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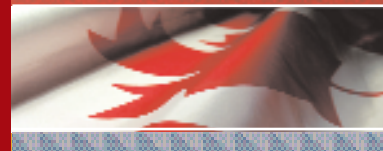
PROPOSAL DRIVEN PROGRAMS GUIDE



COMMUNITY ECONOMIC DEVELOPMENT LANDS AND TRUST SERVICES SOCIAL DEVELOPMENT

Saskatchewan Region

2008 - 2009



Canada

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Distribution List

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INTRODUCTION

This document provides information regarding proposal-driven programs at Indian and Northern Affairs Canada (INAC). These programs provide funding to First Nations and First Nation organizations on a project-by-project basis, allowing communities to develop and implement initiatives that are community-controlled and based on their priorities.

The proposal-driven programs outlined in this document touch on nearly every aspect of life in First Nation communities and include programming for children, youth, parents, educators, the business community, and First Nation governments. They provide opportunities for First Nations and First Nation organizations to plan innovative projects which enhance the quality of life, strengthen capacity, and ultimately, help to build foundations for change.

This program guide is developed in three colour coded sections:

Economic Development	(blue)	• Community Economic Opportunities Program
Lands and Trust Services	(green)	• Professional and Institutional Development Program
Social Development	(yellow)	• National Child Benefit Reinvestment Program

Presenting all of the programs in one document is intended to provide greater opportunities for coordination across program areas. Each section includes program objectives and results; approval and eligibility criteria; and contact information. Each program section also contains an application form and program reporting templates.

In developing project ideas, First Nations may benefit from sharing information with each other on successful projects from the past. First Nations are also encouraged to seek out opportunities to collaborate with other First Nations, tribal councils, or other organizations to maximize the benefit and scope of their projects. Some of the proposal-driven programs encourage joint proposals involving multiple First Nations.

All proposal-driven program funding is considered “contribution” funding, which requires that all funds must be expended for the purpose for which they were approved. Funds not expended as approved will be subject to either partial or full recovery by the Department. This allows for the reallocation of funding to other eligible projects. All projects must be completed, and all funding expended, in the current fiscal year ending March 31, 2009. Funding recipients must submit a financial statement as part of the project final report. Details of reporting requirements are outlined in each program section.

Since program funding is limited, it is important that applicants submit their proposals, *in the prescribed format*, on or before the **March 28, 2008 deadline**. To facilitate this process, the program guide and accompanying CD Rom have been distributed well in advance to all First Nations and organizations.

It is hoped that this guide serves as a convenient reference source for those interested in developing and implementing innovative community-based initiatives.

Economic Development
Community Economic Opportunities Program

COMMUNITY ECONOMIC OPPORTUNITIES PROGRAM (CEOP) INSTRUCTIONS

- 1) Review the program guidelines to ensure your project meets eligibility requirements.
- 2) Fully complete the application template. The applications should provide sufficient detail about the project and the benefits which will be achieved.
- 3) Please attach relevant documentation which will further support your application. This may include resumes of key officials/consultants, quotations, contracts, agreements, leases, etc.
- 4) Include a letter or BCR from your Community Economic Development Organization (CEDO) which confirms their support for your project and their willingness to act as a flow through agent for your project.
- 5) Applications should be submitted to:

Leila Nashacappo
Program Manager, CEOP
Federation of Saskatchewan Indian Nations
Suite 100 – 103A Packham Avenue
SASKATOON SK S7N 4K4

- 6) Upon receipt of your application, the FSIN and INAC will screen your application to ensure it meets the eligibility requirements of the CEOP. Applications meeting the screening criteria will then be forwarded to independent third party analysts for review. Applicants whose projects do not meet eligibility requirements will be advised of the decision.
- 7) Projects which have been assessed will be presented to the Project Review Committee (PRC) for their review and recommendation.
- 8) Once a project is approved by INAC, a letter of offer will be issued from the department to the applicant which identifies the terms and conditions of CEOP funding.
- 9) CEOP funding will be provided to the local Community Economic Development Organization (CEDO) for release to the applicant upon the applicant's fulfilment of the terms and conditions of the letter of offer.

For more information or an electronic copy of the documents, please visit our website at www.inac.gc.ca/sk, or contact:

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Community Economic Opportunities Program Guidelines

Objectives and Results

The Community Economic Opportunities Program provides project-based support to those First Nation and Inuit communities that have the best opportunities for public services in economic development.

The Community Economic Opportunities Program is expected to lead to community economic benefits including more community employment and related incomes, greater utilization and increased value of land and resources under community control, more community government revenue from economic development, enhanced community economic and other infrastructure, more and better arrangements to access off-reserve resources, more investment in the community, a better climate and environment for community economic development, more and larger community businesses, more contracts and sales for community businesses, and enhanced capacity within the community government to address future economic opportunities.

Eligible Recipients

Eligible recipients are:

1. Band Councils;
2. Governments of self-governing First Nation and Inuit communities;
3. Other representative organizations of Inuit communities;
4. Organizations mandated in writing by the foregoing to carry out economic development services on their behalf, including:
 - a. Local governments of Inuit communities;
 - b. Tribal Councils;
 - c. First Nation and Inuit economic development corporations, associations, co-operatives, and institutions;
 - d. Other First Nation and Inuit corporations, associations, co-operatives, and institutions which provide or plan to provide economic development services for the benefit of First Nation and Inuit communities;
 - e. Other Aboriginal corporations, associations, co-operatives and institutions which plan to provide economic development services for the benefit of First Nation and Inuit communities;
5. Non-Aboriginal corporations other than federal Crown corporations, associations, co-operatives and institutions which provide or are planning to provide research and advocacy services for the benefit of First Nation and Inuit communities.

Eligible Projects

Eligible projects will address the following:

1. Employment of Community Members, including:
 - a. Human resource planning, including identification of long-term employment opportunities and consensus-building around community priorities;
 - b. Skills inventories and the development of plans to obtain required skills;
 - c. The implementation of plans to obtain required skills in relation to economic opportunities, where funding is not otherwise available whether through lack of funding authority or budgets;
 - d. Employment advisory services to community members in relation to economic opportunities;
 - e. Initiatives intended to provide work experience to community members;
 - f. Initiatives to supplement the transition to work measures under INACs social assistance programs;
 - g. Initiatives to promote the employment of community members; and
 - h. Non-training initiatives to upgrade skills and experience of community members which are not eligible for funding under other federal programs.
2. Business Development, including:
 - a. The identification of opportunities on a preliminary basis to be pursued by community entrepreneurs;
 - b. Encouragement of entrepreneurship within the community, including entrepreneurship among youth and women;
 - c. Business information and advisory services, including development of business plans, feasibility and other technical studies (including environmental assessments), the identification of funding sources, and after-care;
 - d. Provision of seed capital to community entrepreneurs through seed capital initiatives;
 - e. Entrepreneurial training initiatives related to specific projects which are not eligible for funding under other federal programs or which have been rejected by other federal programs for lack of funds;
 - f. Non-training initiatives to upgrade entrepreneur skills and experience (e.g. business mentoring systems); and
 - g. Initiatives for community-owned enterprises, including:
 - 1) The development of a corporate business development strategy, including identification and prioritization of opportunities on a preliminary basis and community consensus-building;
 - 2) Organizational development, including the structuring of the corporation or its subsidiaries;

- 3) Initiatives to upgrade skills and experience of members of the board of directors on the management of corporations; and
 - 4) Initiatives to upgrade skills and experience of community members on their rights and responsibilities regarding the community development corporation.
3. The development of land and resources under community control, including:
 - a. The assessment of the economic and other potential of community-controlled land and resources, including resource inventories, land and resource valuations, and opportunity identification;
 - b. The development of land and resource usage plans to capture community economic benefits, including community consensus building in relation to the plans;
 - c. The implementation of land and resource usage plans to capture community economic benefits (e.g. development and upgrading of economic infrastructure including non-commercial tourism assets such as interpretative centers and museums, silviculture, site and service development, zoning by-laws);
 - d. Promoting the disposition of community land and resources to potential acquirers;
 - e. Establishment, including initial implementation, of regulatory, taxation and other regimes necessary to capture community economic benefits but excluding the establishment of self-government regimes; and
 - f. The utilization of municipal financing mechanisms necessary to capture community economic benefits.
4. Access to opportunities originating with land and resources beyond community control, including:
 - a. Identification of economic opportunities related to neighboring lands, including preliminary resource inventories;
 - b. Pre-negotiation planning, including the community consensus building in relation to negotiating strategies;
 - c. The development of negotiating partnerships with other communities in relation to shared opportunities;
 - d. Negotiations to access or benefit from land and resource development;
 - e. The start-up implementation of negotiated agreements; and
 - f. Participation in land-use planning and environmental impact assessment processes for off-reserve lands where participation can be expected to lead to community economic benefits.
5. Promote the community as a place to invest, including:
 - a. The identification of opportunities for business relocation to the

- b. community or for community tourism development;
 - b. The development of promotional strategies, including community consensus building in relation to the strategies; and
 - c. The implementation of promotional strategies, including promotional materials (pamphlets, brochures, videos) and their dissemination.
6. Research and advocacy, including:
- a. Identification and removal of barriers to First Nation and Inuit community economic development;
 - b. Fostering an enabling economic environment in a sector, community or region;
 - c. Facilitating the development of partnering initiatives with targeted public and private corporations, unions, governments, sector stakeholders and First Nation and Inuit representatives;
 - d. Research to gather background materials in order to assess emerging and strategic opportunities, assess the impacts of current practices, identify policy and other alternatives, and assist in the formulation of policies and other solutions;
 - e. Advocacy initiatives to make the case for change; and
 - f. Undertaking activities and developing products (e.g. conferences, videos, TV shows, newspapers and magazines) which promote First Nation and Inuit participation in the economy.

Eligible Expenditures

Eligible expenditures in relation to eligible projects include:

1. Professional and Technical Services;
2. Other personal services;
3. Communications e.g. brochures, booklets, pamphlets, posters;
4. Conferences, workshops and meetings;
5. Training delivery and trainee costs;
6. Work experience initiatives;
7. Economic infrastructure;
8. Project Salaries and wages;
9. Travel, including transportation, accommodation, meals, allowances;
10. Overheads e.g. rent; and
11. Minor office equipment.

Ineligible expenditures include:

1. Any economic development expenditure that would be incurred in the absence of the Community Economic Opportunities Program;
2. Payments for services that would normally be provided without charge (e.g. honoraria for a community service);
3. The operation, repair and maintenance of the economic infrastructure;
4. Economic infrastructure projects which have a reasonable expectation of capturing construction and operating costs through user fees and other means and can function as commercial enterprises;
5. Infrastructure costs financed, or eligible for financing and likely to be financed, under INAC's Capital Facilities Management Program or other federal programs;
6. Training delivery and trainee costs financed by, or eligible for financing and likely to be financed, under INAC's Post Secondary Education Programs;
7. Expenditures not related to the approved project; and
8. Expenditures for economic development services provided by INAC;

Application Requirements

Application requirements include but not limited to:

1. A plan that addresses:
 - a. Project design, including description, objectives, scope and deliverables;
 - b. Uses of funds;
 - c. Identification and justification of costs;
 - d. Management capacity;
 - e. Project organizational structure;
 - f. Administrative arrangements;
 - g. Time lines;
 - h. Proposed indicators to be used at the end of the project to assess;
 - i. Community economic benefits and Where appropriate:
 - 1) Compliance with laws and regulations;
 - 2) Environmental effects and proposed mitigation measures;
 - 3) Land tenure requirements; and
 - 4) Operating, maintenance and repair plan.
2. A declaration of prospective funds from all sources, including federal, provincial, territorial and other government sources.
3. Where appropriate:
 - a. For projects which are not of nation-wide interest, documentation indicating approval of the plan by relevant First Nation, Inuit and Innu communities; and

- b. Any relevant documentation related to any partnership arrangements and commitments.

The application must be complete, and in detail in keeping with the level of funding being sought.

Applicants may submit a brief Statement of Intent prior to submitting a full application. After reviewing the Statement of Intent, INAC will indicate whether the project meets program criteria, and will advise the applicant on the development of the full application.

Project Approval Criteria

Project approvals will be based on the following criteria:

1. The applicant must meet all requirements of an eligible recipient;
2. The project must meet all requirements of an eligible project;
3. Project expenditures to be funded by INAC must be eligible expenditures and the applicant must contribute ten percent of “eligible project expenditures”
4. The application must be complete and in sufficient detail commensurate with the level of funding being sought;
5. The proposed project must generate community economic benefits, and these benefits should exceed INAC costs by a significant amount;
6. Any conflicts between the proposed project and a specific or comprehensive claim have been adequately addressed;
7. Projects:
 - a. Conforming to priorities in regional program management strategies;
 - b. Generating higher levels of benefit to beneficiary First Nation, Innu and Inuit communities per dollar invested by the Program;
 - c. Having regional or community economic impact;
 - d. Generating a wide rather than a narrow range of benefits; and
 - e. Levering the greatest private sector and/or provincial/territorial government funding will be given priority;
8. Eligible recipients are in compliance with INAC’s Management Control Framework regarding audits, reporting and other matters.

Funding Levels

INAC will determine funding levels for approved eligible projects using the following criteria:

1. INAC funding will not exceed \$3,000,000;
2. INAC’s funding will be directly related to the community economic benefits for First Nation, Inuit and Innu communities;

3. INAC funding will not exceed 66 or 2/3 percent of the total eligible project cost for implementing economic infrastructure projects;
4. INAC funding will not exceed 80 per cent of the total eligible project cost for all other projects; and
5. INAC's funding will be limited to the need for funding that has been demonstrated by the eligible recipient.

Terms and Conditions of Funding Agreements

Funding will be provided to the eligible recipient through Contributions. In contributions, any money paid by INAC is a conditional transfer payment for a specified purpose that must be accounted for and is subject to audit for determining adherence to terms and conditions of payment and for which excess funding, unexpended balances, disallowed expenses, and any funds not disbursed for the purposes of the contribution constitutes debts due to the Crown.

Recipients will be expected to report through the format in the First Nation National Reporting Guide on performance measures based on the INAC Economic Development Activity and Performance Measures Guide.

COMMUNITY ECONOMIC OPPORTUNITIES PROGRAM (CEOP) APPLICATION TEMPLATE

The information you provide in this document is collected under the authority of the Financial Administration Act for the purpose of determining if the application for funding is eligible under INAC's Economic Development Programs. Information on individuals is used by Indian and Northern Affairs Canada's Economic Development Program officers/managers who need to know the information in order to respond to your request. We do not share the personal information with other government departments, with the exception of consultants who have been selected to undertake an independent assessment of your funding application. The personal information will be kept for a period of seven fiscal years. Individuals have the right to the protection of and access to the information provided under the Privacy Act (Justice and Privacy Act <http://laws.justice.gc.ca/en/p-21/255104.html>). The information collected is described under the Treasury Board Personal Information Bank INA PPU 504 which is detailed at www.infosource.gc.ca.

Section A. Applicant Information

Applicant Name	
Communities Represented	
Project Name	
Contact Given Name	Contact Family Name
Address	Telephone
	Fax
	Email

A1. Is the applicant acting on behalf of proponent communities in addition to itself? Yes No
 If yes, describe information demonstrating that the proponent communities have given the applicant a mandate to act on their behalf. Provide key documents (letters, Band Council Resolutions, etc.) in an annex.

A2. Is the applicant an Economic Development organization acting on behalf of a First Nation / Inuit Community / Tribal Council Yes No
 If yes, describe the legal, ownership and control structures of the organization.

Section B. Project Description

B1. Provide a description of the project.

B2. Key Project Activities		
Key Activity	Description	Expected Completion Date
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		

Section C. Sources and Uses of Funds

C1. Sources of Funds	Year One	Year Two	Total
Applicant Contribution			
Partner Contribution			
INAC Contribution			
Other Federal Funding			
Provincial/Territorial Funding			
Other (Specify):			
Total			

C2. Uses of Funds	Year One	Year Two	Total
Professional and Technical Services			
Other personal services			
Communications			
Conferences, Workshops, Meetings			
Training Delivery and Trainee Costs			
Work Experience Initiatives			
Economic Infrastructure			
Salaries and Wages			
Travel			
Overhead			
Minor Machinery and Equipment			
Other (Specify):			
Total			

C3. Substantiate all uses of funds by providing key documents in an annex (e.g. quotations for contracts, costing methodology, estimates person days and per diems for services, estimates of travel requirements and costs).

C4. Substantiate why funds are expected from other sources, describe terms and conditions of the funding (e.g. through commitment letters), and provide contact names and telephone numbers for funds expected from other sources.

C5. Describe efforts that have been made to secure funding from other sources to replace INAC funding.

C6. If the project has received previous federal funding, provide information on the amount, source (department or program), purpose, amount and status.

C7. Has INAC funded a previous stage of this project? Yes No

If "yes" and financial statements have been provided, when were the reports submitted: _____
(YYYYMMDD)

If "yes" and financial statement have not been provided, provide financial statements for the previous stage of the project in an annex.

Section D. Project Management

D1. Briefly describe the role of key personnel in the project and provide resumes in an annex. More details regarding key personnel or the organization structure may be required at a later date.

D2. Indicate the nature of outside services that will be obtained in connection with this project.

D3. If not a First Nation or Tribal Council, describe project administration (e.g. accounting records, accounting expertise, provisions to ensure proper records, name of auditor, involvement of auditors in project management and control, special services provided by auditors and costs).

Section E. Community Economic and Other Benefits

E1. List the benefits expected and target performance	
Performance Indicator	Target
1.	
2.	
3.	
4.	
5.	
6.	
7.	

Section F. Reserve Land Issues

F1. Describe the land tenure required by the project. (Check those that apply).

- Ownership
- Permit
- Lease or Rent
- Certificate of Possession or Occupation
- Licence
- Other – specify:

F2. Describe the status of acquiring the land tenure, and provide relevant documentation in an annex (e.g. Band Council Resolution, council letter, designation information, draft lease or permit).

Section G. Environmental Issues

G1. Provide an environmental assessment if required. Consult with your INAC project officer.

Section H. Regulatory Issues

H1. Describe key regulations and approval requirements that affect the development or operation of the project, describe that status of securing approvals, and outline measures that will address key regulations and approval requirements.

Section I. Other Significant Information

I1. Provide information regarding any possible conflict with Claims Negotiations of other First Nations and Inuit communities within the same geographic area or operation.

I2. Provide a pro-forma monthly statement of cash flow for the duration of the proposed activity(ies) based on planned expenditures and commitments of funds from all sources in an annex. If there is a shortage of cash flow for a given period, indicate how it will be financed.

I3. Provide other significant and relevant information not provided elsewhere.

Annexes

Indicate documents provided as an annex to this application. Check all that apply:

- Background information (e.g. community development plans/strategies, previous studies)
- Project work plan
- Detailed project budget
- Documents substantiating uses of funds (quotations for contracts, costing methodologies, estimates of person days and per diems, estimates of travel requirements and costs)
- Documents substantiating commitments of funds from other sources (e.g. commitment letters)
- Financial statements for a previous stage of the project if not previously provided
- Resumes of key personnel
- Pro-forma monthly statement of cash flow for the duration of the proposed activities
- Detailed community economic benefits from the project
- Documents indicating the applicant has the support of proponent community(ies) (e.g. letters, Band Council Resolutions) if the applicant is acting on behalf of one or more communities
- Documents indicating either the acquisition of required land tenures or the status of acquisition (e.g. Band Council Resolution, council letter, draft lease or permit) if a land tenure is required
- Environmental assessment reports if an environmental assessment is required
- Documents indicating the willingness of other parties to negotiate, if the project involves negotiations
- Other (Specify):

Authorization

I certify that:

- the information in this application and its annexes is correct, to the best of my knowledge;
- appointed representatives of the Minister are authorized to obtain and share with persons or organizations, public or private, any information necessary to complete the assessment of the project outlined;
- the applicant is in principle prepared to enter into a funding agreement with INAC and to accept the terms, conditions and other obligations of the funding agreement or funding agreement amendment; and
- I am authorized to sign this application on behalf of the quorum of the First Nation Council if the applicant is a First Nation applicant, or the organization making the application.

Given Name	Family Name	
Title		Date (YYYYMMDD)

Economic Development Activity and Performance Guide

All INAC economic development programs and projects require a report at the end of the fiscal year in which the funds were received. Members of First Nation and Inuit communities also expect their governments to report on results of their economic development activities.

INAC's report for the Community Economic Development Program seeks information on progress made on the activities listed in the Operational Plan that was submitted to access the funding. INAC's report on projects funded under the Community Economic Opportunities Program will require, among other things, reports on performance indicators identified in the funding agreements or amendments to funding agreements. Funding agreements and amendments will include mutually agreed performance indicators to be included in reports.

Relevant performance indicators depend directly on the project. INAC's economic development programs envisage a wide range of potential projects.

To assist project proponents to identify relevant performance indicators for their projects, the chart below has identified a range of activities that may be undertaken. For each activity, the chart below provides examples/descriptions of performance indicators for the anticipated projects. These performance indicators and others may be used to illustrate the success of programs and projects.

INAC uses the performance indicators in the chart below to demonstrate to the government and to the public the positive impact of the INAC Economic Development Programs.

The intent is also that funding recipients may use these performance indicators to inform their communities or constituents on the results of their activities.

Anticipated Projects	Performance Indicators
Community Economic Opportunities Program - Community Economic Development Program Employment of Community Members	
Human resource planning, including identification of long-term employment opportunities and consensus building around community priorities	<ul style="list-style-type: none"> * List of the key next steps in the plan. * List of the key next steps that have been implemented to date
Skills inventories and the development of plans to obtain required skills	<ul style="list-style-type: none"> * Number of community members (male, female) identified for skill upgrading * List of the key next steps in the plan * List of the key next steps that have been implemented to date
The implementation of plans to obtain required skills in relation to economic opportunities, where funding is not	<ul style="list-style-type: none"> * Number of community members (male, female) whose skills were upgraded * Number of community members (male, female) who

Anticipated Projects	Performance Indicators
otherwise available through lack of funding authority	were on social assistance prior to skill upgrading
Employment advisory services to community members in relation to economic opportunities	* Number of community members (male, female) who were provided with advisory services * Narrative description of the types of advice provided
Initiatives intended to provide work experience to community members	* Number of community members (male, female) who participated in work experience initiatives * Number of community members (male, female) who were on social assistance prior to participation in work experience initiatives
Initiatives to supplement the transition to work measures under INAC's social assistance programs	* Number of community members (male, female) who participated in the transition to work measures
Initiatives to promote the employment of community members	* Number of contacts with potential employers * Number of contacts leading to employment of community members * Number of community members (male, female) employed as a result of the contacts
Non-training initiatives not eligible for funding under other federal programs to upgrade skills and experience of community members	* Number of community members (male, female) participating in the non-training initiatives * Description of the key non-training initiatives which were carried out
Community Economic Opportunities Program - Community Economic Development Program The development of community-owned and community-member businesses	
The identification of opportunities on a preliminary basis to be pursued by community entrepreneurs	* Number of preliminary potential opportunities that were identified * Number of community entrepreneurs (male, female) currently undertaking identified projects * Number of community entrepreneurs (male, female) currently exploring identified opportunities
Encouragement of entrepreneurship within the community, including entrepreneurship among youth and women	* Number of projects to encourage entrepreneurship that were undertaken * Number of community members (male, female) that participated in the projects * Number of community members (male, female) that are currently operating businesses as a result of projects that have been undertaken
Business information and advisory services to community entrepreneurs, including development of business plans, feasibility and other technical studies (including environmental assessments), the identification of funding sources, and after-care	* Number of community members (male, female) who received advisory services * Number of community members (male, female) who received information and advisory services and are currently operating businesses
Provision of seed capital to community entrepreneurs through seed capital initiatives	* Number of community members (male, female) receiving seed capital for a start-up or expansion * Number of community members (male, female) who received seed capital and are currently operating businesses
Entrepreneurial training initiatives related to specific projects which are not eligible for funding under other federal programs or which have been rejected by other federal programs for lack of funds	* Number of community members (male, female) who participated in the entrepreneurial training initiatives * Number of community members (male, female) who participated and are currently operating businesses

Anticipated Projects	Performance Indicators
Non-training initiatives to upgrade entrepreneur skills and experience (e.g. business mentoring systems)	<ul style="list-style-type: none"> * Number of community members (male, female) who participated in non-training initiatives to upgrade entrepreneurial skills and experience * Number of community members (male, female) who participated and are currently operating businesses
The development of a corporate business development strategy for community-owned enterprises, including identification and prioritization of opportunities on a preliminary basis and community-consensus building	<ul style="list-style-type: none"> * List of the key next steps in the strategy * List of the key next steps in the strategy that have been implemented to date
Organizational development for community-owned enterprises, including the structuring of the corporation or its subsidiaries	* Description of the conclusions of organizational development work undertaken
Initiatives to upgrade skills and experience of members of the board of directors of community-owned corporations in the management of corporations	* Description of the results of initiatives that were undertaken
Initiatives to upgrade skills and experience of community members on their rights and responsibilities regarding the community-owned development corporation	* Description of the results of the initiatives that were undertaken
Community Economic Opportunities Program - Community Economic Development Program The development of land and resources under community control	
The assessment of the economic potential of community-controlled land and resources, including resource inventories, land and resource valuations, and opportunity identification	* Description of conclusions of each assessment that was undertaken
The development of land and resource usage plans to capture community economic benefits	<ul style="list-style-type: none"> * List of the key next steps in the plan. * List of the key next steps in the plan that have been implemented to date
The implementation of land and resource usage plans to capture community economic benefits (e.g. developing and upgrading of economic infrastructure including non-commercial tourism assets such as interpretative centres and museums, silviculture, site and service development, zoning by-laws)	<ul style="list-style-type: none"> * Number of community members (male, female) currently employed as a result of the implementation of plans * Community government revenue received or expected during the current year as a result of the implementation of plans * Number of community members (male, female) who started businesses as a result of the implementation of plans * Description of community infrastructure that was developed or upgrade as a result of the implementation of plans * Narrative description of non-quantifiable benefits as a result of the implementation of plans
Promoting the disposition of community land and resources to potential acquirers	<ul style="list-style-type: none"> * Number of promotional contacts with potential buyers * Number and estimated value of disposition initiatives underway but not completed * Number and actual value of disposition initiatives that have been completed to date
Establishment, including initial implementation, of regulatory, taxation and other regimes necessary to capture community economic benefits but excluding the	<ul style="list-style-type: none"> * Description of the regimes established or in the process of establishment * Actual or expected results from the regimes

Anticipated Projects	Performance Indicators
establishment of self-government regimes	
The utilization of the municipal financing authority necessary to capture community economic benefits	* The value of municipal financing raised through the mechanism
Community Economic Opportunities Program - Community Economic Development Program Access to opportunities originating with off-reserve land and resources	
Identification of economic opportunities related to neighbouring lands, including preliminary resource inventories	* Description of the economic opportunities that were identified
Pre-negotiation planning, including the community consensus building in relation to negotiating strategies	* List of the key next steps in the plan. * List of the key next steps in the plan that have been implemented to date
The development of negotiating partnerships with other communities in relation to shared opportunities	* Number of negotiating partnerships attempted * Number of negotiating partnerships established * Current status of negotiating partnership (e.g. not started, started but not completed, completed but unsuccessful/partially successful, successful)
Negotiations to access or benefit from land and resource development	* Results of the negotiations to date (e.g. not started, started but not completed, completed but unsuccessful/partially successful, successful) * Expected number of community members (male, female) to be employed in the negotiated agreement * Expected number of community members (male, female) to start or expand businesses in the negotiated agreement * Expected number of community members (male, female) to receive training in the negotiated agreement * Expected amount of community revenue negotiated in the agreement * Description of expected infrastructure of benefit to the community in the negotiated agreement * Description of expected other non-quantifiable benefits in the negotiated agreement
The start-up implementation of negotiated agreements	* Actual number of community members (male, female) employed as a result of the negotiated agreement * Actual number of community members (male, female) to start or expand businesses as a result of the negotiated agreement * Actual number of community members (male, female) to receive training as a result of the negotiated agreement * Actual amount of community revenue as a result of the negotiated agreement * Description of actual infrastructure of benefit to the community as a result of the negotiated agreement * Description of actual other non-quantifiable benefits as a result of the negotiated agreement
Participation in land-use planning and environmental impact assessment processes for off-reserve lands where participation can be expected to lead to community economic benefits	* Success status of participation (e.g. objectives fully achieve, partially achieved, not achieved) * Expected number of community members (male, female) to be employed as a result of participation * Expected number of community members (male,

Anticipated Projects	Performance Indicators
	female) to start or expand businesses as a result of participation * Expected number of community members (male, female) to receive training as a result of participation * Expected amount of community revenue as a result of participation * Description of expected infrastructure of benefit to the community as a result of participation * Description of expected other non-quantifiable benefits as a result of participation
Community Economic Opportunities Program - Community Economic Development Program Promote the community as a place to invest	
The identification of opportunities for business relocation to the reserve or for community tourism development	* Description of opportunities that were identified
The development of promotional strategies, including community consensus building in relation to the strategies	* List of the key next steps in the strategy * List of the key next steps in the strategy that have been implemented to date
The implementation of promotional strategies, including promotional materials (pamphlets, brochures, videos) and their dissemination	* Number of businesses contacted regarding relocation * Number of businesses currently considering relocation * Number of businesses which have relocated * Investment in the community be relocated businesses
Community Economic Opportunities Program - Community Economic Development Program Research and advocacy	
Identification and removal of barriers to First Nation and Inuit community economic development	* Description of identified barriers to community economic development * Removal status of identified barriers to community economic development
Fostering an enabling environment in a sector, community or region	* List and description of results
Facilitating the development of partnering initiatives with targeted public and private corporations, unions, governments, sector stakeholders and First Nation and Inuit representatives	* Description of results
Research to gather background materials in order to assess emerging and strategic opportunities, assess the impacts of current practices, identify policy and other alternatives, and assist in the formulation of policies and other solutions	* Description of the key conclusions of the research
Advocacy initiatives to make the case for change	* Success status of advocacy activities to make the case for change * Expected number of community members (male, female) employed as a result of advocacy initiatives * Expected number of community members (male, female) to start or expand businesses as a result of advocacy initiatives * Expected number of community members (male, female) to receive training as a result of advocacy

Anticipated Projects	Performance Indicators
	initiatives * Expected amount of community revenue as a result of advocacy initiatives * Description of expected infrastructure of benefit to the community as a result of advocacy initiatives * Description of expected other non-quantifiable benefits as a result of advocacy initiatives
Undertaking activities and developing products (e.g. conferences, videos, TV shows, newspapers and magazines) which promote First Nation and Inuit participation in the economy	* Expected number of community members (male, female) employed as a result of initiatives * Expected number of community members (male, female) to start or expand businesses as a result of initiatives * Expected number of community members (male, female) to receive training as a result of initiatives * Expected amount of community revenue as a result of initiatives * Description of expected infrastructure of benefit to the community as a result of initiatives * Description of expected other non-quantifiable benefits as a result of initiatives
Community Economic Development Program Community economic planning and capacity development	
Community economic development strategies and community economic planning, including economic planning in the context of overall community planning	* List of the key next steps in the plans and strategies. * List of the key next steps in the plans and strategies that have been implemented to date
Organizational design and structures	* List of the key next steps in organizational development * List of the key next steps in organizational development that have been implemented to date
Development of the skills and experience of the organization's staff	* Number of staff (male, female) whose skills and experience have been upgraded * Description of the types of upgrading
Coordinating economic development activities with other community initiatives	* Description of coordination initiatives
Identifying and securing funding and other resources for community economic development	* Number and descriptions of other initiatives to secure funding and other resources * The amount of funding secured * The amount of other resources secured
Development of proposals	* Number of proposals developed

Community Economic Opportunities Program Project Status Report

Section A. Project Identification

Recipient Name	Recipient Number
Project Title	
INAC Contribution Amount	Year of approval

Contact Given Name	Contact Family Name
Address	Telephone
	Fax
	Email

Section B. Project Activities

Describe the work carried out during the year:

Provide any documents demonstrating the completion status of the project plan. Include any documents which are required in the letters of offer, funding agreement, or funding agreement amendment.

Community Economic Opportunities Program Project Status Report

Completion Status: Fully Complete 75 – 100% Complete 50 – 75% Complete Less Than 50% Complete

If the project plan is less than fully complete, explain why planned activities were not carried out to the extent envisaged in the project plan:

--

End-of-Project Results (to be completed for projects for which INAC has not committed any further funding)

Quantitative Performance Indicator(s):	Performance Amount:
1	
2	
3	
4	
5	

Qualitative Results Obtained:

--

Results Expected in the Future:

--

The information provided is accurate to the best of my knowledge.

Given Name	Family Name
Title	Date (YYYY-MM-DD)

**Example for Contribution Funded Programs/Projects
(Recipient Name)**

Revenue and Expenditure Report

Program/Project Name _____

Period Covered by this Report: _____, 0X to _____, 0X

	Budget 20XX \$	Actual 20XX \$
Revenues		
INAC - contribution funding only		
Other Government Departments		
Province		
Other Sources		
	_____	_____
Total Revenues	\$0	\$0
	_____	_____
Expenditures (program applicable)		
Administration overhead		
Capital expenditures		
Conference/course fees		
Honouraria		
Interest and band charges		
Professional fees/contracts		
Supplies and Materials		
Travel		
Wages and Salaries		
Other costs (explain)		
-		
-		
	_____	_____
Total Expenditures	\$0	\$0
	_____	_____
Suplus (Deficit)	\$0	\$0
	=====	=====

Approval signature: _____ Date: _____

Instructions:

- Each contribution program/project/proposal must have a separate revenue and expenditure report.
- This form should be attached and submitted with the program narrative reports.
- Any surpluses are a debt payable to the Crown.
- The program/project's specific terms and conditions may require additional documentation to be submitted.
- Optional reporting - recipient may submit a similar revenue/expenditure report generated from their internal accounting system.

Lands and Trust Services
Professional and Institutional Development

**LANDS AND TRUST SERVICES
GOVERNANCE UNIT**

PROFESSIONAL AND INSTITUTIONAL DEVELOPMENT PROGRAM (P&ID)

BACKGROUND:

The Saskatchewan Region has established Community Development and Planning as one of its Strategic Priorities for 2008-2009. A key activity supporting this priority involves the creation of a *Technical Advisory Group (TAG)* to assist the Region in consolidating its developmental programs supporting First Nations and their representative organizations.

The TAG group has established a number of guiding principles which have been reflected in the attached documents supporting the management of the Professional and Institutional Development Program.

Applications for the 2008 – 2009 fiscal year must be submitted, *in the prescribed format*, no later than **March 28, 2008** in order to be evaluated by the TAG committee and be eligible for funding in the 2008-2009 fiscal year. Applications received after February 1, 2008 will only be considered for funding if a second call letter is issued or if surplus or recovered funds are available.

Strategic Criteria:

The P&ID program has a number of strategic criteria to guide in the approval of projects. They are:

- 1) **Strengthening Governance:** Projects must play a role in promoting, facilitating or strengthening community development capacities, policies, mechanisms and systems of good governance and assist in the transition to the implementation of First Nations Governments.
- 2) **Integration:** Projects must be related to advancing, or be an element of, a longer term vision, plan or process such as a comprehensive community or strategic plan.
- 3) **Community Support of Concept:** Projects must show a demonstrable benefit at the community or regional level and show proof of community support from the outset.
- 4) **Community Acknowledgement of Outcome and Project Evaluation:** Proposal must include some indication that the target group/community of the project has acknowledged the outcome/benefits of the project through the ratification of a policy, constitution, etc. through an evaluation or other feedback mechanism.

- 5) **Results-Oriented:** Project proposals must identify the desired long-term impacts of the initiative and not just describe outputs, activities and processes.
- 6) **Sustainability:** Projects must demonstrate the ability to be self-sustaining if they span multiple years, and not rely on P&ID for core funding annually.
- 7) **Shareability:** Results from funded projects should be able to be shared among communities/organizations.
- 8) **Innovation and Building on the Past:** Projects must demonstrate innovation and not duplicate efforts, processes etc. that have been developed in the past.

Program Budget:

Regional budget allocations have not been finalized for 2008-2009 fiscal year. Final project approval and budget allocations will be done after the TAG committee review and recommendations and our final regional budget allocations are received.

The region has the flexibility to decide which portion of the program budget should be allocated to specific projects, or to regional institutions, based on the regions strategic and operations plans.

Eligible Recipients

Eligible recipients may include:

- First Nations and Inuit;
- National First Nation and Inuit institutions;
- Regional First Nation and Inuit institutions, associations or organizations (including Tribal Councils); and
- Training and professional development institutions or organizations.

Eligible Projects

Eligible projects will be assessed against the program objective, regional or national considerations (which reflect community priorities) and how they might compliment other INAC funded initiatives.

Eligible project activities may include:

- Development of governance courses/programs;
- Government support activities;
- Development, purchase and implementation of appropriate governance systems; and
- Development and support of regional or national governance institutions in the areas of Government, People & Lands as contained in INAC's Strategic Outcome Plan.

Eligible Expenditures

The P&ID program may contribute funds to support governance development activities such as:

- Implementation of governance development plans (including community communication, orientation and awareness plans) or systems;
- Governance education courses and programs by post-secondary institutions;
- Governance training of council and staff; and
- Purchase of professional (legal, accounting, course development, translation, audit, etc.) and technical governance support.

Eligible expenditures for eligible activities may include:

- Tuition, salary, wages, travel, accommodation, telecommunications;
- Office rent and overhead expenses (heating, lights, janitorial, office supplies and printing);
- Professional services (legal, accounting, audit and evaluation); and
- Systems design, implementation and maintenance as well as hardware and software needed to support data collection, analysis and reporting.

Payment of Honoraria or Per Diem for Band Council, Elders, etc. is not an eligible expenditure from the P&ID program budget allocation. If the First Nation is contributing funding to the project then payment of honoraria/per diem may be made from those funds. This must be clearly demonstrated in the budget contained in the application and in the financial reporting required for the project.

Proposal Assessment, Review & Approval

All proposals must clearly establish the goals and priorities of the community or organization within the Strategic Criteria established for the P&ID program.. **The review and assessment of merit will be based on a rating process relative to the items listed within the attached *Application Form* and *Proposal Rating Guide*.** Please note items No. 6 & 7 of the application and rating guide that refer to linkages to a longer term plan or goal and aggregation of services, either internally or externally. These two items have a higher rating than other items in your proposal.

Project approvals will be processed relative to the program budget available. All assessments will be available, upon request, to project proponents outlining the rationale for decisions taken.

Terms and Conditions

Terms and Conditions will be established by the Governance Unit, Lands and Trust Services and will reflect the anticipated outcomes of the project and the requirements of the associated program authorities. For approved projects, the Terms and Conditions will confirm the specific delivery and reporting requirements and anticipated flow of resources. The P&ID program is funded as a "Contribution". This means that the funding allocated can only be spent for the purpose for which the funds were provided. Initial allocation of funding for an approved project will be at 70% with the remaining 30% released upon receipt of an acceptable final report. If the funding is not used for the approved purpose it will be subject to either partial or full recovery.

It is important to note that **sharing the tools developed/best practices** is a condition attached to the resources available, approved for the project. This means that if your approved project involves the development of an Act, policy, constitution, strategic plan, etc. then a copy of this Act, etc., whether ratified or in draft form, must be submitted as part of the final report.

Processing Applications/Submission Deadline

Applications for project funding for the **2008/2009 fiscal year must be submitted in the prescribed format** and received in the Saskatchewan Regional Office no later than **March 28, 2008**. Forward submissions to:

Indian and Northern Affairs Canada
Room 200, 1 First Nations Way
Regina, Saskatchewan
S4S 7K5

Attn: Dwayne Johns, Manager
Governance Unit
Lands and Trust Services

Fax: (306) 780-6128

Late submissions will only be considered should a second call for proposals be warranted.

All submissions received will be formally acknowledged in writing by the Governance Unit in Lands and Trust Services. Recommendations from the TAG will be put forward to the Department for approval and resources will be processed through our district offices. **All applicants will be advised of the status of their application in writing.** A report of approved P&ID projects will be made available, upon request, as decisions are taken. Unsuccessful

applicants are encouraged to contact the above to discuss why their proposal was not funded and how to improve future submissions.

In closing, we look forward to receiving your developmental proposals. Should you have any questions regarding the submission of applications, please do not hesitate to contact:

Dwayne Johns	(306) 780-6370	JohnsD@inac.gc.ca or
Monte Barrett	(306) 780-6011	BarrettMN@inac.gc.ca

2008 - 2009
PROFESSIONAL AND INSTITUTIONAL DEVELOPMENT
APPLICATION FORM

All sections of this application must be completed

1. Applicant Information:

Name of organization: _____

Address: _____ Postal Code _____

Contact person: _____ Position _____

Phone number: _____ Fax number: _____

E-mail address: _____

2. Project Overview:

Project Name: _____

Brief Project Description: _____

Project start date: _____ Project completion date: _____

Project Funding Sources:

Community Resources \$ _____ Municipalities \$ _____

Provincial Government \$ _____ Other Federal Dept's \$ _____

Other Sources (specify) \$ _____

Total Estimated Project Cost: \$ _____

Amount requested from INAC: \$ _____

Please provide name and telephone number of individual responsible for financial management of this project:

Name: _____ Phone Number: _____

Indicate which category of the P&ID Program this project addresses (check only ONE category).

- 1. Development and support of governance related projects/mechanisms
- 2. Development and support of regional and/or national FN/I institutions.

1. Explain project objective - Describe project goals and anticipated outcomes:

2. Describe activities to be undertaken to achieve this objective:

3. Project time line: (dates for completion of key activities) (complete attached work plan Appendix A):

4. Indicate project participants (i.e. Youth, Elders, Band Council, other First Nation, etc):

5. How will the project provide services and benefits to individuals or communities:

6. Explain how this project/proposal is related to advancing, or an element of, a longer term vision, plan or process (i.e. Comprehensive Community or Strategic plan, Capacity Building, Regional Intervention Policy)

7. Identify how this proposal effectively utilizes resources through the aggregation of services, either internally or externally. (i.e. Self-government) If this proposal is being submitted on behalf of more than one eligible recipient list them here and attach supporting documentation from each recipient:

8. Detail other resources that will be used to support this project. Resources may be financial or in kind (Include in Project Budget Appendix B):

9. Project Budget (Complete Appendix B) Modify format as required to include all areas of expenditure. Be as specific/detailed as possible. Include resources identified in #8 above.

10. How will the project be evaluated to determine the degree to which goals and objectives have been met:

11. What tools/products will be developed that will be readily transferable/usable by other First Nations/Tribal Councils/organizations/communities:

12. Identify a communication/reporting/community engagement strategy for informing interested parties:

13. Additional comments or information:

INFORMATION CERTIFICATION

We hereby certify that the information contained in this application is accurate and complete. This application has been reviewed and approved by Chief and Council and/or appropriate governing body.

_____ Chief/Chairman	_____ Date
_____ Councillor	_____ Date
_____ Councillor	_____ Date
_____ Councillor	_____ Date
_____ Councillor	_____ Date
_____ Councillor	_____ Date

Forward completed application to:
Indian and Northern Affairs Canada
Room 200, 1 First Nations Way
Regina, Saskatchewan S4S 7K5
Attention: Dwayne Johns

Fax: (306) 780-6128
E-mail: JohnsD@inac-ainc.gc.ca

All applications received will be acknowledged by INAC prior to their submission to the Technical Advisory Group (TAG) for review and recommendation. Written indication of the approval/disapproval of this application will be provided.

PROFESSIONAL AND INSTITUTIONAL DEVELOPMENT WORKPLAN*

PROJECT TITLE: _____

TIME PERIOD	ACTIVITY	OUTCOME	RESPONSIBILITY

*Adjust format as required by project

**PROFESSIONAL AND INSTITUTIONAL DEVELOPMENT
PROPOSED BUDGETARY ALLOCATIONS**

APPENDIX B

PROJECT TITLE:

*CHANGE FORMAT AS REQUIRED BY PROJECT

BUDGET ITEM	APRIL	May	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH	APPLICANT'S CONTRIBUTION	TOTAL
Salaries: (itemize)														
Travel Expenses:														
Consultant Fees:														
Consultant Travel:														
Meeting Costs:														
Room Rental:														
Community Meal														
Facilitator Fees														
Facilitator Expenses														
Legal Fees														
Other:														
ADMINISTRATION 10%														
TOTAL														

*PAYMENT OF HONORARIUM OR PER DIEM IS NOT AN ELIGIBLE EXPENDITURE UNDER THE PROFESSIONAL & INSTITUTIONAL DEVELOPMENT PROGRAM.

*INDICATE WHICH EXPENSES ARE PAID BY APPLICANT'S CONTRIBUTION.

*ADMINISTRATION OF 10% INCLUDES ALL SUPPORT SERVICES INCLUDING SECRETARIAL SALARY, SUPPLIES, TELEPHONE AND OFFICE RENT

2008 - 2009
Professional & Institutional Development

PROPOSAL RATING GUIDE

Name of Applicant (Organization): _____

Contact Person: _____ Title/Position: _____

Type of Organization: First Nation Tribal Council
 Other (specify)

Project Information

Project Description:

Date Proposal Received: _____

Satisfactory reporting received on previous projects? Yes No N/A

Total Cost of Project: \$ _____ Total Requested from INAC: \$ _____

Which category does this project address (check only ONE category).

____ Development and support of governance related projects/mechanisms

____ Development and support of regional and national FN/I institutions.

Rating Guide										
0	1	2	3	4	5	6	7	8	9	10
Lowest Rating										Highest Rating
No										Yes

The proposal clearly identifies and targets one of the above categories.

- No Yes

The proposal clearly meets the Program Authority/Terms and Conditions:

- No Yes

If proposal contains variations please explain: _____

Note: If the answer to either of the above statements is “No”, the following assessment will not be completed.

1. The proposal contains a clearly defined goal with anticipated outcomes?

- No Yes

Rating: 0 1 2 3 4 5 6 7 8 9 10

Comments: _____

2. The proposal clearly defined activities to achieve the anticipated outcomes?

- No Yes

Rating: 0 1 2 3 4 5 6 7 8 9 10

Comments: _____

3. Proposal clearly indicates/contains a time line and work plan to be followed for the duration of the project to ensure completion of key activities?

- No Yes

Rating: 0 1 2 3 4 5 6 7 8 9 10

Comments: _____

4. The proposal clearly indicates project participants?

- No Yes

Rating: 0 1 2 3 4 5 6 7 8 9 10

Comments: _____

5. Does the project provide services and/or benefits to individuals or communities?

- No Yes

Rating: 0 1 2 3 4 5 6 7 8 9 10

Comments: _____

6. The proposal identifies how it is linked to a longer term vision, plan or process.

- No Yes

Rating: 0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15

Comments: _____

7. The proposal investigates more effective utilization of resources through the aggregation of services or linkage to other programs or initiatives currently underway?

- No Yes

Rating: 0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15

Comments: _____

8. The proposal identifies additional sources of resources that will be used to support this project, either financial or “in kind”?

- No Yes

Rating: 0 1 2 3 4 5 6 7 8 9 10

Comments: _____

9. The proposal contains a detailed budget that outlines INAC funds requested as well as other resources that will be used to support this project.

- No Yes

Rating: 0 1 2 3 4 5 6 7 8 9 10

Comments: _____

10. The proposal identifies specific and measurable data which will be collected and has an evaluation strategy which will measure the degree to which the goals and objectives were met.

No Yes

Rating: 0 1 2 3 4 5 6 7 8 9 10

Comments: _____

11. The proposal identifies tools/products to be developed that will be readily transferable/usable by other First Nations, Tribal Councils, Organizations or Communities?

No Yes

Rating: 0 1 2 3 4 5 6 7 8 9 10

Comments: _____

12. The proposal identifies a communication/reporting/community engagement strategy for informing interested parties or those that will be impacted by the process/results of this project?

No Yes

Rating: 0 1 2 3 4 5 6 7 8 9 10

Comments: _____

Additional Comments: _____

Professional and Institutional Development Program Annual Report

Recipient Name:	Recipient Number:
Contact Name:	Phone Number:

Page 1 of: ____

Provide a narrative report which describes the following:

- Objectives & activities undertaken (if training - describe & provide detailed schedule)
- Outcome and success of the project (such as impact at community level)
- Costs of the project
- Other sources of revenue

The information provided is accurate to the best of my knowledge:

Prepared by:	Title:
Signature:	Date:

Indian Government Services – Professional and Institutional Development Program (PIDP) Professional and Institutional Development Annual Report

DCI Number/Fiscal Year: 638296 (2006-2007)

Applicable Regions: All Regions and Territories

Applicable Funding Agreements: All funding agreements (CFA, FTA, CFNFA, DFNFA) which provide funding for **Professional and Institutional Development**

Purpose:

Due Date: Determined by regional offices and HQ-LTS

Instructions:

- Contact your regional office to confirm the due date of the report.
- The report is to be submitted by a First Nation or Inuit community, a First Nation or Inuit Institution, Association or Organization (including Tribal Councils), Training and Professional Development Institution or Organization, or other organization.
- Complete the information on the cover page and provide the following:
 - A narrative report which describes the following:
 - Objectives & activities undertaken (if training - describe & provide detailed schedule)
 - Outcome and success of the project (such as impact at community level)
 - Costs of the project
 - Other sources of revenue
- The pdf may be printed and filled in, attached with the narrative report and submitted together to INAC, or the pdf may be filled in on-line, the narrative report information included in the pdf and the document saved and then printed and sent to INAC.
- Sign and date the report before submitting.
- Submission Options:
 - Fax or mail the signed report to your INAC Regional Office per the contact details described in the REPORTS SUBMISSION SECTION of the Guide.
 - Email the submission to the INAC Regional Office per the contact details described in the REPORTS SUBMISSION SECTION of the Guide.

Required Supporting Documents:

In certain instances, i.e. custom election code development, further departmental review and approval may be required. The department is committed to collecting and sharing the results, lessons learned and tools developed through funded projects. In addition to the PIDP Annual Report, recipients of PIDP funding are to submit copies of any draft policy, code and/or act developed.

Data Definitions:

Data Element	Definition
Proponent's name & address	First Nation or Inuit community, a First Nation or Inuit Institution, Association or Organization (including Tribal Councils), Training and Professional Development Institution or Organization, or Other.
Project objectives	Description of the governance-related goals to be achieved.
Project activities	Description of the tasks to be undertaken in pursuit of the objectives (e.g., courses/programs, design of governance systems).
Expected outcomes	Description of the benefits expected, such as at the community/regional level.
Budget	Itemized costs of the proposed activities.

Program Documentation:

IGS Program Manual: http://www.ainc-inac.gc.ca/ps/lts/fng/jpd_e.html

Program Authority/Applicable Legislation: Contributions to support the building of strong governance, administrative and accountability systems. Gathering Strength - Professional Development Program Authority: 306 TB Decision: 831951; Indian and Inuit Management Development Program TB Decision: 831942).

Performance Indicators:

Strategic Outcome	Activity	Sub-Activity
The Government	Governance and Institutions of Government	Supporting Governments

Individual performance indicators have not been defined for this program.

Social Development
National Child Benefit Reinvestment Program

**NATIONAL CHILD BENEFIT REINVESTMENT (NCBR)
PROJECT PROPOSAL
INSTRUCTIONS**

- 1) Review the program guidelines to ensure your project meets eligibility requirements. Only First Nations are eligible to submit proposals to receive NCBR funding. Flexible Transfer Agreement (FTA) First Nations are not required to submit proposals for the National Child Benefit Reinvestment Program.
- 2) Fully complete the application template. The applications should provide sufficient detail about the project and the benefits which will be achieved. This will enable department officials to review and assess the application in a timely fashion.
- 3) Proposals must be submitted and approved by the District Office.
- 4) Upon receipt of your application, an acknowledgement letter will be issued by the Funding Service Officer (FSO) who will undertake the necessary review and assessment of your application.
- 5) Once a project is approved, a letter of notification will be sent to the First Nation.
- 6) Recipients including FTA First Nations are required to submit a NCBR project report as set out in the *First Nations Reporting Guide*.

For more information, please visit our website at www.inac.gc.ca/sk or contact your Funding Services Officer.

NATIONAL CHILD BENEFIT REINVESTMENT PROGRAM

The National Child Benefit Reinvestment (NCBR) initiative has been in operation since 1998 following the agreement of the Federal, Provincial and Territorial Ministers of Social Services that governments, including First Nations, should work together to address the problem of child poverty in Canada.

The services and benefits are aimed at ensuring that First Nations children receive the best possible opportunity to develop fully their potential as healthy, active and contributing members of their communities.

The NCBR promotes and facilitates the exercise of local decision-making in managing projects and as such strengthens the policy-development and services-delivery capabilities of the primary stakeholders, First Nations. Although the operation of the NCBR in each Region closely follows provincial and territorial models, First Nations retain the flexibility to prioritize their reinvestment and to plan, design, implement, operate, monitor and evaluate innovative community - based projects that are both culturally relevant and respond to the unique needs of their communities

Primary Objectives of NCBR

- Prevent and reduce the depth of child poverty;
- Provide incentives to work by ensuring that low-income families with children will always be better off as a result of working; and
- Reduce overlap and duplication by simplifying the administration of benefits for children.

The anticipated outcomes resulting from the implementation of the above three objectives are improvement in:

- Children's health and development;
- School readiness and ability to learn;
- Parent's participation in the Labour market; and
- Participation in communities and Canadian society.

NCBR Principles

National Child Benefit Reinvestment policies and programs will:

- Allow communities the flexibility to determine their needs and priorities;
- Support a holistic, culturally appropriate integrated approach to programs and services;
- Respect community control and decision making over program development and delivery; and
- Ensure accountability to communities and clients.

Eligibility for the NCBR Program

Only First Nations are eligible to submit proposals and receive NCBR funds. Tribal Councils and other First Nation organizations are not eligible recipients.

NCBR Program Allocations

Each First Nations annual allocation will be specified in their funding arrangement. The allocation may change during a fiscal year. For planning purposes, First Nations should develop proposals based on their previous years allocation.

Banking Day for Unused NCBR Allocations

If a First Nation does not submit a NCBR proposal, no funds will be provided. These funds would be “pooled” in their funding arrangement. If a First Nation only utilizes a portion of their NCBR allocation, the remaining funds will be “pooled”.

September 30 will be the District banking day. Any pooled or uncommitted NCB reinvestment funds may be reallocated to other First Nations within the District. First Nations who had successful projects will have an opportunity to access these funds to enhance existing projects or to submit new projects for approval. This process will ensure that all NCBR funding is expended in Saskatchewan Region.

Multi Year Projects

Proposals can be for more than one year. For example, a proposal could be presented as one project with three phases covering a three year period. A report would be required at the end of each year. For multi year proposals, the First Nation must clearly identify the project as a multi-year project and specify which phase of the project is being undertaken in each fiscal year.

Project Cash Flow

Cash flow arrangements will be based on the financial requirements of each project. This could include monthly, quarterly or lump sum payments. The FSO responsible for monitoring an approved project should meet with the coordinator or designated individual for the project and discuss the cash requirements of the project.

Terms and Conditions

Reinvestment funds are provided under contribution authority. As a result, NCBR funds must be expended by the end of the fiscal year or the funds must be returned to the Receiver General. The following terms and conditions apply:

Delivery Requirements:

The Council shall administer National Child Benefit Reinvestment

Programs in accordance with its approved proposal.

Reporting Requirements:

The Council shall provide the reports as set out in the *First Nations National Reporting Guide*.

Examples of Activities Where NCBR Funding May Be Spent

1) Childcare

This area includes activities that cover the costs of enhancing existing day care services. Such initiatives allow more families with low incomes to gain access to day care spaces or to have their share of child care costs reduced.

Allowable Expenses:

- equipping and staffing new daycare facilities (not construction or infrastructure costs);
- enhancing existing daycare facilities (such as by extending hours and expanding services to remote areas);
- creating new daycare spaces; and
- subsidizing daycare spaces to make them more affordable.

2) Child Nutrition

Improve the health and well being of children by providing school meal and snack programs (available for children who are pre-school, in-school or out of school). This activity area also includes education of parents on family nutrition and meal preparation.

Allowable Expenses:

- meals and snack projects for children education for parents on child and/or family nutrition and meal preparation;
- mother and child nutrition projects;
- food hampers delivered to homes; and
- meals served at schools, day nurseries, play groups and parent or child support centres.

3) Support for Parents

Assistance for parents to help their children with a healthy start in life.

Allowable Expenses:

- prenatal care projects;
- parenting skills projects and teen parent projects;

- drop-in centres for parents and children; and
- other parent and child support classes.

4) **Home to Work Transition**

Training opportunities to increase the skill level of parents and/or eligible youth which can increase their chances of obtaining work.

Allowable Expenses:

- employment and training classes;
- summer work projects for youth; and
- family and community support projects, such as life skills projects and financial management.

5) **Cultural Enrichment**

Classes and support programs to promote traditional culture to youth. These projects are for all children, including those in pre-school, in-school or out of school.

Allowable Expenses:

- classes on traditional culture, such as art, music, and story telling;
- community cultural development projects, such as celebrations; and related support and education projects for youth, such as peer support groups and mentoring projects involving Elders and youth.

6) **Administration**

Funds allocated for NCB reinvestment projects also cover project administration and service delivery as long as they do not exceed 15% of the total project cost.

Allowable Expenses:

- salaries, wages and benefits;
- travel;
- transportation;
- accommodation;
- training and professional development for professional or para professional administrators;
- testing, policy development and project modification or adaptation;
- instructional and information materials;

- offices supplies and equipment;
- telecommunications;
- printing;
- professional services;
- research, data collection, data analysis and reporting;
- evaluation; and
- incremental fees for accounting and audit services and related office costs.

Projects which are **NOT** eligible for NCBR funding

- initiatives not targeted at low - income families with children;
- housing -construction, repair, renovations or fit -up/ furnishings;
- direct financial subsidies or payments to parents;
(This has been defined as providing a direct financial subsidy to a family who is in receipt of social assistance. In such situations the client would be able to receive services “in kind” such as day care services, while the client is in a training program.)
- capital costs for building or infrastructure
- repayment of personal or community debts
- purchase of securities or other for- profit initiatives
- clothing
- recreational activities such as funding for participation on sporting teams or attendance of events.

SAMPLES OF SUCCESSFUL PROJECTS

- Projects where wage subsidies are provided. The types of jobs range from increased staff at day care centres which allows more spaces where parents can place their children. This in turn allows parents to: attend school; up grade skills; etc.
- Staff hired to run on reserve after-school programs for children from Kindergarten up to grade 12. Such programs help channel children’s energy into positive activities.
- In-school hot meal programs. These range from just breakfast and a possible snack, to both breakfast and lunch. As a result, costs are extremely varied. These programs not only provide food for children, but often have a training component for those who prepare the food, which has lead to employment in other areas.
- Summer student employment. These help provide constructive work for students

by providing wages and on the job experience.

- Cultural camps. Specifically developed to provide an environment where elders take youth on camping trips to show them how to hunt and trap as well to pass on to the youth some of the verbal history of their particular First Nation.

Proposal Approval Process

At the beginning of each fiscal year, First Nations are informed of the amount of NCBR funding which they will receive in their funding arrangement to undertake NCBR reinvestment projects. The First Nations are then required to submit proposals outlining how they plan to use the funds. During the development of these proposals all First Nations are encouraged to discuss their plans with their Funding Services Officer (FSO). In doing so, they can ensure a higher rate of approval for their proposal. Once completed, the proposal is submitted to the District review committee for approval.

If the NCBR criteria are met, funding is approved and the FSO for that First Nation sets a cash flow schedule for the year. If a project is not approved, it is returned to the First Nation for adjustment to meet the NCBR criteria. Once approved, the FSO's ensures funding flows smoothly and appropriately to the First Nation. This means they must keep in contact with the project coordinators through the course of the fiscal year to provide support and to ensure the year end report is submitted on time.

Proposals must include the following information: (see attached project proposal examples)

- how the NCBR objectives will be met;
- a detailed description of the proposed project including how many families/children will benefit from the project;
- a detailed budget for the proposed project and, the sources of funding for the project; and
- a signature of the authorized First Nations staff responsible for the project.

Proposals will be evaluated on the following criteria:

- completeness of the proposal;
- are the NCBR objectives clearly addressed;
- confirmation of the numbers of families and children expected to benefit from the proposal;
- is there an indication on how the project will be evaluated; and
- if the proposal is an ongoing one is there indication of past success.

Reporting Requirements for First Nations NCBR projects (see attached):

- type of program and objectives it is intended to achieve;
- number of families provided services under each specific approved program;
- number of children who received services from the approved program;
- an accounting of the funds expended on the program; and
- report is due in district office by May 30.

**NATIONAL CHILD BENEFIT REINVESTMENT PROGRAM
PROJECT PROPOSAL
2008 - 2009**

FIRST NATION: _____ DURATION: _____

PROJECT NAME: _____

Is this a new or continuing project? _____

What objectives of the National Child Benefit guideline are met?

- | | | | |
|-------|---------------------|-------|------------------------|
| _____ | Childcare | _____ | Child Nutrition |
| _____ | Support for Parents | _____ | Home - Work Transition |
| _____ | Cultural Enrichment | _____ | Administration |
| _____ | Other: _____ | | |

Project Description:

Estimated number of families: _____ Estimated number of children: _____

There are 3 main objectives of the NCB reinvestment fund

1. How does the program reduce or prevent child poverty?

2. Does the program encourage attachment to the workforce? If so how?

3. Does the program duplicate existing programs?

Sources of Funds		Uses of Funds	
First Nation Cash		Wages	
Other Federal Funding		Supplies	
INAC NCB FUNDING		Other (Please specify)	
Total Sources		Total Uses	

Provide a detailed budget breakdown for the project:

Recommended by: _____
 First Nation Representative

Date: _____

Recommended by: _____
 Senior Funding Services Officer

Date: _____

Approved by: _____
 Manager, Funding Services

Date: _____