

**DRAFT MANAGEMENT ACTION PLAN:
EVALUATION RECOMMENDATIONS**

Evaluation of Aboriginal Programs:
Aboriginal Fisheries Strategy (AFS) and
Aboriginal Aquatic Resources and Oceans Management (AAROM)

Project #: 6B189

EKME : 4018772

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MAP Completion Date:

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1st Status Update:

2nd Status Update:

3rd Status Update:

4th Status Update:

RECOMMENDATION 1			
<p>Recommendation 1: Capacity Building It is recommended that the Senior Assistant Deputy Minister, Strategic Policy, define capacity building for AFS and AAROM and also develop tools to measure capacity building to demonstrate the progression of recipient's capacity over time.</p> <p>Rationale: There is currently no common understanding of capacity building for AFS or AAROM among program recipients and program staff. Moreover, the availability of high quality and reliable data are needed to ensure that AFS and AAROM measure the advancement of the capacity of recipients. The current recipient capacity assessment tool reflects the administrative abilities of recipients but, does not measure the technical capacity nor if results have been achieved.</p>			
STRATEGY			
<p>The Indigenous Programs Branch, within the Indigenous Affairs and Reconciliation Directorate, working with Indigenous program participants and experts, will co-develop and implement capacity assessment and development models and tools for the AAROM and AFS programs. Given the stepwise and multiyear approach already being taken to review and renew these program (informed by a Budget 2017 commitments and Indigenous Program Review (IPR)), this strategy will be implemented incrementally, starting with the AAROM program and then followed by AFS. AAROM renewal has begun (e.g., IPR recommendations were received in May 2018 and implementation of a renewed program is ramping up, including the launch of new co-development, co-design and co-delivery structures with AAROM departments that can facilitate the implementation of this strategy). IPR recommendations on AFS have yet to be received (expected Spring 2019), are expected to be more transformative, and will take longer to design and implement. Work conducted and products produced for the AAROM program will also help inform the process and products for AFS.</p>			
MANAGEMENT ACTION	DUE DATE (BY END OF MONTH)	STATUS UPDATE: COMPLETED / ON TARGET / REASON FOR CHANGE IN DUE DATE	OUTPUT
AAROM & AFS – Develop and add commitment to co-develop capacity development definitions, models and tools in the multi-year Action Plan that will be developed to respond to the final Indigenous Program Review Report	August 2019		
AAROM – Produce a draft outline of potential capacity development definitions, assessment elements and tools (general and AAROM specific)	September 2019		

and share with AAROM departments in advance of National AAROM meeting			
AAROM – Hold working session at the National AAROM meeting to review and receive input on the draft outline and co-design a process for co-development of final definitions, tools and implementation plans (general and AAROM specific)	November 2019		
AAROM – Launch co-development activities and working group to develop the final definitions, tools and implementation plans (overall and AAROM specific) and engage AAROM departments and DFO sectors and federal Departments as required.	November 2019		
AAROM – Share final definitions, tools and implementation plans (overall and AAROM specific) with AAROM departments prior to the annual National AAROM meeting.	September 2020		
AFS – Begin planning and seek guidance of AAROM working group on approach to development of capacity assessment definitions, models and tools for AFS.	October 2020		
AAROM – Receive final input from AAROM departments at the Annual AAROM Meeting on the final definitions, tools and implementation plan for AAROM and for collaborative programs overall	November 2020		
AAROM – Finalize definitions, tools and implementation plans for AAROM and interim for collaborative programs overall	February 2021		
AFS – Produce a draft outline of potential capacity development definitions, assessment	March 2021		

elements and tools for the AFS program and share with a co-design working group.			
AAROM – Begin to implement standard definitions, models, and tools for the AAROM program	April 2021		
AFS – Targeted engagement on draft AFS capacity definitions, models and tools	September 2021		
AFS – Share final definitions, tools and implementation plans for AFS.	November 2021		
AFS – Targeted engagement to receive final input on AFS capacity development definitions, models and tools	January 2022		
AFS – Finalize definitions, tools and implementation plans for AFS program.	February 2022		
AFS – Begin to implement standard definitions, models and tools for the AFS program.	April 2022		

RECOMMENDATION 2			
<p>Recommendation 2: Coordination It is recommended that the Senior Assistant Deputy Minister, Strategic Policy, establish formalized coordination between AFS/AAROM and other DFO-CCG programs that are or could be involved with AFS/AAROM recipients.</p> <p>Rationale: Limited interaction between AFS/AAROM and other DFO-CCG programs result in missed opportunities. Greater coordination could reduce programs working in silos; allow for sharing of best practices; and improve the development of recipients' annual work plans by receiving input from other DFO-CCG programs. Moreover, improving coordination would also benefit recipients who are often receiving funding from multiple programs.</p>			
STRATEGY			
<p>The Indigenous Programs Branch, within the Indigenous Affairs and Reconciliation Directorate, will develop/co-develop tools, guidance and structures that can improve cooperation and coordination between federal programs and Indigenous organizations participating in the AFS and AAROM programs. Actions will focus on internal coordination/outreach products and activities, along with working with program participants in the co-development of standard information products and guidelines for potential partners. The Branch will also continue to support the development of the DFO Grants and Contributions Community of Practice (led by CFO sector) and the building of capacity within other DFO sectors including guidance on working with Indigenous proponents, including AAROM and AFS recipients.</p>			
MANAGEMENT ACTION	DUE DATE (BY END OF MONTH)	STATUS UPDATE: COMPLETED / ON TARGET / REASON FOR CHANGE IN DUE DATE	OUTPUT
Develop and add commitment to develop/co-develop tools and processes to support increased cooperation and coordination between federal programs and AAROM departments and AFS capacity within the multi-year Action Plan that will be developed to respond to the final Indigenous Program Review Report	August 2019		
Develop and start implementing interim internal outreach strategy for federal programs/initiatives to promote the AAROM and AFS programs and opportunities for increased coordination (e.g.,	September 2019		

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briefings, info sharing sessions, program inventory, etc.)			
Hold working session at the National AAROM meeting to review and continue to co-develop draft AAROM information and guidance materials for federal and other partners (as part of the AAROM Marketing and Partnership Tool Kit)	November 2019		
Develop standard (“internal”) guidelines for other DFO/federal programs on Indigenous programming and using existing AFS/AAROM agreements to develop work plans and flow funding or develop customized agreements under the Terms and Conditions of the Integrated Aboriginal Contribution Management Framework	April 2020		
Update and finalize internal outreach strategy for AFS/AAROM and continue to implement	April 2020		
Finalize and release (in partnership with AAROM departments) standard information products and guidelines for other programs/departments that intend to partner/fund AAROM organizations (as part of the AAROM Marketing and Partnership Tool Kit)	April 2020		
Update all relevant guidance materials based on outcomes of AFS renewal and AFS-specific requirements	March 2022		

RECOMMENDATION 3			
<p>Recommendation 3: Consistency of data It is recommended that the Senior Assistant Deputy Minister, Strategic Policy, establish consistency in data collection, particularly with respect to performance data, the management of contribution agreements and recipient interactions, to ensure that data is being collected and managed centrally in a cohesive manner across the country.</p> <p>Rationale: As was found by this evaluation and the previous two, performance measurement data is not being collected by the programs; only anecdotal information is available to measure how the programs are achieving their expected results. In addition, information available in APGIS is inconsistent within and across regions, due in part to a lack of clear guidance related to the information that needs to be captured in APGIS and limited training having been received by users.</p>			
STRATEGY			
<p>The Indigenous Programs Branch, within the Indigenous Affairs and Reconciliation Directorate, will take practical steps to improve and standardize, across all regions, data collection and management of performance and contribution agreement data through the development or updating of related guidelines, training, tools, business practices, and management/oversight functions. Due dates are for completion by all programs (AAAROM will likely rollout before AFS).</p>			
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Establish Program information collection and management policies for staff, which clearly outline the program's expectations with regards to contribution agreement, collection of performance data, and client relationship - data management.	April 2020		
Posting of APGIS application guidance materials on the intranet.	April 2020		
Conduct regular information management audits to ensure data is being collected and managed in	November 2020		

accordance with the program policies. First audit to inform design of training (next item).			
Develop and implement training based on the above policies for program staff regarding the administration of the programs, with a specific focus on consistent data collection, tracking of client interactions, and usage of the APGIS. Training should occur on a regular basis.	March 2021		
Reinforce the network of assistance available to staff with regards to the APGIS (e.g. the prominent listing of both APGIS Program and Regional Leads who are available to assist users with questions regarding the application). In particular, emphasize the role of the APGIS Leads with regard to suggesting changes and correcting errors within the application.	March 2021		