principles, participants discussed the characteristics of well governed communities, and the sector was asked to return with a strategy on how to achieve this end.

The department could pursue this new objective through any combination of legislative, policy, or operational changes. The following pages present a way to improve governance outcomes through policy and operational improvements specifically.

On March 31, 2008, the program authority for Indian Government Support expires. This presents an opportunity to modernize and consolidate both the four programs it funds and the related Band Support Funding and Professional and Institutional Development programs. An extension of the main authority would provide INAC time to engage First Nation partners on the policy framework and design of a consolidated program.

Proposed Policy Framework: Support the Functions of Governance

To many, the concept of governance is important but ephemeral. In reality, good governance is concrete. Its presence or absence can be seen in the characteristics of any organization. Organizations which possess the

characteristics of good government perform functions in a clearly defined set of areas. These functions are performed by accountable leaders and professional administrators, each with complementary roles, through consistent practices based on established policies. INAC understands the characteristics of good governance, it can identify the core functions which drive strong First Nations governments, and it can design a program which funds these functions, sets standards for them, and targets investments to help all First Nations meet the standards. This is the policy framework proposed by Lands and Trust Services sector to modernize Indian Government Support.

Any Aboriginal or non-Aboriginal community which is well governed possesses specific characteristics of government:

- Real Decision- Making and Enforcement Powers
- Sustainable Structures and Institutions of Government
- Transparent Procedures and Processes of Government
- Administration of Government through a Professional Public Service
- Legitimate and Accountable Leadership
- Management of Financial and Natural Resources
- Nurtures and Sustains a Functioning Economy
- Develops and Implements Policies
- Designs and Administers Programs
- Delivers Services

These characteristics are evident in a community which performs key functions of governance well. These functions of governance may include:

- Leadership Selection
- Membership
- Decision-Making
- Law-Making and Enforcement
- Financial Management
- Human Resource Management
- Administration (including Information Management / Information Technology)
- Community Involvement
- Community Planning
- Intergovernmental Relations and Networks

INAC's role, then, is to define in a new policy the functions of governance which are necessary for democratic, accountable and effective First Nations. The policy must also support a distinction between the responsibilities of elected officials and those of the professional public administrators they direct. The policy must also set expectations for the policies and practices which strong First Nations governments should have in place and provide a tool by which governance capacity in any given community can be assessed. Finally, the policy should specify the support INAC will provide to First Nations both to fund the ongoing costs of governance and to invest in assessing and improving performance.

The new approach would shift the focus of Indian Government Support away from program delivery and toward core governance. This implies that non-governance functions funded under the current program would be transferred to

other program areas based on the department's program activity architecture. This includes the responsibility to fully cost and fund pensions and benefits and non-governance advisory services. This distinction between core governance and other functions could also be achieved by tracking separately those funds which support the ongoing costs of leadership and of administrative functions.

Possible Program Design: Assess Capacity, Focus on Risk, & Simplify

The specifics of an effective program can only be determined through input from First Nations. The program design, however, should be based on the following principles:

- Capacity-based: A governance capacity assessment would determine access to targeted capacity development funding. Communities would be assessed on their demonstrated capacity, not on their potential or for the existence of written policies which might not be in use. The effectiveness of targeted funding would be measured by the number of communities which achieve higher standards of governance.
- Risk-Sensitive: The governance capacity assessment would offer higher-performing recipients access to more flexible types of transfer payments. This would offer an incentive for recipients to improve their governance systems. It would also support the federal government's drive to simplify its funding relationships with reliable partners and to focus its efforts on recipients experiencing difficulty.
- Streamlined: The existing five programs would be consolidated and their funding methodologies made simpler, reducing unnecessary reporting and administrative burdens on recipients and on INAC.

While the details remain to be determined, the program design might be as simple as this: (See Annex 2.)

- Grants for Governance Support could contribute toward the ongoing core costs of band offices and tribal councils. Audits would track funds which support leadership and public service responsibilities. Tribal councils would not access leadership funding since they only administer programs.
- Proposal-based contributions for Governance Development would address gaps in governance capacity. Recipients would access funding based on band governance capacity assessments.

Recipients could receive funding through yearly Comprehensive Funding Agreements until a capacity assessment demonstrates better-than-basic levels of governance. Stronger-performing recipients could receive their funding through multi-year Canada-First Nations Funding Agreements, permitting them to plan and re-allocate funds between governance and other program areas. And top-

performing communities could be eligible to receive their governance funding through the proposed Multi-Year Community Fiscal Transfer grant program.

This type of program could be implemented within existing grants and contributions budgets. The pace at which better governance outcomes could be achieved, however, would in part be determined by the availability of additional resources for capacity assessments and for targeted capacity development funding; the current budget for capacity development stands at \$13 million per year. Also, a new methodology would have to be developed to calculate the true ongoing costs of community governance. A department-wide review determined in 2006 that the Indian Government Support programs, some of whose budgets have been frozen since 1996/97, face serious funding shortfalls. Some modern costs of governance, such as computers, are not included in current formulas, for example. The adequacy of INAC's current human resources to manage a new program also remains to be assessed; lack of internal capacity undermined an earlier effort to assess First Nations management.

Other Policy Options:

The recommended policy framework has been endorsed in principle by 82 INAC managers: the members of the Directors General Policy Review Committee, all Directors-General and headquarters directors responsible for band office programs, Associate Regional Directors General, regional directors responsible for governance, and regional managers of Indian Government Support programs. The proposed policy framework is the most effective way of achieving the goal set at the Forum on Strategic Issues.

Other options exist, however:

- Status quo: The department could choose not to modernize Indian Government Support. Program renewal could be restricted to an as-is renewal of the terms and conditions set in 2005.
- Modified status quo with modernized funding: The department could choose to update the current Indian Government Support programs, by correcting glaring program design problems such as the legal risks associated with the current Band Employee Benefits program, addressing the modern costs of government (such as the increased costs of audits, elections and information technology), and updating funding levels to account for inflation, without substantially changing the overall program framework.
- Re-stream existing programs: The department could simplify current programming by re-structuring some of the components into other INAC programs, such as pension and benefits funding, advisory services funding and/or tribal council funding.

- Legislated standards: The department could repeat its earlier effort to set minimum standards for governance through legislation. The programming required to put this into effect would likely resemble the policy framework outlined above.

Perspectives: INAC Officials are Supportive; First Nations May Be Skeptical

The policy recommendation fits well with other INAC initiatives. Better focussing Indian Government Support on core governance functions is consistent with the department's program activity architecture. Officials responsible for Economic Development, Housing, Canada-First Nation Funding Agreements, and the proposed Multi-Year Community Fiscal Transfer plan to incorporate an assessment of governance capacity into their initiatives. The department's proposed response to the Blue Ribbon Panel on Grants and Contributions already refers to INAC's interest in strengthening governance capacity. Lands and Trust Services is working with Socio-Economic Programs and Regional Operations to prepare to transfer responsibility for funding pensions and benefits to non-governance programs. Finally, INAC is considering piloting the concept of governance capacity assessments through specific interventions in Pikangikum and Kashechewan.

First Nations will be more skeptical. They may confuse this program renewal exercise with INAC's earlier legislative initiative. Assuming that our less ambitious intent is understood, the interest of recipients will focus on funding levels. The adequacy of Band Support Funding for elections is in dispute in Ontario and British Columbia, for example. Since a joint program redesign process with tribal councils was abandoned in 2004, tribal councils are actively interested in this work yet some smaller tribal councils may no longer qualify for funding. Finally, the 18 large First Nations which receive Band Advisory Services funding might insist that the program be maintained. A small number of First Nations organizations, however, are already developing governance capacity assessments, suggesting that champions for the initiative might be found.

Next Step: Seek Mandate to Engage Stakeholders

Given the central role Indian Government Support plays in funding band and tribal council core operations, input from First Nations will be essential to the practical design of a new governance program. The strategy should be to engage with external stakeholders after having formally defined the scope of the policy renewal and secured funds for an engagement process. Through a proposal to Cabinet timed for May 2008, then, INAC would seek the endorsement of ministers for its proposed policy framework and seek funding to engage stakeholders in the program re-design. The department would also commit to return to Cabinet for policy authority and to the Treasury Board for program authorities. Please see Annex 3 for a more detailed discussion.

- Option 1 – Minimal Engagement: Convene a working group of experts in May 2008. Hold two three-day national conferences in the fall of 2008 and winter of 2008-2009 -- one to discuss the proposed policy framework, one to discuss program design elements -- for approximately \$450K; First Nations would object.
- Option 2 – Normal Engagement: Convene working group of experts in May 2008. Hold two sets of regional meetings with First Nations administrators in the fall of 2008 and winter of 2008-2009 -- one to discuss the proposed policy framework, one to discuss program design elements - for approximately \$5M.
- Option 3 – No Engagement: The department could merely estimate the impact of a new program design by means of \$200K in small focus group sessions. The approach would revive accusations that the department is inadequately consulting First Nations on governance.

Conclusion: Program Redesign is in the Federal Interest

The proposed policy framework can correct the lack of strategic focus with which INAC currently spends \$344 million in Indian Government Support:

- By better focussing the program on governance, INAC can align its activities around its program activity architecture.
- By specifying the functions of governance the department wishes to support, what we expect of First Nations can be made clearer.
- By assessing how well recipients perform these functions, INAC can target developmental funding to those most in need and measure the impact.
- By recognizing strongly governed communities, all parties will have data with which to refute unfounded accusations of mismanagement.
- By matching the types of transfer payments to the capacity of recipients, the department can manage its funding on the basis of risk.
- And by streamlining programming, both INAC and First Nations can reduce the burden of administration.

Even without legislation, we can significantly improve our support to First Nations governance. The first step is to discuss with First Nations how this can be done.

SECRET

February 19, 2008

SECRET

February 19, 2008

Annex 1: Overview of Indian Government Support Programs

The **Band Support Funding (BSF)** funds First Nations for local government and the administration of departmentally funded services. The program transferred \$216.3 million to First Nations in 2006-07 for costs associated with chiefs and councils; basic overhead; shared office expenses related to the delivery of major services (e.g. office space, telephone and supervision); geographic location; and audit and professional fees. Citizens are also expected to contribute toward the cost of their community government.

The **Band Employee Benefits (BEB)** program funds eligible First Nation, Inuit or Innu employers for employer contributions to pension and benefit plans including CPP/QPP, pension plans, and non-statutory benefits plans (such as group life and disability insurance.) The program transferred \$66.5 million in 2006-07 to 539 employers (band councils and others) to provide access to pension regimes for 20,326 First Nation employees who deliver services devolved by INAC such as teachers. The program does not serve employees paid through service contracts or honoraria, such as most chiefs and councillors.

The **Tribal Council Funding Program** funds tribal councils to provide advisory services to their member First Nations and to administer other Indian and Northern Affairs programs. Tribal councils are institutions established voluntarily by bands. In 2006-07, the program transferred \$44.9 million to 78 tribal councils serving 471 First Nations. Five advisory services have been devolved to tribal councils: economic development; financial management; community planning; technical services; and band governance.

The **Band Advisory Services** program funds 18 large First Nations not affiliated with Tribal Councils to access the same advisory services as above. Only First Nations with 2,000 or more status-Indian residents on-reserve are eligible. The program transferred \$2.5 million in 2006-07. A further 129 unaffiliated First Nations rely on INAC staff for advisory services.

The **Professional and Institutional Development Program** funds governance and institutional development projects in First Nations and Inuit organizations. This proposal-driven program transferred \$13.5 million in 2006-07, employing a single program management framework to implement the programs previously known as Indian and Inuit Management Development and Gathering Strength-Professional Development. Projects supported community governance and Aboriginal public service in the form of training; institutional development; governance systems; management development; orientation; and governance advice. In 2007-08, the budget was reduced by \$2.5 million but a one-time infusion of \$7 million was added for **Strengthening Capacity for First Nations under Intervention**.

Annex 2: Possible Program Design

Current Programs:

INAC currently provides \$344 million in contributions and grants for core administration in band offices and tribal councils, for advisory services, for pension and benefits, and for capacity development through the Band Support Funding, Tribal Council Funding, Band Advisory Services, Band Employee Benefits, and Professional and Institutional Development programs respectively.

These programs are designed to support devolution and have no clear governance objectives. Funding provided for program administration is not distinct from funding provided for governance. The current design includes five separate streams of funding each with its own application and reporting requirements, resulting in a heavy administrative burden.

Future Program:

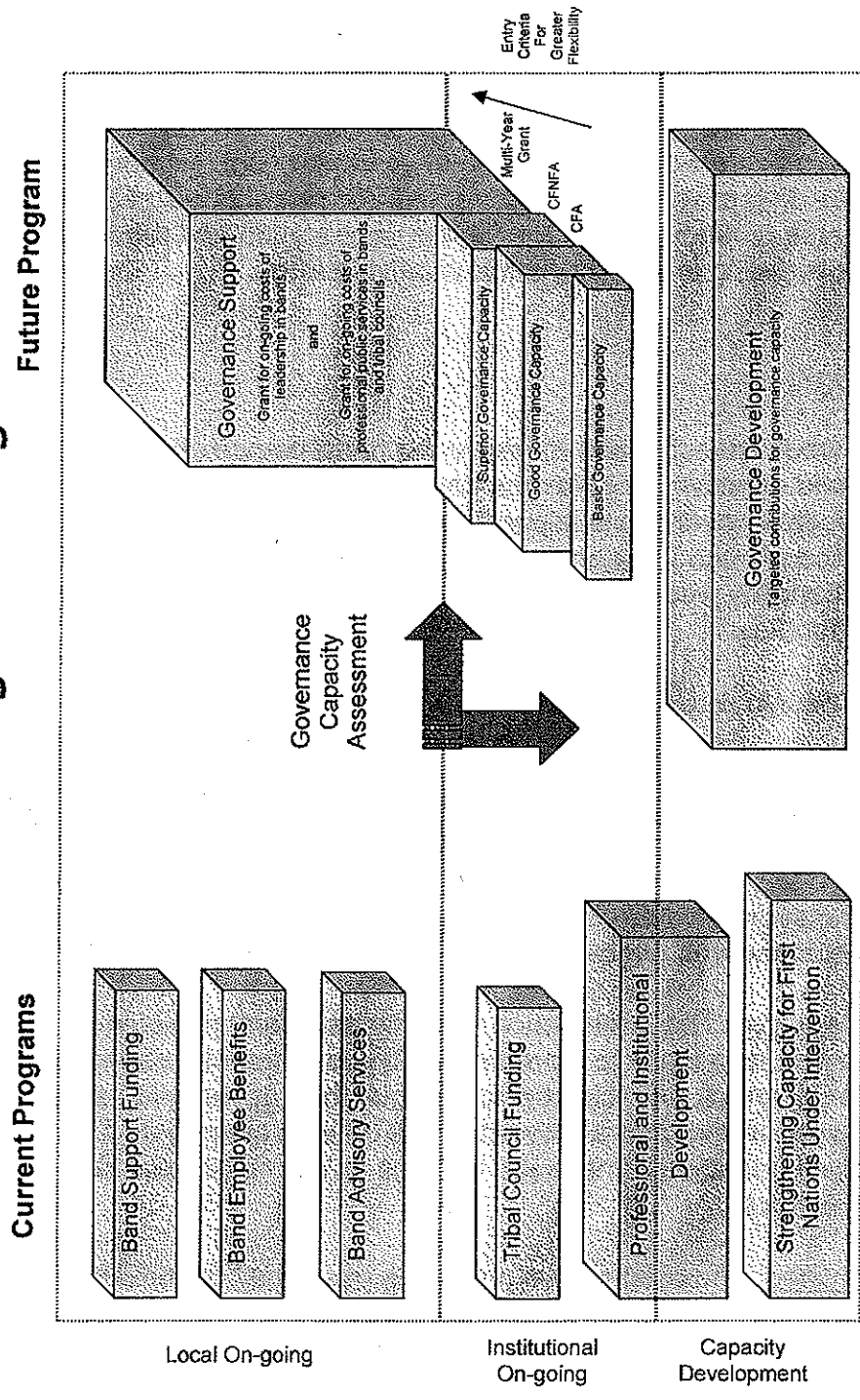
A new policy would invest in and measure the performance of democratic, accountable and effective First Nations governments. It would: fund specified functions through a governance support funding grant for on-going costs; assess the performance of each function through a governance capacity assessment; and invest in capacity where lacking through proposal-driven governance development funding.

The program design would be based on the following principles:

- Capacity-based: A governance capacity assessment would determine access to targeted capacity development funding. Communities would be assessed on their demonstrated capacity, not on their potential or solely on the existence of written policies which might not be in use. The effectiveness of targeted funding would be measured by the number of communities which achieve higher standards of governance.
- Risk-Sensitive: The governance capacity assessment would offer higher-performing recipients access to more flexible types of transfer payments. This would offer an incentive for recipients to improve their governance systems. It would also support the federal government's drive to simplify its funding relationships with reliable partners and to focus its efforts on recipients experiencing difficulty.
- Streamlined: The existing five programs would be consolidated to two and the funding methodologies made simpler, reducing unnecessary reporting and administrative burdens on recipients and on INAC.

Annex 2:

Possible Program Design



*Type of funding for on-going costs to be based on demonstrated capacity (Governance Assessment score) -- CFA, CFNFA, or Multi-Year Grant

Annex 3: Mandate and Funding to Engage Stakeholders

Input from First Nations will be essential to the practical design of a new governance program. The strategy should be to engage with external stakeholders after a Cabinet submission formally defines the policy proposal which is to be consulted on and seeks funding to undertake the consultation.

A May 2008 memorandum to Cabinet, then, would invite ministers to endorse new policy objectives of (1) defining governance in terms of a list of functions of governance, (2) funding the ongoing costs of community leadership and professional public service through a simpler model, and (3) applying governance capacity assessments to measure performance and determine access to proposal-based funding which improves core governance processes. The proposal to Cabinet would also request funding to engage with First Nations on the design of a program which could achieve this objective. Finally, the proposal would commit the department to return to Cabinet to seek policy authority and program authorities for the new program.

The engagement process would inform First Nations of the proposed policy framework and would invite their input on the specifics of the program design. These specifics would include validating a list of the functions of governance to be funded, a formula by which the department would fund the ongoing costs of governance, and a capacity assessment tool. The input would inform both the final policy proposal to Cabinet and the Treasury Board submissions.

The following options presume that the current program authority for Indian Government Support is extended to permit an implementation date of April 2010.

Option 1 – Minimal Engagement: Convene a working group of experts in May 2008. Between the fall of 2008 and winter of 2008-2009, two three-day national conferences could seek basic feedback from a representative group of stakeholders (approximately 100 representatives) such as band managers, tribal council executive directors, and representatives of governance-related institutions such as the Aboriginal Financial Officers Association and the National Centre for First Nations Governance. The cost is estimated at \$450K. First Nations would argue that a more inclusive engagement process is required given that the programs in question are vital to core band and tribal council operations.

Option 2 – Normal Engagement: Convene a working group of experts in May 2008. During the fall of 2008, the department would convene region-specific meetings of First Nations and tribal council administrators to seek feedback on the proposed policy framework. All communities would be represented. Having consulted within their communities during the fall of 2008, these same representatives would be invited to a second round of meetings in winter 2008-2009 to discuss specific program design elements such as the funding formula for ongoing costs, the governance capacity assessment process, and

performance indicators. Departmental officials would use existing joint regional and national committees to keep elected First Nations leaders informed of the discussions. The cost is estimated at \$5M. This two-step process is similar to consultation protocols advocated by some First Nations.

Option 3 – No Engagement: Funding for Indian Government Support is provided on the basis of departmental policy not on the basis of a legal entitlement or Aboriginal right. Technically, the department could renew its programs without engaging with First Nations. The department could merely estimate the impact of a new program design on communities by means of feedback from a small focus group. The approach would enhance the risk that First Nations would associate this program redesign process with the earlier contentious proposal to legislate governance standards and would revive accusations that the department is inadequately consulting First Nations on governance. The cost would be estimated at \$200K for four focus group sessions.

Annex 4:

Proposed Timeline

- Winter 2007-2008: Draft memorandum to Cabinet seeking mandate and funding to engage with First Nations
- May 2008: Table memorandum to Cabinet on First Nations engagement
- May 2008: Convene a working group of experts
- Fall 2008: Engage with First Nations on proposed policy framework
- Fall 2008: Design program features (e.g. funding formula, capacity assessment process, performance indicators)
- Winter 2008-2009: Engage with First Nations on proposed program design
- Spring 2009: Draft memorandum to Cabinet seeking policy authority for new program design
- May 2009: Table memorandum to Cabinet on program design
- Summer-Fall 2009: Draft Treasury Board program authority
- November 2009: Table program authority before the Treasury Board; seek funding through Budget 2010
- Winter 2009-2010: Incorporate new program design into First Nations funding agreements; establish new internal systems within INAC
- April 2010: Implementation

SECRET

February 19, 2008

Annex 5:

Key Messages

QUESTION 1

When will the authority for Indian Government Support be renewed?

SUGGESTED RESPONSE 1

All federal programs are renewed on a regular basis to ensure that they are relevant and effective. The Indian Government Support program authority expires on April 1, 2008. Indian and Northern Affairs Canada will make arrangements to ensure that there is no interruption in the funding these programs provide toward the ongoing operations of bands, tribal councils, and other organizations.

QUESTION 2

When will First Nations be consulted on the redesign of Indian Government Support?

SUGGESTED RESPONSE

Indian and Northern Affairs Canada is currently undertaking policy work to identify possible ways of improving the programs known as Indian Government Support. Should potential improvements be identified, the department will engage First Nations in a discussion on program redesign.

