



# Improving Results for Aboriginal Transfer Payment Recipients

**Presentation by Jamshed Merchant, TBS  
to the Aboriginal Financial Officers' Association  
February 22, 2007**



# Purpose

- What are we trying to do?
  - Reduce paper burden – simplify funding agreements and reducing reporting requirements
  - Better integrate and improve programs – simplify relationship with 30+ depts
  - Reframe accountability relationship – fairness, balance and effectiveness
- Better financial administration and better programs will lead to better program results on the ground





# Overview of Presentation

- Setting the context – role of TBS
- Identifying barriers to achieving results and suggesting what we want instead
- Proposing some solutions
  - Directive on Aboriginal Transfer Payments
  - Aboriginal Horizontal Framework
- Seeking feedback

# Setting the Context: What is TBS?

- Central agency
- Provides advice and support to Treasury Board, a committee of Cabinet
  - Budget Role: How much gov't spends and on what – ensuring value for money
  - Management Role: How gov't manages – establishing policies and directives to guide dept'al management practices
- Strict legislative environment

# ▶ **Ex.: *Policy on Transfer Payments***

- TBS
  - Develop a policy for all depts to ensure sound management and accountability for all federal funds
- Departments
  - Develop and negotiate funding agreements with recipients – sometimes add additional controls
- Recipients
  - Figure out how to cut through the red tape and actually deliver the program

# TBS...



... an obstacle to overcome?



... or a key enabler to achieving results?

# ▶ Two TBS initiatives...

- Lots can be done to reduce the paper burden and better integrate programs, while reframing the accountability relationship.
- Two initiatives to begin making change:
  - Directive on Aboriginal Transfer Payments
  - Aboriginal Horizontal Framework
- There are many other areas in which change needs to happen

# Barriers to results... what we've heard

- Current program-centric interactions between communities / organizations and many different departments has lead to:
  - Administrative burden – managing variety of programs and funding agreements
  - Reporting burden – variety of requirements
  - No consistency in applying “rules” across departments
  - Organizational stability and capacity development are difficult without ongoing funding commitments

# ▶ Barriers to results... what we've heard

- Little recognition of ongoing relationship between federal government and Aboriginal Peoples
- Little collaboration
- Little capacity
- Little consideration of specific needs of recipients
- Little link between programs offered and community priorities

# Overcoming Barriers... what we want

- More Aboriginal involvement – programs that work on the ground and are responsive to communities' needs; reporting that makes sense
- Clear, simple, consistent rules that still allow for flexibility
- Depts working better together to reduce administrative and reporting burdens on communities and organizations
- Right-sized accountability, balancing flexibility and risk

# Moving Forward... the Directive

- **Directive on Aboriginal Transfer Payments**
  - Component of *Policy on Transfer Payments*
- Specific rules for all depts to follow in planning, designing, delivering and managing Aboriginal transfer payment programs
  - Why?...because depts need to work better together and more consistently apply rules, and we need to reduce the paper burden
  - How?...currently developing the “how”



# Key Goals for Directive

- Reduce the paper burden – simple, more consistent funding agreements
- Reduce the reporting burden – fewer types of reports, and only where they make sense
- New accountability relationship, which better balances accountability and flexibility
- **Overall:** clear, simple, consistent rules so that more effort can be focused on programs

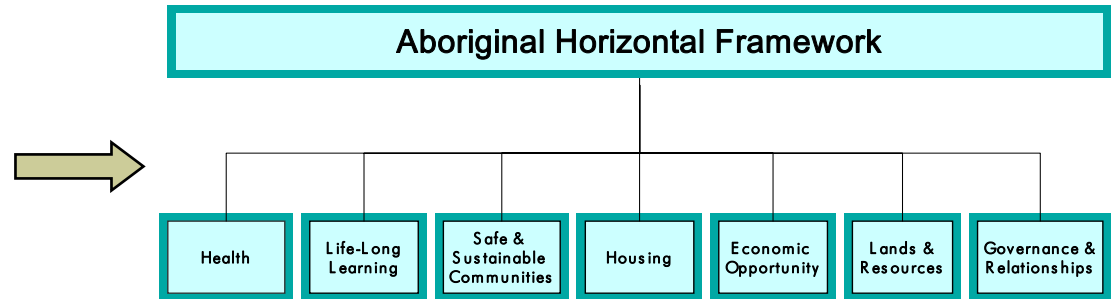
# Moving Forward...AHF

- **Aboriginal Horizontal Framework**
  - Currently shows all federal spending on programs targeted to Aboriginal peoples
  - 360 programs, 34 depts, over \$8B annually
- Tries to make sense of the information
  - Why?... because if you don't know how much and on what you're spending, how can you know what is working and not working?
  - How?... using goals / strategic outcomes and seven thematic groupings

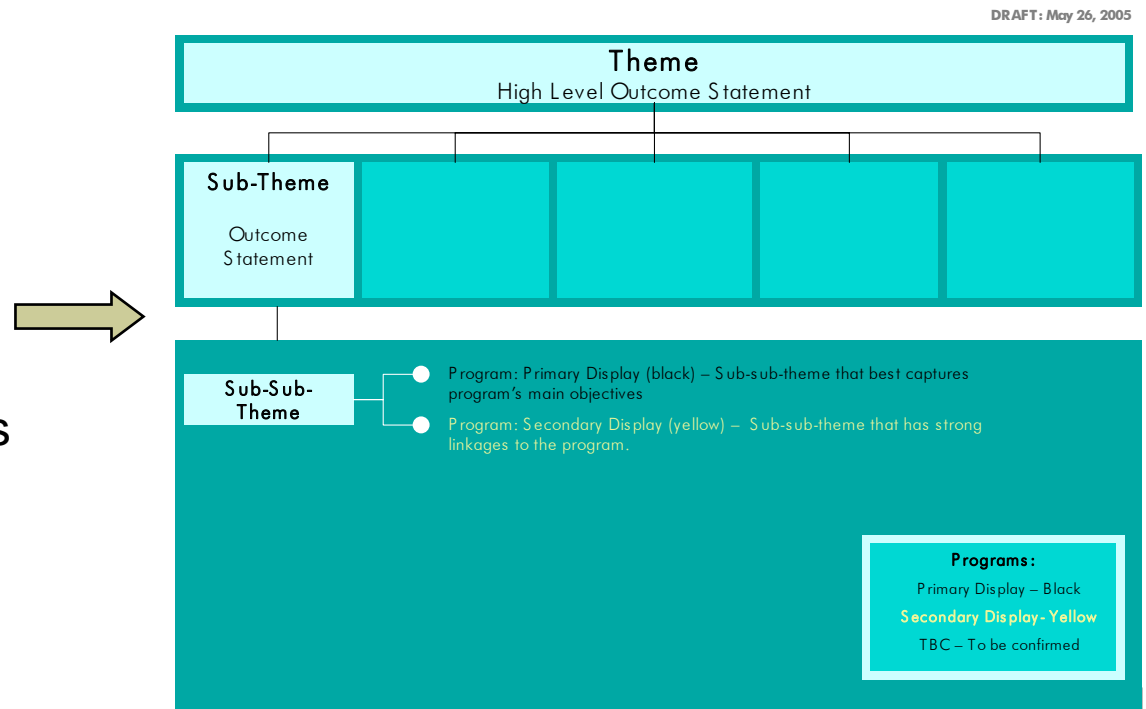
# AHF...

DRAFT: May 26, 2005

The Aboriginal Horizontal Framework contains an inventory of all federal Aboriginal-directed programs, organized into one of the seven themes.



Within each of these themes or thematic areas, programs are further grouped into smaller thematic areas, according to their strategic objectives and linkages with other programs.



DRAFT: May 26, 2005

# AHF on-line... [www.tbs-sct.gc.ca/aaps-aapd](http://www.tbs-sct.gc.ca/aaps-aapd)

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Aboriginal Horizontal Framework

By Theme

By Department or Agency

By Target Group

Review frequently asked questions

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**ABORIGINAL AFFAIRS : PROGRAMS AND SPENDING**

Welcome to the Aboriginal Affairs: Programs and Spending website. The website is designed:

- to provide governments and citizens with current information on the federal suite of programs targeted to First Nations people, Métis people, and the Inuit;
- to provide a comprehensive view of government performance and spending on all federal programs directly targeted to Aboriginal people; and
- to pilot a new approach for managing horizontal issues across the federal government.

**Our approach**

The Treasury Board of Canada Secretariat has worked intensively with over 30 federal departments and agencies to develop the Aboriginal Horizontal Framework—the foundation of this desktop. The Framework groups programs and expenditures directed specifically to Aboriginal people into seven thematic areas:

1. Health
2. Education
3. Employment
4. Housing
5. Economic opportunities
6. Culture
7. Social services

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# Key Goals for AHF

- Shared information base / transparency – begin the dialogue in order to improve decision-making on Aboriginal programs
  - Verify if the picture is right – does it reflect Aboriginal priorities? does it reflect gov't priorities?
  - Identify areas that could work better together
- Overall: clear, simple program base so that more effort can be focused on achieving results on the ground

# AHF... Evolving into More

- Currently, the AHF is an information tool
- But what if it were something more? For what else could it be used?
  - Encourage depts to work better together?
  - Better integrate programs?
  - Establish approaches to better allocate resources to priorities?
  - Tackle cross-cutting issues?
- Where could we begin?

# Improving results

- Directive on Aboriginal Transfer Payments and the Aboriginal Horizontal Framework are two initiatives focused on improving results:
  - Better financial administration and better programs will lead to better program results on the ground
- Can they be improved? How?
- Are there other issues we haven't considered?

Canada 

# Directive: Progress to date

- Sept '05: Joint Technical Working Session on Improving Horizontal Management
  - Identified need for a separate Directive
- Jan '07: Joint Technical Committee on Directive on Aboriginal Transfer Payments
  - Received initial thoughts on a Directive
  - Support for proposed approach
  - Committed to continue engagement

# Directive: Future Engagement

- Feb - Aug '07: Further engagement
  - Drafting of Directive will begin now, engaging with Joint Technical Committee on consecutive drafts
  - Need input on real life consequences of Directive on communities and organizations
- End of '07: Goal is to complete Directive
  - Treasury Board will consider Directive in the fall, within the new *Policy on Transfer Payments*